INFLUENCE OF PROJECT GOVERNANCE ON IMPLEMENTATION OF FLAGSHIP PROJECTS; A CASE OF STUDY OF CHEMUSUSU DAM PROJECT, BARINGO COUNTY, KENYA

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DECLARATION AND APPROVAL

Declaration

This thesis/project is my original work and has never been presented for any academic award in any institution.

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Approval

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DEDICATION

I dedicate this research work to my mother Rodah, spouse alex,and other family members for their continuous encouragement and moral support.

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I acknowledge Mount Kenya University for providing me with a seamless virtual learning platform throughout my studies. I also acknowledge my supervisor Dr. RuthWinnie Munene for her indispensable counsel, encouragement, timely response and key mentorship during the drafting of my research proposal. I also acknowledge my coursemates at Mount Kenya University for their encouragement,moral support and shared experiences which kept me motivated throughout my research.

TABLE OF CONTENTS

DECLARATION AND APPROVAL ..... **ii**
DEDICATION ..... **iii**
ACKNOWLEDGEMENT ..... **iv**
TABLE OF CONTENTS ..... **v**
LIST OF TABLES ..... **ix**
LIST OF FIGURES ..... **x**
ACRONYMS/ ABBREVIATIONS ..... **xi**
ABSTRACT ..... **xii**
CHAPTER ONE **1**
INTRODUCTION **1**
1.1 Background to the Study 1
1.1.1 Flagship Projects 1
1.1.2 Project Governance 2
1.1.3 Benefits of Project Governance 6
1.1.4 Project Implementation 7
1.2 Statement of the Problem 7
1.3 Purpose of the Study 8
1.4 Objectives of the Study 8
1.5 Research Questions 9
1.6 Significance of the Study 9
1.7 Scope of the Study 10
1.8 Limitations of the Study 10
1.9 Delimitations of the Study 10
1.10 Assumptions of the Study 11
1.11 Operational Definition of Key Terms 12
CHAPTER TWO **13**
LITERATURE REVIEW **13**
2.0 Introduction 13
2.1 Empirical Review 13
2.1.1 Stakeholder Management and Implementation Success of Projects 13
2.1.2 Decision Making Processes and Implementation Success of Projects 19
2.1.3 Monitoring and Implementation Success of Projects 22

2.1.4 Governance Structures and Implementation Success of Projects 25
2.2 Review of Theoretical Literature 28
2.2.1 The stewardship Theory 28
2.2.2 Stakeholder Theory 29
2.2.3 Prospect Theory 30
2.2.4 Contingency Theory 31
2.3 Conceptual Framework 32
2.3.1 Stakeholder Management 34
2.3.2 Decision Making Processes 35
2.3.3 Project Monitoring 35
2.3.4 Governance Structures 35
2.3.5 Regulatory Framework 36
2.4 Recap of Literature Review 36
CHAPTER THREE 38
RESEARCH DESIGN AND METHODOLOGY 38
3.0 Introduction 38
3.1 Research Design 38
3.2 Location of Study 38
3.3 Target Population 38
3.4 Sampling Techniques 39
3.5 Data Collection Instruments and Tools 41
3.6 Pilot Study 41
3.6.1 Reliability of Research Instruments 41
3.6.2 Validity of Research Instruments 42
3.7 Data Collection Procedure 42
3.8 Data Analysis Methods 43
3.9 Diagnostic Tests 44
3.10 Ethical Considerations 44
CHAPTER FOUR 45
DATA ANALYSIS AND PRESENTATION 45
4.0 Introduction 45
4.1 Response Rate 45
4.2 Reliability Results 46
4.3 Demographic Attributes of Respondents 47

4.3.1 Percentage Response by Gender 47
4.3.2 Highest Level of Education 48
4.3.3 Work Experience 49
4.4 Implementation of Chemususu Dam Project in Baringo County 50
4.5 Stakeholder Management and Implementation of Chemususu Dam Project in Baringo County 52
4.6 Influence of Project Monitoring and Implementation of Chemususu Dam Project in Baringo County 55
4.7 Decision Making Processes and Implementation of Chemususu Dam Project in Baringo County 57
4.8 Influence of Governance structures on Implementation of Chemususu Dam Project in Baringo County 61
4.9 Diagnostic Tests 64
4.9.1 Test for Autocorrelation 64
4.9.2 Heteroscedasticity 65
4.9.3 Multicollinearity 65
4.10 Correlation Results 66
4.11 Regression Results 68
CHAPTER FIVE 72
SUMMARY, CONCLUSIONS AND STUDY RECOMMENDATIONS 72
5.1 Introduction 72
5.2 Summary of Findings 72
5.2.1 Implementation of Chemususu dam project in Baringo County 72
5.2.2 Stakeholder Management and Project Implementation 73
5.2.3 Project Monitoring and Project Implementation 73
5.2.4 Decision making processes and Implementation of Chemususu Dam Project in Baringo County 74
5.2.5 Governance Structures and Project Implementation 74
5.2.6 Inferential Statistics 74
5.3 Conclusion 75
5.4 Recommendations 75
5.5 Recommendations for Further Studies 76
REFERENCES 78
APPENDICES 84

Appendix I: Consent Form for Participation in Research 84
Appendix II: Questionnaire 85
Appendix III: ERC Certificate 90
Appendix IV: MKU Introducton Letter.....91
Appendix V: NACOSTI Research Authorization letter 92
Appendix VI: Plagiarism Report 93

LIST OF TABLES

Table 1: Target Population....39
Table 2: Sample Size....40
Table 3: Response Rate Summary....45
Table 4: Reliability Results....46
Table 5: Distribution by Gender....47
Table 6: Distribution of Respondents as per Academic Qualifications....48
Table 7: Work Experience....49
Table 8: Implementation of Chemususu Dam Project in Baringo County....50
Table 9: Stakeholder Management and Performance of Projects....52
Table 10: Descriptive Statistics for Influence of Project Monitoring....55
Table 11: Descriptive Statistics on Decision Making Processes....58
Table 12: Descriptive Statistics on Influence of Governance Structures....61
Table 13: Testfor Autocorrelation....64
Table 14: Heteroscedasticity....65
Table 15: Multicollinearity....66
Table16: CorrelationResults....67
Table 17: Model Summary....68
Table18: Analysis of Variance....69
Table 19: Regression Coefficients....70

LIST OF FIGURES

Figure 1: Conceptual Framework 34

ACRONYMS/ ABBREVIATIONS

CIDP - County Integrated Development Plan

CRVWWDA - Central Rift Valley water works and development agency

CSFs -Critical Success Factors

ICT - Information and communications technology

KFS - Kenya Forest Service

KPIs - Key performance indicators

M&E - Monitoring and Evaluation

MDGs - Millennium development goals

MTPs - Medium term plans

NGOS – Non-Governmental Organizations

NWHSA - National water harvesting and conservation authority

OECD -Organization for Economic Co-operation and Development

PPP -Public-Private Partnership

SDM -Shared Decision-Making

SWOT -Strengths, Weaknesses, Opportunities, and Threats

ABSTRACT

This study explored the influence of project governance on the implementation of flagship projects, focusing on the Chemususu Dam project in Baringo County. The objectives were to assess the impact of stakeholder management, project monitoring, decision-making processes, and governance structures. The study was guided by stewardship theory, contingency theory, prospect theory, and stakeholder theory. A descriptive research design was adopted, with 102 respondents selected using Yamane's formula. Data was collected through questionnaires and analyzed using SPSS (version 25), with both descriptive and inferential statistics applied. Results showed that stakeholder management (mean = 4.26) and project monitoring (mean = 4.00) were key contributors to successful implementation, though challenges in timeliness (mean = 2.65) and budget adherence (mean = 3.06) were significant. Governance structures were well-defined (mean = 4.33), but areas like regulatory compliance and steering committee involvement needed improvement. Decision-making was transparent (70.2%) and data-driven (71.4%), although some information gaps were noted. Inferential statistics revealed strong correlations between governance structures ($r = 0.741$, $p < 0.01$) and stakeholder management ($r = 0.671$, $p < 0.01$), which together explained 60.4% of the project implementation variability. The study concluded that effective governance and stakeholder engagement were critical to the success of the Chemususu Dam project. The study recommended that future projects prioritize realistic timelines and budget plans, with regular reviews to ensure adherence and mitigate delays and cost overruns. It also emphasized the importance of enhancing stakeholder involvement in risk identification and decision-making, suggesting that proactive consultations would help address concerns and improve project outcomes. Additionally, strengthening governance procedures, particularly around regulatory compliance and steering committee involvement, was identified as crucial, with a focus on ensuring that roles and responsibilities are clearly communicated and adhered to for more effective project management.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Development projects, such as dam construction, infrastructure, and telecommunication, play a critical role in addressing developmental needs in many countries, especially in the developing world (Ogden, 2023). Effective project management practices are essential to ensure these projects deliver value for money and meet their objectives (Damoah, Akwei, & Mouzughi, 2018). Successful project delivery is seen as a tangible indicator of development (Hanachor, 2018), with a focus on governance structures becoming increasingly important for managing roles, decision-making, and accountability (Pratt, 2011). According to Latiff, Jaapar, and Isa (2020), the fragmented nature of public projects can be mitigated through tailored governance structures, which are crucial for the success of infrastructure projects (Khan et al., 2019; PMI, 2018).

1.1.1 Flagship Projects

Kenya Vision 2030 is a long-term development plan aimed at transforming Kenya into an industrializing, prosperous, upper middle-class nation by 2030, where all residents experience a higher standard of living. The vision is built on three pillars: the economic pillar, which promotes overall economic growth; the social pillar, which focuses on social equity and building a just society; and the political pillar, which aims to develop a democratic political system. The realization of these pillars is supported through the implementation of flagship projects, carried out in five-year Medium-Term Plans (MTPs).

Flagship projects are high-profile initiatives undertaken by organizations or governments to drive significant change and showcase innovation. These projects are designed to integrate value chains and achieve long-term growth potential (FFG, 2013). The Kenyan government has successfully implemented several flagship projects, such as the Standard

Gauge Railway (SGR), funded through Chinese credit lines, aimed at enhancing regional transport coordination. One of the key flagship projects in Baringo County is the Chemususu Dam, which falls under the social pillar of Vision 2030. The dam, with a capacity of 12 million cubic meters, will provide water to Eldama Ravine and surrounding areas in both Baringo and Nakuru counties, supporting the country's water and sanitation goals (CRVWWDA, 2021).

1.1.2 Project Governance

Effective implementation of projects not only requires human and capital resources but also requires a positive and enabling culture within the organizations. Effective project governance has been closely associated with successful project implementation. Successful implementation of projects has been immensely linked to effective governance of projects (Klagegg & Haavaldsen, 2019). Project governance encompasses the management systems, rules, protocols, relationships, and structures that form the framework for decision-making in project development and implementation. It is designed to achieve the intended business or strategic objectives (Bekker & Steyn, 2018).

Within a project, governance is a multifaceted phenomenon that encompasses various interrelated entities, such as the parent organization, contractors, suppliers, and the project itself. Additionally, managing relationships among these entities is part of governance (Turner and Müller 2017). Project governance encompasses both management functions and governance functions to facilitate successful accomplishment of project task and their specific deliverables are achieved. Project governance encompasses aspects such as governance structures, decision making, risk management, stakeholder communication, stakeholder management, issue management, accountability and responsibility, resource management, monitoring and reporting.

Project governance serves as a framework that can be utilized by project managers and project teams to ensure alignment of the stakeholder needs, organizational objective and strategic goals and also serve as guidelines for effective decision making processes. Project governance comprises three main pillars namely information, people and structure. A Project governance structure is not a one-size fit all. Alie (2015) emphasizes the need to tailor project governance to specific needs of an organization. Effective project governance plays a crucial role in ensuring essential for aligning an organization's project portfolio with its objectives, promotes efficiency in project delivery, and ensures project sustainability.

1.1.2.1 Global perspective in Project governance

In china, the government conducts governmental governance to promote development of mega-infrastructure projects. China is characterized by complex mega-infrastructure projects. In China, the government has a significant influence on the choices made during the project governance process. The government acts as both the public administrator and the project's indirect stakeholders (Luo, Yang, Zheng, &Xie, 2022). The successful implementation of major infrastructure mega-projects in China has been attributed to pursuit of political achievements by the government. Public participation is mainly used to address the interests of stakeholders. Song and Hao (2023) conducted an empirical study in China on the influence of project governance mechanisms on the sustainable development of public-private partnership (PPP) projects. The analysis found that contract systems of governance, relationship governance, and risk governance greatly improve performance of governance in PPP projects. In Pakistan, there has been a declining trend in the the overall performance of government-sponsored projects for many years. This is mainly due to limited fiscal capacity and significant governance deficiencies in the public sector organizations to deliver viable projects. Khan et al. 2019, conducted a study on

infrastructure projects in Pakistan identified short comings in areas such as decision making where expert advice was not solicited during decision making, role ambiguity and stakeholder engagement which resulted in delays and cost overruns.

Project governance is essential to Nepal's efforts to promote sustainable development, especially when it comes to major infrastructure projects. Khanal (2024) studied governance processes at a large water supply project and a hydropower company, emphasizing the importance of teamwork in attaining sustainability. Significant deficiencies in governance systems were found by the study, including a lack of equity, resilience, and community well-being. Local residents were marginalized as a result of both projects' failure to address larger social and environmental goals, despite their technological accomplishments. The results emphasise the necessity of inclusive governance structures that give sustainability and equity first priority, especially in developing nations.

1.1.2.2 Regional perspective in Project governance

In Nigeria most projects are trailing behind in terms of schedule, cost and quality. Ekung, Agu & Iheama (2017) suggested that project delay, cost overruns, scope creep and changes in organization work flow and implementation practices have been attributed to poor implementation of project governance. According to Efeosa-Temple, Ejumudo, and Odukwe (2023), Nigeria has experienced unmatched levels of governance shortcomings evidenced by poor implementation or non-implementation of projects at various levels which have resulted in insufficient socio-economic development and rising unemployment rate. Therefore poor implementation of public sector projects is mainly due lack of good governance which is attributed to rising levels of corruption.

Project governance has become a vital tool in sustaining the delivery of infrastructure projects, particularly in developing economies like South Africa. Thusi, Qwabe, and Ojogiwa (2024) explored governance practices in eThekwini Municipality's Water and Sanitation Unit, highlighting challenges such as socioeconomic disparities and limited stakeholder engagement. They emphasized the need for innovative project management methodologies and inclusive stakeholder participation to enhance project outcomes. Despite the municipality's efforts, the research identified gaps in communication, monitoring, and evaluation practices, which hinder effective project delivery. These insights underscore the importance of integrating modern governance practices to ensure the successful execution of government-sponsored infrastructure projects in South Africa.

1.1.2.3 Local perspective in Project governance

In Kenya, government ministries together with implementing agencies in state corporations, identify, plan and implement public sector projects. (Mathenge, 2011). Governance has a significant impact on how government-funded projects in Kenya turn out ((Tangus& Sang, 2020). Implementation of mega-projects in Kenya is based on contractual agreements. Stakeholder inclusion is addressed through public participation which minimizes conflicts and enhances ownership of projects by the stakeholders. General governance conditions in Kenya are significant in determining opportunities and bottlenecks for sector improvement.

In Kenya, project governance is critical in ensuring the effective performance of large-scale infrastructure projects, particularly dam initiatives. Monyenye, Benard, and Julius (2024) investigated the role of community participation as a governance mechanism in major dam projects. The study highlighted that inclusive governance practices, such as engaging local communities in decision-making, significantly impact project implementation by fostering transparency, accountability, and ownership. However,

challenges such as inadequate stakeholder involvement and poor communication channels often hinder the effectiveness of governance structures. The research emphasized that enhanced community participation leads to improved project outcomes, including timely completion, cost-efficiency, and sustainability.

1.1.3 Benefits of Project Governance

According to Garland (2019), project governance is essential to the effective completion of projects. Project governance is beneficial in establishing a single source of accountability; enhances resolution and management; clarifying roles and responsibilities among project stakeholders; and transparent dissemination information and communication in a clear manner (Rono, 2020). Effective project governance is crucial in ensuring completion of projects within the stipulated cost, stipulated time frame and meets stakeholder satisfaction. It also ensures effective risk management. Project governance establishes and communicates distinct roles of stakeholders and accountabilities within the project. This is vital for sound decision-making, especially when the project manager deviates from the planned budget, scope, resources, timeline, quality, or when unexpected risks arise. Project governance outlines on individuals affected by issues and provides guidance on how to address such impacts (Rono, 2020). A robust governance structure establishes clear frameworks; roles and accountabilities that enhance effective execution of projects hence project success implementing projects successfully can greatly improve a nation's economic performance and residents' quality of life (Tangus& Sang, 2020). Proper governance will be of essence in providing oversight thus ensuring adherence to the project plan during implementation and promptly applying effective correction mechanisms in case of deviations in project delivery.

Effective governance must promote a positive culture that fosters a common understanding of organizational value, with roles, duties, and accountabilities precisely

specified. Furthermore, it incorporates pertinent indicators and sets up procedures and practices for value management that includes active benefits and change management. (Smith, 2022)

1.1.4 Project Implementation

Usually, the evaluation of implementation success is focused on the immediate results of project delivery. The concept of implementation success is typically evaluated based on the direct outcomes of the project delivery. These outcomes encompasses parameters such as timely completion of projects, adherence to budget, completion as expected and completion to meet user expectations(Ram et al., 2018). The achievement of the three essential goals of planning, budgeting, and functional goals determines the success of a project's execution (Finch, 2018). The success criteria used to assess vary from one project to another due to uniqueness of each project (Müller, Turner, 2017). A variety of factors such as resource allocation to projects, departmental degree of support and involvement in the achievement of defined goals, and appraisal of group performance and project outcomes by project managers can be used to evaluate the success rate of a project (Venkata&Tekalign, 2020). Project implementation being a complex process, demands simultaneous focus to a range of human, budgetary, and technical variables (Pinto J, 2018).

1.2 Statement of the Problem

Kenya, as a developing country, faces various challenges that Vision 2030 aims to address through flagship projects targeting economic, social, and political development. These projects, primarily funded by the government and public-private partnerships (PPP), are intended to drive national transformation. However, despite substantial financial investments, project failures remain prevalent in the public sector. According to Rampa (2017), the water sector in Kenya faces governance challenges such as over-

institutionalization, lack of coordination, unclear stakeholder responsibilities, and weak monitoring mechanisms. Additionally, personal interests, ambiguous stakeholder roles, and a limited pool of decision-makers have hindered transparency and accountability, affecting project implementation.

Recent studies highlight persistent governance issues in large-scale dam projects in Kenya. For instance, Kimwarer and Arror dams remain unimplemented, while Itare Dam stalled at 27% completion due to financial constraints and governance inefficiencies. Studies by Nderitu et al. (2022) and Otieno & Wambua (2023) indicate that unclear policies, weak stakeholder engagement, and lack of structured implementation frameworks contribute to project delays. However, limited research has examined how project governance directly influences the implementation of flagship dam projects. This study sought to fill this gap by assessing the role of project governance in the implementation of the Chemususu Dam Project in Baringo County.

1.3 Purpose of the Study

The purpose of the study was to assess the influence of project governance on implementation of flagship projects in Kenya; the case of Chemususu dam project, Baringo County projects, Kenya.

1.4 Objectives of the Study

i. To establish the influence of stakeholder management on implementation of Chemususu dam project in Baringo County.
ii. To determine the influence of project monitoring on implementation of Chemususu dam project in Baringo County.
iii. To determine the influence of decision making process on implementation of Chemususu dam project in Baringo County.

iv. To establish the extent to which governance structures influence implementation of Chemususu dam project in Baringo County.

1.5 Research Questions

i. To what extent does stakeholder management influence implementation of Chemususu dam project in Baringo County?

ii. How does project monitoring influence implementation of Chemususu dam project in Baringo County?

iii. How does decision making process influence implementation of Chemususu dam project in Baringo County?

iv. To what extent do governance structures influence implementation of flagship projects in Kenya?

1.6 Significance of the Study

The following parties may benefit from the research project findings:

The institutional structures and oversight bodies will be informed on their oversight roles in effective implementation of flagship projects to ensure quality project deliverables. The knowledge on project governance will provides a framework for oversight bodies to ensure the project operations align to the organizational goals and policies.

The project managers and project teams will be informed on and guided on strategies of ensuring proper project governance. The findings will offer guidance to Project managers on incorporation of the aspects of project governance in their project management practices to facilitate successful implementation of projects.

The findings will inform a basis of evaluation of governance of projects in other flagship projects to guarantee successful project implementation. The research findings will be

beneficial to researchers and scholars as they make reference to the concepts in the study and also in the identification of research voids in comparable areas of research.

1.7 Scope of the Study

This study aimed to examine the influence of project governance on the successful implementation of flagship projects, focusing on the Chemususu Dam in Baringo County, Kenya. Specifically, it sought to determine the impact of decision-making processes, stakeholder management, project monitoring, and governance structures on project implementation. The researcher collected primary data through questionnaires administered to respondents, while secondary data was obtained from Kenya Vision 2030 reports and KIPPRA reports on flagship projects. The research was conducted between October 2024 and January 2025.

1.8 Limitations of the Study

The researcher encountered constraints, including difficulties in obtaining information from managing directors due to confidentiality policies in many companies and agencies. Another challenge was the unavailability of managers in their offices due to their busy schedules. Additionally, administering questionnaires was challenging due to the distant locations of some government agencies. To address these issues, the researcher secured prior appointments with managers to accommodate their schedules, provided assurances of confidentiality to encourage disclosure of information, and utilized digital platforms to distribute and collect questionnaires.

1.9 Delimitations of the Study

As a flagship project within the social pillar envisioned in Vision 2030, the study exclusively concentrated on the Chemususu Dam located in Baringo County. The study took place in October 2024.The researcher delved into four aspects of project governance:

stakeholder management, project monitoring, decision-making processes, and governance structures. Data was collected from key stakeholders directly involved in the implementation of the Chemususu Dam project. Closed-ended questionnaires were utilized for data collection, and the findings were based solely on quantitative data.

1.10 Assumptions of the Study

The research was predicated on several assumptions. It assumed that the sample size selected for the study would be sufficient to provide meaningful and reliable data. It also presumed that respondents had the ability to interpret and understand the questions accurately, ensuring the collection of relevant information.

Additionally, the study assumed that respondents would be willing to disclose the necessary information despite potential confidentiality concerns. Another key presumption was that respondents would provide honest and accurate responses, thereby enhancing the reliability and validity of the findings. These assumptions were critical to the overall success and integrity of the research process.

1.11 Operational Definition of Key Terms

Governance Structure: structure that delineates regulations, protocols, roles, and the allocation of duties throughout the entire decision-making process in an organization, company or project.

Project: Projects are short-term initiatives started with the goal for creating unique goods, services, or outcomes.

Stakeholders: are people with vested interest in a project, organization.

Stakeholder management: is the process of identifying and analyzing the demands of the stakeholders in order to organize, monitor, and improve interactions with them.

Project Monitoring: This involves the continuous tracking and evaluation of a project's progress against set goals and objectives to identify and address any deviations in a timely manner.

Decision-Making Process: This is the structured approach used by project leaders and stakeholders to evaluate options and select the most appropriate actions to achieve project objectives.

Implementation of project: This is the stage where the strategies and planned activities are carried out to accomplish the project's goals. It include managing tasks, allocating resources, and making sure the project moves forward according to schedule, scope, and financial restrictions.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines the body of research on project execution and governance components. The study takes references on the stewardship, stakeholder prospect and contingency theories. It also discusses literature on the objectives of the research and their relation with implementation success of projects. The conceptual framework on independent variables, mediating variable and dependent variables is diagrammatically represented. A recap of literature review is also included in this chapter.

2.1 Empirical Review

Project governance's main function is to create a set of guidelines that all project participants must adhere to (Ahola et al. 2019). Kenya is a developing country which has been characterized by various incidences of project failure and delayed onset of projects. These challenges have been attributed to poor project governance, lack of project monitoring, budgetary constraints, lack of stakeholder engagement etc.

2.1.1 Stakeholder Management and Implementation Success of Projects

Empirical studies emphasize the crucial role of stakeholder participation in project governance and implementation. Moreira et al. (2024) examined stakeholder engagement in water governance through the Água Viva Program in Monte Verde de Minas, Brazil. Their findings underscored the challenges of aligning community needs with government priorities, highlighting the role of relationship-building specialists in bridging stakeholder interests. While their study focused on community-driven governance, it lacked an in-depth assessment of how institutional structures influence decision-making processes. This contrasts with Karlsen (2018), who argued that effective stakeholder management directly correlates with project success. Karlsen's study, along with findings by Parnell et al.

(2011), suggested that proactive stakeholder engagement enhances project outcomes, particularly in public infrastructure initiatives. However, these studies primarily emphasized engagement as a strategic practice rather than critically examining how governance frameworks shape participation outcomes.

Comparatively, Dwivedi and Dwivedi (2021) reinforced the significance of communication in stakeholder management, asserting that transparent information-sharing fosters trust and project sustainability. Their findings align with Klagegg and Haavaldsen (2019), who argued that early stakeholder involvement during project planning and requirement analysis is essential for long-term success. Nevertheless, while these studies highlight best practices in stakeholder communication, they offer limited insights into how governance failures—such as lack of clear roles or decision-making bottlenecks—impact project execution. In contrast, Latiff et al. (2020) emphasized the role of stakeholders in fostering collaboration for public infrastructure projects, particularly in underserved areas. Their findings align with Shiferaw, Klakegg, and Haavaldsen (2012), who identified inadequate stakeholder involvement as a leading cause of project governance failure. While Shiferaw et al. (2012) presented a more governance-oriented perspective, their study did not explore how governance structures can mitigate stakeholder conflicts.

Heikoop et al. (2024) examined stakeholder participation in the Banger polder system project in Semarang, which aimed to reduce flood risks. Using a SWOT analysis, the study identified key strengths and weaknesses, revealing that stakeholder involvement ranked low on the OECD engagement scale. Major challenges included low public awareness, poor waste disposal practices, inadequate administration, and financial constraints. The study emphasized the need for enhanced engagement to ensure the project's sustainability. Compared to Moreira et al. (2024), who highlighted the role of relationship-building specialists, Heikoop et al. (2024) focused on systemic weaknesses. Both studies agree on

the importance of participatory governance, but Heikoop et al. (2024) underscore the administrative and financial barriers that limit effective stakeholder inclusion.

Pandu (2024) investigated stakeholder engagement in Zanzibar's South Unguja District, focusing on participation barriers and project effectiveness. Using a mixed-methods approach and the ladder of citizen participation theory, findings revealed that key stakeholders, including local communities, NGOs, and ZAWA, had limited involvement. Major challenges included outdated infrastructure, budget constraints, and corruption, which hindered meaningful participation. Unlike Karlsen (2018), who emphasized strategic stakeholder communication for success, Pandu (2024) highlighted systemic obstacles that prevent engagement. While both studies stress the role of communication, Pandu (2024) argues that even well-structured engagement efforts can fail due to institutional inefficiencies. Addressing these governance gaps is crucial for improving water resource project outcomes in developing regions.

Ainomugisha, Mpangwire, and Musiita (2024) explored stakeholder engagement in rural electricity projects in Uganda, showing a strong positive correlation between communication, legal compliance, and project success. Their regression model indicated that these factors accounted for 39.5% of implementation success, with other elements influencing the remaining variation. Unlike Heikoop et al. (2024), who emphasized administrative weaknesses, this study stressed legal adherence and direct stakeholder involvement. While both studies agree on the importance of engagement, Ainomugisha et al. (2024) demonstrate that structured legal and communication frameworks significantly enhance project performance. The findings suggest that beyond mere participation, clear regulatory compliance and active engagement are essential for sustainable infrastructure development.

Kimanzi (2022) examined stakeholder involvement in project implementation by the Kitui County Government, revealing that active participation positively influenced project execution. However, the study focused solely on involvement rather than broader stakeholder management. The current study will address this gap by examining stakeholder management as a whole, particularly in flagship projects across Kenya. Unlike Kimanzi (2022), who emphasized participation, the present research will explore comprehensive engagement strategies, including conflict resolution, decision-making, and communication. This shift in focus will provide a more holistic understanding of how stakeholder management contributes to large-scale project success.

Muema and Ngugi (2021) analyzed critical success factors in Machakos County's water projects, finding that stakeholder involvement significantly enhanced project effectiveness. The study emphasized the need for clear communication channels among all stakeholders to improve execution. Unlike the present study, which examines flagship projects, Muema and Ngugi (2021) focused on general water projects, presenting a contextual gap. While both studies recognize the importance of engagement, the current research will explore how structured stakeholder management beyond communication fosters project sustainability. Additionally, by targeting flagship projects, this study will provide insights into large-scale infrastructure initiatives rather than localized county interventions.

Gichimu and Mutuku (2022) investigated stakeholder management in county-funded projects in Nyeri, emphasizing its role in project success. Their findings indicated that active participation led to faster completion, improved decision-making, and better conflict resolution. Compared to Muema and Ngugi (2021), who focused on communication, this study highlighted the broader impacts of stakeholder engagement. However, the research was limited to Nyeri County, creating a geographical gap. The

present study will address this by examining flagship projects at the national level. Additionally, it will explore whether similar benefits—such as improved ownership and decision-making—are consistent in large-scale projects with multiple stakeholders.

Samwel et al. (2023) explored stakeholder management in public projects across Kenya, concluding that effective participation and expectation management enhance project success. While this study provides valuable insights, it lacks a specific focus on flagship projects, creating a contextual gap. The present research will bridge this gap by examining how stakeholder management influences high-impact projects. Unlike Samwel et al. (2023), which broadly covered public projects, the current study will provide targeted recommendations for managing large-scale infrastructure initiatives. This distinction is crucial for understanding the unique challenges and strategies required in flagship projects compared to general public works.

Maomond and Kyule (2024) studied relationship management and public consultation in Mount Kenya's water projects, revealing that these factors positively influenced execution. Their research, which used a descriptive design, emphasized training and capacity-building programs to enhance community engagement. While similar to the present study in examining stakeholder involvement, it was limited to water projects and did not assess broader flagship projects. The current research will address this by exploring how stakeholder management principles apply to diverse large-scale initiatives beyond water projects. Additionally, it will examine external assistance mechanisms to determine their role in strengthening stakeholder collaboration in flagship projects.

Awino and Mungai (2024) investigated how stakeholder engagement influences the effectiveness of irrigation facilities in Kisumu County, Kenya. The study employed an exploratory approach, focussing on five irrigation projects and included 65 project steering

committee members, 15 block chiefs, and 15 Ministry of Water, Sanitation, and Irrigation personnel. Due to the tiny population, a census technique was utilised, with primary data obtained via questionnaires. The findings revealed a strong and substantial association between the mapping of stakeholders and project implementation, as well as stakeholder engagement evaluation and the success of the project. The report suggested assigning adequate finances for project execution, clearly describing project goals and timetables, and utilizing novel monitoring methods for real-time data on involvement of stakeholders and project progress.

Monyenye, Benard, and Julius (2024) examined how community involvement influenced the effectiveness of large-scale dam projects in Kenya. The study surveyed 221 respondents, including government officials, donor representatives, water service providers, statutory bodies, consultant engineers, and local residents near active dam construction sites. Using questionnaires, the study collected primary data and analyzed results through descriptive and inferential statistics. Findings revealed a divided perception regarding local community involvement in dam projects. Interviews highlighted concerns about inadequate informed consent and political interference in project negotiations. The study concluded that community participation enhanced project performance and recommended the involvement of key stakeholders and residents at all stages to foster local ownership and increase awareness of the socioeconomic benefits of dam projects.

Mgoba and Kabote (2020) investigated the effectiveness of participatory project monitoring in achieving community-based water project goals in Tanzania. The study concluded that monitoring played a crucial role in ensuring project success. However, a contextual and situational gap exists, as these findings may not be directly applicable to flagship projects in Kenya. Unlike community-based projects, flagship initiatives often involve more complex stakeholder structures, higher financial investments, and stricter

regulatory frameworks. The present study will address this gap by examining stakeholder management in large-scale Kenyan flagship projects, assessing whether participatory monitoring remains an effective tool in managing project success at a broader level.

2.1.2 Decision Making Processes and Implementation Success of Projects

Ekung, Agu, and Iheama (2017) emphasized that timely and effective decision-making is crucial for project success, particularly in addressing unforeseen challenges during implementation. They noted that project governance defines roles and responsibilities, ensuring structured decision-making. Refiloe and Mashiloane (2018) further highlighted the importance of managing decision rights, as they grant authority and accountability in project execution.

Rahaman et al. (2024) explored the role of big data-driven decision-making in construction project management. Through semi-structured interviews with project managers, data analysts, and construction workers, the study found that big data analytics improved budget management, reduced costs, enhanced quality control, and ensured timely project completion. However, challenges such as data integration, privacy concerns, skill gaps, and organizational resistance were noted. The study stressed the need for a data-driven culture and strong leadership support to maximize the benefits of big data in decision-making.

Krasniqi and Hajdari (2024) examined how leadership styles impact decision-making effectiveness in organizations, particularly in the context of sustainable development. Using a mixed-methods approach in Kosovo, the study revealed that autocratic and laissez-faire leadership styles hindered effective decision-making, while democratic and participatory leadership approaches improved it. Employee involvement in decision-making was found to enhance problem-solving and overall effectiveness. The study

underscored the need for supportive leadership in fostering efficient decision-making processes.

Al-Kahtani et al. (2024) investigated the mediating role of strategic decision-making (SDM) between enterprise resource planning (ERP), innovation (IN), strategic planning (SP), and organizational performance (OP) in Saudi Arabia's industrial sector. The findings showed that ERP positively influenced SDM and OP, while IN had a positive effect on SDM but no direct impact on OP. Additionally, SP benefited both SDM and OP. The study proposed a model integrating these elements, offering insights into optimizing decision-making in industrial settings.

Goetz and Jenkins (2018) defined accountability as both answerability and enforceability, where duty-bearers must justify their actions and face consequences for failing to meet accountability claims. Beleiu, Crisan, and Nistor (2018) emphasized that clearly defining roles and responsibilities is crucial for successful project implementation. Similarly, Latiff et al. (2020) noted that identifying stakeholder duties enhances project transparency and promotes responsibility, ultimately supporting effective governance.

Garland (2019) highlighted that effective project governance streamlines decision-making by ensuring that the right individuals make well-informed choices aligned with project goals and stakeholder needs. Turner (2014) also suggested that improved decision-making enhances project implementation. Al-Kahtani et al. (2024) explored the mediating role of strategic decision-making (SDM) between enterprise resource planning (ERP), innovation (IN), strategic planning (SP), and organizational performance (OP) in Saudi Arabian industrial firms. The study found that ERP positively influenced both SDM and OP, while IN had a positive effect on SDM but no direct impact on OP. The study also noted that SDM played a crucial mediating role in linking these elements to organizational success,

offering practical insights for optimizing industrial decision-making. Additionally, A-shaped skills significantly affected financial performance, while intuitive decision-making styles moderated the relationship between knowledge creation and financial outcomes.

Atibu (2018) investigated the causes of delays in road construction projects in Kenya, identifying slow decision-making as a major factor. However since the study focused solely on road projects, further research was needed on other large-scale projects, such as flagship initiatives in Kenya.

Odawa et al. (2024) examined how participatory decision-making influences the performance of HIV/AIDS community health projects in Kisumu County, Kenya. Using stakeholder theory, the study assessed the impact of stakeholder engagement, particularly beneficiary involvement, on project outcomes. The research, based on a descriptive survey design, sampled 59 project managers, 59 monitoring officers, and 379 beneficiaries. The findings demonstrated a significant positive relationship ($p<0.05$) between participatory decision-making and project performance. The study concluded that involving beneficiaries in decision-making enhances project implementation, reinforcing the importance of stakeholder engagement in community health initiatives.

Mwanduka and Mungai (2024) investigated the impact of project time administration techniques on the execution of construction projects in Kiambu County, Kenya, particularly on the effectiveness of resource leveling and scheduled control. The study employed a descriptive research design and surveyed 198 project managers, coordinators, and stakeholder liaison officers from 66 infrastructure projects. The findings revealed that time management techniques significantly influenced project implementation. Specifically, resource leveling (coefficient = 0.278, $p = 0.000$) improved performance by optimizing resource allocation, while schedule control (coefficient = 0.304, $p = 0.000$) emerged as the most impactful factor, highlighting the importance of timely decision-

making in continuous project monitoring and corrective actions. These findings underscore that timely and strategic decision-making, alongside the systematic application of resource leveling and schedule control, can significantly enhance project implementation and ensure the successful completion of infrastructural projects within the designated timeframes.

2.1.3 Monitoring and Implementation Success of Projects

Liu et al. (2024) conducted an in-depth analysis of the Grain for Green Project's impact in Wuqi County, China, using satellite imagery and GIS technology to assess geographical and temporal trends. Launched in 2000, the project aims to convert agricultural land into grassland and forests to mitigate soil erosion and restore vegetation. Findings indicated a significant increase in plant cover and reduced soil erosion severity. Approximately 64% of agricultural land was converted, with grassland expansion proving more suitable than forest growth. The study highlighted the importance of robust project monitoring techniques in achieving these positive outcomes.

Mutai and Musembi (2024) examined the impact of monitoring and evaluation (M&E) procedures on the effectiveness of water programs in Western Kenya. Using a descriptive research design, they analyzed 219 water projects with a sample of 242 respondents, including surveyors, managers, and project officers. Data collection involved semi-structured questionnaires, with SPSS used for analysis. The study found a significant positive effect of M&E strategy and technical capacity on project success. It emphasized the need for personnel training in M&E to enhance project outcomes through adequate experience and academic qualifications.

Effective project implementation requires strong monitoring systems and well-defined workflows (Yaghootkar & Gil, 2017). Iman and Siew (2008) noted that poor project

monitoring and control practices are key contributors to project failure. Proper governance ensures oversight at every stage of the project lifecycle, allowing for early corrective actions when deviations arise (Tangus & Sang, 2020). Effective monitoring enables project managers to identify challenges, detect discrepancies, manage changes, and continuously optimize project plans (Jack, Okeke, Okechukwu & Akinola, 2016). Corrective actions help realign projects and enhance success (Karangwa, Mbabazi, & Mbera, 2016).

Otieno and Muchelule (2024) investigated the effect of M&E practices on irrigation project success in Siaya County, Kenya. Using a descriptive study approach, they gathered data from 447 participants across 16 irrigation projects. A stratified random sample of 210 respondents completed an online survey, with a pilot study confirming questionnaire reliability via the Cronbach Alpha Coefficient. SPSS analysis indicated an 81% response rate. Results from multilinear regression and Pearson correlation tests showed a strong positive relationship between M&E techniques and project execution. Specifically, project implementation improved by 0.355 and 0.372 units for every unit increase in M&E planning and training. The study recommended the adoption of comprehensive M&E strategies in Kenyan irrigation projects and emphasized the need for effective M&E planning and training.

Kwareh, Mgale, and Rwela (2024) examined the performance of the SIKIKA Healthcare Programme in Dodoma and Dar es Salaam, Tanzania, in relation to its monitoring and evaluation (M&E) procedures. The study, which involved 73 purposively sampled participants, collected data through interviews, focus groups, and document reviews. Findings indicated that site visits, standardized reporting, the use of common M&E tools, supportive supervision, and participatory monitoring were essential to the project's success. The study highlighted that staff received M&E training, and the project

successfully integrated M&E strategies from the planning stage. However, community involvement in project monitoring was insufficient. The research emphasized that regular M&E, stakeholder engagement, adequate funding, adoption of emerging technologies, and management commitment significantly influenced project implementation.

Kimatu and Musembi (2024) investigated the impact of M&E techniques on the success of community water projects in Machakos County, Kenya. The study focused on planning reviews and stakeholder participation in M&E. Using a census sampling method, it targeted 152 respondents, including project managers, M&E officials, and technical staff. Data collection involved semi-structured questionnaires, with descriptive statistics and Pearson R correlation used for quantitative analysis, while qualitative data underwent content analysis. The results demonstrated that planning reviews and stakeholder involvement positively affected project execution. The study recommended regular stakeholder workshops to sustain engagement and provide structured reporting mechanisms for clearer project updates and outcomes.

Mohamud and Nyandoro (2024) explored the role of M&E in ensuring the long-term sustainability of donor-funded community water projects in Kismayu, Somalia. The study addressed challenges related to project sustainability, influenced by the region's socioeconomic and climatic conditions. Using a descriptive research design, the study surveyed 132 participants involved in 250 water projects. Data analysis, conducted via SPSS, combined quantitative techniques with qualitative content analysis. Findings revealed that timely execution of M&E activities, adequate funding, and stakeholder participation were critical for sustainability. Increased stakeholder involvement was linked to higher funding, while sufficient resources facilitated effective monitoring. The study concluded that robust M&E practices were essential for project longevity and recommended enhanced stakeholder engagement, improved funding for M&E, and

adherence to project timelines. These findings provided valuable insights for NGOs and policymakers in similar contexts.

Wambui (2023) studied the performance of housing projects in Kenya, focusing on the role of project governance throughout the project lifecycle. The research found a strong positive relationship between project monitoring and successful project implementation. It recommended thorough project monitoring to provide project managers with critical progress data for informed decision-making. However, the study was limited to housing projects, highlighting the need for similar research in other flagship projects across Kenya.

Chepkemoi and Otieno (2020) examined the influence of project monitoring systems on the performance of infrastructural projects in Bomet County, Kenya. Using a sample of 100 respondents, the study concluded that regular performance reviews significantly enhanced project success. However, a contextual gap was noted, as the findings were based on devolved public projects in Bomet County, making them less directly applicable to national flagship projects in Kenya.

2.1.4 Governance Structures and Implementation Success of Projects

Governance involves directing and controlling an organization by influencing and managing stakeholders to oversee management actions and decision-making (Too et al., 2017). In projects, governance operates at various levels throughout the project lifecycle. At the individual project level, it involves using procedures, authority structures, and systems to allocate resources and manage tasks effectively (Pinto, 2018). Governance structures are crucial for project implementation as they provide oversight mechanisms for monitoring progress, decision-making, issue resolution, and risk management.

Moza and Paul (2024) examined critical success factors (CSFs) influencing construction project success in India, emphasizing the role of governance structures in ensuring timely

completion. Despite substantial infrastructure investments, 33% of projects experienced delays of up to 47 months. The study found that well-defined governance frameworks—incorporating clear accountability, structured decision-making, and stakeholder engagement—were key to overcoming these challenges. Six CSFs were identified, with strong governance emerging as a key determinant. Consistent assessment across different professional roles and regions reinforced governance's importance in resource management, risk mitigation, and aligning project objectives with strategic goals. The study highlights how governance frameworks contribute to efficient project execution, reducing delays and enhancing success rates.

Kiani, Brown, Fulford, and Goh (2024) explored critical success criteria in construction projects, emphasizing the significance of clearly defined roles and responsibilities in ensuring project success. Their research showed that well-established roles enhance communication, collaboration, and accountability throughout the project lifecycle. By analyzing various construction projects, they found that projects with clearly defined roles experienced fewer conflicts, better coordination, and smoother execution, leading to higher success rates. The study underscored the necessity of role clarity in preventing misunderstandings and ensuring alignment among all stakeholders, from project managers to subcontractors. The findings suggest that defining roles upfront is a critical success factor, fostering an organized, efficient, and goal-oriented team environment.

A project management structure defines decision-making processes, responsibilities, and personnel authority in project implementation. A governance model establishes how a project will be managed and plays a fundamental role in ensuring an organization’s strategic objectives are met. Ahola et al. (2018) argued that governance structures should align with both external regulatory requirements and internal organizational strengths and capabilities. This alignment ensures that various stakeholders collaborate effectively to

achieve project goals. To enhance governance effectiveness, project organizations must establish ethical norms, cultivate a positive organizational culture, and implement governance structures incorporating coordination mechanisms, governance control measures, and safety protocols such as risk mitigation strategies, contingency plans, and conflict resolution processes.

Bellarmino (2024) explored the evolving concept of project success, particularly focusing on the role of power skills, organizational culture, and conflict resolution in achieving sustainable project outcomes. The study found that effective communication, emotional intelligence, and conflict resolution skills significantly enhance project success by fostering collaboration, managing stakeholder expectations, and addressing interpersonal conflicts. Power skills, which encompass emotional intelligence, self-awareness, and relationship management, were identified as key determinants of project implementation, particularly in navigating complex project landscapes. The research emphasized that power skills contribute to aligning projects with sustainability objectives, improving team dynamics, and enhancing stakeholder engagement. Furthermore, organizational culture emerged as a critical factor, as a supportive culture facilitates the application of power skills, promotes innovation, and encourages ethical decision-making. Conflict resolution was found to be essential in managing disputes and maintaining project momentum, thus ensuring that project teams remain cohesive and focused on achieving long-term success.

A strong governance structure enhances coordination amongst different stakeholders. Coordination is vital in promoting good governance practices. In addition ascertains that development projects are carried out successfully. The chain of decision-making is determined by the governance structure. A well-established governance structure can thus mitigate conflicts among various stakeholder groups and enhance a firm's performance by managing and reducing project risks, improving transparency across organizational levels,

and fostering effective communication and information exchange among different stakeholder groups (Muller 2019).

Tangus and Sang (2020) conducted research on linking governance to the performance of government-funded projects in Kenya. The study focused on four governance practices: contractual governance, business model governance, risk governance, and governance of project monitoring. The findings indicated that project managers can improve pthe effectiveness of government-funded initiatives in Kenya by effectively understanding and implementing these governance practices. The study overlooked other components of project governance. There is need to study other components of project governance and their effect on implementation and of projects. This research will therefore focus on governance structure as a component of project governance.

Young et al. 2020, conducted a study on relationship between project governance mechanisms and project success, on 51 global organizations. The finding was that five project governance mechanisms i.e. Vision, Change, Sponsor, KPI and Monitor, had a significant correlation with project success. There is need to conduct the study in Kenya and to assess influence of project governance in Kenya.

2.2 Review of Theoretical Literature

The study was based on stewardship theory, contingency theory, prospect theory, and stakeholder theory.

2.2.1 The stewardship Theory

Stewardship theory was advanced by Donaldson and Davis in 1991.It is used to explain the behavior in stakeholder-oriented governance structure. This theory is geared towards collaboration and cooperation. Project managers are viewed as stewards. Stewards value the performance of the organization. Stewardship theory describes scenarios project's life

cycle where managers are not driven by personal interests but operate as stewards whose incentives are aligned with the aims of their principals (Davis et al.2017). This theory asserts that the project manager's objectives are aligned with the organization's goals. Therefore the project managers have intrinsic motivation to achieve the organization goals. This is due to their behaviors being in alignment with the principals' interests, the steward's autonomy should be deliberately expanded to fully leverage their benefits, given their trustworthiness and alignment with organizational interests. (Davis et al.2017).The theory focuses on sustainability of an organization.

This theory was relevant to the objective of examining stakeholder management and its influence on the implementation of the Chemususu Dam project. It underscores the role of project managers as stewards, whose motivations align with organizational goals, ensuring accountability and long-term project success. By emphasizing stewardship, the theory highlights how proper governance practices and project leadership can enhance the effectiveness of stakeholder management, ultimately contributing to the successful implementation of the project.

2.2.2 Stakeholder Theory

Stakeholder theory emerged from Freeman's works of a stakeholder Approach" (Freeman, 1984). According to Freeman (1984), a stakeholder is any individual who has the ability to impact or is impacted by the achievements of the organization's goals. Stakeholders are thus classified as external or internal stakeholders. It is important to conduct stakeholder mapping to aid in identifying the interest and influence of different stakeholders to the organization. There is a need to understand and balance the needs of the stakeholders. Managers play a fundamental role in ensuring the ethical rights of stakeholders are not infringed.

It is therefore important for managers to incorporate stakeholder's feedback in decision making. The governance structure should therefore perceive stakeholders to be important and their involvement in decision making processes should be underscored during project implementation. The theory is pertinent to this study since it emphasizes the need for stakeholder management. It also underscores stakeholder participation in decision making to promote project success.

This theory was relevant to the objective of determining the influence of stakeholder management on the implementation of the Chemususu Dam project. Stakeholder theory emphasizes the need to identify and engage key stakeholders throughout the project lifecycle. By applying this theory, the study can investigate how stakeholder involvement and feedback are incorporated into decision-making processes, ensuring that their interests are considered and contributing to the project's overall success and sustainability.

2.2.3 Prospect Theory

This theory was formulated by Kahneman and Tversky in 1997. In accordance with this theory, decisions are made under risks. The decision made depends on the probabilities and impacts of the risk. Projects entail making of decisions swiftly and frequently. The manner in which alternatives are presented influences decision making since decision makers are risk averse towards adjustments seen as gains (Sebora& Cornwall 2019). The people making decisions are more sensitive to losses than to benefits. Decisions are also made in relation to reference points such as project baselines. This theory is relevant since it emphasizes the need for a balanced decision making which encompasses the reference points, weighted probabilities and risk aversion.

This theory was relevant to the objective of understanding the influence of decision-making processes on the implementation of the Chemususu Dam project. Prospect theory

explains how project decision-makers assess risks and make choices under uncertainty, which is critical in large infrastructure projects. By understanding the project team's risk aversion and how it influences decision-making, the study can assess how governance structures that account for decision-making processes can enhance project implementation and mitigate potential risks associated with the Chemususu Dam project.

2.2.4 Contingency Theory

This theory was formulated by Fiedler, 1964.According to contingency theory, organizations are complex. There is no one-size –fit all for organizations. Therefore organizations need to adapt their governance structures to fit their environments to ensure optimal performance. It is necessary to create a governance structure based on the unique characteristics of the project. Large projects are more complex hence will require a robust governance structure as compared to smaller projects which require simple governance frameworks. It underscores the interdependence of factors in an organization. It is necessary to embrace collaborative approaches in the governance structure to foster a positive relationship within the project teams and stakeholders. An adaptable leadership style should be developed to steer the process of project implementation.

This theory was relevant to the objective of evaluating the influence of governance structures on the implementation of the Chemususu Dam project. Contingency theory asserts that governance structures should be tailored to the specific context of a project. The Chemususu Dam project, being complex and large-scale, requires a governance framework adaptable to its unique needs. This theory helps in understanding how a flexible and context-specific governance structure can optimize project performance and ensure successful implementation, aligning with the study's objective of assessing governance's role in the project's success.

Table 1: Summary of Theories

Theory	Research Variable	Direct relation to the Research Variable
Stewardship Theory	Stakeholder Management, Decision Making	This theory emphasizes the alignment of project managers' objectives with organizational goals, highlighting how effective stakeholder management and decision-making processes contribute to project success. It underscores the need for accountability, which influences the project implementation success.
Stakeholder Theory	Stakeholder Management, Governance Structures	Stakeholder theory is directly relevant to stakeholder management by stressing the importance of identifying and involving stakeholders in decision-making processes. This theory helps analyze how stakeholder participation, communication, and engagement impact the effectiveness of governance structures during project implementation.
Prospect Theory	Decision Making, Monitoring and Evaluation	Prospect theory is important for understanding how decision-makers approach risk, especially in the context of project risks and uncertainties. It helps to evaluate how decisions are made based on perceived losses and gains, which influences monitoring processes and adjustments during project execution.
Contingency Theory	Governance Structures, Monitoring and Evaluation	Contingency theory suggests that governance structures should be adapted to the project's unique characteristics. It is relevant to assessing how the governance framework for the Chemususu Dam project can be tailored for complexity, ensuring optimal performance, and monitoring and evaluating the project's progress based on its specific needs.

2.3 Conceptual Framework

The conceptual framework illustrates the interconnections between study variables and their relationship to the research design (Robson &McCartan, 2018).It shows the relationship between dependent and independent variables and their key performance indicators. A mediating variable is also represented. Implementation of flagship projects is the dependent variable. The independent variables include; governance structure, project

monitoring, stakeholder management and decision making processes. Oversight bodies represent the mediating variable. The various variables can be assessed through use of KPIs.

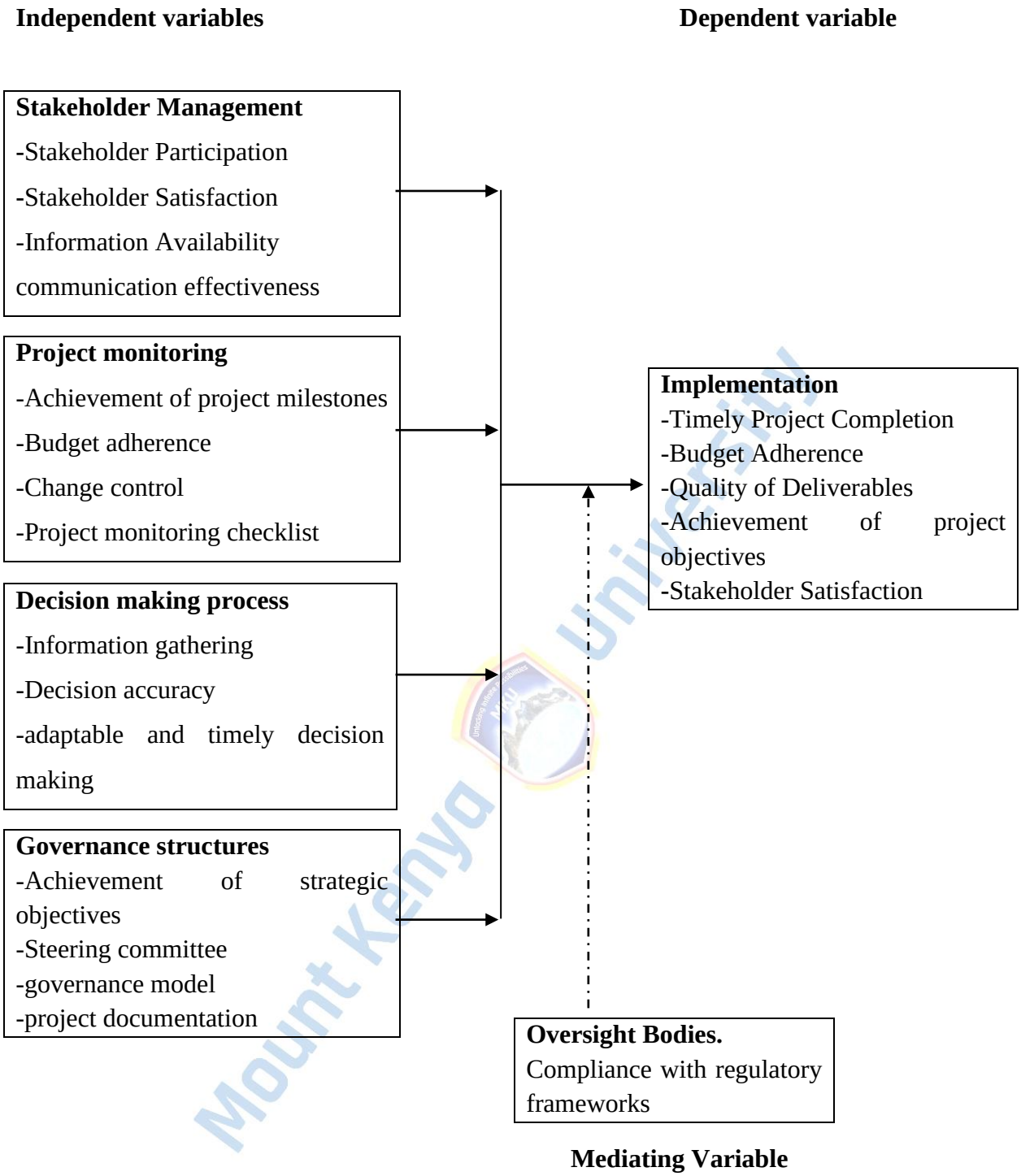

Figure 1: Conceptual Framework

(Source: Researcher 2024)

2.3.1 Stakeholder Management

Stakeholder management refers to identification stakeholders, analyzing and addressing the needs of the stakeholders. The project vision and strategy should be shared with

stakeholders at the onset of the project for efficient project implementation. Stakeholders must be actively engaged throughout the project cycle. The stakeholder management framework is a valuable tool for understanding and managing changes both within and outside the organization. According to Freeman, R. E. (2023).All groups of individuals who influence or an influenced by the project must be included in project activities to ensure achievement of strategic goals.

2.3.2 Decision Making Processes

Projects can be complex and can be faced by challenges which necessitate decision makers to make decisions within a limited time frame. Data driven decision making enhances efficiency of projects as stakeholders make more informed decisions (Salih et al. 2024). Clarity responsibilities and roles of stakeholders enhance decision making hence efficiency in project implementation. Decisions should be made in alignment with the project's goals and the needs of stakeholders

2.3.3 Project Monitoring

Projects should have robust monitoring systems. Project monitoring entails continuous measuring of project implementation against the predefined project goals. It is important to establish key performance indicators at the onset of a project which are vital for measuring project progress, and identifying areas within the project that require corrective actions. Key performance metrics are essential for evaluating project implementation, informed decision making and ensures project success (Kerzner, 2022).

2.3.4 Governance Structures

Governance structures aid in establishing clear roles and responsibilities of project stakeholders thus enhancing accountability. A strong governance structure enhances coordination amongst different stakeholders. Governance structures also define the

protocols of decision making. It provides clear decision-making guidelines and frameworks which facilitates informed decision making thus enhancing project outcomes (Turner, 2020). This establishment of decision-making hierarchies minimizes conflicts and enhances timely decision making. However, over bureaucratic governance systems can slowdown decision hence can jeopardize project timeline and outcomes.

2.3.5 Regulatory Framework

Projects must adhere to relevant regulatory frameworks and guidelines. Non-compliance can lead to can lead to delays in project implementation or even financial penalties which may increase the project cost. Regulatory compliance minimizes risks associated with legal penalties, reputation damage, and interruptions caused by non-conformance with mandatory requirements.

2.4 Recap of Literature Review

This study's cited literature review covered a broad range of empirical, theoretical, and conceptual framework reviews. The theoretical review is based on four theories to explain the independent variables. The stakeholder theory has been used to explain stakeholder management; prospect theory explains on decision making processes, contingency theory explains on governance structures while the steward theory explains on the relationship of the project manager and the project. The conceptual framework used represents the relationship between independent variables, dependent variable and the mediating variable. It also shows the key performance indicators of the various variables. The independent variables are: stakeholder management, project monitoring, decision making processes and governance structures. The dependent variable is implementation of the project while regulatory framework serves as the mediating variable

Empirical review has been conducted on stakeholder management, decision making processes, governance structures, and project monitoring. The empirical review formed a basis of identification of research gap on the existing studies conducted by other researchers. It is evident that limited studies have been conducted on project governance and flagship projects. Most of the studies conducted are based on project planning, and management. This therefore necessitates more studies on project governance and implementation of projects to ascertain their relationship and to fill the existing research gap.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter provided an overview of the research design implemented in the study. It outlined the target population, sampling techniques employed, data collection instruments, data collection procedures, pilot study, validity and reliability of the research instruments, as well as data analysis and presentation methods. The Chemususu Dam Project, a flagship project in Baringo County, served as the unit of study.

3.1 Research Design

Research describes a comprehensive approach to conducting research that outlines a rational and logical plan to answer specific research questions through the gathering, interpreting, analyzing, and discussion of data. (Thakur, 2021). This study will adopt the descriptive research design. The study aims to determine the relationship between project governance and the implementation of flagship projects in Kenya.

3.2 Location of Study

The researcher focused the study on Chemususu Dam, situated in Koibatek Sub-County, Baringo County in Kenya. Other stakeholders such as CRVWWDA are located in Nakuru County. The researcher selected Chemususu dam due to its proximity and facilitate smooth research process.

3.3 Target Population

The researcher collected data from stakeholders, government officials and other personnel involved in implementation of Chemususu dam project. The population of a study refers to the group targeted by the research, as defined by the study's aims and objectives (Oribhabor and Anyanwu, 2019). The population comprised of 138 respondents.

Table 1: Target Population

Group Description	Target population
Senior employees of Chemususu water Company	24
Senior employees CRVWWDA	30
Managers NWHSA	10
Gibb International consultants	10
Project managers	4
Technical experts	3
Kenya forest service officials	10
Government officials	12
NEMA officials	5
Local residents	30
Total	**138**

Source: **NWHSA, CRVWWDA, 2024**

3.4 Sampling Techniques

Sampling involves the techniques used to select a representative subset from a larger population. Where the population is large, sampling is an important research tool. The research was aimed at individuals who played a direct role in the implementation of the Chemususu Dam project. Therefore judgmental sampling was used to purposively select study participants who were involved in the implementation of Chemususu dam project. This assisted in elimination of risk of unreliable responses. Judgmental sampling, also known as purposive sampling, was used in this research because it allowed for the intentional selection of individuals who directly participated in the implementation of the Chemususu Dam project. This method was ideal as it ensured that the study focused on key informants with firsthand knowledge and experience, providing rich and relevant insights into the project's implementation. A sample is a smaller group selected from a larger population, intended to represent the population for the purposes of a study or

investigation. (Oribhabor and Anyanwu, 2019). A margin of error of 0.05 was used in this study to ensure that the results were statistically reliable and precise. This margin represents a 95% confidence level, meaning that if the study were repeated multiple times, the true population parameter would fall within the margin of error in 95% of the cases.

The sample size was determined by

$$\mathbf{n = \frac{N}{1 + Ne^2}}$$

Where:

n=Sample size

N= Population size

e=Margin of error (0.05)

$$n = \frac{138}{(1+ 138 \times 0.05^2)} = 102$$

Table 2: Sample Size

Group Description	Sample size	percentage
Senior employees of Chemususu water Company	18	17.65
Senior employees CRVWWDA	20	19.61
Managers NWHSA	9	8.82
Gibb International consultants	9	8.82
Project managers	3	2.94
Technical experts	3	2.94
Kenya forest service officials	5	4.90
Government officials	10	9.80
NEMA officials	5	4.90
Local residents	20	19.61
Total	102	100

Source: NWHSA, CRVWWDA, 2024

3.5 Data Collection Instruments and Tools

Questionnaires were utilized as the main instrument for data collection to obtain primary data. Closed-ended questionnaires were administered. The questionnaires were more suitable due to the descriptive nature of the research. The questionnaire was formulated in alignment with the research objectives to ensure that it effectively gathers relevant data.It was divided into four sections based on the research questions. Secondary data was obtained mainly from Kenya Vision 2030 reports and KIPPRA reports on flagship projects.

3.6 Pilot Study

To ascertain the validity and reliability, the researcher administered questionnaires and conducted guided interviews with senior staff members and directors of Kirandich Dam in Baringo County. Kirandich dam project is similar to Chemususu dam project. Convenience sampling was used for identification of the pilot study population. Questionnaires were issued to the management of Kirandich Water Company.

3.6.1 Reliability of Research Instruments

Reliability refers pertains to the consistency with which a method measures a variable or an element (Kimberlin & Winterstein 2008). To ensure the reliability of the questionnaire, the researcher employed several strategies. First, a pre-test or pilot study was conducted with a small sample from the target population. This allowed the researcher to identify any ambiguities, inconsistencies, or difficulties in understanding the questions, which were subsequently revised for clarity and relevance.

Next, the researcher employed Cronbach's alpha, a commonly used statistical method, to test internal consistency. This method calculates the reliability coefficient, which indicates how closely related a set of items are as a group. For each section of the questionnaire, the reliability coefficient was calculated, and all values were found to be above the threshold of 0.7, indicating good internal consistency. Additionally, the researcher ensured that the questions aligned with the objectives of the study, were clear and concise, and avoided leading or biased wording. By confirming that the reliability coefficients for each construct exceeded the acceptable level of 0.7, the researcher ensured that the questionnaire was both valid and reliable, thus enhancing the quality of the data collected.

3.6.2 Validity of Research Instruments

Validity is often defined as the degree to which an instrument accurately measures what it is intended to measure (Kimberlin & Winterstein 2008). The questionnaires were issued to qualified project managers and project supervisor to establish its validity and to make appropriate modifications in the case of errors.

3.7 Data Collection Procedure

The researcher obtained approval from the relevant authorities before data collection is done. Primary data was collected primarily through questionnaires administered in person. The questionnaire comprised of closed-ended questions. The data collection majorly concentrated on the teams/personnel directly involved in implementation of Chemususu dam project. The validity and reliability of the data collected instruments was determined in advance. Research assistants assisted in administration of the questionnaires to the respondents.

3.8 Data Analysis Methods

Data analysis was based on quantitative data. Therefore descriptive and inferential statistics were used. The responses in the questionnaire were transferred to excel, cleaned and coded using the Statistical Package of Social Sciences (SPSS) version 25 to derive the desired output on the adopted Likert scale. Pearson's correlation and regression analysis were used for inferential statistics. Standard deviation and mean scores were used for descriptive statistics. Multiple linear regression analysis was used to determine the influence of project governance on implementation of flagship projects.

The regression model will take the form:

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

Where Y: Implementation of projects

X_1: Stakeholder management

X_2: Project monitoring

X_3: Decision making processes

X_4: Governance structures

β_0: Regression constant

β_1, β_2, β_3, β_4 are regression coefficients.

ε : Represents error term

3.9 Diagnostic Tests

For testing the autocorrelation of residuals, Durbin-Watson statistic was applied to identify the association between residuals in regression analysis. Heteroscedasticity was tested by the use of the Breusch-Pagan test that looks at the dependence of the residual variance on independent variables. On the issue of multicollinearity, the Variance Inflation Factor (VIF) test was used to establish the extent of relationship between each of the predictor variables. A VIF score of more than 10 points towards severe multicollinearity which may be problematic for the regression model.

3.10 Ethical Considerations

To ensure confidentiality and consent, the researcher took several key steps. First, all participants were fully informed about the purpose, procedures, and intended use of the study, allowing them to make an informed decision about their participation. This process was designed to ensure that participation was voluntary, and respondents were assured that no one would be coerced into taking part. The researcher also emphasized that their responses would remain confidential, with data being used solely for academic purposes. To protect participants' privacy, anonymous identifiers were used, ensuring that individual identities were not linked to their responses. Furthermore, the data was securely stored and only accessible to the researcher.

In addition, the researcher obtained permission from NACOSTI (National Commission for Science, Technology, and Innovation) before collecting data from Chemususu Water Company and other relevant agencies, ensuring compliance with ethical and legal standards. The researcher also adhered to the plagiarism policy by properly citing all sources and giving credit to original authors, thereby upholding academic integrity. These actions ensured that the study followed ethical guidelines and protected the rights and confidentiality of all participants.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

This chapter presents the analysis, interpretation, and presentation of data collected from respondents involved in the Chemususu Dam Project. It outlines the study findings in relation to the research objectives, focusing on the influence of stakeholder management, project monitoring, decision-making processes, and governance structures on the project's implementation. The chapter includes both descriptive and inferential statistical analyses, presented in tables.

4.1 Response Rate

As shown in Table 3, the study distributed a total of 102 questionnaires to various respondents involved in the Chemususu Dam Project, including senior employees of Chemususu Water Company, CRVWWDA, NWHSA, and Kenya Forest Service, as well as project managers, technical experts, Gibb International consultants, NEMA officials, government officials, and local residents. Of these, 85 questionnaires were returned, with 1 being incomplete. This resulted in 84 completed questionnaires, yielding a response rate of 82.4%.

The response rate of 82.4% reflects strong participation from the diverse respondent groups, enhancing the reliability and credibility of the research findings. As noted by Nulty (2021), a response rate exceeding 70% ensures representativeness in survey-based studies. Consequently, the data adequately represents the perspectives of key stakeholders involved in the project.

Table 3: Response Rate Summary

Total No of questionnaire issued out	Total No of returned questionnaires	Number of incomplete Questionnaires	Completed questionnaire received	Response Rate
102	85	1	84	82.4%

Source: Researcher (2024)

4.2 Reliability Results

This section presents the reliability results of the research instruments, evaluated using Cronbach's Alpha. Reliability testing ensures that the data collection tools consistently measure the intended variables across different respondents.

Table 4: Reliability Results

	No.of Items	Cronbach Alpha Coefficient
Implementation of projects	10	.891
Stakeholder management	10	.822
Project monitoring	10	.802
Decision making processes	10	.772
Governance structures	10	.840

The reliability results, as presented in Table 4, demonstrate strong internal consistency across all the research variables. The Cronbach Alpha coefficients for each construct are well above the acceptable threshold of 0.7, indicating reliable measurement of the variables. Specifically, the implementation of projects had a high reliability coefficient of 0.891, followed by governance structures at 0.840. Stakeholder management, project monitoring, and decision-making processes also exhibited satisfactory reliability, with values of 0.822, 0.802, and 0.772, respectively. These findings suggest that the research instruments used in the study were reliable and capable of consistently capturing data on the various factors influencing the implementation of the Chemususu Dam project. According to Tavakol and Dennick (2011), Cronbach's Alpha values between 0.7 and 0.9 confirm good internal consistency, ensuring that the research instruments consistently measure the constructs.

4.3 Demographic Attributes of Respondents

This section outlines the various demographic attributes of the study participants, including their gender, highest educational attainment, and work experience. These characteristics are crucial for understanding the composition of the respondents involved in the study. For example, the educational qualifications of the participants provide insight into the reliability and depth of the responses, as individuals with higher levels of education may offer more informed perspectives. Additionally, examining their work experience helps gauge the relevance and expertise of the respondents in relation to the study topic, contributing to the overall validity of the findings.

4.3.1 Percentage Response by Gender

This section presents the gender distribution of respondents involved in the study, conducted in Baringo County, focusing on the Chemususu Dam project. The gender composition of the participants provides insights into the diversity and inclusivity of the perspectives gathered from individuals involved in the project's implementation.

Table 5: Distribution by Gender

Gender	Frequency	Percentage (%)
Female	35	41.7%
Male	49	58.3%
Total	84	100.0%

Source: Researcher (2024)

The gender distribution of respondents indicates that 41.7% were female, while 58.3% were male. This suggests a slight male dominance among the participants, which aligns with the typical gender dynamics observed in large-scale infrastructure projects. Generally, men are more likely to hold technical, managerial, and decision-making roles, particularly in sectors like water infrastructure. The higher male representation in this study may be attributed to the participation of senior officials from the Chemususu Water Company, technical experts, and government

representatives who oversee project implementation. Conversely, the female respondents likely contributed insights from community-based roles, local governance, and project-related social engagement efforts. These findings highlight the need for continued efforts to promote gender inclusivity in infrastructure project management and execution.

4.3.2 Highest Level of Education

This section examines the educational qualifications of the respondents involved in the study, highlighting the diversity of academic backgrounds among those engaged in the implementation of the Chemususu Dam project. The educational qualifications of the respondents are essential for understanding how varying levels of expertise and knowledge may influence decision-making, project management, and overall project outcomes.

Table 6: Distribution of Respondents as per Academic Qualifications

Category	Frequency	Percent %
Certificate	12	14.3%
Diploma	11	13.1%
Undergraduate	28	33.3%
Postgraduate	33	39.3%
Total	**84**	**100%**

Source: Researcher (2024)

Table 6 illustrates the academic qualifications of the respondents involved in the study, revealing a diverse educational background among the participants. The largest proportion of respondents, 39.3%, held postgraduate qualifications, followed by 33.3% with undergraduate degrees. A notable 14.3% of respondents had certificates, while 13.1% held diplomas. This distribution suggests that the majority of participants possess higher educational qualifications, with a solid representation of individuals capable of offering advanced insights into the project's management

and implementation. The presence of participants with postgraduate qualifications implies that strategic decision-making and high-level governance issues are likely to be well-understood by a significant portion of the sample, adding credibility to the findings regarding project governance. Furthermore, the mix of certificate and diploma holders suggests that practical, on-the-ground insights from individuals with more technical or hands-on roles are also well-represented. The diversity in academic qualifications enriches the data, ensuring that the perspectives gathered reflect a broad spectrum of expertise relevant to the Chemususu Dam project.

4.3.3 Work Experience

This section examines the work experience of the respondents involved in the study, shedding light on the breadth and depth of their professional backgrounds. The analysis explores the range of experience across different roles within the Chemususu Dam project, providing insights into how their experience may influence their perspectives on project implementation and governance.

Table 7: Work Experience

Category	Frequency	Percent %
Less than 3 Years	20	23.8%
4-6 Years	24	28.6%
7-9 Years	16	19%
More than 10 Years	24	28.6%
Total	**84**	**100%**

Table 7 presents the distribution of respondents based on their work experience. A significant portion, 28.6%, reported having between 4-6 years and more than 10 years of work experience, indicating a wealth of experience within the respondents. Meanwhile, 23.8% of respondents had less than 3 years of work experience, while 19% had between 7-9 years. This distribution suggests a balanced representation of respondents with varying levels of experience, providing

diverse insights into the implementation of the Chemususu Dam project. The mix of experience levels allows for a comprehensive understanding of the challenges faced, the decision-making processes, and the overall governance structure within the project.

4.4 Implementation of Chemususu Dam Project in Baringo County

This section presents the descriptive statistics on the implementation of Chemususu dam project in Baringo County, based on responses gathered using a 5-point Likert scale. The scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Table 8: Implementation of Chemususu Dam Project in Baringo County

Statements	1	2	3	4	5	Mean	SD
Project implemented on time	12.4%	40%	20.7%	13.8%	13.1%	2.65	0.975
Project implemented within stipulate budget	20%	30%	26.2%	21.4%	2.4%	3.06	0.981
Project delivered met end user expectations	2.4%	0%	31%	61.9%	4.8%	3.67	0.683
Project directly benefitted intended users	2.4%	6%	10.2%	64.3%	17.1%	3.98	0.764
Completed project was acceptable to stakeholders	3.6%	0%	10.7%	70.2%	15.5%	4.12	0.767
Project budget was adhered to	23.6%	46%	19.4%	11%	0%	2.28	0.647
Baselines for scope, schedule, budget and quality were identified	0%	1.2%	20.2%	78.6%	0%	3.77	0.449
The project deliverables were of stipulated quality standards	3.6%	4.8%	16.6%	75%	0%	3.63	0.741
Project specifications were adhered to	3.6%	4.8%	26.2%	65.4%	0%	3.54	0.752
Risks were well managed	3.6%	4.8%	31%	46.4%	14.2%	3.63	0.915
Composite mean and composite SD						3.43	0.767

N=84

The findings regarding the implementation of the Chemususu Dam project in Baringo County reveal varying levels of satisfaction among stakeholders. On one hand, several aspects of the project were positively regarded. A majority of respondents felt that the project met the

expectations of its end-users (mean = 3.67) and directly benefited the intended users (mean = 3.98), with over 80% agreeing on the positive impact. Additionally, stakeholders found the completed project to be highly acceptable, as reflected in a mean score of 4.12. These results suggest that the project succeeded in meeting the primary objectives of benefiting the community and fulfilling user expectations.

However, other aspects of the project raised concerns, particularly around adherence to timelines and budget. A significant portion of respondents disagreed that the project was implemented on time (mean = 2.65) or within the stipulated budget (mean = 3.06). These results indicate that delays and potential cost overruns may have hindered the smooth execution of the project, with nearly half of the respondents expressing dissatisfaction regarding these elements. Such issues could reflect challenges in project management and resource allocation.

Despite these challenges, the study also indicated positive project management practices, particularly in terms of risk management and adherence to quality standards. With a mean score of 3.63 for both risk management and the quality of project deliverables, respondents indicated that risks were adequately handled and that the project met the required quality standards. Furthermore, the project was seen to have well-defined baselines for scope, schedule, and budget, as indicated by a mean score of 3.77. While there were issues with budget adherence and timelines, these findings suggest that the project was generally well-managed and that stakeholders were satisfied with its overall outcomes.

The composite mean of 3.43 and standard deviation of 0.767 reflect a generally positive assessment of the project's implementation, with stakeholders recognizing areas of success, particularly in benefiting users and meeting expectations, but also highlighting challenges in adhering to the project's budget and timeline.

The Chemususu Dam project was largely successful in achieving its intended purpose, as indicated by high stakeholder satisfaction regarding its impact and quality of deliverables. However, challenges related to project timelines and budget adherence highlight the need for improved financial oversight and scheduling strategies in future infrastructure projects. Strengthening project governance, enhancing risk mitigation frameworks, and ensuring stricter budget controls could further improve the efficiency of similar projects in the future.

4.5 Stakeholder Management and Implementation of Chemususu Dam Project in Baringo County

This section highlights the descriptive findings related to stakeholder management and its impact on the implementation of Chemususu dam project in Baringo County. The descriptive statistics provided insights into how various aspects of stakeholder management influenced project implementation. The constructs were on a 5 point likert scale from 1 strongly disagree to 5 strongly agree.

Table 9: Stakeholder Management and Performance of Projects

Statements	1	2	3	4	5	Mean	SD
Project stakeholders were identified before onset of project.	3.6%	6%	4.8%	32.1%	53.5%	4.26	1.043
Stakeholder analysis was carried out.	8.3%	1.2%	4.8%	27.4%	58.3%	4.26	1.173
Stakeholders were invited to make their recommendations on project progress.	6%	3.6%	22.6%	31%	36.8%	3.89	1.130
There are clear communication channels	4.8%	3.6%	16.7%	39.3%	35.6%	3.98	1.053
Management constantly disseminated information stakeholders.	3.6%	3.6%	19%	67.8%	6%	3.69	0.791
Stakeholders were regularly informed about the project.	1.2%	6%	29.8%	51.2%	11.8%	3.67	0.812
Stakeholders were involved in risk identification.	0%	1.2%	39.3%	58.3%	1.2%	3.60	0.540

Stakeholders were involved in decision making.	0%	1.2%	40.5%	56%	2.4%	3.60	0.562
Project objectives tailored to meet with the needs and expectations of key stakeholders.	0%	0%	13%	81%	6%	3.93	0.433
The concerns of stakeholders were taken care of.	0%	1.2%	16.7%	69%	13.1%	3.94	0.588
Composite mean and composite SD						3.88	0.813

N=84

The findings on stakeholder management in the implementation of the Chemususu Dam project in Baringo County reveal positive engagement and participation from key stakeholders. A majority of respondents agreed that stakeholders were identified before the onset of the project (mean = 4.26) and that a stakeholder analysis was carried out (mean = 4.26). This demonstrates that the project team recognized the importance of stakeholder involvement from the very beginning, which is a critical factor for successful project implementation. Furthermore, stakeholders were actively invited to make recommendations on project progress, with a mean score of 3.89, indicating ongoing consultation and involvement throughout the project's life cycle.

Communication and information dissemination also appeared to be strong, with respondents reporting the existence of clear communication channels (mean = 3.98) and regular updates provided to stakeholders (mean = 3.69). These results suggest that the project management team ensured transparency and facilitated two-way communication, enabling stakeholders to stay informed and actively participate in the decision-making process. Despite this, there were some mixed responses regarding the level of stakeholder involvement in risk identification and decision-making, with both constructs receiving a mean score of 3.60, suggesting room for improvement in these areas.

Finally, the project's alignment with stakeholder needs and concerns was well-regarded. A significant majority of respondents agreed that the project objectives were tailored to meet the

needs of key stakeholders (mean = 3.93), and stakeholders' concerns were adequately addressed (mean = 3.94). These findings highlight the project's focus on stakeholder satisfaction and suggest that the project team made efforts to ensure that stakeholder expectations were incorporated into the project's goals and activities. Overall, stakeholder management in the Chemususu Dam project was seen as effective, with a composite mean of 3.88, reflecting a high level of engagement and satisfaction among the respondents.

The findings from this study on stakeholder management in the Chemususu Dam project align with previous research highlighting the critical role of stakeholder engagement in successful project implementation. For instance, Pandu (2024) found that inadequate participation from local communities and stakeholders in Zanzibar's water resources projects was due to factors such as limited awareness, infrastructure issues, and corruption. These challenges hindered effective involvement, suggesting that overcoming such barriers can significantly enhance stakeholder participation and project outcomes. Similarly, Ainomugisha et al. (2024) emphasized that clear communication, legal compliance, and active involvement were key drivers of success in rural electricity projects in Uganda, with these factors accounting for a significant portion of the variation in project implementation.

Furthermore, Rukunga and Pedo (2024) highlighted the importance of identifying stakeholders and managing conflicts for the successful implementation of water projects in Kenya. Their study found that both stakeholder identification and conflict management positively impacted project execution, emphasizing the need for comprehensive stakeholder evaluations at the beginning of a project. This aligns with the findings from the Chemususu Dam project, where stakeholders were effectively identified and involved in decision-making, risk management, and communication, leading to higher satisfaction and project success. Overall, these studies reinforce the value of stakeholder management as a determinant of project success, particularly in water and infrastructure projects.

4.6 Influence of Project Monitoring and Implementation of Chemususu Dam Project in Baringo County

This section presents the descriptive statistics on the influence of project monitoring on implementation of Chemususu dam project in Baringo County.

Table 10: Descriptive Statistics for Influence of Project Monitoring

Statements	1	2	3	4	5	Mean	SD
Key performance indicators well indicated before onset of project.	0%	0%	16.7%	33.3%	50%	4.33	0.750
Cost, time and scope are effectively monitored throughout the project.	3.6%	6%	21.4%	69%	0%	3.56	0.766
Specific members were assigned routine data collection duties.	0%	0%	20.2%	79.8%	0%	3.80	0.404
Frequent evaluation of any deviations in project milestones	0%	0%	16.7%	76.2%	7.1%	3.90	0.481
The project monitoring checklist was frequently updated.	0%	4.8%	26.2%	33.3%	35.7%	4.00	0.905
The project resources were efficiently utilized	0%	0%	47.6%	25%	27.4%	3.80	0.847
Clear criteria are established for reporting project status	0%	0%	16.7%	76.2%	7.1%	3.90	0.481
Work schedules and plans were used to monitor project implementation	1.2%	9.5%	19%	70.2%	0%	3.58	0.715
Meetings held regularly with project team to monitor project progress	0%	4.8%	23.8%	38.1%	33.3%	4.00	0.878
Monitoring reports were regularly availed	0%	4.8%	23.8%	40.5%	31%	3.98	0.864
Composite mean and composite SD						3.89	0.710

N=84

The findings suggest that effective monitoring practices were key to ensuring the successful execution of the project. For instance, the high mean score of 4.33 for the statement that key performance indicators were clearly indicated before the onset of the project suggests that the project had well-defined objectives and benchmarks for success. Additionally, monitoring cost, time, and scope was highly emphasized, with 69% of respondents agreeing that these aspects were effectively monitored throughout the project, reflected by a mean score of 3.56. This indicates that project implementation was closely tracked in terms of these critical parameters, contributing to its overall success.

The findings further demonstrate that routine data collection was diligently managed, with 79.8% of respondents agreeing that specific team members were assigned this responsibility, as shown by the high mean of 3.80. Frequent evaluations of project milestones also received positive feedback, with a mean score of 3.90, reflecting that the project was regularly reviewed to ensure alignment with goals. The project monitoring checklist was frequently updated (mean = 4.00), indicating that the project management team was proactive in tracking progress and making necessary adjustments. Additionally, regular meetings with the project team to monitor progress (mean = 4.00) and the timely availability of monitoring reports (mean = 3.98) further highlight the emphasis placed on constant communication and real-time updates, ensuring smooth project execution and adherence to schedules.

Overall, the findings indicate that project monitoring had a substantial positive influence on the implementation of the Chemususu Dam project. The combination of clear criteria for reporting project status, the efficient utilization of resources, and the use of work schedules and plans (mean = 3.58) suggests that comprehensive monitoring mechanisms were in place, contributing to the project's success. The composite mean score of 3.89 indicates a strong overall agreement on the effectiveness of project monitoring in supporting the project’s objectives.

The findings on the influence of project monitoring in the Chemususu Dam project align with several studies emphasizing the importance of effective monitoring mechanisms for successful project implementation. For example, Mutai and Musembi (2024) highlighted the significant impact of monitoring and evaluation (M&E) procedures on the performance of water projects in Western Kenya. Their study found that both M&E planning and technical capability positively influenced project outcomes, stressing the need for skilled and well-trained personnel. Similarly, Otieno and Muchelule (2024) found a positive correlation between M&E practices and the success of irrigation projects in Siaya County, with better planning and training leading to improved project implementation. These findings reinforce the idea that structured M&E practices are crucial for the success of water-related projects, as seen in the Chemususu Dam project.

Additionally, studies by Kwareh, Mgale, and Rwela (2024) and Kimatu and Musembi (2024) further support the significance of M&E in project success. The SIKIKA Healthcare Programme in Tanzania, for instance, demonstrated the importance of various M&E practices such as site visits, reporting, and participatory monitoring for project success. However, the study also pointed out the need for more community involvement in monitoring activities. Kimatu and Musembi (2024) also found that M&E stakeholder participation and planning reviews positively impacted the success of community water projects in Machakos County, Kenya. These studies highlight the value of comprehensive M&E strategies, stakeholder involvement, and training, which are reflected in the positive results of the Chemususu Dam project monitoring efforts, including routine data collection and frequent evaluations of project milestones.

4.7 Decision Making Processes and Implementation of Chemususu Dam Project in Baringo County

This section examined the impact of decision making processes on the implementation of Chemususu dam project in Baringo County. Seven opinion statements were provided, and answers were recorded on a five-point scale range from strongly disagree (1) to strongly agree (5).

Table 11: Descriptive Statistics on Decision Making Processes

Statements	1	2	3	4	5	Mean	SD
Adequate information about the project is gathered for use in decision making.	2.4%	0%	10.7%	73.8%	13.1%	3.95	0.675
Decision making is data driven.	0%	0%	26.2%	71.4%	2.4%	3.76	0.481
Decision making is transparent.	2.4%	0%	31%	61.9%	4.8%	3.67	0.683
Information is readily accessible to those impacted by the decisions.	2.4%	6%	20.2%	64.3%	7.1%	3.68	0.794
Timely decision making.	3.6%	0%	16.7%	70.2%	9.5%	3.82	0.747
Documenting and communicating the decisions made was done.	3.6%	6%	9.4%	81%	0%	3.68	0.747
Decisions were made based on availability of complete information.	0%	1.2%	20.2%	78.6%	0%	3.77	0.449
Decision making style was adapted to the context/situation.	3.6%	4.8%	16.6%	75%	0%	3.63	0.741
Complex problems were solved through systematic decision making.	3.6%	4.8%	26.2%	65.4%	0%	3.54	0.752
Best alternatives were selected.	3.6%	4.8%	31%	46.4%	14.2%	3.63	0.915
Composite mean and composite SD						3.71	0.698

N=84

The findings from Table 11 highlight the significant role of decision-making processes in the implementation of the Chemususu Dam project in Baringo County. The data indicates that decision-making was largely well-supported by adequate information, as 73.8% of respondents agreed that sufficient information was gathered to inform decisions, resulting in a mean score of 3.95. The project appears to have adhered to a data-driven approach, with 71.4% of respondents agreeing that decisions were based on data. This aligns with best practices in project management,

which emphasize the importance of having reliable, accessible data for making informed decisions. The transparency of the decision-making process was also noted, with 61.9% agreeing that the process was transparent, ensuring that stakeholders could understand the rationale behind decisions. The ability for those impacted by decisions to access information was similarly noted by 64.3% of respondents, indicating an overall open approach to communication, which is essential for stakeholder engagement and project success.

Timeliness was another key aspect of the decision-making process in the project, with 70.2% of respondents agreeing that decisions were made in a timely manner. This suggests that the project team was responsive to emerging challenges and able to make decisions without unnecessary delays, which is crucial for maintaining momentum in large infrastructure projects. The documentation and communication of decisions were also carried out effectively, with 81% agreeing that decisions were well-documented and communicated, which is essential for maintaining clarity and accountability throughout the project's lifecycle. However, there were some areas where respondents indicated less certainty. For instance, while a majority agreed that decisions were made with complete information (78.6%), there was still a small portion (20.2%) who did not fully agree, suggesting that there may have been occasional gaps in information or access.

Additionally, the study found that the decision-making style was adapted to the context of the situation, with 75% of respondents agreeing that decision-making processes were flexible enough to address varying project demands. This adaptability is a key trait of effective project management, as it allows project leaders to respond to unforeseen challenges and changing conditions. The systematic approach to solving complex problems was also highlighted, with 65.4% agreeing that complex issues were addressed through structured decision-making methods. This indicates that the project team utilized a thoughtful and organized approach to problem-solving, which is essential for handling the multifaceted nature of dam projects. Despite these

strengths, there is still room for improvement in ensuring that all decisions are made with fully comprehensive information and that the best alternatives are consistently selected, as highlighted by the relatively lower agreement on these items. The composite mean of 3.71 reflects that while the decision-making processes were generally effective, there remains room for refinement, particularly in ensuring complete and consistent information availability across all decision points. The findings from the Chemususu Dam project on decision-making align with several studies that emphasize the critical role of decision-making processes in project implementation. For example, Odawa et al. (2024) examined the impact of participatory decision-making on HIV/AIDS community health projects in Kisumu County, Kenya, revealing a significant positive relationship between stakeholder involvement in decision-making and improved project implementation. Their study highlighted the importance of engaging beneficiaries in the decision-making process, which resonates with the Chemususu project's emphasis on transparent, data-driven, and timely decision-making to ensure effective implementation.

Similarly, Elrehail et al. (2024) investigated how decision-making styles influenced organizational performance, finding that certain decision-making styles, particularly intuitive decision-making, played a significant role in improving firm performance. This supports the Chemususu Dam project's emphasis on adapting decision-making styles to the project context, ensuring that decisions are made based on available information. Rahaman et al. (2024) also found that big data-driven decision-making led to enhanced efficiency and better project outcomes in the construction industry, aligning with the Chemususu project's data-driven approach. These studies highlight the importance of strategic, informed, and context-specific decision-making processes in the successful implementation of projects, further corroborating the findings from the Chemususu Dam project.

4.8 Influence of Governance structures on Implementation of Chemususu Dam Project in Baringo County

This section highlights the descriptive statistics regarding the influence of governance structures on implementation of Chemususu dam project in Baringo County. 10 opinion statements were provided, and answers were recorded on a five-point scale range from strongly disagree (1) to strongly agree (5).

Table 12: Descriptive Statistics on Influence of Governance Structures

Statements	1	2	3	4	5	Mean	SD
There was a well-defined hierarchy of the project team	7.1%	1.2%	3.6%	40.5%	47.6%	4.20	1.084
There were clearly outlined roles and responsibilities.	8.3%	0%	3.6%	26.2%	61.9%	4.33	1.144
The project complied with regulations such as NEMA regulations	3.6%	0%	25%	42.9%	28.5%	3.93	0.929
The governance structure was aligned with organizational policies	7.1%	0%	28.6%	25%	39.3%	3.89	1.151
Steering committee was set up	7.1%	4.8%	25%	39.3%	23.8%	3.68	1.110
Change control procedures were clear	3.6%	4.8%	22.9%	39.8%	28.9%	3.86	1.014
There was a clear reporting structure	7.1%	1.2%	16.7%	40.5%	34.5%	3.94	1.101
Timely decision making frameworks available	7.1%	7.1%	15.5%	40.5%	29.8%	3.79	1.162
Mechanisms of conflict resolution were in place	7.1%	1.2%	23.8%	67.9%	0%	3.52	0.843
The governance structure was adaptable to the changing project dynamics	7.1%	1.2%	19%	72.6%	0%	3.57	0.840
Composite mean and composite SD						3.87	1.038

N=84

The governance structures of the Chemususu Dam project in Baringo County were largely perceived as structured and effective, with respondents strongly agreeing that roles and responsibilities were clearly outlined. Over 61% of the participants agreed with this statement, yielding a mean score of 4.33, which suggests that clarity in role definition contributed to the smooth operation of the project. Similarly, a well-defined hierarchy within the project team, with 47.6% strongly agreeing, was also seen as a critical factor in maintaining order and efficient communication within the team. These elements of governance are vital for ensuring that each team member understands their duties, which ultimately enhances project coordination and execution.

However, certain aspects of the governance structure had slightly lower levels of strong agreement, suggesting areas where improvements could be made. For example, while the majority agreed that the project complied with regulations such as NEMA regulations (3.93 mean), there was some variance in responses, reflecting different perceptions of how well compliance was enforced. The establishment of a steering committee received mixed responses, with only 23.8% strongly agreeing, indicating that the governance structure might have lacked sufficient oversight or involvement from key decision-makers at crucial stages. Similarly, the clarity of change control procedures and the availability of timely decision-making frameworks also had moderate agreement, suggesting that while procedures were in place, there may have been room for improvement in their application or effectiveness during the project.

Despite these challenges, the overall governance structure demonstrated adaptability and provided a foundation for project implementation. The governance structure's ability to adjust to changing project dynamics was noted, with 72.6% of respondents agreeing that the structure was flexible enough to accommodate unforeseen changes. This adaptability is crucial in large-scale projects where external factors, such as weather conditions or unexpected technical issues, can disrupt progress. However, the variability in the responses, reflected by a composite standard deviation of

1.038, indicates that some respondents perceived the governance framework as more effective than others, underlining the importance of regularly evaluating governance mechanisms to ensure optimal functioning. With a composite mean of 3.87, the governance structure was generally considered effective, though there are areas that could benefit from refinement to enhance the implementation of future projects.

Several studies emphasize the importance of governance structures in ensuring the success and smooth implementation of projects. Moza and Paul (2024) identified strong governance as a critical success factor for construction projects in India, where well-defined accountability, decision-making processes, and stakeholder engagement were essential in overcoming project delays. Their research found that governance structures play a key role in aligning project objectives with strategic goals, reducing delays, and enhancing overall project success. Similarly, KianiMavi et al. (2024) emphasized the significance of clearly defined roles and responsibilities in construction projects, revealing that projects with clear role definitions experienced better communication, fewer conflicts, and higher success rates due to improved collaboration and accountability.

In the context of government-funded projects in Kenya, Tangus and Sang (2020) highlighted how specific governance practices - such as contractual governance, risk governance, and monitoring and evaluation - improve the effectiveness of these initiatives. However, the study suggested that other components of governance require further exploration to better understand their impact on project implementation. Young et al. (2020) further supported the importance of governance mechanisms, showing that project success is significantly linked to five key governance elements. Their findings suggest the need for further research in Kenya to assess how project governance structures influence local projects. Collectively, these studies reinforce the critical role of governance structures in fostering successful project outcomes across various contexts.

4.9 Diagnostic Tests

4.9.1 Test for Autocorrelation

A test for autocorrelation examines whether residuals in a regression model are correlated over time, violating the assumption of independence. Detecting autocorrelation is crucial as it can affect the accuracy of statistical inferences. Testing for autocorrelation was essential to determine whether residuals in the regression model were correlated over time, which would violate the assumption of independence. Autocorrelation can distort standard errors, leading to unreliable hypothesis testing and incorrect inferences about the significance of predictor variables. Identifying and addressing autocorrelation ensures that the model produces unbiased and efficient estimates, enhancing the credibility of the study's findings.

Table 13: Test for Autocorrelation

lags*(p)*	chi2	df	Prob>chi2
1	2.213	1	0.5101

Source: Researcher (2024) .

The results presented in Table 13 for the test of autocorrelation show a chi-square statistic of 2.213 with 1 degree of freedom (df) and a p-value of 0.5101. This indicates that there is no significant autocorrelation present in the data, as the p-value is greater than the common significance level of 0.05. In the context of this study on the influence of project governance on the implementation of the Chemususu dam project, the absence of autocorrelation suggests that the residuals from the model are not correlated with one another. This is important for the validity of the regression model used in the study, as autocorrelation can distort the results and affect the reliability of the estimates.

4.9.2 Heteroscedasticity

The Breusch-Pagan test was employed to detect heteroscedasticity, assessing whether the variance of the residuals remained constant across the model. In this study, a test for heteroscedasticity was conducted to determine whether the variance of residuals was stable across observations. Detecting heteroscedasticity is crucial because it can impact the precision of coefficient estimates, leading to incorrect inferences about the relationships between stakeholder management and project implementation.

Table 14: Heteroscedasticity

Breusch-Pagan/Cook-Weisberg test for heteroscedasticity		
chi2(1)	=	0.413
Prob>chi2	=	0.783

The results from the Breusch-Pagan / Cook-Weisberg test for heteroscedasticity in Table 14 show a chi-square value of 0.413 with 1 degree of freedom and a p-value of 0.783. Since the p-value is greater than the commonly used significance level of 0.05, we fail to reject the null hypothesis of homoscedasticity. This means that there is no evidence of heteroscedasticity in the data, implying that the variance of the residuals is constant across all levels of the independent variables. In the context of this study on the influence of project governance on the implementation of the Chemususu dam project, the absence of heteroscedasticity indicates that the regression model does not suffer from issues related to non-constant variance, which ensures the reliability and consistency of the model's estimates.

4.9.3 Multicollinearity

Multicollinearity occurs when independent variables in a regression model are highly correlated, leading to redundancy and instability in coefficient estimates. This can distort the significance of predictors, making it difficult to determine their true impact on the dependent variable. To assess

multicollinearity in this study, Variance Inflation Factor (VIF) and tolerance tests were conducted. VIF measures how much the variance of a regression coefficient is inflated due to collinearity, while tolerance is the reciprocal of VIF and indicates the proportion of variance not explained by other predictors.

Table 15: Multicollinearity

Collinearity Statistics		
Variables	**Tolerance**	**VIF**
Project Implementation	0.812	1.012
Stakeholder management	0.801	1.321
Project monitoring	0.941	1.321
Decision making processes	0.828	1.354
Governance structures	0.893	1.206

Source: Researcher (2024)

The results of the multicollinearity test, presented in Table 15, show the Tolerance and Variance Inflation Factor (VIF) values for each variable in the study. Tolerance values range from 0.801 to 0.941, and VIF values range from 1.012 to 1.354. Since the Tolerance values are well above the threshold of 0.1, and the VIF values are below the common cut-off of 10, these results indicate that multicollinearity is not a concern in this model. This means that the predictor variables, including project implementation, stakeholder management, project monitoring, decision-making processes, and governance structures, do not exhibit high correlations with each other. Consequently, the estimates of the regression coefficients in the model are reliable, and the relationships between the predictors and the implementation of the Chemususu dam project are accurately captured.

4.10 Correlation Results

Table 16 presents the correlation matrix for the study, which examined the relationships between key variables influencing the implementation of Chemususu dam project in Baringo County. The

study aimed to identify the strength and direction of associations between factors such as stakeholder management, project monitoring, decision making processes, governance structures, and project implementation.

Table16: Correlation Results

		Project implementation	Stakeholder management	Project monitoring	Decision making processes	Governance structures
Project implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
Stakeholder management	Pearson Correlation	.671**	1			
	Sig. (2-tailed)	.000				
Project monitoring	Pearson Correlation	.664*	.403	1		
	Sig. (2-tailed)	.000	.367			
Decision making processes	Pearson Correlation	.521**	.344	.345	1	
	Sig. (2-tailed)	.000	.377	.336		
Governance structures	Pearson Correlation	.741	.395	.421		
	Sig.(2-tailed)	.000	.448	.378	.487	

*.Correlation is significant at the0.05 level(2-tailed).
**.Correlation is significant at the0.01 level(2-tailed).
c. List wise N=84

Source: Researcher (2025)

The correlation results in Table 16 show several significant relationships between the key variables influencing the implementation of the Chemususu dam project in Baringo County. The variable "project implementation" has a strong positive correlation with governance structures ($r = 0.741$, $p < 0.01$), indicating that well-established governance frameworks are closely linked to successful project implementation. Stakeholder management also shows a significant positive correlation with project implementation ($r = 0.671$, $p < 0.01$), suggesting that effective

management of stakeholders is crucial for the project's success.

Project monitoring and decision-making processes are moderately correlated with project implementation, with coefficients of 0.664 ($p < 0.05$) and 0.521 ($p < 0.01$), respectively. This implies that both effective monitoring and timely decision-making are important for the project's successful execution, but they are not as strongly related as governance structures or stakeholder management. Additionally, governance structures are positively correlated with project monitoring ($r = 0.421$, $p > 0.05$) and decision-making processes ($r = 0.487$, $p > 0.05$), but these correlations are not as strong, showing that while governance plays a role in both, other factors may also contribute to project monitoring and decision-making effectiveness. Overall, the findings suggest that governance structures, stakeholder management, and efficient decision-making processes are the most influential factors in ensuring the successful implementation of the Chemususu dam project.

4.11 Regression Results

Table17 presents the summary statistics for the regression model.

Table 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674[a]	.604	.411	.4362

a. Predictors:(Constant), Stakeholder management, Project monitoring, Decision making processes, Governance structures

Source: Researcher (2024)

Table 17 presents the summary statistics for the regression model that assesses the influence of stakeholder management, project monitoring, decision-making processes, and governance structures on the implementation of the Chemususu dam project in Baringo County. The R value of 0.674 indicates a moderate positive correlation between the predictors (stakeholder management, project monitoring, decision-making processes, and governance structures) and the

dependent variable, project implementation.

The R Square value of 0.604 means that approximately 60.4% of the variance in project implementation can be explained by the combined effects of the predictor variables. This suggests that these factors play a significant role in influencing the project's success, though there remains 39.6% of variation that may be influenced by other factors not included in the model. The Adjusted R Square value of 0.411 accounts for the number of predictors and the sample size, indicating that after adjusting for those variables, 41.1% of the variance in project implementation is explained.

Table18: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	93.722	1	93.722	122.413	.000[b]
	Residual	89.132	83	.451		
	Total	**182.854**	**84**			

a. **Dependent Variable:** Project Implementation
b. **Predictors:** (Constant), Stakeholder management, project monitoring, decision making processes, governance structures

Table 18 presents the Analysis of Variance (ANOVA) for the regression model assessing the influence of stakeholder management, project monitoring, decision-making processes, and governance structures on the implementation of the Chemususu dam project in Baringo County.

The Regression Sum of Squares of 93.722 represents the variation in project implementation that is explained by the predictor variables (stakeholder management, project monitoring, decision-making processes, and governance structures). The Residual Sum of Squares of 89.132 indicates the variation in project implementation that is not explained by the model, which suggests areas for further exploration. The Total Sum of

Squares of 182.854 is the total variation in project implementation, combining both the explained and unexplained variation.

The F-statistic of 122.413, with a significance value (p-value) of 0.000, indicates that the model is statistically significant. The p-value is less than the commonly used significance level of 0.05, meaning that there is strong evidence to reject the null hypothesis. This confirms that the predictor variables (stakeholder management, project monitoring, decision-making processes, and governance structures) collectively have a significant impact on project implementation.

Table 19: Regression Coefficients

Un-standardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
(Constant)	.674	0.449		1.018	0.000
Stakeholder management	.633	0.461	.491	1.132	0.001
Project monitoring	.612	0.420	.363	1.109	0.001
Decision making processes	.592	0.343	.326	1.033	0.000
Governance structures	.711	0.492	.386	1.001	0.000

a. Dependent variable: Project implementation

Source: Research Findings (2024)

The regression formula can be expressed as:

$$\text{Project implementation} = 0.674 + 0.633X1 + 0.612X2 + 0.592X3 + 0.711X4 + \epsilon$$

The regression results in Table 19 demonstrate the influence of stakeholder management, project monitoring, decision-making processes, and governance structures on project implementation. The constant (0.674) represents the baseline level of project implementation when all independent variables are set to zero. The unstandardized coefficients indicate the extent to which each predictor contributes to project implementation. Governance structures exert the strongest positive

influence (B = 0.711), meaning that a one-unit improvement in governance structures leads to a 0.711 increase in project implementation. Stakeholder management follows closely (B = 0.633), highlighting its crucial role in ensuring project success. Project monitoring (B = 0.612) and decision-making processes (B = 0.592) also significantly enhance project implementation. The standardized coefficients (Beta) reveal the relative importance of each variable, with stakeholder management (Beta = 0.491) having the most substantial effect, followed by governance structures (Beta = 0.386), project monitoring (Beta = 0.363), and decision-making processes (Beta = 0.326). The statistical significance ($p < 0.05$) of all variables confirms their relevance in predicting project implementation. Thus, strengthening governance, enhancing stakeholder engagement, improving project monitoring, and streamlining decision-making processes are key strategies for effective project execution.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND STUDY RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study's findings, conclusions made and the research recommendations.

5.2 Summary of Findings

The study aimed to assess the influence of project governance on the implementation of flagship projects in Kenya, specifically focusing on the Chemususu Dam project in Baringo County. The study's objectives were to examine the impact of stakeholder management, project monitoring, and decision-making processes on the project's implementation. Additionally, it sought to evaluate the extent to which governance structures influence the successful execution of the Chemususu Dam project. These objectives were designed to provide insights into key governance factors affecting project performance.

5.2.1 Implementation of Chemususu dam project in Baringo County

The implementation of the Chemususu Dam project in Baringo County showed mixed results. Positive outcomes included high satisfaction with the project's impact on end-users (mean = 3.67) and its direct benefits to intended users (mean = 3.98), with a high level of stakeholder acceptance (mean = 4.12). However, concerns were raised regarding the project's timeliness (mean = 2.65) and budget adherence (mean = 3.06), with many respondents indicating dissatisfaction with delays and potential cost overruns. On the positive side, risk management and quality standards were well-regarded (mean = 3.63). Overall, the project was viewed as well-managed with clear baselines, though challenges in timeline and budget adherence remained significant. The composite mean of 3.43 indicated overall positive project implementation.

5.2.2 Stakeholder Management and Project Implementation

The stakeholder management in the Chemususu Dam project in Baringo County was generally viewed as effective. Most respondents agreed that stakeholders were identified early (mean = 4.26) and that stakeholder analysis was carried out (mean = 4.26), ensuring early recognition of their importance. Stakeholders were also invited to provide recommendations on project progress (mean = 3.89), indicating active consultation throughout the project. Communication channels were clear (mean = 3.98), and stakeholders were regularly updated (mean = 3.69), enhancing transparency. Although stakeholder involvement in risk identification and decision-making could be improved (mean = 3.60 for both), the project aligned well with stakeholder needs (mean = 3.93) and addressed their concerns (mean = 3.94). Overall, the composite mean of 3.88 shows high stakeholder engagement and satisfaction.

5.2.3 Project Monitoring and Project Implementation

The influence of project monitoring on the implementation of the Chemususu Dam project was found to be highly effective. Key performance indicators were clearly defined before the project's onset (mean = 4.33), ensuring clear benchmarks for success. Cost, time, and scope were effectively monitored throughout the project, with a mean score of 3.56, showing that these critical aspects were tracked closely. Routine data collection was well-managed (mean = 3.80), and frequent evaluations of project milestones were conducted (mean = 3.90), ensuring alignment with goals. The project monitoring checklist was regularly updated (mean = 4.00), and progress meetings were held consistently (mean = 4.00). The overall positive influence of monitoring, reflected by a composite mean of 3.89, contributed significantly to the project’s successful implementation.

5.2.4 Decision making processes and Implementation of Chemususu Dam Project in Baringo County

The decision-making processes in the Chemususu Dam project were largely effective, supported by adequate information and data-driven approaches. A majority of respondents (73.8%) agreed that sufficient information was gathered, and 71.4% confirmed decisions were data-based. Transparency and timeliness were key strengths, with 61.9% and 70.2% of respondents affirming these aspects. Additionally, 81% agreed that decisions were well-documented and communicated. However, there were occasional gaps in information, and some respondents noted that not all decisions were based on complete information. The adaptability of decision-making was also highlighted, with 75% agreeing on its context-based flexibility.

5.2.5 Governance Structures and Project Implementation

The governance structure of the Chemususu Dam project in Baringo County was largely seen as effective. Respondents strongly agreed that roles and responsibilities were clearly defined, with a mean score of 4.33, contributing to smooth project operation. A well-defined hierarchy within the project team also enhanced communication. However, certain aspects such as compliance with regulations, steering committee involvement, and change control procedures received moderate agreement, indicating areas for improvement. The structure was adaptable to changing dynamics, with 72.6% agreeing on its flexibility. Overall, the governance framework was perceived as effective but could be refined for future projects.

5.2.6 Inferential Statistics

Inferential statistics revealed that governance structures, stakeholder management, project monitoring and decision-making processes significantly influenced the implementation of the Chemususu Dam project in Baringo County. Correlation results showed strong positive

relationships, particularly between project implementation and governance structures ($r = 0.741$, $p < 0.01$), and stakeholder management ($r = 0.671$, $p < 0.01$). Regression analysis indicated that 60.4% of project implementation variability was explained by these factors. Governance structures had the most significant impact ($B = 0.711$, $p < 0.05$), followed by stakeholder management ($B = 0.633$, $p < 0.01$). All predictors were statistically significant, confirming their collective impact.

5.3 Conclusion

The study concluded that the implementation of the Chemususu Dam project in Baringo County was largely successful, with stakeholder engagement, project monitoring, and governance structures playing a crucial role in achieving positive outcomes. Effective stakeholder management, characterized by early identification and active consultation, contributed to project alignment with stakeholder needs. Additionally, project monitoring ensured that key objectives were met, while decision-making processes remained data-driven and transparent, despite occasional communication gaps. However, challenges such as delays and budget overruns highlighted areas for improvement in governance and financial planning. These findings underscore the need for stronger risk mitigation strategies, enhanced financial controls, and more efficient decision-making frameworks to improve future infrastructure project execution.

5.4 Recommendations

The study's recommendations are as follows;

i. Future projects should place greater emphasis on developing realistic timelines and budget plans, with regular reviews to ensure adherence and mitigate potential delays and cost overruns. Incorporating more robust risk management strategies could help anticipate and address any unforeseen challenges.

ii. Although stakeholder engagement was generally effective, involving stakeholders more actively in risk identification and decision-making processes could further improve project outcomes. Regular consultations and workshops could be organized to ensure their concerns are addressed proactively.

iii. Steering committee and project Leaders should implement a more systematic approach for data collection, analysis, and sharing of information among key decision-makers. Ensure that all critical decisions are based on comprehensive, up-to-date data and insights. Introduce improved information management systems and encourage transparency.

iv. Project Governance Board and committee members should review and strengthen governance procedures, particularly focusing on compliance with regulations, steering committee involvement, and change control processes. Provide training on governance best practices and ensure that roles and responsibilities are clearly communicated and adhered to. Ensure governance structures are flexible and responsive to project needs and challenges.

5.5 Recommendations for Further Studies

More research on the following topics is suggested by the researcher;

Future studies should focus on exploring the root causes of delays and budget overruns in similar large-scale infrastructure projects. Research could assess the effectiveness of project management practices, particularly in terms of scheduling, resource allocation, and risk mitigation strategies to provide practical solutions for improving project timeliness and cost control.

Additional studies should examine the effectiveness of governance structures in adapting to

unforeseen challenges and dynamic project conditions. This research could focus on how governance frameworks can be better designed to improve responsiveness, streamline decision-making, and enhance overall project agility.

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APPENDICES

Appendix I: Consent Form for Participation in Research

INFLUENCE OF PROJECT GOVERNANCE ON IMPLEMENTATION OF FLAGSHIP PROJECTS IN KENYA; THE CASE OF CHEMUSUSU DAM PROJECT, BARINGO COUNTY, KENYA**.**

Dear Participant,

I invite you to participate in a study titled Influence of Project Governance on Implementation of Flagship Projects in Kenya: A Case of Chemususu Dam Project, Baringo County. The research explores stakeholder management, project monitoring, decision-making processes, and governance structures' influence on the implementation of the Chemususu Dam Project.

This questionnaire seeks information on the influence of project governance on implementing flagship projects in Kenya, focusing on the Chemususu Dam Project, Baringo County. Participation is voluntary, with no risks or direct benefits. Responses will remain confidential and anonymous, with data securely stored and reported collectively. Completing the questionnaire takes 30–40 minutes. For questions, contact Winnie Tiltich at 0707741665 or Dr. Ruth Winnie Munene at 0722835443. Ethical concerns can be addressed to the Chairman, Mount Kenya University Ethical Review Committee, P.O. Box 384-01000, Thika.

CONSENT

I have reviewed all information along with asking questions and learned that involvement is completely optional. I have the right to withdraw from the study at any time without giving reasons or paying fees. I accept to join the study after receiving the consent form and understand its contents.

Participant's signature _____ Date _____

Investigator's signature _____ Date _13/11/2024_____

Appendix II: Questionnaire

This survey was created to gather information on how project governance affects flagship project implementation success in Kenya: The Chemususu dam project as an example**.**

All the information obtained will remain confidential.

This questionnaire comprises of two sections; part A and B. You are required to give feedback by placing a tick [√**]** against your most applicable response.

PART A: Demographic Information of respondents.

1. Gender Male [ ] Female[ ]
2. Please specify your highest level of education

Postgraduate [ ] Undergraduate [ ] Diploma [ ] Certificate [ ]

Other (specify)……

3. How long have you been with the agency/organization?

Less than 3 years [ ]

4-6 years [ ]

7-9 years [ ]

More than 10 years [ ]

PART B: Project governance

a) Stakeholder management.

For each of the following statements, please specify your level of agreement with the aspects of stakeholder management and its impact on the success of flagship projects, using the Likert scale provided:

5= stronglyagree 4=Agree 3=Neutral 2=Disagree 1= Strongly Disagree

Statement	**5**	**4**	**3**	2	**1**
Project stakeholders were identified before onset of project					
Stakeholder analysis was carried out					
Stakeholders were invited to make their recommendations on project progress					
There are clear communication channels					
Management constantly disseminated information stakeholders					

Stakeholders were regularly informed about the project.					
Stakeholders were involved in risk identification					
Stakeholders were involved in decision making					
Project objectives tailored to meet with the needs and expectations of key stakeholders					
The concerns of stakeholders were taken care of					

B) Project Monitoring

For each of the following statements, please specify your level of agreement with the aspects of project monitoring and their influence on implementation success of flagship projects. Use the Likert scale range where

5= strongly agree 4=Agree 3=Neutral 2= Disagree 1= Strongly Disagree

Statement	**5**	**4**	**3**	2	**1**
Key performance indicators well indicated before onset of project					
Cost, time and scope are effectively monitored throughout the project,					
Specific members were assigned routine data collection duties					
Frequent evaluation of any deviations in project milestones					
The project monitoring checklist was frequently updated.					
The project resources were efficiently utilized					
Clear criteria are established for reporting project status					
Work schedules and plans were used to monitor project implementation					
Meetings held regularly with project team to monitor project progress					
Monitoring reports were regularly availed					

c) Decision Making Processes

For each of the following statements, please specify your level of agreement with the aspects of decision making processes and their influence on implementation success of flagship projects. Use the Likert scale range where.

5= Strongly agree 4=Agree 3=Neutral 2= Disagree 1=Strongly Disagree

Statement	**5**	**4**	**3**	2	**1**
Adequate information about the project is gathered for use in decision making					
Decision making is data driven					
Decision making is transparent					
Information is readily accessible to those impacted by the decisions.					
Timely decision making					
Documenting and communicating the decisions made was done					
Decisions were made based on availability of complete information					
Decision making style was adapted to the context/situation					
Complex problems were solved through systematic decision making					
Best alternatives were selected					

e) Governance Structures

For each of the following statements, please specify your level of agreement with the aspects of governance structures and their influence on implementation success of flagship projects. Use the Likert scale range where

5= strongly agree 4=Agree 3=Neutral 2= Disagree 1=Strongly Disagree

Statement	**5**	**4**	**3**	2	**1**
There was a well-defined hierarchy of the project team					
There were clearly outlined roles and responsibilities.					
The project complied with regulations such as NEMA regulations					
The governance structure was aligned with organizational policies					
Steering committee was set up					
Change control procedures were clear					
There was a clear reporting structure					
Timely decision making frameworks available					
Mechanisms of conflict resolution were in place					
The governance structure was adaptable to the changing project dynamics					

f) Implementation of projects.

For each of the following statements, please specify the extent to which you agree with the following aspects of project implementation success. Use the Likert scale range where

5= stronglyagree 4=Agree 3=Neutral 2= Disagree 1= Strongly Disagree

Statement	**5**	**4**	**3**	2	**1**
Project implemented on time					
Project implemented within stipulate budget					
Project delivered met end user expectations					
Project directly benefitted intended users					
Completed project was acceptable to stakeholders					
Project budget was adhered to					
Baselines for scope, schedule, budget and quality were identified					
The project deliverables were of stipulated quality standards					
Project specifications were adhered to					
Risks were well managed					

Your participation is greatly valued

Appendix III: ERC Certificate

Mount Kenya University

REF: **MKU/ISERC/4521**
TO: **TILTICH WINNIE**

Date: 28 October 2024

REG: **MSCPM/2023/41832**

Dear Sir/Madam,

RE: INFLUENCE OF PROJECT GOVERNANCE ON IMPLEMENTATION OF FLAGSHIP PROJECTS; A CASE OF CHEMUSUSU DAM PROJECT, BARINGO COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3243.** The approval period is **28/10/2024 - 27/10/2025.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200

Appendix IV: MKU Introduction Letter

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/41832

28th October, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: TILTICH WINNIE – REGISTRATION NO. MSCPM/2023/41832

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the **Department of Management** in the school of **Business and Economics.**

The title of the research is **"Influence of Project Governance on Implementation of Flagship Projects. A Case of Chemususu Dam Project, Baringo County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **November, 2024 and January, 2025.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director
Graduate Studies

Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.

Appendix V: NACOSTI Research Authorization letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **282855**

Date of Issue: **13/November/2024**

RESEARCH LICENSE

This is to Certify that Ms.. WINNIE JEPKEMOI TILTICH of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Baringo on the topic: INFLUENCE OF PROJECT GOVERNANCE ON IMPLEMENTATION OF FLAGSHIP PROJECTS; A CASE OF CHEMUSUSU DAM PROJECT, BARINGO COUNTY, KENY for the period ending : 13/November/2025.

License No: **NACOSTI/P/24/42083**

282855

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VI: Plagiarism Report

INFLUENCE OF PROJECT GOVERNANCE ON IMPLEMENTATION OF FLAGSHIP PROJECTS; A CASE OF CHEMUSUSU DAM PROJECT, BARINGO COUNTY, KENYA

by Tiltich WINNIE

Submission date: 25-Jan-2025 11:43AM (UTC+0300)
Submission ID: 2568153196
File name: TILTICH_WINNIE_PROJECT.docx (183.57K)
Word count: 22428
Character count: 139632

INFLUENCE OF PROJECT GOVERNANCE ON IMPLEMENTATION OF FLAGSHIP PROJECTS; A CASE OF CHEMUSUSU DAM PROJECT, BARINGO COUNTY, KENYA

ORIGINALITY REPORT

20%	18%	6%	10%
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