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INFLUENCE OF STAKEHOLDER INVOLVEMENT ON THE SUCCESSFUL IMPLEMENTATION OF PROJECTS AT KENYA RAILWAYS CORPORATION IN KENYA

¹*Vaati Anne

College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology

P. O. Box 62000, 00200 Nairobi, Kenya

Corresponding Author email: pendoanna19@gmail.com

²Dr. Samson Nyang'au Paul

College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology

P. O. Box 62000, 00200 Nairobi, Kenya

ABSTRACT

Purpose: The purpose of this study was to examine the influence of stakeholders' involvement on successful implementation of projects in Kenya with reference to Kenya Railways Corporation.

Methodology: This research used descriptive research design. The population of the study was the project officers, project managers/team, contractors, consultant's engineers and architects, financial managers and auditors. This research adopted primary and secondary data. Primary data was gathered through use of questionnaire. Data was analyzed using Statistical Packages for Social Sciences (SPSS Version 21).

Results: According to the findings, taking all factors (project team competency, stakeholders' involvement, top management support and project monitoring and evaluation) constant at zero, the overall successful implementation of projects in Kenya was 5.774. The data findings also show that a unit increase in project monitoring and evaluation lead to a 0.362 increase successful implementation of projects in Kenya; a unit increase project team competency lead to a 0.379; a unit increase in top management support, lead to a 0.355; a unit increase in stakeholders' involvement lead to a 0.398 increase in successful implementation of projects in Kenya respectively. This means that the most significant variable was stakeholders' involvement followed by project team competency; top management support and project monitoring and evaluation respectively.

Recommendations: The study recommends that stakeholder's involvement should be improved in project implementation. The study also recommends that a competent project leader be given the responsibility to oversee the implementation of projects in Kenya Railways Corporation to ensure projects are effectively implemented.

Key Words: *Project Team Competency, Stakeholders' Involvement, Top Management Support and Project Monitoring and Evaluation, Successful Implementation of Projects.*

INTRODUCTION

Background of the Study

Project is a short-term venture which is done through people who willingly work collectively to make product or service (project management institute, 2000) in a standard occasion gives and in organized budget to project deliverables. Project success is determined by scope of time taken, financial plan used and outcomes of the project Flaman and Gallagher, (2001). According to Antill (2014), project is successful when it has achieved the set time frame, the financial set budget plan, it has attained the deliverable sat first planned for that particular project and it is received well by the beneficiaries of that particular project for example the community and consumers for which the program was planned. Boyce and Haddad (2011), projects has some features that differentiate them from any other activity in the business. These comprise the reality that projects are short-term implication that any project will have a begin date and finish date though it has nothing to do with small period. Second characteristic is that projects create exceptional outcome showing that the product or service at the finish of the project must be special than the one existing. The third feature is that projects are known by progressive explanation due to distinctiveness and better ambiguity projects cannot be understood totally before project begin, and consequently scheduling and implementation of projects a lot of time in steps or phases. As programme continues, project team understands the steps to follow, output and way of implementing them better.

Project execution comprises of steps performed to finish the all the activities as indicated in the project plan to ensure the program is run as stipulated. This is done through management, organizing and coordinating all the human resources and any other important resources, in addition doing all other work of the program in agreement with project plan (PMBOK, 2014). Implementing a project typically involve identifying needs, addressing the a variety of requirements, requests, and expectations of the stakeholders as the project is designed and carried out, and balancing the challenges of a project were it involves, the project range, excellence, plan, financial plan, all the assets, and un certainty. Stakeholder Involvement is important to the achievement of each project in every business. A stakeholder is defined as community who are negatively or positively affected with the achievement and success of the organization goals (Fudge & Wolfe, 2012). Stakeholder Involvement is constituent of organizational ability and stakeholder decision on the background of project achievement (Glass, 2010).

The project stakeholders are group of persons and association of professionals that are aggressively play part in a project and who interest may be affected as a result of project implementation. Stakeholders benefit for having their interest listen and understood, managed throughout communication of suitable communication on one side and the other side making sure that the stakeholders recognize maintain the project requirements. Stakeholders have a say in the result of the project. It might be curiosity, a right, and possession. Rights can also be lawful or ethical possession in a condition (Carol, Cohen, & Palmer, 2004). Stakeholder Involvement procedure is a practical two-way procedure among the association and the stakeholder. The statement, views and flow in both instructions and the business which can change its behavior as a result of involvement. Stakeholder involvement is throughout increase in relations of common esteem, in position of one-off consultations. Holmes and Moir (2009) experiential that stakeholder's involvement in ecological management project in building is an official process of association

organization during which customers, suppliers and sub-suppliers connect with a set of main stakeholders, in an attempt to support their joint concern to diminish hazard in projects.

Global Perspective of Successful Implementation of Projects

Globally, for instant in America, project implementation is concerning change from the recognized to unidentified results because the future is uncertain and may highly affect people's positions in organizations (Cummings and Worley, 2005). In a lot of instances organization workers do not support change except convincing reasons prove to them to do so. In order to deal with change, it's advisable to direct change hard work, it is helpful to assess readiness for project execution. Willingness for change comprises an appraisal of the discrepancy that exists as well as the effectiveness of the projected change target. Workers become anxious and take action to what is going on in their surroundings and make assumption based on how they recognize that change. The assumptions finish up to be challenge of an organization's willingness for projects (Wheatly, 1992). Employees obviously panic of uncertainty; therefore, resistance to change is universal. To be aware of challenges of an organization's willingness for project implementation is necessary to recognize change procedure. In India, worldwide accepted practice in strategic financial analysis is adhered to. Excellent quantitative and qualitative analytical financial synthesis is the start of victorious and sustainable strategic operation. With no strategic financial examination any element cannot attain sustainability. Sustainability refers relying on commercially priced and globally generated finances rather than on donors for development (Garg, 2006). Workers will outline out what is occurrence and come up with conclusions about what can come out of the planned strategies. In this procedure, workers will shape perception about the firm willingness for project, which may be indicative of firm's capacity to effectively make strategies work. Many of the urban cities are constructed with railway lines project, today major cities do not depend on road means transportation Norihisa (2000). Transportation through roads program is explained as common public transport that has an improved and effectively improved international economy by travelling rate decreasing making better the town and cities operations easy, therefore improving economy which is important for the success of cities

(Baruch, 2013) With the rising worldwide ecological issue, well-organized public transportation systems are more and more seen as an significant method to enlarge and refresh big cities, even as irresistible fewer power and other possessions.

Regional Perspective of Successful Implementation of Projects

In regional perspective especially Africa development projects play a big function in providing essential communal services such as road and rail network construction, stipulation of essential education, farming addition, raise public consciousness on diverse growth. The project breakdown rate in African nations was over 50% by the year 2000 this was according to Meltzer Commission Report, 2000. In Africa countries, city transport schemes and program were not viewed as a major worry part until 1961s Patrick, (2005), as a consequence, the African region railway transportation scheme are motionless to a great extent planned by substantial infrastructure, lawful legislation and institution residential throughout the colonial age, and by policy adopt during the many years ago past self-government to a great extent have allowed the transportation to go down.

Kenyan Perspective on Successful Implementation of Projects

Kenya is capable to make the nation's infrastructure project with the financial support of donor associates and by make use of successful projects management. These growth and development of projects and program vary from the renovation of essential basic learning institutions in many districts, the condition of general health, maintain for agricultural and business in agriculture, the construction of road infrastructure and highways, transport, and the rural electrification program (Millennium Development Authority, 2011). The building construction sector in Kenya has practiced a quick development supported by a development and growth in property development, a increasing real-estate industry and the on-going major infrastructure projects (ESR, 2015). Kenya has prosperous building construction sector in recent years according to the KEBS, (2016). The building construction sector gross value added grew by 15.8% and 15.3% in 2015 and 2014 in that order in relative to 9.3% raise in 2013 (ESR, 2016). The Kenyan government administration has started numerous main projects since the 2014/15 financial year. These projects comprise the Standard Gauge Railway project from Mombasa port to Malaba boarder covering 962KM. substitute offline 5 of the Mombasa-Nairobi 450KM pipeline with a new 20 inches diameter pipeline at a cost of US\$500 million began in 2014/15 financial year and is going on. Construction of Terminal 1A at Jomo Kenyatta International Airport was started in the year 2014/15 (ESR, 2015). Building of SGR and roads contributed to the expansion in employment in the construction sector. The index of government expenses on roads went up from 263.4 in 2014 to 386.7 in 2015 in supports all the projects being undertaken throughout the year. Cement use went up by 9.9 per cent from 5,196.7 thousand metric tons in 2014 to 5,708.8 thousand metric tons in 2015 (ESR, 2016). In Kenya, delay in the execution of construction facilities include associated among determinant for example the lack monetary planning, in adequate management and extremely unfortunate planning of the building and construction process through building of contractors and suppliers, doubtfully, these determinants are mixture of small determinants, for example lack of managing of several resources by contractor, insufficient credit and reply to risk emanate from the socio economic environment, as well as insufficient look upon for stakeholders' requirements.

Kenya Railways Corporation

In Kenya Corporation by the name Kenya Railway Corporation started in the year 1977 by Act of Parliament of the Laws of Kenya, and they began to operate on 20th January, 1978. The roles of the Corporation were to provide controlled and integrated system in Kenya of rail and inland water way transport and inland port amenities. The Act of parliament was revised through the Railways Amendment Act 2005 so as to obtain consent on adjustment, KRC accepted railway services from 1, November, 2006. The Government administrations supervise the KRC through the Ministry of transportation. The railway structure in Kenya includes 2,156 route Kilometers' of meter measure path. Element of this space is a 146km division line among Magadi and Konza owned by Magadi Soda Company. Previous to the allowance, Kenya rail way corporation core purpose was to give freight and traveler rail transport services. Following the allowance, KRC currently provide rail way transportation services throughout the Concessionaire and manage its other possessions for utmost income. Kenya Railway Corporation is at the present concentrating on administration of the allowance, administration of non-approved possessions, endorsement, facilitation and

contribution in nationwide and city railway set-up development growth, expansion and administration of inland waterway and organization of the Railway Training Institute (RTI). The performance of KRC went down over numerous decades. This situation of relationships was caused by insufficient savings, poor administration, a lawful structure that limits self-government, rivalry from other mode of transportation and increase operational expenses. Kenya Railway Corporation is the organization particular given the permission by the Kenya government of revising, rehabilitating, and supervision of the railway operations system in the Nairobi city. In achieving the Vision 2030 the Kenya railway Corporation has begun operating on a variety of railway projects in the city as means of easylink the persistent traffic overcrowding in Nairobi city that has affected the economy of the country for so long for instant works, delays of goods and services in transport sector and other sectors. The management, to be executed for the Vision 2030 development pilot study by the Kenya rail corporation, it includes road construction of a 168 miles rail line connecting the capital city and neighboring towns. The Kenya railway Corporation has started working effectively on renovating and rehabilitating 100 km of the rail way transporting Nairobi in City, building and construction of 6.5 km of original new road to the Nairobi Airport and transformation of stations and other additional amenities (ROK, 2013). Syokimau railway line is an example of the rail projects being built by the Corporation with aim of easing traffic overcrowding on roads to Nairobi city, to cut cost of construction and to offer well-organized and efficient transport means.

Statement of the Problem

Delays in the execution of infrastructural amenities are related with poor financial and economic management by government administration ministries, insufficient plans and bribery of contractors and suppliers. Challenges, for road construction include failure to supply the right and quality construction materials by construction suppliers, insufficient gratitude and reply to risk emanating from the physical and socioeconomic environments, as well as insufficient regard for stakeholders' wants (Flyvbjerg, 2014). According to a study conducted by O'Halloran (2014) on how awareness of stakeholders' management influences performance of construction industry in Ireland, the scholar revealed that stakeholders played a key role in all stages of a project and their inclusion contributed to successful achievement of project's set goals and objectives. Additionally, Lekunze (2010) on his study on the influence of stakeholder involvement in integrated water resource management in community water management projects in Cameroon established that water projects which engaged stakeholders benefited communities for a long time as compared to the projects that exempted stakeholders in management. Remarkably, Adan (2012) on his study on the influence of stakeholders' role in performance of projects revealed that stakeholder's involvement in project identification, planning, implementation and monitoring and control contributed to success of project. Korir (2013) found that poor management of projects lead to project delays of up to 184.7% and cost increase of up to 152.3%. The study conducted by Kogi (2013) found out that project expenditure raise is an issue in the road and all in fracture construction projects and recommended that actions be taken to supervise and manage project finances. Gacheru (2015) found that buildings fall down to poor plans and, lack of seriousness to stipulation of specification, reduction of expenses use of very poor construction material, unqualified personnel's, and failure

to do monitoring and evaluation. (Kibuchi, 2012). Locally, Adan (2012) did a study stakeholder's influence on performance of developments Projects in Kenya. None of the above studies has focused on influence of stakeholder's involvement on successful implementation of the projects in Kenya.

Research objectives

- i. To analyze the influence of project team competency on successful implementation of the projects at Kenya Railways Corporation in Kenya
- ii. To examine the influence of stakeholders' involvement on successful implementation of the projects at Kenya Railways Corporation in Kenya
- iii. To establish the influence of top management support on successful implementation of the projects at Kenya Railways Corporation in Kenya.
- iv. To determine the influence of project monitoring and evaluation on successful implementation of the projects at Kenya Railways Corporation in Kenya.

LITERATURE REVIEW

Theoretical Review

Management Theory of Henri Fayol

Henri Fayol's management theory (1917) is a straightforward model of how organization management relate with employees of the organization. Fayol understood that management has five principle roles: to predict and plan, to arrange, to authority, to organize, and to manage. Predicting and planning is anticipating the future and acting accordingly. Forecasting have to take the organization's accessible assets and flexibility of employees interested in contemplation as this will promise continuity (VanVliet 2011). Association is the growth of the institution's resources, both material and individual. This means that there must be enough funds, personnel and raw materials so that the association can run easily and that it can construct a good operational arrangement (Hodge *et al.*, 2013). Powerful Commanding is keeping the institution's proceedings and process administration. While known instructions and obvious operational orders, workers will recognize precisely what is necessary of them. Return from all workers will be optimized if they are given real commands with admiration to the activities that have to be approved out by them. Victorious managers have honesty, converse obviously and base their decision on usual audit. They are able of inspiring players and cheering workers to take plan.

Organization is the arrangement and coordination of the group's hard work. When all actions are coordinated, the association will function better. Harmonization consequently aims at inspiring incentive and regulation inside the set dynamics (Van Vliet 2011). Lastly, management means that the above actions were performed in agreement with suitable regulations and process. By verifying whether all is available in accordance to plan, the association knows accurately whether the actions are approved out in compliance with the plan (Wrenet *al.*, 2002). This management theory by Henri Fayol (1917) supports the management functions variable of the research study by recognizing key managerial functions that a project manager should adopt while implementing

the project from the initial stage to closure of the project so as to minimize on project risks and deliver project result on time, within the budget and according to client specification. Management theory stresses the need for efficient top management support and preparation to make sure that managerial objectives are obtained. Management theory insists that efficient and victorious execution of programme is based on top management support and good preparation. Building sustainable projects is an ordinary attempt of both firm management support and contractor's responsibility the project and concerns all along with sustain practical and strategies used to make sure the achievement of execution of the project.

Stakeholder Theory

Stakeholder theory was discovered by Ian Mitroff in 1983 and afterward improved by Freeman in late 1983. The theory emphasize that the association among project stakeholders and the business is one that is planned to make worth for the stakeholders. The theory highlights how to administer a range of wellbeing of the rightful stakeholders that survive in a project. There are stakeholders who have right obligations and derivatively lawful stakeholders whose association to the project is derived from their capability to influence the project work, association or other stakeholders (Kolesnikov, 2014). Execution of major project deliverables is significantly dependent upon stakeholder management skills. The need to attain project objectives that entirely tackle stakeholder expectations all through the project life-cycle is of main concern to the project team. Nevertheless, one major job that desires to be undertaken in rising a project's strategic goals is to recognize stakeholders in order to expand a project brief that most excellent address their frequently contradictory variety of requirements and needs (Kolesnikov, 2014). The theory is on the principle that project managers have to attach into the managerial grid, recognize key stakeholders and their worth propositions in a project and supervise them. In the background of this study, major project managers are doubtful to convey project achievement with no paying notice to the prospect and requirements of key powerful project stakeholders. The stakeholders may cumulatively exert a major impact on the insight of project achievement. A project that does not meet prospect of powerful stakeholders is not possible to be regarded as victorious, even if it remains inside the original time, financial plan and range. Stakeholder theory in this study means that the corporation has obligation not just to shareholders but to the other groups that are affected by its conduct, and that the business should engage stakeholders in implementation of the projects. Stakeholder theory suggest the reason of the organization is to provide broader communal well-being ahead of financial value formation for shareholders alone. Involving stakeholders for instance main stakeholders like workers, government administration, suppliers, and communities could lead to successful execution of the projects in Kenya.

Competence Theory

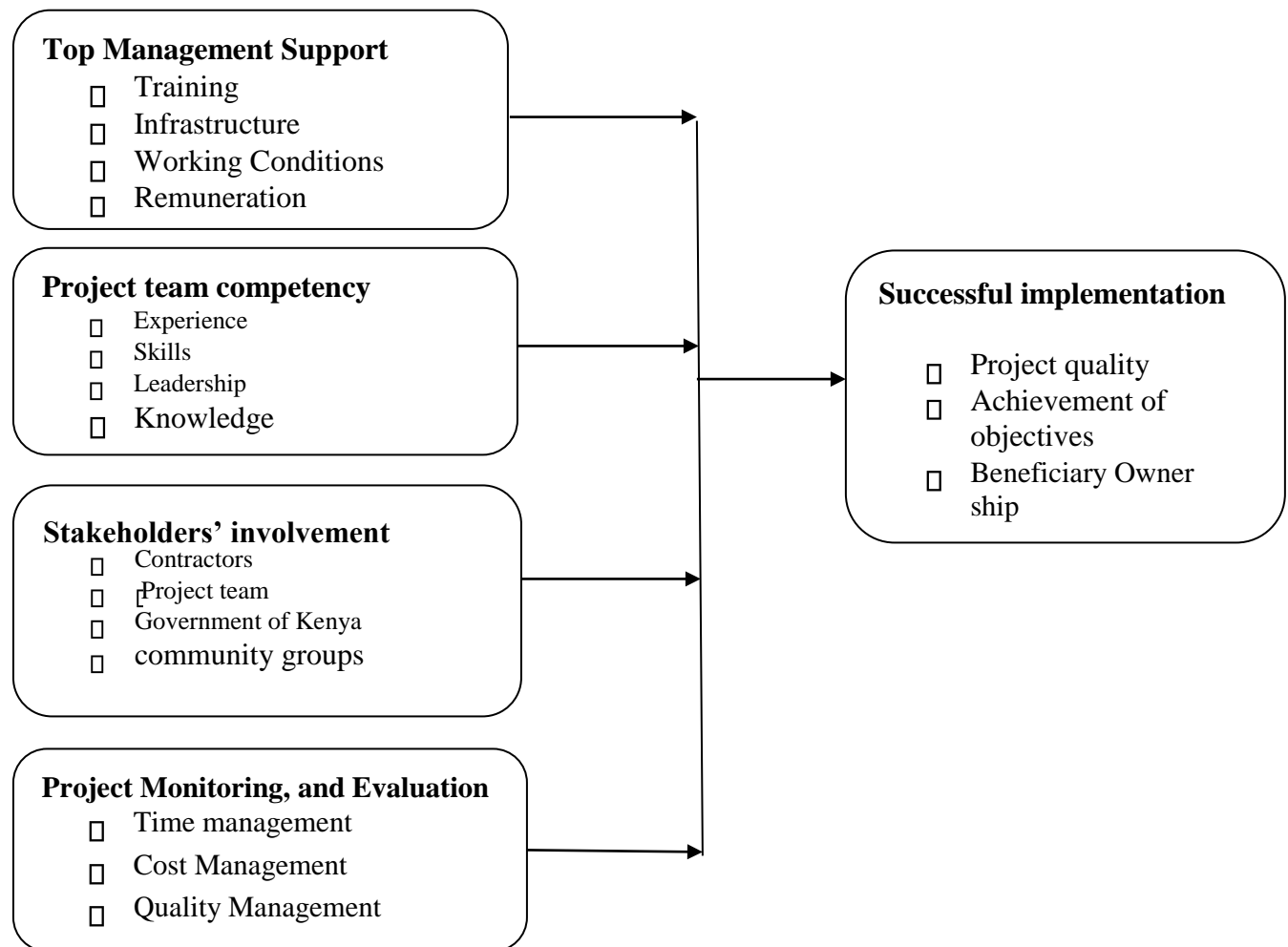
Competency frameworks have been developed by diverse project management institutes. The theory emphasize that the core competencies allow the organization to expand the necessary technique, know-how, systems and transportation infrastructure to give excellence products and services assure the requirements of its clientele (Prahalad & Hamel, 2006). The theory explains that incorporation of numerous technologies and harmonization of varied manufacture skills help organization to make worth in its products and services. The theory is used to expand a strategy to

employ the core competencies of the firm to meet customer requirements and gain competitive advantage over its competition (Prahalad & Hamel, 2009). Competency theory is in support of project team competencies which are usually accepted, and it includes information, abilities, negativity and manners that are informal associated to winning executing of the programme. Team capability in programme planning is achieved by collection of data developed from skills workshop and its resulting proposal and other service skills established in the of project phases.

Program Theory

Program theory is a prototypical on exactly how a platform is must function (Bickman, 1987). Lipsey (1993) stated that it is a strategy by observation to the change on contribution into productivity and how to adjustment a poor condition into a better one over contributions. It is too alleged as the exercise through which platform tool are supposed to impact results. Rossi (2004) maintained that a program theory entail of a structural strategy on in what way to position funds and form the actions of the program actions to safeguard that the planned provision scheme is established and preserved. The theory additionally functions with the provision of service uses strategy which examines how the planned target people get the envisioned sum of involvement. This is over the communication of the provision of service provision schemes. Program theory defines in what manner the contribution for the specific target population signifies the chosen public compensation. Uitto (2004) define the benefits of using a theory created arrangement in monitoring and evaluation. It comprises the ability to attribute project results of particular program as well as recognition of predictable and undesired program penalty. Theory helps the assessor to appreciate reason and the way the program is functioning (Weiss, 2003).

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Top Management Support

According to Crawford, Pollack, and England (2006), project managers have a lot of work to be done for example employing helpful workers, provision of a outline for the project's activities, keeping the dream clear, preparation and training the project team, payment of the project employees and bring together all activities. The project manager is held responsible for negotiating with senior people, and with the donor in specific, mediate conflicts, recognize wanted resources, set milestones, handle the financial plan, make sure that everybody contribute and reimbursement. Project managers are allowed to keep employment on the path and lastly make sure that project objective are delivered on time and budget. Project team Leaders and management must make sure that project team know what they must do, once it is due to, and when the project management is important to do something. Project management must be capable to recognize project uncertainties' and set project expectations appropriately. Project issues which are brought due to poorly planned schedules, inadequate funds, and vague project scope. Project management should be able to identify any clashes between the project team. The project management is answerable when all the project team are not well motivated to uplift their self-esteem (Pollack, 2006).

Stakeholders' Involvement

According to Project Management Institute (2004), stakeholders comprise of project team members, implementing team, contractors, community groups and others. The stakeholders must work jointly to plan, execute, and manage all aspects of the project. Like many sectors, project managers in the global development sector frequently are required to manage stakeholders with whom they have no official hierarchical connection. It is not strange for stakeholders in a particular project to have diverse ethnicities, languages, cultures, and even nationality. The challenge of managing groups in this situation can be particularly complicated.

Project Team Competency

There are a variety of competencies which include information, skills, attitudes, and activities that are essential for effective implementation development programs and projects. A variety of Competency are required for project managers, Turner (2015) Project sources, chooses, and recruits the right methods and procedure to make sure project management achievement. Interpersonal management competencies are similarly referred as the art of project management they include project management information regarding the project operations and communication. Personal management in any project is characterized through the board capacity to single organization. For instance, the ability of the program leader to plan professionally, plan time management for all project operations.

Project Monitoring and Evaluation

Monitoring involves giving essential information and data on project progress any time the information is in need in respect to the objectives, goal and expected outcomes (Ndunge, & Mulwa, 2012). Evaluation is the process of assessment of project objectives and present suggestion, recommendation on why outcomes, results and goals are not attained. (Ogula, 2002).

Monitoring and evaluation is an essentially project management involving a system of reflection and communication supporting project execution (Nuguti, 2009). There are characteristically outside project evaluations in a project cycle specifically midterm appraisal which is held middle

throughout the execution of a project and collective evaluation typically conducted some months after the project cycle with the purpose of assessing project efficiency and impact (James, 2000). Midterm evaluation offers the chance to study the execution process to date and permit for counteractive gauge to be effected in time. Evaluations are typically stranded on the project plan and this means the project plan must be knowledgeable and suitable (Albert, 2004). As previously highlighted, contribution at every stage of the project is essential for project sustainability and this is also factual for project assessment stage (Rossi, Lipsey, & Freeman, 2004). Project management is required to ensure that stakeholders are fully involved in the evaluation of the scheme successful. The involvement of the sponsors and the community in general assist the evaluation team to understand the purpose, goal, and specific objective of the projects (Lipman, 2014).

Empirical Review

Top management support

Schultz and Slevin (2009), Top management support for projects, and implementation, has very long been of immense significance in distinguishing among their achievement or failure. Bowen (2005) indicates that the amount of management support for a project lead to important variation in the clients' degree of final acceptance or rejection to that project. Top Management Support is the character and total of support the project manager can anticipate starting from management both for him as manager and for the project. Project managers their job is to achieve their objectives as a consequence of the promise, collaboration and contributions of the public on the project team. As a effect, managing and controlling community can turn into the project manager's the majority significant and most hard job. Most frequently, when we imagine of project managers who are particularly gifted at running people, we tend to center of attention on their mastery of skills of people management (Chikane, 2004). These are the project managers who are particularly successful at inspiring team members, highlighting idea, empowering staff, recognizing success, listen, leading instance, giving out solutions to crises and building confidence and trust.

Stakeholder Involvement

Miles, (2013) Involving stakeholders such as volunteers, community members, local authorities, partners and donors, as much as possible in the evaluation process given that their participation help to make sure diverse perspectives are well thought-out so that the evaluation result can be owned and act as a lesson. Failure to involve stakeholders at the beginning of project may lead to adoption of poor projects which may fail to help the community. According to Jonnes (2008) these projects time and again do not have support from the stakeholders and beneficiaries. Stakeholder involvement ensures each one consider to part of the project, they have possession of the project and obtain all essential steps to defend the needed standards.

Involving stakeholders in deliberations about project often empowers them and promote significant contribution by different stakeholder groups which benefit to the project team sufficient and pertinent information helpful for the work out (Jones, 2008). Stakeholder involvement have to come in at the start of the project and must include key stakeholders and other parties concerned in ensuring that the instrument is successful also establish that if the right people are involved in the whole procedure, the result will be very much improved and the recommendations well seeming, corrective actions will be embraced and enforced in good time (Jones, 2008). Stakeholder

involvement must be in use critically since it has a bearing on the efficiency of the procedure. Even if the Act enables beneficiary to choose projects which they favor at the restricted level, it is not simple to set up their ability to recognize what will be helpful to them extended into the hope. Stakeholder involvements determined to a great extent of the key stakeholders and the readiness to completely connect them in project recognition. a number of people will be invited and others will be absent out in the project recognition. The projects select by those close to the project managers will be deemed to have been chosen by all beneficiary (Miles, 2013).

Project Team Competencies

Competency is capacities and attributes that project team must have so as to recognize projects goals and objectives. Project management researchers have been discussing the cause of project failure such as untrained project managers, poor project performance (Andersen *et al.*, 2006). According to Project Management Competency Development (PMCD) project team competency is the process by which the project team constantly uses his knowledge, skills and personal behaviors with the aim of delivering projects that will meet the needs of the diverse stakeholders (project management institute, 2000). Slevin and Pinto (1986) the project team needs to know what factors are important to successful project implementation. Their research listed ten critical success factors, but leadership was not on the list. Dulewicz and Higgs (2005) project teams who have an understanding of management are more likely to guide the project to victory.

Project Monitoring, and Evaluation

Monitoring and evaluation is an element within the project management cycle but are highly dependent and mutually importance to project sustainability (UNDP, 2002). Monitoring is the process during which the pivotal parts of task execution, for example, inclusion, utilization of accounts, documentation keeping and evaluation of the project outcome are regularly tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, 2007). Monitoring is undertaken on a constant base to act as an interior driver of effectiveness in the organization's project implementation processes and its major agenda is to build up a control system for projects (Crawford and Bryce, 2003). Evaluation is a systematic approach geared towards reviewing a continuing project to make sure that it meets the objectives that were essential to its task (Uitto, 2004). Monitoring and evaluation must present detailed and pertinent information that will help in decision making.

Project evaluation serve different purposes; first, to inform decisions for project development by provision of pertinent information for decision making about setting priorities, guiding resource distribution, facilitating adjustment and modification of project structures and activities and signaling need for extra workers (Mulwa, 2008). Evaluation provides a process of knowledge by education from the past, one is able to improve the future. Evaluation help project managers to build up new skills, open up to the ability of positive self-criticism, to objectivity and to improve on planning as a consequence.

RESEARCH METHODOLOGY

The study adopted a descriptive research design and targeted 200 employees of Kenya Railway Corporation. The unit of observation comprised of project officers, project managers/team, contractors, consultant's engineers and architects, financial managers and auditors. The sample of the study comprised of 50% of the target population which comprised of 100 respondents. The study used questionnaires with open and close ended questions to collect captured through a 5point likert scale. Inferential and descriptive statistics was used to analyse data. Results of the analysis were presented by use of tables and figures. Inferential statistics was used to establish the association between independent variables and dependent variable. The study used the following regression model:

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

Where Y = the dependent variable (performance of projects), β_0 = Constant Term, β_1 , β_2 and β_3 , = Are constants regression coefficients representing the condition of the independent variables to the dependent variables (Beta coefficients), X_1 = Project Team Competency, X_2 = Stakeholders' Involvement, X_3 = Top management support, X_4 =Project monitoring and evaluation, ϵ = (Extraneous error term).

RESULTS

The study administered 100 questionnaires where 72 questionnaires were filled and returned. This represented a response rate of 72%. This response rate is satisfactory given the argument by Kothari (2008) that a response rate of 50% is adequate, while a response rate higher than 70% is excellent. This implies that based on this assertion; the response rate in this case of 86% is excellent.

Descriptive Statistics and Analysis**Project Team Competency**

From the findings respondents agreed that top level management support impacts the achievement levels of the administrative arrangement; that top management support is related to effective decision making to manage risk and to authorize process change; that top administration bolster in venture execution has two fundamental aspects: One giving authority; and two giving the vital assets; that for fruitful execution of the undertaking, top administration should screen the usage advance and give clear bearing of the task; that top management should involve itself in resolving conflict by mediating between groups and promoting project acceptance, by building cooperation between various stakeholders and involving users in the project implementation process as indicated by a mean of 4.21, 4.14, 3.88, 3.82 and 3.69 respectively. This is in relation to Bowen (2005) who found that the amount of management support for a project lead to important variation in the clients' degree of final acceptance or rejection to that project.

Table 1: Level of agreement with statements regarding the influence of project team competency

Statement	Mean	Stdev
Top level management support influences the success levels of the organizational system.	4.21	1.40
Top management support is related to effective decision making to manage risk and to authorize process change	4.14	1.36
Top administration bolster in venture execution has two fundamental aspects: One giving authority; and two giving the vital assets.	3.88	1.24
For fruitful execution of the undertaking, top administration should screen the usage advance and give clear bearing of the task	3.82	1.21
Top management should involve itself in resolving conflict by mediating between groups and promoting project acceptance, by building cooperation between various stakeholders and involving users in the project implementation process	3.69	1.11

Stakeholders' Involvement

From the study respondents agreed that; Stakeholder involvement is important to the performance of every project in every institutions; that Stakeholders involvement it is a process in which people and communities cooperate and collaborate in developing the project; that a project to be successful stakeholder Involvement is key and they determine whether a project fails or succeeds; that the benefits of stakeholder involvement in the planning process include a reduction in distrust of the project process; and that stakeholder involvement in project implementation is required to transform the planned objectives and policies of a project as indicated by a mean of 3.83, 3.77, 3.89, 3.89.3.75 and 3.69 respectively. This collates with literature review by Jones, (2008) Involving stakeholders in deliberations about project often empowers them and promote significant contribution by different stakeholder groups which benefit to the project team sufficient and pertinent information helpful for the work out.

Table 2: Level of agreement with statements regarding the influence of stakeholders' involvement

Statement	Mean	Stdev
Stakeholder Involvement is critical to the success of every project in every organization.	3.83	.77
Stakeholders Involvement it is a process in which people and communities cooperate and collaborate in developing the project.	3.77	.69
A project to be successful stakeholder Involvement is key and they determine whether a project fails or succeeds	3.89	.88
The benefits of stakeholder involvement in the planning process include a reduction in distrust of the project process.	3.75	.67
Stakeholder involvement in project implementation is required to transform the planned objectives and policies of a project	3.69	.72

Top Management Support

From the findings on level of agreement with statements regarding the influence of top management support on successful implementation of the projects in Kenya, respondents agreed that the project team competencies manifests through various behaviors, beliefs, values and abilities; that the required project team competencies include: communication skills, supervisory skills, experience, coordination and leadership; that a project team competency comprises a documented work process and the functions and associated capabilities needed to execute the work process; that project team competencies are measurable characteristics of a person that are related to their success at work; and that technical competencies are professional knowledge, skills and abilities as indicated by a mean of 3.99, 3.89, 3.73, 3.67, and 3.85 respectively. These findings agree with Slevin and Pinto (1986) who argued that the project team needs to know top management supporter important to successful project implementation.

Table 3: Level of agreement with statements regarding the influence of top management support

Statement	Mean	Stdev
The project team competencies manifests through various behaviors, beliefs, values and abilities.	3.99	1.25
The required project team competencies include: communication skills, supervisory skills, experience, coordination and leadership.	3.89	1.19
A project team competency comprises a documented work process and the functions and associated capabilities needed to execute the work process	3.73	1.11
Project team competencies are measurable characteristics of a person that are related to their success at work	3.67	1.09
Technical competencies are professional knowledge, skills and abilities	3.66	1.03

Project Monitoring and Evaluation

The findings showed that respondents agreed to the statement that the venture observing and assessment group may control the costs utilizing Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM) systems; that ventures regularly confront cost invades amid the usage stage; thus a proactive methodology is basic for observing task expenses and recognition of potential issues; that offering help and reinforcing of M&E group will likewise assume a key job in guaranteeing that the Monitoring and Evaluation group increases the value of the associations tasks; that monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects; that monitoring and evaluation should offer comprehensive and relevant data that will support decision making as indicated by a mean of 4.07, 3.85, 3.79, 3.77 and 3.69 respectively. These results concur with the findings of Uitto, (2004) who found evaluation is a systematic approach geared towards reviewing an continuing project to make sure that it meets the objectives that were essential to its task.

Table 4: Level of agreement with statements regarding the influence of project monitoring and evaluation

Statement	Mean	Stdev
The venture observing and assessment group may control the costs utilizing Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM) systems.	4.07	1.92
Ventures regularly confront cost invades amid the usage stage; thus a proactive methodology is basic for observing task expenses and recognition of potential issues	3.85	1.33
Offering help and reinforcing of M&E group will likewise assume a key job in guaranteeing that the Monitoring and Evaluation group increases the value of the associations tasks	3.79	1.29
Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects	3.77	1.15
Monitoring and evaluation should offer comprehensive and relevant data that will support decision making	3.69	1.09

Successful Implementation of Projects in Kenya

The study sought to find out the level of agreement with statements regarding the successful implementation of projects in Kenya. From the findings, respondents agreed with statements that Completion on schedule; that Completion within budget; that Meet specifications; and that acceptance by project beneficiaries and community as indicated by a mean of 4.03, 3.74, 3.4, and 3.85. These findings agree with finding by Antill (2014), who found that project is successful when it has achieved the set time frame, the financial set budget plan, it has attained the deliverables at first planned for that particular project and it is received well by the beneficiaries of that particular project for example the community and consumers for which the program was planned.

Table 5: Level of agreement with statements regarding the successful implementation of projects in Kenya

Statement	Mean	Stdev
Completion on schedule	4.03	1.93
Completion within budget	3.84	1.79
Meet specifications	3.74	1.58
Acceptance by project beneficiaries and community	3.65	1.36

Regression Analysis Model Summary

The four independent variables analysed explain 75.2% of variance as represented by the R^2 . This, thus, means that other factors not studied in this study contribute 24.8 % of variance in the dependent variable.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792	.752	.554	.0142

a. Predictors: (Constant) project team competency, stakeholders' involvement, top management support and project monitoring and evaluation.

b. Successful implementation of projects in Kenya

The F statistic at 5% level of significance was 3.58. Since F calculated which was 63.371 is higher than the F critical (3.58), this shows that the overall model was significant. The significance is less than 0.05, thereby signifying that the predictor variables, explain the variation in the dependent variable which is successful implementation of projects in Kenya. If the significance value of F was more significant than 0.05, then the independent variables would not explain the variation in the dependent variable.

Table 7:ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3564.686	4	891.175	63.371	.000 ^b
	Residual	942.193	67	14.063		
	Total	4506.879	71			

Predictors: (Constant) project team competency, stakeholders' involvement, top management support and project monitoring and evaluation.

Successful implementation of projects in Kenya

According to the equation, taking all factors (project team competency, stakeholders' involvement, top management support and project monitoring and evaluation) constant at zero, the overall successful implementation of projects in Kenya will be 5.774. The study also indicates that a unit increase in project monitoring and evaluation will lead to a 0.362; a unit increase project team competency will lead to a 0.379; a unit increase in top management support, will lead to a 0.355 increases in successful implementation of projects in Kenya a unit increase in stakeholders' involvement will lead to a 0.398 increase in successful implementation of projects in Kenya. This means that the most significant variable is stakeholders' involvement followed by project team competency; top management support and project monitoring and evaluation respectively.

Table 8: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.774	.994		5.766	.000
project monitoring and evaluation	.362	.127	.279	2.847	.000
Project team competency	.379	.168	.035	2.256	.001
Top management support	.375	.149	.259	2.389	.000
Stakeholders' involvement	.398	.183	.271	2.175	.002

The optimal model becomes:

Successful Implementation of the Projects in Kenya = 5.774+ 0.379(Project Team Competency) + 0.362 (Project Monitoring and Evaluation) + 0.375(Top Management Support) + 0.398(Stakeholders' Involvement)

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concludes that project team Competency is capacities and attributes that project team must have so as to recognize projects goals and objectives. Project team competency is the process by which the project team constantly uses his knowledge, skills and personal behaviors with the aim of delivering projects that will meet the needs of the diverse stakeholders. Stakeholder Involvement is critical to the success of every project in every organization, stakeholders are usually numerous, and can vary significantly in the degree of influence. Stakeholder Involvement can take place in different parts of the project cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs, predetermination of projects, information sharing, consultation, decisionmaking, partnership and empowerment. Involvement is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in developing the project. Top Management's support of the project may involve aspects such as allocation of sufficient financial, manpower and time resources as well as the project manager's confidence in their support in the event of crises. Top management commitment is all about offering support to the project, which goes beyond funding and provision of resources. The top management should dedicate their time and skills to the project. Top management offers Leadership and guides people towards achievement of project goals through setting an example. Finally, Monitoring and evaluation is an integral part of the project's design, implementation and completion. It is useful to all projects, big or small, since information got from it enables better decision making by helping to identify project areas that are on target and those that need to be adjusted or replaced. Project monitoring and evaluation serve different purposes; first, to inform decisions for project development by provision of pertinent information for decision making about setting priorities, guiding resource distribution, facilitating adjustment and modification of project structures and activities and signalling need for extra workers. Evaluation provides a process of knowledge by education from the past, one is able to improve the future. Evaluation help project managers to build up new skills, open up to the ability of positive self-criticism, to objectivity and to improve on planning as a consequence.

Recommendations of the Study

The study recommends that stakeholder's involvement should be improved in project implementation. This will promote the implementation of project management since there will be little resistance from stakeholders. Secondly the study therefore recommends that the community should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them. Therefore, all the stakeholders should be involved in the choosing the project location, analyzing the needs of the community in terms of the costs and benefits. The study further recommends that the qualified staff should be recruited and trained on project management. This will give them the skills and knowledge in project management and increase innovativeness among employees. The study also recommends that a competent project leader be given the responsibility to oversee the implementation of projects in Kenya Railways Corporation to ensure projects are effectively implemented. The selection of project leaders should be done on merit to ensure only qualified project leaders are given the responsibility to oversee

the implementation of projects. Based on the findings the study recommends that top managements should devote their support to the projects to ensure that all the resources required for execution of the programs are accessible. The top management must continue to communicate with all the stakeholders during implementation of the project so as to get their support. The top management has a major role in motivating and directing the project team so that they can work towards the attainment of project goals. M&E tools and techniques should be identified when preparing an M&E plan and their limitation put into consideration. Training should be tailored towards the effective application of these M&E tools and techniques. Where they are considered to be a big challenge to the implementation of an effective M&E system they should be substituted.

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