

PROJECT MANAGEMENT PRACTICES AND IMPLEMENTATION OF DEVELOPMENT PROJECTS IN KENYA: A CASE STUDY OF MARSABIT COUNTY

¹ Guyo Duba Yaro & ² Dr. Jane Njoroge, PhD

¹ Student, Master of Arts in Public Policy and Administration, Kenyatta University, Kenya

² Lecturer, Department of Public Policy and Administration, Kenyatta University, Kenya

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ABSTRACT

This study purposed at ascertaining the effect of project management practices on the implementation of development project in Marsabit County, Kenya. The objectives of the study were; to ascertain the influence of project planning on the implementation of development project, to investigate the influence of stakeholder participation evaluation on the implementation of development project, to find out the effect of resource allocation control on the implementation of development project and to establish the effect of leadership monitoring support on the implementation of development project in Marsabit County, Kenya. The research was underpinned on stakeholder theory and theory of planning. The study employed a descriptive survey research approach. The research targets 65 project managers and 235 project team members working at Marsabit County Government. Stratified random sampling technique was utilized to select 90 respondents. Data was obtained through structured questionnaires. The collected data was analyzed with the SPSS version 26. The analyzed data were displayed in frequency tables, charts and graphs. The study findings showed that project planning ($\beta=0.362$, $P\text{-value} = 0.003$), stakeholders' participation ($\beta=0.304$, $P\text{-value} = 0.002$), resource allocation control ($\beta=0.297$, $P\text{-value} = 0.002$) and leadership monitoring support ($\beta=0.268$, $P\text{-value} = 0.003$) had a positive significant relationship toward the implementation of development projects. The study concluded that project management practices are vital in the implementation of development projects. It emphasized the need for skilled project managers, robust planning, stakeholder engagement, and adaptability to navigate the complex and ever-evolving landscape of development projects. The study recommended that there is need for detailed project planning that includes well-defined scopes, objectives, timelines, and resource allocation. The project plans should be adaptable and account for potential changes and uncertainties. The government should allocate resources efficiently and ensure proper budget control to prevent financial overruns. Also, resource utilization should be monitored to optimize cost-effectiveness while maintaining project quality.

Key Words: Project Planning, Stakeholder Participation, Resource Allocation, Leadership Monitoring

INTRODUCTION

A project is an exceptional blue print of suggested tasks, with unquestionable beginning and ending points, attempted by a person or a group to achieve defined goals within specified time, cost, and execution parameters (Project Management Institute, 2013). The following characteristics of a project should be present in order for it to contribute to business objectives: a defined, limited future, depicted and quantifiable business thing; a coordinated set of actions to accomplish the business objective; a defined measure of benefits; and it should be given access to an affiliation structure with clear promises in order to oversee the project (Kerzner, 2000).

Dissanayaka and Kumaraswamy (2013) posit that project management practices are those core project requirements that must be upheld in order for the project to be implemented efficiently and effectively. Project management, stated by Ohara (2015), is defined as a expert's capacity to deliver, with meticulousness, a project product that accomplishes a certain target by organizing a committed project team, seamlessly integrating the most proper technical and managerial techniques and approaches, and creating the most effective breakdown and implementation routes.

The project plan is reviewed and modified as a result of the resource allocation, and the project's phases and due dates are revised (Selaru, 2012). Meredith and Mantel (2010) assert that resource allocation specify the dates for the beginning and end of each project activity, the occasions on which each resource will be needed, the size of that need, and the anticipated overall cost resulting from the consumption of resources throughout time. Resources are few, making judicious distribution of them essential to achieving the project's objectives.

The project's stakeholders bring a variety of talents, information, and expertise to the table, and if they are properly managed, they may contribute to the project's achievement (Bourne, 2016). The inclusion or exclusion of stakeholders from the project cycle management has been connected to the accomplishment or failure of several conventional growth projects and initiatives. According to Maina (2013), the involvement of stakeholders is crucial for development efforts. Although simple decisions and emergency situations typically do not call for stakeholder involvement, complicated issues with broad implications do, and when they are handled proactively rather than reactively, it helps to prevent difficulties in the future.

The county government has developed a number of programs aimed at enhancing the lives of those living in Marsabit County via its ministries for commerce, education, transport, tourism, water, and sanitation. These projects are financed by a variety of sources, including the national government, county governments, the world bank, and other international development organizations.

Some of the development projects include; Kenya Off-Grid Solar Access Project (KOSAP) is a flagship project of the Ministry of Energy financed by the World Bank, road project (705.9 million), water and sewerage renovation, drilling of water boreholes, supply of medical equipment, refurbishing of level 4 hospitals, beef farming, agriculture school renovation projects.

The County government started the aforementioned projects, but their execution has never been successful to the extent of 40% due to various current barriers like a lack of adequate project budgeting, the political nature of development projects, fragility in some counties, the deteriorating condition of the supporting infrastructure, poor technology, and low attainment of community involvement (the Republic of Kenya, 2016).

Statement of the Problem

The implementation of development projects, which is the pivotal phase in project management, is impacted by a number of aspects, such as incorrect prioritization, shortages in availability of resources, inappropriate target evaluations, incorrect time estimation for project completion, insufficient project identification, formulation, and design, and flawed conceptualization of policy (World Bank, 2015).

The County Government of Marsabit County Annual Development Plan (CADP) 2018/19, (2018) reports indicated that many infrastructure development projects did not provide the desired results as a result of

inadequate design, execution, and lack of data for effective planning. This is a result of inadequate baseline data that may have guided effective planning and implementation. This occasionally resulted in the creation of initiatives with little real value for the citizen. The discharge of tasks and functions is also impacted by inadequate or decaying infrastructure and facilities, such as offices. Missing are, among other things, well-equipped medical laboratories, animal holding areas, and training facilities for the agricultural and energy industries. Some initiatives are prioritized by the administration above others, or they are motivated by territorial or political objectives.

In Marsabit County, the development project oversight, particularly for roads and other facilities, is inadequate, resulting in subpar construction. Additionally, when programs are not adequately monitored, the beneficial lessons are not recorded, which results in the loss of repeatable ideas and approaches. According to the researcher, there has not been much or no in-depth research done to look into how project management techniques affect the execution of development projects in Marsabit County. Therefore, the current study sought to ascertain the effect of project management practices on the implementation of development project in Marsabit County, Kenya.

Objectives of the study

The study objectives were:

- To assess the effect of project planning on the implementation of development project in Marsabit County, Kenya.
- To ascertain the effect of stakeholder participation evaluation on the implementation of development project in Marsabit County, Kenya.
- To find out the effect of resource allocation control on the implementation of development project in Marsabit County, Kenya.
- To establish the effect of leadership monitoring on the implementation of development project in Marsabit County, Kenya.

LITERATURE REVIEW

Empirical Review

The impact of project management abilities on the success of construction projects was studied by Nyaga (2014) using a sample of chosen construction companies in Mombasa County, Kenya. The study used a descriptive research approach with 111 employees from Mombasa-based construction enterprises as its target demographic, yielding a sample of 33 responses. The primary tools for gathering data were questionnaires. Both quantitative and qualitative researches were employed in the study's data analysis. Tables were used to display the data. According to the study, projects were hindered by not having planning skills that are essential for effective project planning, project planning is complex and risky, necessitating a variety of skill sets for successful project implementation and management, and high standard software and hardware have been introduced as a result of the pressure to complete projects on time and on budget. There is a geographical disparity between the two studies since this study focused on Mombasa County while the present research addresses Marsabit County.

Kariungi (2014) assert that the project organizing benefits must be carried out with stable responsibilities and knowledge as part of a research to identify the timely completion of projects in Kenya. The research discovered that the usage of a project planning tool may allow the standardization of all processes to enable timely completion of projects. The planning instruments should be used while implementing projects since they improve capacity handling. The research suggested that crucial planning components should be addressed throughout project planning.

Kihuha (2018) studied the monitoring procedures and effectiveness of global environmental facility projects, a case study of the UN Environment Program in Kenya. The goal of the study was to assess the relationship

between stakeholder involvement in the planning stage and the accomplishment of UNEP projects in Kenya. Descriptive statistics were used for analysis, and an exploratory study design was used. The results of the research showed that including stakeholders in the allocation of funding planning process and all project phases increased project performance, whereas projects without stakeholder involvement were not performing well. According to the report, internal processes for project planning and stakeholder engagement process restructuring should be identified and restructured via strategic plans.

Njogu (2016) conducted research on the Nema Automobile Emission Control Project in Nairobi County, Kenya, to determine the impact of stakeholder involvement on project performance. The research design employed in this research was a descriptive survey. 181 participants who worked as managers, project managers, operations managers, supervisors, and quality control officers made up the study's sample. The usage of stratified sampling was employed. The questionnaire was utilized to gather first-hand information. The research suggested that project monitoring by stakeholders has a favorable and significant impact on the performance of automobile emission reduction projects.

Karimi (2017) performed research on the impact of implementing enterprise resource planning on organizational performance in Kenya's transportation sector. A descriptive methodology was used in the study. A total of 300 respondents who worked as managers for small and medium-sized businesses (SMEs) comprised the research population. A stratified random sample strategy was used in the investigation. Using a questionnaire with both closed-ended and open-ended questions, primary data was directly obtained from the respondents. Utilizing questionnaires to gather qualitative data, descriptive and inferential statistics were utilized for analyzing the data in SPSS. The research employed multiple regression analysis. The deployment of enterprise resource planning (ERP) in the transportation industry is shown to be influenced by management abilities, top-level management support, and communication. Between the aforementioned study and the present study, there is a conceptual research gap. The aforementioned research concentrated on how implementing enterprise resource planning affected organizational performance in the transportation sector, while the present study concentrates on how project management techniques affect the execution of development projects in Marsabit County, Kenya.

Abbasi and Zamani-Miandashti (2013) conducted research on all staff members of public agricultural facilities affiliated with Iran's Ministry of Science, Research, and Technology to investigate the importance of transformation leadership, organizational culture, and hierarchical learning in improving the implementation of Iranian arming resources. The results demonstrated a substantial and favorable association between the communication elements of the organizational learning process, which includes transformational leadership and a changing hierarchical culture. The two pertinent segments accounted for 87.3% of the variance in the process component. The communication and performance components also had a favorable and substantial association with one another. These results demonstrate that organizational learning techniques that have an impact on learning hierarchies enhance employee performance and create learning organizations.

Edmondson, Higgins, Singer, and Weiner (2016) assert that project execution flourishes in environments where the objectives of the project and the leadership style are seamlessly blended. Different stages of the project achieve varying degrees of success in this setting because psychological safety flourishes and the flexibility it provides also enables team members to exploit their talents without worrying about criticism.

Novo, Landis, and Haley (2017) looked at leadership and how it affects project management performance. The research aim was to determine how project management competencies and leadership abilities may contribute to project success. According to the study's findings, leadership qualities and project management ability go hand in hand. Likewise, there is a significant link between the project managers' leadership abilities and project success.

Buba and Tanko (2017) looked at how project leadership affected how well construction projects performed. A total of 43 questionnaires were sent out to three major categories of respondents, including Nigerian project

managers who worked as quantity surveyors, builders, and architects. The ability of a project manager to provide direction was demonstrated to be the best leadership style, assist in the project's best creative quality, and also build better inter-functional relationships.

Theoretical Review

The research investigation is underpinned by the theories listed below.

Stakeholder Theory

This theory was put out by Freeman (1984). According to this theoretician, a stakeholder is any group or person that may have an impact on or is influenced by the accomplishment of an organization's goals. The Stakeholder Theory discusses ethics and values in business management. Project stakeholders are people or organizations who take a proactive part in the project or whose livelihoods may be affected by how it is executed or by its ultimate achievement. The theory demonstrates that while making choices and achieving organizational objectives, companies must consider the concerns of individuals and groups that may have an impact on their actions (Gibson, 2000). Stakeholder theory explores at how an organization interacts with its micro- and macroenvironment and how it affects how the firm runs its business (Filippone, 2012).

Furthermore, it is suggested that stakeholders are essential to the effective execution of projects since failing to consistently support the project's vision and/or goals may result from their lack of commitment. Political philosopher Charles Blattberg strongly opposed the stakeholder theory for holding that the interests of several stakeholders can only be neutralized or balanced against one another (Pinto, 2019).

Among the most important parties involved in the execution of the project are the project team members, project manager, and other team members. The project recipients and the implementing agencies must work together or engage in joint engagement, claims Khwaja (2004), for participation to occur. The true benefit of involvement is shown by the discovery that mobilizing all stakeholders rather than just a few individuals produces better outcomes.

Theory of Planning

Andreas Faludi proposed the theory of planning in 1973, which defines planning as the implementation of scientific principles in the formulation of policy. Between the two approaches, theory in planning (substantive theory), which aids planners in comprehending the subject of their concern, and theory in planning (procedural theory), which aids planners in comprehending themselves and their operational procedures, there is a distinction. Additionally, it should be highlighted that both theory in planning and planning theory are required for efficient planning (Mukhopadhyay & Faludi, 2015). There are three key phases in the theory of planning: Planning is the major responsibility of the management part in a conceptualization when there is also an effect or part in the project. The effector portion's primary responsibility is putting the ensuing plan into practice. The second category is principles, which includes the existing state of affairs, the ideal state, and the permitted state alterations that may be brought about by a sequence of activities, from which a plan can be inferred. The effector component of the organization transforms the plan into reality. A task's internal planning is dependent on the person who has been given it, and executing a plan is a simple process that may be completed by according to guidelines.

Planning should thus concentrate on creating an environment that supports deliberate action. Aligning the plan with the circumstance is the goal of look-ahead planning. As a result, look-ahead planning upholds the central principle of managing as organizing—that human behavior is situated while also emphasizing the necessity of action plans as supported by managing as planning.

METHODOLOGY

The study utilized a descriptive research design. Descriptive research design was used to examine the effect of project management practices on the implementation of development project in Marsabit County, Kenya. 65

government projects in Marsabit County that were overseen at various levels of county administration make up the target audience. The study targets 300 respondents working at 65 government development projects.

To choose the sample size for the investigation, stratified random sampling was utilized. For this study, stratified random sampling was crucial since it ensured that everyone in a particular stratum has an equal chance of being picked. The study utilized 30% of the targeted population. Therefore, 90 respondents were sampled. A semi-structured questionnaire was utilized to gather data. Items were linked with the accomplishment of the study's goals were included in the instrument when it is constructed. Both closed-ended and open-ended questions were included in the survey items.

Complete questionnaires were revised for precision and uniformity. Descriptive analysis, in particular the standard deviation and the means, were employed to analyze responses to the questionnaire. Additionally, tables, frequencies, and percentages were utilized summarize data to make data easier to understand and analyze. The SPSS version 26, was employed to examine the data. Comprehensive reports on the relationships between the categories were generated through content analysis of qualitative data. An examination of multiple linear regressions was employed to produce inferential statistics.

The multiple regression equation;

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

Where;

Y = Implementation of development project

β_0 = Intercept coefficient

X_1 = Project planning

X_2 = Stakeholder participation evaluation

X_3 = Resource allocation control

X_4 = Leadership monitoring support

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

ε = Error Term

FINDINGS AND DISCUSSIONS

Project Planning and Implementation of Development Projects

The first objective of the study was to determine the effect of project planning on the implementation of development project in Marsabit County, Kenya. The respondents were requested to indicate their agreement level with each statement in regard to effect of project planning on implementation of development projects on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate), 4 (agree), 5 (strongly agree). The results were presented in Table 1.

Table 1: Descriptive statistics on project planning

Statements	n	Min	Max	Mean	SD
Project planning and designing requires planning of cost of the project through which cost budget of the project is considered.	84	1.00	5.00	3.58	0.835
Lack of financial backing affects project planning and designing	84	1.00	5.00	3.61	0.716
Cost of the project, location, availability of resources and time of completion of the project influences planning of a project.	84	1.00	5.00	3.65	0.687
Project planning and designing will lead to effective and efficient deployment of resources during project implementation process.	84	1.00	5.00	3.45	0.724
Lack of financial backing is another challenge that affects project management.	84	1.00	5.00	3.52	0.829

Source: Field Data (2023)

The results presented in Table 1 established that majority of the respondents agreed that project planning and designing requires planning of cost of the project through which cost budget of the project is considered as supported by a mean of 3.58 with standard deviation of 0.835. Respondents agreed that lack of financial backing affects project planning and designing as supported by a mean of 3.61 with standard deviation of 0.716. Respondents agreed that cost of the project, location, availability of resources and time of completion of the project influences planning of a project as shown by a mean of 3.65 with standard deviation of 0.687. Effective project planning is a critical precursor to the successful implementation of development projects. It provides a roadmap, minimizes risks, and ensures that the project is executed efficiently and in alignment with its goals. The results are in line with research by Al-Hajj and Zraunig (2018) who established that project planning helps define clear and specific project objectives. This clarity ensures that all stakeholders understand the project's purpose and what needs to be achieved, which, in turn, helps keep the team focused on the desired outcomes.

Furthermore, the findings show that most of the respondents agreed that project planning and designing will lead to effective and efficient deployment of resources during project implementation process as supported by a mean of 3.45 and standard deviation of 0.724. Also, the respondents agreed that lack of financial backing is another challenge that affects project management as indicated by a mean of 3.52 and standard deviation of 0.829. Project planning enabled the project managers to monitor progress towards attaining the goal. This is supported by Demirkesen and Ozorhon (2017) who established that the project arranging advantages must be accomplished with solid responsibility and information on the project directors and other project partners.

Stakeholder Participation Evaluation and Implementation of Development Projects

The objective two was to assess the effect of stakeholder participation evaluation on the implementation of development project in Marsabit County, Kenya. The respondents were asked to indicate their agreement level with each statement related to effect of stakeholder participation evaluation on the implementation of development project on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate), 4 (agree), 5 (strongly agree). The means and standard deviations were developed. The results were presented in Table 2.

Table 2: Descriptive Statistics for stakeholder participation evaluation

Statements	n	Min	Max	Mean	SD
External stakeholders were also the part of the project shareholder management and play important role in project portfolio.	84	1.00	5.00	3.62	0.815
Stakeholders have formulated clear vision and involvement of key stakeholder that has turnaround the image of the organization.	84	1.00	5.00	3.58	0.779
Stakeholder participation helps in the identification of deviation in the project	84	1.00	5.00	3.55	0.748
Lack of stakeholder participation in project management is one of the reasons for project failure in development.	84	1.00	5.00	3.72	0.783
Stakeholders often have conflicting interests which increases risks and uncertainty within the project implementation.	84	1.00	5.00	2.69	1.635

Source: Field Data (2023)

Table 2 present responses on resource allocation; from the results majority of the respondents agreed that external stakeholders were also the part of the project shareholder management and play important role in project portfolio as indicated by a mean of 3.62 and standard deviation of 0.815. The respondents agreed that stakeholders have formulated clear vision and involvement of key stakeholder that has turnaround the image of the organization as shown by a mean of 3.58 and standard deviation of 0.779. The participants also agreed that the stakeholder participation helps in the identification of deviation in the project as supported by a mean of 3.55 and standard deviation of 0.748. Additionally, most respondents agreed that lack of stakeholder participation in project management is one of the reasons for project failure in development as indicated by a mean of 3.72 and standard deviation of 0.783. Stakeholder participation aligns with the principles of sustainable

development, as it promotes environmental, social, and economic considerations. It can lead to more responsible and sustainable project outcomes. The findings are supported by the findings of a study by Makau, Mackenzi and Nicole (2018) who established that involving stakeholders, including community members, local authorities, non-governmental organizations, and other relevant parties, helps ensure that projects are responsive to the actual needs of the target population and that they align with local contexts.

Furthermore, majority of the respondents disagreed that stakeholders often have conflicting interests which increases risks and uncertainty within the project implementation as supported by a mean of 2.69 and standard deviation of 1.635. Effective stakeholder participation can lead to a wide range of benefits, such as improved project design, reduced conflicts, better resource allocation, increased transparency, and enhanced project legitimacy. Oreyo, Munyua and Olubandwa (2016) stated that involvement of stakeholders in evaluation of project enhanced good governance with increased accountability and responsiveness.

Resource Allocation Control

The objective three was to examine the effect of resource allocation control on the implementation of development project in Marsabit County, Kenya. The respondents were requested to indicate their agreement level with each statement regarding to effect of resource allocation control on the implementation of development project on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate), 4 (agree), 5 (strongly agree). The means and standard deviations were developed. The results were presented in Table 3.

Table 3: Descriptive statistics on resource allocation control

Statements	n	Min	Max	Mean	SD
The government provide the right quantity of the right material at the right time for the implementation of projects.	84	1.00	5.00	3.61	0.794
Project equipment is assigned to staff for use during project implementation.	84	1.00	5.00	3.59	0.757
There exists periodic budget monitoring to measure expenditures against budget.	84	1.00	5.00	3.47	0.734
Project staff allocation is a prerequisite for onset of project implementation	84	1.00	5.00	3.68	0.768
The organizations have human resource management policies that measure project performance and include reward schemes for staff motivation.	84	1.00	5.00	3.54	0.752

Source: Field Data (2023)

The results presented in Table 3 established that majority of the respondents agreed that government provide the right quantity of the right material at the right time for the implementation of projects as shown by a mean of 3.61 with standard deviation of 0.794. Respondents agreed that project equipment is assigned to staff for use during project implementation as supported by a mean of 3.59 with standard deviation of 0.757. Respondents agreed that there exists periodic budget monitoring to measure expenditures against budget as supported by a mean of 3.47 with standard deviation of 0.734. Financial resource planning practices have been identified to influence the performance of the project. The findings were supported by Umulisa, Mbabazize and Shukla (2015) who established that practices such as budgeting, forecasting and having money generation plans affects the execution of the project.

Additionally, the respondents agreed that project staff allocation is a prerequisite for onset of project implementation as indicated by a mean of 3.68 and standard deviation of 0.768. The respondents also agreed that government have human resource management policies that measure project performance and include reward schemes for staff motivation as supported by a mean of 3.54 and standard deviation of 0.752. The resource allocation control is a fundamental aspect of project management, and it significantly impacts the implementation of development projects. It contributes to cost-effectiveness, time efficiency, risk reduction,

and the overall success of the project. This is supported by Makokha and Ngugi (2022) resource allocation had a positive and significant influence on projects implementation by Busia County government, Kenya. The study also established that proper allocation of resource ensures that the project has the right staff, equipment, money, etc. as efficiently as possible and helps the project manager to identify problems, avoid over allocation and adapt to change.

Leadership Monitoring Support

The fourth objective was to establish the effect of leadership monitoring support on the implementation of development projects in Marsabit County, Kenya. The respondents were asked to indicate their agreement level with each statement related to effect of leadership monitoring support on the implementation of development project on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate), 4 (agree), 5 (strongly agree). The means and standard deviations were developed. The results were presented in Table 4.

Table 4: Descriptive statistics on effect of leadership monitoring support

Statements	n	Min	Max	Mean	SD
Good leadership helps in building and sustaining proper communication between project stakeholders.	84	1.00	5.00	3.74	0.774
Good leadership helps in delegating and utilization of roles concerning assurance of within the set structures.	84	1.00	5.00	3.68	0.812
Leaders monitor the whole project process and utilizes resources together with making necessary corrective action.	84	1.00	5.00	3.71	0.783
Leadership helps in having a contingency plan for managing risks involves in projects.	84	1.00	5.00	3.62	0.739
Good leadership helps in design and application of appropriate standards in project management.	84	1.00	5.00	3.59	0.746

Source: Field Data (2023)

The results presented in Table 4 established that majority of the respondents agreed that good leadership helps in building and sustaining proper communication between project stakeholders as supported by a mean of 3.74 with standard deviation of 0.774. Respondents agreed that good leadership helps in delegating and utilization of roles concerning assurance of within the set structures as indicated by a mean of 3.68 with standard deviation of 0.812. Respondents agreed that leaders monitor the whole project process and utilizes resources together with making necessary corrective action as supported by a mean of 3.71 with standard deviation of 0.783. Every project requires leadership for inspiration, guidance, and setting the objectives. The findings are supported by the findings of a study by Onyango (2019) who established that effective leaders ensure that the project's goals and objectives are clear and well-communicated to the team. Monitoring progress allows leaders to confirm that everyone is working towards the same objectives, which reduces the risk of scope creep or mission drift.

Furthermore, majority of participants agreed that good leadership helps in having a contingency plan for managing risks involves in projects as indicated by a mean of 3.62 and standard deviation of 0.739. Also, participants agreed that good leadership helps in design and application of appropriate standards in project management as supported by a mean of 3.59 with standard deviation of 0.746. Leadership monitoring plays a crucial role in the successful implementation of a development project by promoting accountability, alignment with project goals, problem-solving, resource management, quality control, risk management, and motivation. It also fosters adaptability, stakeholder engagement, and effective documentation and reporting. The findings are in line with a research by Renzi (2020) who revealed that leadership monitoring helps establish a sense of accountability within the project team. When team members know that their progress is being tracked and assessed, they are more likely to stay committed to their responsibilities and deadlines.

Inferential Statistics

The researcher did a regression analysis to establish the effect of project management practices on implementation of development projects in Kenya. The findings of Model Summary, ANOVA and Regression coefficients are as shown in subsequent sections.

Model Summary

The findings of coefficient of correlation R and coefficient of adjusted determination R² is as shown in Table 5.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.749	0.561	0.553	0.124

a. Predictors: (Constant), Project planning, stakeholders' participation, resource allocation control, and leadership monitoring support

b. Dependent Variable: Implementation of development projects

Source: Field Data (2023)

The results established that coefficient of correlation R was 0.749 an indication of strong correlation with the variables. The findings also established that coefficient of adjusted R² was 0.553 which translates to 55.3%. This explains that 55.3% changes in the implementation of development projects can be explained by the following variables; project planning, stakeholders' participation, resource allocation control, and leadership monitoring support. The residual of 44.7% can be explained by other factors beyond the scope of the current study.

ANOVA

An ANOVA was conducted at 95% level of significant, the findings of F_{Calculated} and F_{Critical} are as shown in Table 6.

Table 6: ANOVA

Model	SS	df	MS	F	Significance
Regression	14.67	4	.312	19.7	0.004 ^a
Residual	39.22	80	1.374		
Total	53.89	84			

a. Predictors: (Constant), Project planning, stakeholders' participation, resource allocation control, and leadership monitoring support

b. Dependent Variable: Implementation of development projects

Source: Field Data (2023)

The results in Table 6 show that F_{Calculated} was 19.7 and F_{Critical} was 12.5 an indication that F_{Calculated} > F_{Critical} an indication that the overall regression model was significant for the study. The study established that the P-value was 0.004 which is less than 0.05 an indication that at least one variable significantly affects the implementation of development projects.

Regression Coefficients

In order to establish the individual influence of independent variables on dependent variables, the researcher conducted regression analysis. The findings are as shown in Table 7.

Table 7: Regression Coefficients

Multiple Regression Analysis					
Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	3.572	0.326		1.267	.002
Project planning	0.362	0.0136	0.123	1.236	.003
Stakeholders' participation	0.304	0.0127	0.143	1.123	.002
Resource allocation control	0.297	0.0131	0.152	1.172	.002
Leadership monitoring support	0.268	0.0133	0.161	1.165	.003

Source: Field Data (2023)

The researcher carried out a multiple regression analysis in order to determine the relationship between project management practices and implementation of development projects. As per the SPSS generated table, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 3.572 + 0.362X_1 + 0.304X_2 + 0.297X_3 + 0.268X_4$$

Where Y = Implementation of development projects

X₁ = Project planning

X₂ = Stakeholders' participation

X₃ = Resource allocation control

X₄ = Leadership monitoring support

From the Table 7 showed that project planning had a positive significant coefficient ($\beta=0.362$, P-value = 0.003) which mean that project planning contributes positively to the implementation of development projects. Stakeholders' participation had a positive significant coefficient ($\beta=0.304$, P-value = 0.002) which mean that stakeholders' participation contributes positively to the implementation of development projects. Resource allocation control had a positive significant coefficient ($\beta=0.297$, P-value = 0.002) which mean that resource allocation control contributes positively to the implementation of development projects. Leadership monitoring support had a positive significant coefficient ($\beta=0.268$, P-value = 0.003) which mean that leadership monitoring contributes positively to the implementation of development projects. The implications of these results are that there is a significant relationship between project planning, stakeholders' participation, resource allocation control, and leadership monitoring support and implementation of development projects. The findings concur with the findings of a study by Njiru (2018) who established that effective project management helps development projects stay organized, focused, and adaptive to change, ultimately increasing the likelihood of project success and delivering positive outcomes for the intended beneficiaries. Effective stakeholders' involvement considerably increases project success, and leadership support is one of the key success determinants in project implementation. To ensure the successful implementation of capital expenditure projects, it is essential to maintain open, frequent, and accurate lines of communication with all project staff members and stakeholders. By allocating resources, managers are able to assemble project teams and workgroups that are more effective and efficient, as well as evaluate their schedules and quickly determine the resources that are available at any given time.

CONCLUSIONS AND RECOMMENDATIONS

The study goal was to examine the effect of project management practices on the implementation of development projects in Marsabit, Kenya. The findings from objective one show that majority of the respondents agreed that project planning and designing requires planning of cost of the project through which cost budget

of the project is considered. Cost of the project, location, availability of resources and time of completion of the project influences planning of a project. Project planning and designing lead to effective and efficient deployment of resources during project implementation process.

The findings from objective two show that stakeholders' participation affect the implementation of development projects. According to the findings, the majority of respondents agreed that stakeholder participation helps in the identification of deviation in the project. Stakeholders have formulated clear vision and involvement of key stakeholder that has turnaround the image of the organization. Lack of stakeholder participation in project management is one of the reasons for project failure in development.

The results from objective three show that resource allocation control affect the implementation of development projects. The results show that the government provide the right quantity of the right material at the right time for the implementation of projects. Project equipment is assigned to staff for use during project implementation. Findings consistently show that efficient resource allocation is a key driver of project success. When resources are allocated appropriately and in a timely manner, it can lead to better project performance in terms of meeting deadlines and staying within budget. Projects often suffer when there is a scarcity of essential resources, such as manpower, funds, or materials. This scarcity can result in project delays, cost overruns, and quality compromises.

The findings from objective four show that leadership monitoring affect the implementation of development projects. According to the findings, the majority of respondents agreed that good leadership helps in building and sustaining proper communication between project stakeholders. Good leadership helps in delegating and utilization of roles concerning assurance of within the set structures. Leadership monitoring encourages team members to be more accountable for their responsibilities. When leaders actively oversee the project, team members are more likely to meet deadlines and deliver high-quality work.

In conclusion, this study underscored the vital role of project management practices in shaping the implementation of development projects. It emphasizes the need for skilled project managers, robust planning, stakeholder engagement, and adaptability to navigate the complex and ever-evolving landscape of development initiatives. A forward-looking approach to sustainability, starting from project inception, ensures that projects leave a lasting and positive legacy, avoiding dependency and promoting self-sufficiency. Engaging stakeholders in decision-making and implementation processes fosters collaboration and trust. Efficient resource allocation, coupled with stringent budget control, plays a pivotal role in preventing financial overruns and ensuring cost-effectiveness in development projects. Allocating resources enables managers to form more productive and successful project teams and workgroups, as well as to assess their schedules and forecast resource availability in real time. Leadership support is regarded as one of the important success criteria in project implementation.

The following recommendations were made based on study findings:

- The study emphasizes that there is need for detailed project planning that includes well-defined scopes, objectives, timelines, and resource allocation. The project plans should be adaptable and account for potential changes and uncertainties.
- Resources is critical factor that significantly influenced the implementation of development projects. The government should allocate resources efficiently and ensure proper budget control to prevent financial overruns. Also, resource utilization should be monitored to optimize cost-effectiveness while maintaining project quality.
- The project management team must guarantee that defined roles, duties, and accountability are in place, and that decision making is centered on the efficiency and effectiveness of county operations in both the short and long term.
- The success of a project's implementation over the long term depends on stakeholder participation. Therefore, the study recommends that project teams be rigorously examined to make sure that all

stakeholders are fairly represented. This will guarantee that different demands are met in an efficient manner.

Suggestions for further study

This research investigated on effects of project management practices on the implementation of development projects in Marsabit County, Kenya. The study suggests that further research should be done in other counties to enhance generalization of study findings. The study considered four independent variables (project planning, stakeholders' participation, resource allocation control and leadership monitoring) which according to the findings contributes to 55.3% of the implementation of development project as represented by the adjusted R². The study therefore suggests further study to establish the contributors of 44.7% on implementation of development projects.

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