



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

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ABSTRACT

The study's objective was to ascertain what traits in Machakos County, Kenya's department of health and emergency services had the biggest impact on a project's likelihood of success. The study used a descriptive research technique. The Kenyan Ministry of Health and Emergency Services conducted a number of operations in Machakos County. The Ministry employees who were in charge of carrying out the Ministry's ideas served as the research's analytical unit. In total, 43 responses, including those from 5 project managers, as well as 38 additional team members were sought. 43 people in total responded to the survey. To gather primary data, questionnaires and interview schedules were issued to all the project managers and members of the team. The Department of Energy, Lands, Housing and Urban Development used six respondents to test the research tools in a pilot study. Based on the research's conclusions, the elements that pitched in success of a project include efforts of individuals in charge of it as well as to the procedures followed for allocating resources, monitoring and evaluating progress and incorporating interested parties. According to the study's findings, the Ministry of Housing and Urban Development (MoHUD) makes every effort to ensure that all pertinent stakeholders are consulted for the projects that is in charge of. To gather complete and accurate data on all project results, the Ministry promotes the start of project activity monitoring at the time of assignment and the conclusion of project task evaluations. To complete the duties, people who are qualified and available are dispatched at the appropriate time. Additionally, all the materials needed to execute the jobs were appropriately distributed. The Ministry's highest levels were assisting ongoing projects with operational support. The Ministry was advised to more clearly define and identify its main internal and external stakeholders after analyzing the data. Project managers must plan how progress will be monitored and evaluated. It's crucial to establish some sort of central hub where all project-related data can be managed, where team member progress can be monitored, and where resources can be fairly distributed in order for this strategy to succeed. Project managers are responsible for determining the project's objectives, determining whether the required resources are available, and staffing the project appropriately. The leadership of the project must communicate its vision to those who will devote their time and energy to make the project a reality so that everyone engaged is aware of what they are aiming towards.

Key Words: Project Management, Resource Allocation, Monitoring, Stakeholder Involvement

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INTRODUCTION

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

According to Madeeha and Imran, stakeholder involvement can take many various levels and forms during project implementation (2016). Through conversation, collaboration, and partnership, this can be aligned with project predefinition and start requirements, as well as the association's essential goals, as well as the project's end goal. Proper distribution of resources enhances the efficient use of available resources throughout the company, maximizing their utility (Barr, Fankhauser & Hamilton, 2015). In project management, effective planning, project coordination, project management, motivation of team members, and important decision-making for project implementation are all part of the leadership function (Thite, 2016). Therefore, project the leadership is a crucial ability for finishing a task effectively.

The process of implementing a projects, involves transforming broad policy aims or objectives into concrete results in the form of specific action initiatives. A well-designed project implementation schedule explains and outlines what the project is expected to achieve and when it should be delivered (Gow & Morss, 2018). According to Finch (2019), project planners can utilize a time-related

framework to deal with the project objectives' scheduled time component and what needs to be specified in order to generate deliverables and accomplish goals on schedule, within budget, and in accordance with expectations. Consequently, a project manager plays a vital role in project execution by leading a team of employees with a variety of skills and training who are individually responsible for overseeing distinct project areas.

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

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

campaign. Level 5 and 4 hospitals, together with Level 3 health facilities, were given a makeover.

Statement of the Problem

The essential endlessly purposes behind project frustration are epitomized in the three major aspects of the project, namely time, money, and quality. Most of drives come up short during the execution stage, which has been a wellspring of worry for governments and the general public (Hussein, 2018). According to Kimama (2018), the major issues with public project implementation have been administrative hurdles rather than the initiative's characteristics. In reality, a substantial percentage of projects fail owing to a lack of skills or poor implementation performance. As a result, for Kenya's national and county governments, successful project implementation for long-term national development is a top priority.

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

Munyao (2016) researched the influence of crucial success variables affecting project performance and found out that Leadership Sponsorship, goal orientation, and communication orientation predict project performance. The study, however, was based on a study case involving the NTSA, resulting in a contextual gap. As a result, the current research

will concentrate on many aspects. The study by Osman and Kimutai (2019) looked into key success factors in the execution road developments in Kenya's Wajir County, and discovered that asset preparation greatly impacted the project management in the county. However, the analysis only looked at road projects in Wajir County, leaving a vacuum in the context. Therefore, the present study investigates essential success criteria on the implementation of ministry of health and emergency services initiatives.

Objectives of the Study

The general object of this study was to determine the critical success elements for ministry of health and emergency services initiatives in Machakos County, Kenya. The specific objectives were:

- To examine how stakeholder involvement influences the implementation of health and emergency services projects in Machakos County, Kenya.
- To establish how monitoring and evaluation influences the implementation of health and emergency services projects in Machakos County, Kenya.
- To analyse how resource allocation influences the implementation of health and emergency services projects in Machakos County, Kenya.
- To determine how project leadership influences the implementation of health and emergency services projects in Machakos County, Kenya.

LITERATURE REVIEW

Review of Theories

Institutional Theory

Meyer and Rowan (1977) proposed a hypothesis, based on Meyer (2008), which looks at an organization's survival in relation to its association with its outside climate. Organizations, according to proponents of this theory, often represent the myths, and practices that have evolved over time and have been confirmed by information from many experts, and work to direct organizational activities by responding to altering client needs

(Meyer & Rowan, 1977; Powel, 2007). Institutional strengths, resource dependencies, legal concerns, organizational processes, and procedures are all influenced by laws, procedures, and myths, which also affect the functioning of the organization. Institutional theory changes the way of behaving of associations to act capably in the community and in different stakeholders, depending on the current theme of strategic management literature (Brammer et al., 2013).

According to Zucker (2015), institutional theory paints a detailed yet complex image of an association, perceiving that numerous associations are influenced by ordinary forces from within or outside, such as national laws or policies from regional and local governments. In addition, these policies, which are oppressive, cause the state government to be guided by legitimacy such as general working strategies, acquisition regulations, removal methods and pay, and public prerequisites, which all can divert attention from public use projects. Theory was important in this research since its accentuated significance together with hierarchical individuals complying with rules, methodology, esteem frameworks and symbols, procedures, structures, organizational culture, and cognitive texts when it comes to procurement, deployment, and communication to improve performance.

Stakeholder Theory

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

This theory is significant to the research because it demonstrates that stakeholder screening is an

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

Resource Based View Theory

Barney (1991) came up with an Optimization Oversight theory, asserting that a company is a combination of real money, HR, and hierarchical assets. The fundamental reason of an asset-based view is that of definitive resources and capacities can differ essentially starting with one firm then onto the next, and that these distinctions can be tough. Hypothesis centers around the idea of solid brands that are hard to repeat as wellsprings of business return and ways of making superior execution and upper hand. "Supported upper hand is acquired from esteemed, scant, defectively imitable (attributable to way reliance, causal uncertainty, and social intricacy), and no substitutable assets," as indicated by Barney (1991).

For research, this theory is crucial and that shows how County governance handles projects in light of its assets as well as abilities. In being a wellspring of viable execution of their health projects, the County's resource must also be valuable, scarce, and imperfectly imitable and substitutable. This hypothesis is linked to the variable of resource allocation.

Realistic Evaluation Theory

Pawson and Tilley's realistic evaluation theory was originally published in 1997, is a paradigm for determining what outputs are caused by a project intervention, how it is delivered, and what is

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

Empirical Review

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

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

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

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

The effect of the accessibility of assets on the utilization of water projects subsidized by the Nyeri County, Kenya, has been investigated by Rugiri and Njangiru (2018). A randomized selection strategy was used to choose sixty participants from the project leaders tasked with the research water-related initiatives. Questionnaire used to collect key

data. To obtain relevant findings, descriptive and non-descriptive statistics were used, as well as bivariate and multivariate methods. The discoveries of the review investigation additionally showed that asset accessibility was a decent indicator of project implementation. However, research focuses on water systems thus revealing the content gap.

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

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

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

Conceptual Framework

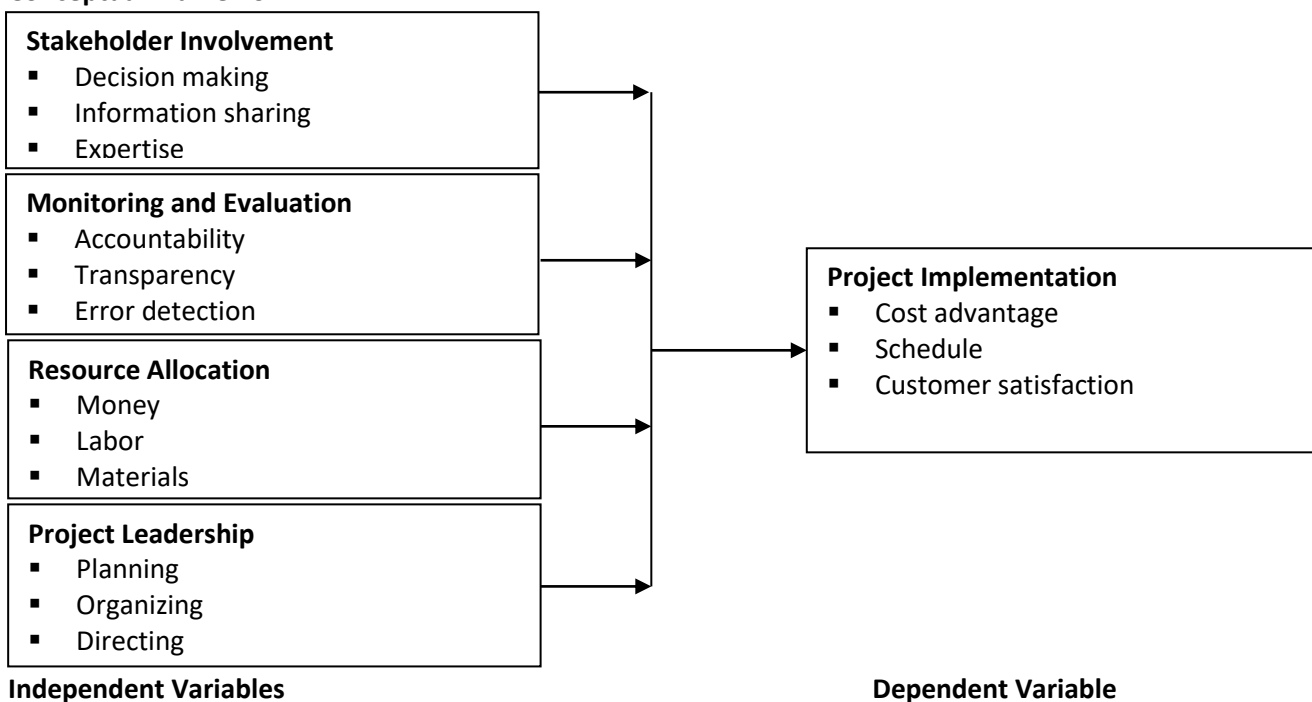


Figure 1: Conceptual Framework

METHODOLOGY

In this study, a descriptive research framework was used. Projects under the Department of Health and Emergency Services in Machakos County, Kenya, were the unit of analysis. Staff who had been instrumental in the implementation of the Department's projects were the monitoring unit. As a result, the total response was 43, with 38 members of the project's team, and 5 project's managers. A survey involving 43 participants was conducted. Interview schedules and questionnaires were employed in data collection. Questionnaires were used to gather primary data at every stage of the gathering procedure. A Likert scale was utilized so that the respondents could express their level of agreement or disagreement with the items that were listed that related to each study objective. Each respondent was given a questionnaire to fill out on their own time, as well as the collection of those questionnaires two weeks later.

FINDINGS AND DISCUSSIONS

The effect of stakeholder participation on project implementation

The respondents were asked to score their level of agreement with several assertions about the impact of stakeholder involvement on project delivery in the Department of Health and Emergency Services. An example of their replies is shown below. Respondents' mean ratings of 3.33 and 3.28 in Table 1. for project ownership and resource mobilization, respectively, reveal that these two factors significantly affect the achievement of initiatives within Department of Health and Emergency Services. Respondents' mean ratings of 3.33 and 3.28 on these two criteria are indicative of this. With a mean score of 3.70 on the project planning part, it was shown to have a greater impact on the delivery of projects connected to the Ministry of Health and Emergency Services.

Table 1: The effect of stakeholder participation on project implementation in the department of health and emergency services, Machakos County

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|----|---------|---------|------|----------------|
| Stakeholders' involvement influence project ownership | 43 | 1 | 5 | 3.33 | 1.410 |
| Stakeholders' involvement influence project resource mobilization | 43 | 1 | 5 | 3.28 | 1.333 |
| Stakeholders' involvement influence project planning | 43 | 1 | 5 | 3.70 | 1.301 |
| Valid N (list wise) | 43 | | | | |

Source: Research data 2022

These results are supported by the high mean score (3.70) obtained around project planning. The remedial action helps community project stakeholders carry out their work, which in turn improves the rate at which health and emergency services ministry projects are completed. Project ownership, as measured by stakeholder participation and a mean score of 3.33, was found to be critically important by participants. The average score for the category "resources mobilization" is 3.28 because of the effort required.

Adequate funding must be allocated in a timely fashion for a project to be carried out successfully. The funds are used for a wide range of purposes, including research and development, product manufacturing, distribution and marketing, human resource management, infrastructure development, and social assistance (Finch, 2019). It is impossible to successfully put a project into action without first completing an appropriate appraisal of the undertaking, which is why the undertaking planning process is so crucial. The necessity for a structured

decision-making Project Planning in by a mean of 3.70, the project's implementation is viewed as successful, which is in line with the expectations that have been established theoretically (Edwards & Holland, 2016).

Monitoring and Evaluation

Findings from the descriptive statistics examination of monitoring and assessment as displayed in Table

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

Table 2: Monitoring and evaluation of Implementation of the ministry of health and emergency services projects

| | N | Mean | Std. Deviation |
|--|----|--------|----------------|
| Monitoring and assessment have an impact on project accounting accuracy | 43 | 3.6744 | 1.59942 |
| Monitoring and evaluation influence the time factor | 43 | 4.0000 | 1.27242 |
| Monitoring and evaluation influence the communication of results efficiently | 43 | 4.1395 | 1.08192 |
| Monitoring and evaluation influence the proper project schedule | 43 | 4.2558 | 1.23622 |
| Valid N (list wise) | 43 | | |

Source: Research Data (2022)

Table 2's high mean of 3.6744 illustrates that respondents feel monitoring, and assessment have a significant impact on accounting accuracy. The mean score for is shown in Table 2 where the time component is 4.00, indicating that it is highly dependent on monitoring and assessment. Respondents also said that monitoring and assessment had a significant role in disseminating outcomes (mean = 4.1395). Table 2 shows that the monitoring schedule had a crucial role in the achievement of projects in Machakos County, with an average score of 4.2558. Transparency and inclusion of all interested parties and the public in an organization's actions are ensured by rigorous monitoring and assessment. Transparency helps maintain honest accounting of money and deals. The mean level of accounting accuracy was found to be rather high in research done by Barr, Fankhauser, and Hamilton (2015), who argued that organizations need to be monitored and

periodically assessed for efficient financial management. Time is an infinite resource, so making the most of it requires careful preparation and management. The findings indicate that the time factor in an organization is significantly affected by monitoring and assessment, as predicted (Finch, 2019). The positive and highest mean of 4.1395 indicates how crucial it is to disseminate the findings of project monitoring and assessment. Stakeholders need to be informed of the outcomes of monitoring and evaluation so that they can formulate responses to out-of-the-ordinary conditions. The significance of the monitoring and assessment outcomes was hypothesized theoretically, and the findings of this investigation agreed with the information provided by the theories (Alutu & Udhawuve, 2019).

Resource Allocation

The other variable was resource allocation, and the outcomes on statement are shown in Table 3.

Table 3: Resource Allocation

| | M | SD |
|---|-------------|-------------|
| Project finance permits the sponsors to share the project risks with other stakeholders | 3.42 | 1.58 |
| Financing the project ensures that the necessary funds are available. | 4.03 | 0.97 |
| Project resource allocation enables project managers to assign tasks to the project team members as per their availability | 3.21 | 1.79 |
| Effective resource allocation enables the project manager to have a forecast resource utilization and proactively take corrective actions ahead of time | 3.64 | 1.36 |
| Project managers can deploy competent employees at the right time and cost | 4.07 | 0.93 |
| Average Score | 3.67 | 1.33 |

Source: Research Data (2022)

Table 3 displays the results; with a 3.67 on average, with a 1.33 standard deviation, it's evident that respondents working with the ministry of health and emergency services in Machakos County, Kenya feel that resource allocation affects the implementation of the project. Finance within project to ensure that the required funds are available (M=4.03, SD=0.97); deploy competent staff at the proper time and cost (M=4.07, SD=0.93); and anticipate resource consumption so that the project manager may proactively take remedial steps in advance (M=3.64, SD=1.36). This indicates that the resources required to complete the projects are being allocated properly and that the projects are being carried out by highly competent employees who are being sourced at the appropriate time. Results are in line with those

found by Nair (2014), who studied the effect of resource allocation choices made by project managers on the success of software projects and found that they had a significant effect on the final product for both the software and the company. As a result, the findings demonstrate the importance of project managers in maximizing software development returns on investment. Respondents were mostly in agreement (M=3.42, SD=1.58) that project funding enables sponsors to communicate project risks to other parties, and that project resource distribution allows project managers to assign tasks to project team members depending on their availability.

Project Leadership

The descriptive statistics results on project leadership are provided in Table 4.

Table 4: Project Leadership

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

Source: Research Data (2022)

Table 4, respondents from the ministry of health and emergency services in Machakos County, Kenya, feel that project leadership affects the

execution of that project. The average score was 4.18, 0.82 as the standard deviation. This implies high-ranking officials within the Ministry have been

involved in carrying out the initiatives. Respondents were nearly unanimous in their agreement (M=4.67, SD=0.33) that planning aids teams in concentrating on their goals, and that organizing a project fosters the development of strong teamwork and teams that identify fully with project goals (M=4.52, SD=0.48). This demonstrates that upper management cares enough about the projects to keep the teams well-organized and focused on meeting their goals. Results showed that respondents generally agreed that planning aids project managers in keeping track of allocated resources and preventing overall location (M=4.09,

SD=0.91), that leadership makes an effort to integrate all individual efforts through proper coordination (M=3.88, SD=1.22), and that project structure guarantees timely project completion (M=3.74, SD=1.26). According to the research, the Interior Ministry actively encourages effective project execution by furnishing detailed instructions and a well-structured framework for all project endeavors.

Project Implementation

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

Table 5: Statements Concerning Project Implementation

| | M | SD |
|--|-------------|-------------|
| Projects are completed within budget. | 4.05 | 0.95 |
| Projects are completed within the time frame specified. | 4.13 | 0.87 |
| Higher quality projects that meet the expectations of clients. | 3.78 | 1.22 |
| Average Score | 3.99 | 1.01 |

Source: Research Data (2022)

Table 5 summarizes the findings, demonstrate that the total score was 3.99, with a 1.01 deviation, demonstrating that the responses agree that Observed crucial success criteria have an impact on how the project is carried out in the department of health and emergency services in Machakos County, Kenya. Table 5. can be found here. The respondents concurred that projects are completed within the allowed time range (M = 4.13, SD = 0.87), completing projects within the allocated budget (M = 4.05, SD = 0.95), additionally, projects are of better quality and suit the expectations of clients (M = 3.78, SD = 1.22). The means and standard deviations for these three statements are as follows: M = 4.13, SD = 0.87 as well as M = 4.05, SD = 0.95. According to Kaptui and Omondi (2019), the

preparation of a thorough project plan that serves as a road map for the execution component of a project often comes before the implementation timeframe of a project. This project level is known as the implementation stage. On the other hand, as the activities advance, there are often variations that might create a challenge to the project managers throughout the project implementation process, which entails the efficient creation and dissemination of initiatives into the company.

Inferential Statistics

Results of Correlation Analysis

In this study, correlation analysis was used to measure the relationship between the independent and dependent variables. Table 6 displays the results.

Table 6: Results of Correlation Analysis

| | | Stakeholder involvement | Monitoring and evaluation | Resource allocation | Project leadership | Project implementation |
|---------------------------|---------------------------|-------------------------|---------------------------|---------------------|--------------------|------------------------|
| Stakeholder involvement | Pearson Correlation 1 | | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 42 | 42 | | | |
| Monitoring and evaluation | Pearson Correlation .159 | | 1 | | | |
| | Sig. (2-tailed) | .392 | | .000 | | |
| | N | 42 | 42 | 42 | | |
| Resource allocation | Pearson Correlation -.004 | | .593** | 1 | | |
| | Sig. (2-tailed) | .983 | .000 | | | |
| | N | 42 | 42 | 42 | | |
| Project leadership | Pearson Correlation .171 | | .551** | .506** | 1 | |
| | Sig. (2-tailed) | .357 | .001 | .004 | | |
| | N | 42 | 42 | 42 | 42 | |
| Project implementation | Pearson Correlation .896 | | .643 | .743** | .707 | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 42 | 42 | 42 | 42 | 42 |

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

Source: Research Data (2022)

The correlation coefficients for the various sets of study variables are shown in Table 6 in a format that is appropriate for presenting them in light of the particular objectives of the research. The test has statistical significance at the 0.01 level with two tails, each correlation coefficient presented in table 6. is found to be statistically significant. It is an indication that the data sets are positively correlated along a linear dimension if all of the values of the correlation coefficient are positive. The engagement of stakeholders in the project the correlation value was found to be 0.896, indicating a very significant positive linear connection between the two variables. The completion of the project was also found to have a correlation coefficient of 0.896. The value of 0.643 that was discovered for the resource allocation correlation

coefficient suggests that this has a linear connection that is generally positive. A significant positive linear relationship can be shown between these three aspects, as indicated by a correlation of 0.743 and 0.707, respectively, between monitoring and assessment, project leadership, and project execution.

Results of Regression Analysis

In order to ascertain the type of connection that exists among the two variables, regression analysis was performed using the four project management -related elements (stakeholder involvement, monitoring, evaluation, resource allocation, as well as project leadership) independent variables', including the successful completion of the project as the dependent variables.

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. The error in the Estimate |
|-------|-------------------|----------|-------------------|--------------------------------|
| 1 | .821 ^a | .673 | .623 | .590 |

Source: Research Data (2022)

Table 7 illustrates the correlation coefficient was 0.673. As a result, we may conclude that the independent variables were significantly linked to the project's actual realization. In addition, Table 6 displays the adjusted R2 to be 0.623. This means that 62.3% of the variance in project execution in the Kenyan ministry of health and emergency services may be attributed to disparities in stakeholder participation, monitoring and evaluation, resource allocation, and project leadership. The model considers 62.3% as variance in project delivery; the remaining 37.7% may be commended for elements outside of the study's purview.

CONCLUSIONS AND RECOMMENDATIONS

According to the research, the Ministry of Housing and Urban Development (MoHUD) takes precautions to ensure that all relevant stakeholders are consulted on matters about the projects being carried out by the Ministry. Improved openness, accountability, and trust have resulted from incorporating stakeholder input into project planning and execution. Additionally, decision-making is improved, and stakeholders' demands are clearly articulated when they are included in the process. This leads to a project being implemented that is following the goals of the customers.

Study results indicate that the Ministry not only allows for quick monitoring of the initiative's activities within outset of the initiatives but also eventually conducts an evaluation of these project tasks to acquire information that is both clear and succinct on every achievement done. The positive relationship that develops between the project managers and the stakeholders as a result of the information that is fed back to the stakeholders on what is happening, in addition to the project manager's capacity to create focus as well as efficiency in the implementation for project tasks until completion of a feasibility study. With use of monitoring and evaluation, project managers have been able to identify risks at an early stage; by applying sound risk management techniques, they

have been able to mitigate these threats, allowing the project to complete its objectives.

The research shows that the projects are carried out by individuals with a high degree of competence who are sourced at the right moment. All the necessary resources for carrying out the tasks are also allocated efficiently. The ministry's attempt to finance the project has been poorly executed, and the project managers' capacity to assign tasks directly related to the project is constrained by a lack of funding.

The analysis found that the Ministry's higher management has been providing support for the initiatives that are currently being carried out. With the help of the leadership, the teams have been able to accurately plan the activities related to the projects, allowing them to put all of their efforts into the effective execution of the projects. All of the project's stakeholders are aware because of the management's understanding of their roles and responsibilities establishment with suitable frameworks for project management, which allows for successful project execution.

The study's findings indicated that stakeholders are the key determinants efficiency of the project. They are crucial components of the project ownership, resource mobilization, and overall planning. Therefore, this study can recommend that the development of a project needs organized stakeholders to provide enough resources for better project planning and implementation. The involvement of stakeholders is extremely beneficial to the activities undertaken by the ministry of health and emergency services. Because local patients and residents stand to benefit the most from these efforts, their participation is very necessary to ensure the programs' continued success. The managers of such projects have a responsibility to guarantee any essential involved parties are incorporated into the procedure to dispel any concerns that may otherwise cause the effort to fail.

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

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

targeted results, and resolving the issue that it was designed to address.

Suggestions for Further Studies

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

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