



## PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF THE PUBLIC PROJECTS IN MOMBASA COUNTY, KENYA

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### ABSTRACT

The performance of most projects in Kenya fails to meet the expected goal based on time and cost indicators. More than seventy percent of the implemented projects recorded time and cost variations. Most of Kenya's urban construction sector projects fail to achieve their objectives despite the many rules, regulations and the quality training of the consultants. In 2013, Mombasa County failed to deliver on its development public projects to the tune of fifty-seven percent. The objective of this study was to investigate the effects of project management practices on performance of the public projects in Mombasa County in Kenya. Specifically, the study sought to examine the effect of planning, financial management practices, stakeholders' involvement, project team competence and monitoring and evaluation on the performance of the public projects in Mombasa County in Kenya. The study anchored on systems theory as the core theory for the study. The study adopted descriptive research design. Data was collected using open and closed ended questionnaires from a target population of 189. The sampling was done by use of a stratified sampling procedure and the sample size was 66 project officers. The questionnaires were conveyed to the respondents through the drop and pick technique. A pilot study was conducted on nineteen project officers from the target population who did not participate in the study. The data reliability was determined by using the test-retest technique and the Cronbach Alpha was used to test internal consistency of the items in the questionnaire. The data was analysed by use of qualitative and quantitative techniques. Qualitative data was analysed using content analysis. Quantitative data was analysed using descriptive and inferential statistics. The findings indicated that planning, financial management practices, monitoring and evaluation, project team competences and stakeholder's involvement had a relationship with the performance of public projects in Mombasa county. The study concluded that the performance of the project is partly caused by the planning, financial management practices, monitoring and evaluation, project management team competencies and stakeholder's involvement. It is recommended that the public sector hires competent project managers who have the qualifications in project management in order to carry out proper planning and management of projects. It is also recommended that other factors affecting performance of projects be studied within Mombasa county as well as in the entire republic of Kenya. The findings of the study are useful to the government and policy makers, project managers, consultants and external stakeholders.

**Keywords:** Financial Management Practices, Monitoring & Evaluation, Project Performance, Project Management Practices, Project Planning, Project Team Competence, Risk Management and Stakeholder Involvement.

**INTRODUCTION**

Project is a non-routine series of tasks undertaken to produce a unique product or service which has a distinct beginning and ending point. A project is unique in that it produces a product or service that differs in some way from other products or services of same nature (PMI, 2017). Project management therefore is viewed as the application of knowledge, skills, tools and techniques so as to achieve the desired project requirements. These are applied in the whole project cycle that includes initiation, planning, executing, monitoring and controlling and closing (PMI, 2017).

Project management involves several processes that assist the project management team to achieve project objectives. These processes involve transforming inputs to outputs through specific activities. The transformation is the core of project management and involves integration and iteration. The processes are guided through the entire project cycle (Abuya, 2015).

Project performance is described as the total attribute of a project in terms of its impact to the recipients and whether the intercessions are reasonable (Chandes & Pache, 2010). Project performance is not similar in manufacturing or industrial sector performance due to the special characteristics of each project. Project performance can be estimated and assessed by use of various performance indicators which are applicable to many dimensions as cost, time, quality, customer satisfaction and changes, business execution, wellbeing and security (Abuya, 2015). Williamson, Fearon & Kelly (2014) identified that indicator that includes cost, time, and quality as the criteria against which ventures execution can be estimated. According to Cserhati and Szabo (2014), cost, time, user satisfaction and quality are the most appropriate indicators of project performance. Carvalho (2015) argued that the performance of projects should not only be determined by achievement of measurable benefits but also by effectiveness of project managers in sustaining performance improvements like profitability, labour productivity and lessons learnt (Xiong et al, 2014).

According to PMI (2017), Project Management Practices are the abilities and science of designing, planning and managing project activities in the entire lifecycle of the project to meet the objectives of the project. It is further explained that project management practices are the ideal way presently perceived by project managers to accomplish a set goal. It is an idea that affirms that a system, technique or procedure, acquired through research and application, is more powerful than others at conveying a specific result, strategy or procedure when executing a project. Menoka (2014) described project management practices as the usual daily methods of performing administrative and management tasks and decisions. It is the standard or anticipated methods for coordinating and organizing project inputs by approved or proficient persons to accomplish set project performance as far as the time, cost and quality goals are concerned. Crawford (2014) depicts best practices in management of projects as ideal methods for performing tasks to accomplish higher performance.

Mombasa County has six Sub-Counties namely Mvita, Kisauni, Changamwe, Likoni, Nyali and Jomvu. The sub counties serve as the corresponding constituencies in the county. The public development projects are executed by county government, national government and constituency development fund. According to the annual development plan of the county of Mombasa for the financial 2017/2018 (2018), each department in the county undertakes projects distributed in the sub counties. The goal of the projects is to increase infrastructural development, enhance access to quality education and provide affordable healthcare. The projects range from agricultural, health, educational and infrastructure. This study concentrated on projects in the department of education, health and transport and

infrastructure because the sectors had projects with a measurable work scope and timeframe for implementation.

### **STATEMENT OF THE PROBLEM**

There has been a considerable increase in number of failed projects in Kenya (Adek, 2016). The performance of most projects in Kenya fails to meet the expected goal based on time and cost indicators. More than 70 percent of the implemented projects will probably increase the project time to the extent of more than 50 percent. Similarly, more than 50 percent of the implemented projects will probably increase the project cost to the extent of more than 20 percent (Nyangilo, 2012). Kibuchi and Muchungu (2012) found that most of the projects in the construction sector in the urban areas in Kenya do not achieve their objectives despite the many rules, regulations and the quality training of the consultants. This is evident due to the many projects that fail to be completed within their initial costs, time and quality. Project performance is based on completion of a project on time, within cost and to the required quality standards.

According to Choge & Muturi (2014), projects in Kenya succumb to cost overruns, delays in completing the projects and poor-quality work. The failures are attributed to ineffective management practices and cost controls and lack of project planning and provisions (Zwikael & Ahn, 2011). For the project to achieve its objectives, effective management practices should be encouraged in project despite the size (Hwang et al, 2014).

According to the study by World Bank (2013), Mombasa County failed to deliver on its development public projects to the tune of 57 percent. That means that only 43 percent of the budgeted projects were implemented. Of the implemented projects, only 21 percent of the projects were effectively and efficiently implemented, 45 percent of the projects were found to be on the struggling end while the rest were either abandoned or failed entirely. This was attributed to poor leadership and management of projects within the county. In the financial year 2014/2015, the Mombasa County allocated a total of Ksh3.2 billion for development projects to the 12 departments. The projects were supposed to be implemented within the budget year. Only 60 projects out of the 111 representing 54 percent of the planned projects were completed by the end of June 2015. The education department had 11 projects and only 2 were completed, the health department, which had a total of 17 projects, completed 6 and transport and infrastructure department, which had a total of 20 projects, completed 13 projects. The failure of the projects was attributed to poor project management of the project officers within the county (Auditor General, 2016).

Previous researches have indicated that most projects do not achieve the intended objectives. Most studies conducted in Mombasa county have concentrated on factors affecting performance of construction projects (Kaniaru, 2014), factors influencing implementation of projects (Iruki, 2015 & Waithaka, 2013) and influence of Monitoring and Evaluation on project performance (Maalim, 2017).

There is a research gap since no study has been conducted on the effect of project management practices on performance of public projects in Mombasa County, Kenya. This study seeks to fill this gap by focusing on the effect of project management practices on performance of public projects.

### **SPECIFIC OBJECTIVES**

1. To determine the influence of project planning on performance of public sector projects in Mombasa County, Kenya.

2. To investigate the effect of financial management practices on the performance of public sector projects in Mombasa County, Kenya.
3. To establish the influence of monitoring and evaluation on performance of public sector projects in Mombasa County, Kenya.
4. To evaluate the effect of project management team competence on the performance of public sector projects in Mombasa County, Kenya.
5. To assess the influence of stakeholders' participation on the performance of public sector projects in Mombasa County, Kenya.

## **LITERATURE REVIEW**

### **Systems Theory**

The systems theory was conceptualized by Karl Ludwig von Bertalanffy in 1928 and Ross Ashby developed it further in 1956. He used the theory to explain biological sciences. The theory has since then been adopted in other fields of studies including in project management. The systems theory looks into the interrelationships between components inside a system and the manner by which these interrelationships can be streamlined so as to increase the working of the whole system. It advocates that all organisations components are interrelated and integrated.

### **Competence Theory**

Competence theory was established by McClelland and McBer in 1980s. They described competency as the primary characteristic of a person that is normally associated with a higher performance in a job or circumstance in reference to some set criteria (Cicmil and Hodgson, 2006).The theory explains the need for the project managers to be equipped with the technical, conceptual and interpersonal skill which are the required management skills for executing their projects. In this study, the theory is linked to project team competence variable. The managers should possess the managerial skills to supervise the management team and other people working in the project. Similarly, the project manager needs to have the technical skills.

### **Project Planning and Project Performance**

In a review by Serrador (2013) on the effect of project planning on the performance of project in Canada, the research sought to find the project performance roles in form of resources and time used in the planning process. By use of a meta data analysis methodology the study examined and reviewed 280 books and papers. The study found out that the extent of planning in any active environment has an impact on project performance and also further noted that there should be a balance between too much or too little planning in any project.

### **Financial Management Practices and Project Performance**

Kogi (2013), did a study on the elements that leads to good implementation of the projects in the construction industry in Nairobi. Specifically, the study focused on the impact of the levels of funding on the projects' implementation. The study target population was 37 composed of various stakeholders in the construction industry including the project owners, managers and the contractors. The study adopted descriptive research design and field survey design. Questionnaires were used to collect the data. The study established that one of the important element in construction projects is funding

### **Monitoring and Evaluation and Project Performance**

According to Armstrong, Davis, Liadze, and Rienzo (2013), evaluation was found to enable assess whether the objectives of the project were realized, how efficiently and effectively

they were achieved and to determine the project's impact. It assisted to integrate the learnt lessons into the process of decision making. It additionally assisted in identification and focusing on the impact of the project or the program during the implementation period. It includes the regular gathering and assessment of information concerning a particular project, program or organization. The purpose of conducting M & E is to do research, to check compliance with the existing regulations and standards, for status assessment, and effectiveness measurement (Muriungi, 2015).

### **Project Team Competence and Project Performance**

Karoki (2013) did a research on how the preparations on fire safety affected the performance of fire safety projects in secondary public schools within Nairobi county. Among the study objectives examined were how management team, M&E and mobilization of resources impacted the fire safety projects success. The design used in the research study was descriptive research design and semi structured questionnaires were used for data collection. The research respondents comprised of 55 officers in 11 projects in fire safety within the Sub-County of Starehe. The findings of the study were that the management team was not committed to the solving of the problems facing the fire safety projects. The team was causing a decrease in the performance of the fire safety projects. It was recommended that a new team be established on merit and experience of similar projects.

### **Stakeholders Participation and Project Performance**

Omolo (2009), found that stakeholders involvement enabled sharing of information, gathering of inputs, formed a basis of consultation and aids in decision making. It was also found that it promoted partnership and empowerment of the stakeholders. Further, the involvement of stakeholders was found to injects skills and experience into the project thus making it more successful. It was found that stakeholder involvement can happen in various stages of the project cycle and can be done at various society levels in various forms.

### **Research Methodology**

The research applied both qualitative and quantitative methods to collect primary data. The descriptive research offers the researcher with a profile or it describes the important components of the events of interest from the personal, institutional or industry dimension. It illustrates the attributes of the phenomena or the population being researched Sekaran (2011).The research targeted 63 projects in health, education and infrastructure sectors. For each project, the respondents were the corresponding project manager, clerk of works and the site supervisor. Therefore, the respondents included 189 project officers. This study used questionnaires that were both closed ended and open ended structured. This was because the questionnaires kept away interviewer bias and enabled the respondents to provide more details. In this study, data was analyzed using Statistical Package for the Social Scientist (SPSS) version 24 since it is a data management and statistical analysis tool which has a very versatile data processing capability.

## RESEARCH FINDINGS AND DISCUSSIONS

## Project Planning

Table 4.1: Project planning

Statement	(Percentage) N=66					Mean	Std. Deviation
	VGE	GE	ME	LE	NAT		
There exists a project planning policy that guides all projects	31.8	39.4	21.2	4.5	3.0	3.924	.997
Project policies are followed	24.2	45.5	19.7	7.6	3.0	3.803	.996
Project implementation was planned before project started	34.8	37.9	18.2	9.1	0	3.985	.953
Feasibility study is done for every project	30.3	30.3	18.2	18.2	3.0	3.667	1.181
Project time was specified before the project started	36.4	47.0	13.6	3.0	0	4.167	.776
Project cost was specified before the project started	43.9	37.9	16.7	1.5	0	4.242	.786
Project scope was specified before the project started	42.4	43.9	12.1	1.5	0	4.273	.735
Project risks were identified	18.2	30.3	31.8	12.1	7.6	3.394	1.149
Project Register was prepared	21.2	33.3	30.3	9.1	6.1	3.545	1.112
Planning tools were used in project implementation	18.2	37.9	28.8	13.6	1.5	3.576	.993
Average						3.858	0.968

**Source: Research data (2020)**

Table 4.1 indicates the results for the analysis of project planning. It indicates an average mean of 3.858 which shows that the majority of respondents agreed with the indicators of project planning to a great extent. The results varied as indicated with an average standard deviation of 0.968. On the existence of project planning policy that guides all projects, 39.4 percent agreed to a great extent, 31.8 percent very great extent, 21.2 percent moderate extent, 4.5 percent low extent and 3.0 percent did not agree at all. On the statement that project

policies are followed, 45.5 percent agreed to great extent, 24.2 percent very great extent, 19.7 moderate extent, 7.6 percent low extent and 3.0 percent did not agree at all.

### Financial Management Practices

**Table 4.2: Financial Management Practices**

Statement			(Percentage)					Mean	Std. Deviation
			N=66						
			VGE	GE	ME	LE	NAT		
Project	Cost	was	45.5	33.3	19.7	1.5	0	4.227	.819
Budgeted									
The	funds	of the	15.2	24.2	37.9	12.1	10.8	3.212	1.170
project were disbursed on time									
The	budget	was	15.2	31.8	34.8	18.2	0	3.439	.963
adequate for the project									
The	cost	of the	18.2	28.8	25.8	24.2	3.0	3.348	1.130
project was maintained									
Books	of	account	36.4	19.7	31.8	12.1	0	3.803	1.070
of the project were maintained									
The	County	reports	27.3	28.8	27.3	13.6	3.0	3.636	1.118
its yearly financial statements									
Average								3.611	1.045

**Source: Research data (2020)**

On the statement that project cost was budgeted, 45.5 percent of the respondent agreed to a very great extent, 33.3 percent great extent, 19.7percent moderate extent and 1.5 percent low extent. On the timely disbursement of project funds, 37.9 percent agreed to moderate extent, 24.2 great extent, 15.2 percent very great extent, 12.1 percent low extent and 10.8 percent did not agree at all. On the adequacy of the project budget, 34.8 percent agreed to moderate extent, 31.8 great extent, 18.2 percent low extent and 15.2 very great extent.

On the statement that the cost of the project was maintained, 28.8 percent agreed to great extent, 25.8 percent moderate extent, 24.2 low extent, 18.2 very great extent and 3.0 percent did not agree at all. On maintaining the books of account of the project, 36.4 percent agreed to very great extent, 31.8 percent moderate extent, 19.7 percent great extent and 12.1 did not agree at all. On the statement that the county reports its yearly financial statements, 28.8 percent of the respondents agreed to great extent, 27.3 percent to very great extent as well as to moderate extent,13.6 percent to low extent and 3.0 did not agree at all.

## Monitoring and Evaluation

**Table 4.3: Monitoring and Evaluation of Public Sector Projects.**

Statement	(Percentage)					Mean	Std. Deviation
	N=66						
	VGE	GE	ME	LE	NAT		
The project was audited	42.4	31.8	24. 2	0	1.5	4.136	.893
Monitoring and evaluation reviewed key performance indicator of the project	31.8	37.9	25. 8	3.0	1.5	3.955	.919
Progress reports were produced regularly	30.3	36.4	25. 8	6.1	1.5	3.879	.969
Project Evaluation ensured accountability by the project stakeholders	36.4	45.5	12. 1	4.5	1.5	4.106	.897
Project evaluation helped in measuring accomplishments in order to avoid weaknesses and future mistakes	37.9	40.9	12. 1	9.1	0	4.076	.933
Average						4.030	0.922

**Source: Research data (2020)**

On the statement whether the project was audited, 42.4 percent agreed to very great extent, 31.8 percent great extent, 24.2 percent moderate extent and 1.5 percent did not agree at all. In response to whether monitoring and evaluation reviewed key performance indicator of the project, 37.9 percent agreed to great extent, 31.8 percent very great extent, 25.8 percent moderate extent, 3.0 percent low extent and 1.5 percent did not agree at all. On the statement whether progress reports were produced regularly, 36.4 percent agreed to great extent, 30.3 percent very great extent, 25.8 percent moderate extent, 6.1 percent low extent and 1.5 percent did not agree at all.

On whether the project Evaluation ensured accountability by the project stakeholders, 45.5 percent agreed to great extent, 36.4 percent very great extent, 12.1 percent moderate extent, 4.5 percent low extent and 1.5 percent did not agree at all. In response to the statement that project evaluation helped in measuring accomplishments in order to avoid weaknesses and future mistakes, 40.9 percent agreed to great extent, 37.9 percent very great extent, 12.1 percent moderate extent and 9.1 percent low extent.

## Project Management Team Competence

**Table 4.4: Project Management Team Competence**

Statement	(Percentage)					Mean	Std. Deviation
	N=66						
	VGE	GE	ME	LE	NAT		
The project has project management team constituted to manage the project	42.4	40.9	12.1	3.0	1.5	4.197	.881
Project team qualifications were considered important for the project	39.4	39.4	16.7	4.5	0	4.136	.857
Project manager's management skills were considered important	37.9	43.9	15.2	3.0	0	4.167	.796
Project Manager's experience was considered important in the project	45.5	39.4	9.1	6.1	0	4.242	.860
The project Team's technical skills were considered important	53.0	27.3	15.2	4.5	0	4.288	.890
The manager has communication skills required for the project execution	31.8	48.5	15.2	4.5	0	4.076	.810
The project team undergoes regular training to enhance their knowledge on Project Management	28.8	21.2	31.8	12.1	6.1	3.545	1.204
Average						4.093	0.900

**Source: Research data (2020)**

It indicates an average mean of 4.093 which shows that the majority respondents agreed with the indicators of project team competences to a greatly extent. The results varied as indicated with an average standard deviation of 0.900.

On the statement that the project has project management team constituted for managing the project, majority respondents agreed to very great extent at 42.4 percent, followed by 40.9 percent with great extent, 12.1 percent moderate extent, 3.0 percent low extent and 1.5 percent did not agree at all. On whether the project team qualifications were considered important for the project, 39.4 percent agreed to very great extent as well as to great extent, 16.7 percent moderate extent and 4.5 percent low extent. The respondent considered project team qualifications as important for the project with 43.9 percent agreeing to a great extent, 37.9 very great extent, 15.2 moderate extent and 3.0 low extent.

## Stakeholder Involvement

Table 4.5: Stakeholders' Participation

Statement	(Percentage)					Mean	Std. Deviation
	N=66						
	VGE	GE	ME	LE	NAT		
Stakeholders were identified for the project	34.8	45.5	13.6	4.5	1.5	4.076	.900
Stakeholders needs and expectations were identified	24.2	43.9	24.2	4.5	3.0	3.818	.960
Stakeholders were informed on project progress	31.8	37.9	24.2	4.5	1.5	3.939	.942
Stakeholders were involved in decision making	22.7	40.9	24.2	10.6	1.5	3.727	.985
The success of the project was dependent on primary customer satisfaction	27.3	33.3	34.8	3.0	1.5	3.818	.926
Average						3.876	0.943

**Source: Research data (2020)**

On the statement that Stakeholders were identified for the project, majority respondents agreed to great extent at 45.5 percent, 34.8 percent to very great extent, 13.6 percent moderate extent, 4.5 percent low extent and 1.5 percent did not agree at all. On identification of stakeholders needs and expectations, 43.9 percent agreed to great extent, 24.2 percent very great extent as well as moderate extent, 4.5 percent low extent and 3.0 percent did not agree at all. On the statement that stakeholders were informed on project progress, 37.9 percent agreed to great extent, 31.8 percent very great extent, 24.2 percent moderate extent, 4.5 percent low extent and 1.5 percent did not agree at all.

On whether the Stakeholders were involved in decision making, 40.9 percent agreed to great extent, 24.2 moderate extent, 22.7 very great extent, 10.6 low extent and 1.5 percent did not agree at all. On whether the success of the project was dependent on primary customer satisfaction, 34.8 percent agreed to moderate extent, 33.3 percent great extent, 27.3 percent very great extent, 3.0 percent low extent and 1.5 percent did not agree at all.

## Project Performance

**Table 4.6: Analysis of Parameters of Project Performance**

Statement	(Percentage) N=66					Mean	Std. Deviation
	VGE	GE	ME	LE	NAT		
Completion of project on time	18.2	39.4	28.8	9.1	4.5	3.576	1.039
Project was completed on budgeted cost	24.2	33.3	24.2	12.1	6.1	3.576	1.164
There is general satisfaction on the project performance	19.7	43.9	25.8	9.1	1.5	3.712	.941
Project scope was fully achieved	19.7	51.5	15.2	10.6	3.0	3.742	.997
Average						3.652	1.035

**Source: Research data (2020)**

According to the results indicated in table 4.8, performance of project has an average mean of 3.652 indicating that the respondents agreed with the statement on project performance to a great extent. It has a standard deviation of 1.035. on the statement that project was completed on time, 39.4 percent agreed to a great extent, 28.8 percent moderate extent, 18.2 very great extent, 9.1 low extent and 4.5 percent did not agree at all. On the statement that the project was completed on budgeted cost, 33.3 percent agreed to great extent, 24.2 very great extent as well as moderate extent, 12.1 low extent and 6.1 percent did not agree at all. On the general satisfaction on the project performance, 43.9 percent agreed to a great extent, 25.8 percent moderate extent, 19.7 percent very great extent, 9.1 percent low extent and 1.5 percent did not agree at all. In response to whether the scope of the project was fully achieved, 51.5 percent agreed to a great extent, 19.7 very great extent, 15.2 percent moderate extent, 10.6 percent low extent and 3.0 percent did not agree at all.

## CONCLUSIONS

It is concluded that planning activities like adoption of policies, carrying out feasibility studies and planning of time, cost and scope influenced the performance of the project positively. The study also concludes that risk management and use of project planning tools increased the performance of projects.

The study also concluded that practices like budgeting, disbursement of funds and maintaining books of accounts influenced positively the performance of projects. It also concludes that yearly reporting of the financial statements and the performance of the undertaken projects increased the performance of projects.

The formation of a project management team with the correct qualifications, skills and experience increased the performance of projects. The study also concluded that identifying the project stakeholders and involving them in the management of the project leads to increased performance. It was also further concluded that auditing of the project, reviewing of project indicators and regular generation of progress reports increased the performance of the project.

The study concluded that planning of projects, financial management practices, carrying out monitoring and evaluation, project management team competences and stakeholder's involvement all have a positive direct relationship with the performance of project. It is also concluded that the performance of the project is based on the adherence of the project cost, time and scope as well as the general satisfaction of the client from the project outcome.

### **RECOMMENDATIONS**

It is recommended that disbursement of funds should be done on time to avoid cost variations and interruptions of the project during project implementation. The cost of the project should be maintained throughout the project cycle. Adequate budget provisions should be made and adhered to without reducing the funds midstream during project implementation.

It is also recommended that the government hires competent project managers who have the qualifications in project management in order to carry out proper planning and management of projects. Training of the project management team should be enhanced to ensure that the team acquires modern project management technology and the guiding regulations. It is recommended that the selection of project management team be conducted depending on the competencies and the experiences of the individuals to ensure productivity.

It is recommended that the project managers develop a proper risk management tool for every project undertaken and a contingency plan developed to avoid disruption of the project during implementation.

It is recommended that monitoring and evaluation of the projects be encouraged as it improves the project performance to the greatest extent. The monitoring activities should be more interactive to enable sharing of knowledge and lessons learnt. It is also recommended that sufficient funds should be allocated to monitoring and evaluation activities and should form part of the project budgeting. The progress report on the project should be regularly produces to assist in tracing the performance of the project at every stage of implementation. It is further recommended that a monitoring and evaluation framework be established since they were found to contribute highly to project performance.

It is recommended that the government ensures more public participation in the management of public projects. The stakeholders' involvement should be extended to the project conception stage to ensure prioritizing of projects offering the highest benefits to the public. It is also recommended that the government adopts a quick dispute resolution mechanism with the project stakeholders to avoid wastage of project time.

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