

**EFFECTS OF LEADERSHIP ON PROJECT IMPLEMENTATION AMONG
ILCHAMUS COMMUNITY IN MUKUTANI SUBCOUNTY, BARINGO
COUNTY**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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This research project has been submitted for examination with my approval as the university supervisor

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DEDICATION

The study is devoted to friend; colleague Dar Miyogo Nyanchoka who has been my inspiration throughout my academic journey and to my foster parents for standing with me, without him this accomplishment it would not be considered feasible.

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Firstly, thanks go to God, for life, strength, knowledge that enabled me to accomplish this work. Secondly, for my supervisor Ms. Lynette Njogu, for the kind advice during the writing of this research project of which if it were not her this research would not have been written. Finally, the motion to convey thanks to whole fraternity of MUA for affording me chance to study at their campus as well as the support they provided to me while I was undergoing my study at MUA.

ABSTRACT

The study sought to explore the impact of leadership on project implementation in the Ilchamus community of Mukutani Sub county, Baringo County, Kenya. The study was guided by the Resource-Based View Theory and complemented by Contingency Theory and Stakeholder Theory, which discuss the effects of internal resources, external factors and stakeholder participation on project implementation. This study used a descriptive research design, and the respondents were the community leaders, project committee members and community members. A sample of 30 was targeted, and primary data were gathered through a questionnaire. Data were analysed and presented using descriptive statistics. The findings found all four leadership factors had a significant impact on project implementation. Leadership style enhanced community participation and motivation, although inconsistencies in application were observed. Stakeholder involvement improved project ownership and sustainability, though not all stakeholders were fully engaged at all times. Communication practices facilitated coordination and transparency, although occasional communication gaps were noted. Accountability and transparency strengthened trust and efficient resource utilization, though enforcement was sometimes inconsistent. The study concluded that effective project implementation within the Ilchamus community requires a comprehensive leadership approach that integrates participatory leadership, active stakeholder involvement, effective communication, and strong accountability mechanisms. The study recommended strengthening leadership capacity, enhancing community participation, improving communication systems, and reinforcing accountability structures. Additional issues that should be investigated in subsequent studies include resource availability, government policies, and socio-cultural influences that may affect project implementation in community settings.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGMENT	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	ix
ACRONYMS AND ABBREVIATIONS.....	x
OPERATIONAL DEFINITION OF TERMS.....	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	8
1.3 Objectives of the study.....	8
1.4 Research Questions.....	8
1.5 Significance of the Study	9
1.6 Scope of the Study	9
1.7 Chapter Summary	10
CHAPTER TWO	11
LITERATURE REVIEW	11
2.0 Introduction.....	11
2.1 Theoretical Literature Review	11
2.2 Empirical Literature Review.....	13
2.3 Summary of Knowledge Gaps	19
2.4 Conceptual Framework.....	21
2.5 Operationalization of Variables	22
2.6 Chapter Summary	23
CHAPTER THREE	24
RESEARCH METHODOLOGY	24
3.0 Introduction.....	24
3.1 Research Design.....	24
3.2 Target Population.....	24
3.3 Sample and Sampling Techniques	25

3.4 Data Collection Procedures.....	26
3.5 Pilot Study.....	26
3.6 Data Analysis and Presentation Techniques	27
3.7 Ethical Considerations	27
3.8 Chapter Summary	28
CHAPTER FOUR.....	29
RESEARCH FINDINGS AND DISCUSSIONS	29
4.0 Introduction.....	29
4.1 Presentation of research findings	29
4.1.1 Response Rate	29
4.2 Limitations of the Study.....	37
4.3 Chapter Summary	38
CHAPTER FIVE	39
SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS	39
5.0 Introduction.....	39
5.1 Summary of Findings.....	39
5.2 Conclusions.....	41
5.3 Recommendations.....	42
5.4 Recommendations to Future Research.....	43
5.5 Chapter Summary	43
REFERENCES.....	44
APPENDICES	46
APPENDIX I: QUESTIONNAIRE	46

LIST OF TABLES

Table 1 : Summary of Knowledge Gaps	19
Table 2 : Operationalization of Variables	22
Table 3: Target Population.....	25
Table 4: Sample Size.....	25
Table 5: Response Rate of the Study Participants	29
Table 6: Gender Distribution of Respondents.....	30
Table 7: Years of Experience by employees.....	31
Table 8: Respondents' Views on Leadership Style.....	33
Table 9: Respondents' Views on Stakeholder Involvement	33
Table 10: Respondents' Views on Communication Practices	34
Table 11: Respondents' Views on Accountability and Transparency	35
Table 12: Respondents' Views on Project Implementation.....	36

LIST OF FIGURES

Figure 1: Conceptual Framework	22
Figure 2: Response Rate	30
Figure 3: Gender Distribution of Respondents	31
Figure 4: Years of Experience by employees	32

ACRONYMS AND ABBREVIATIONS

CBO – Community-Based Organization

CSR – Corporate Social Responsibility

GoK – Government of Kenya

ICT – Information and Communication Technology

MoG – Ministry of Governance

NGO – Non-Governmental Organization

ILC – Ilchamus Leadership Council

PMO – Project Management Office

LED – Local Economic Development

KPIs – Key Performance Indicators

OPERATIONAL DEFINITION OF TERMS

Leadership Style	This is a way leaders adopt to help, influences, and motivates community members and project stakeholders toward achieving project goals.
Stakeholder involvement	Active and meaningful participation of persons, group, or companies that have goals in or are affected by a project in its planning, decision-making, implementation, monitoring, and evaluation processes.
Communication Practices	This entails the timely, clear, and effective exchange of information between leaders, stakeholders, and community members to promote coordination, transparency, and informed decision-making in project implementation.
Accountability and Transparency	these refer to mechanisms through which leaders take responsibility for their actions, ensure proper utilization of resources, and maintain openness in project processes. Strong accountability enhances stakeholder trust, reduces mismanagement, and improves project sustainability.
Project Implementation	This is the process of carrying out scheduled developmental activities in order to accomplish desired goals within a certain budget and time period.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The section gives study background, problem statement, objectives of research, study questions, justification, and study scope hence giving basis on which other chapters are developed.

1.1 Background of the Study

Universal has come to realize that leadership is an important factor in the successful execution of community development programs and projects. Leadership is a strategic aspect in planning, organizing, directing, coordinating, and monitoring the development activities to attain the desired results. Peter G. Northouse (2022) explains that leadership is procedure by which individual affects congregation of persons to meet a same objective by providing direction, motivation, and coordination. Effective leadership in the community development context aligns the stakeholders, evenly distributes available resources and interventions in development activities are sensitive to the needs of the locals. On the same note, Gary Yukl (2020) states that effective leadership leads to better cooperation, accountability and communication, which improves performance of organization as well as community. Development initiatives are therefore implemented and maintained on the basis of leadership.

Empirical studies have shown the world over that leadership practices play unique role in implementation outcomes of projects. In Europe, Muller and Turner (2020) discovered that participatory leadership increased the commitment of stakeholders and project sustainability in development projects. Davis and Pharro (2021) developed in the United Kingdom that transparent leadership enhanced accountability and shortened project completion periods. On the same note, a research study conducted in Germany by Schneider and Hitz (2020) showed that collaborative leadership enhanced coordination and efficiency among public infrastructural projects. In Sweden, Larsson and Vinberg (2021) learned that inclusive leadership enhanced the engagement of the community and enhanced the acceptance of projects.

Kloppenborg et al. (2020) considered that leadership competence, in terms of planning, communication, and managing stakeholders, had a significant positive effect on project

timeliness and cost effectiveness in North America. According to Anderson and Sun (2021), transformational leadership was found to enhance the performance and delivery of services in community-based efforts in the United States. Brown and Osborne (2020) discovered that adaptive leadership increased responsiveness to projects in dynamic social settings in Canada.

Takahashi and Yamada (2019) discovered in Asia that proactive leadership and risk management approaches improved continuity and performance of community development projects in Japan. Sharma and Singh (2021) in India found that transformational leadership enhanced volunteer participation and performance in the rural development initiatives. Li and Wang (2020) both noted that strategic leadership enhanced the level of coordination and responsiveness in large scale developmental programs in china. In South Korea, Park and Lee (2022) discovered that leadership accountability enhanced transparency and trust in a project by citizens.

Work of leadership in growth of a community has also been reported in Latin America. Gomez and Torres (2021) discovered that participatory leadership enhanced sustainability of rural development programs in Mexico. Pereira and Santos (2020) also documented a higher level of community trust and participation of the citizens in local projects in Brazil, which was enhanced with the help of inclusive leadership. On the same note, Rojas and Perez (2021) established that collaborative leadership enhanced the process of project monitoring and evaluation in Chile.

All these studies point to the global studies which point to the universal practices of leadership like participation, transparency, accountability, communication and strategic decisions making as being the universal drivers of the successful implementation of projects.

In Africa, leadership is still more important in the implementation of projects because of the issue of resources, governance, and socio-cultural diversity as well as infrastructural barriers. In South Africa, Mokoena (2021) established that participatory leadership enhanced development program community ownership and sustainability. Karanja (2020) in Nigeria noted that when there was effective communication between the leader and stakeholders, it minimized conflict and increased the implementation efficiency. In Ghana, Mensah and Boateng (2022) highlighted that accountability was required in leadership of the donor-funded projects. Mushi (2021) managed to find out in Tanzania that proactive leadership minimized project delays and enhanced continuity of community programs.

Additional information on the continent supports the issue of leadership in community development. In Uganda, Okello (2023) was able to determine that collective decision-making enhanced the community acceptance and engagement in development projects. In Ethiopia, Bekele (2022) established that collaborative leadership enhanced mobilization of resources and enhanced participation of the local in the rural development projects. In Rwanda, it was determined by Uwimana (2021) that responsible leadership increased the confidence of donors and the success of projects. Kgosiemang (2020) in Botswana discovered that strategic leadership empowered the project monitoring and evaluation systems.

Other researchers are still emphasizing the efficacy of leadership in Africa. Banda (2021) discovered in Malawi that transparent leadership enhanced trust in the community and decreased the opposition to development projects. In Zambia, Phiri (2022) found that, participatory leadership enhanced community ownership and long term sustainability of projects. Kamara (2021) also determined in Sierra Leone that inclusive leadership enhanced cooperation between stakeholders in post-conflict development initiatives. Equally, Njoroge (2021) in Kenya determined that participatory leadership enhanced project performance in the development initiatives at the county level and Waweru and Omondi (2022) identified that the accountability of leadership enhanced transparency and the misuse of project funds.

These African studies reveal that good leadership can boost project execution by involving the stakeholders, accountability, transparency, cultural sensitivity, and sensitivity to the local realities. An inclusive and participative leadership style enhances community ownership, sustainability, and development outcome.

Leadership has also been outlined as key issues in Kenya that have a bearing on implementation and sustainability of development of community projects. Odhiambo (2021) discovered that the participation leadership increased project completion rates in the community-based projects of the western Kenya. Mwangi (2022) developed the fact that open decision-making activities improved community engagement and trust in the rural development programs. As stressed by Kimani (2020), communication between the project leaders and the community members was effective, which reduced misunderstandings and enhanced coordination. Waweru (2023) emphasized accountability and transparency in leadership as something that increased the efficiency of the use of resources and sustainability of community projects. This evidence

suggests that effect of leadership acts on outcomes of project implementation is massive in Kenya.

Based on these results, leadership aspects like leadership style, decision making process, communication practices, and accountability mechanisms can be identified as the key pointers in successful project implementation. The style of leadership has an impact on participation and commitment by the stakeholders (Northouse, 2022). The inclusivity and responsiveness to the needs of the community are based on decision-making processes (Yukl, 2020). The practices of communication provide better coordination and transparency (Men & Stacks, 2021). Accountability and transparency will guarantee the correct utilization of funds and confidence of the stakeholders (World Bank, 2022). These dimensions offer a structure through which the level of effectiveness of leadership in implementation of community projects can be evaluated.

The current paper follows the views on leadership effectiveness proposed by Northouse (2022) and Yukl (2020) to offer clear portray of role of leadership practices in project implementation. Though there has been growing interests in participatory leadership and governance reforms, most of the developmental projects in Kenya communities are characterized by delays, mismanagement of resources and sustainability issues. The paper will thus aim at analysing the impacts of leadership with regard to the implementation of projects by Ilchamus people in Mukutani Subcounty, Baringo County.

1.1.1 Project Implementation

Project implementation can be defined as the process of conducting activities planned in order to accomplish intended objectives within a given timeframe and budget. It entails marshaling of resources, alignment of stakeholders, tracking of progress and accountability. Pinto (2020) notes that the efficiency, timeliness, stakeholder satisfaction, and sustainability of the outcomes are the indicators of successful project implementation. Well-coordinated projects with strong leadership structures have higher chances of succeeding in the long run. Crawford and Nahmias (2019) also stress that monitoring systems, accountability, and evaluation mechanisms are strictly connected with the success of the implementation results.

Nevertheless, several development initiatives across the world still encounter difficulties with their implementation as they have poor leadership frameworks, lack stakeholder participation,

and proper accountability mechanisms (World Bank, 2022). Awuah and Addo (2023) report that unfocused and uncoordinated projects erode trust and slow down project implementation. Johnson et al. (2021) noted that communication between the stakeholders becomes ineffective resulting in duplication of efforts and inept utilization of resources. Damoah et al. (2020) also observe that inadequate responsiveness of leadership lowers the capability to respond to emerging project challenges. Leadership practices are thus in need at improvement to help make projects more effective in terms of implementation.

In Kenya, governmental and non-governmental organizations have put in place policies and capacity-building plans to enhance leadership and governance on their community development projects. Maina et al. (2021) found out that project coordination and stakeholder engagement were enhanced by leadership training programs. Mwangi and Mutua (2022) observe that leadership plays role in ensuring the projects are finished as planned, enhanced use of resources, and better service delivery. However, the implementation process continues to face implementation challenges because of the lack of resources, ineffective accountability frameworks, and limited participation of stakeholders (Kariuki, 2024). It is thus necessary to enhance the leadership systems to enhance the outcome of implementing the projects.

1.1.2 Leadership Style

Leadership style is a term describing how leaders adopt their methods of guiding, influencing, and managing the stakeholders in order to attain goals of a project. Such leadership styles like participatory, transformational, and democratic leadership have been connected to better project performance (Northouse, 2022). Participatory leadership promotes the involvement of the community and its ownership, thus, enhancing sustainability of the development initiatives. Transformational leadership is inspirational, and it encourages stakeholders to strive towards a common goal and the general benefit of communities.

On the other hand, dictatorial leadership styles tend to cut off stakeholder involvement and lower support to the community. According to Yukl (2020), the leadership styles that do not include stakeholders may contribute to resistance, conflicts, and the failure of a project. In Kenya, Mwangi (2022) observed that participatory leadership enhanced the community engagement and acceptance of the project significantly. Leadership style can affect the community participation, trust and sustainability of development projects within Ilchamus community.

1.1.3 Stakeholder involvement

Its active participation of community members, local leaders, development partners, and other relevant actors in planning, implementing, and monitoring community projects. Inclusive stakeholder engagement promotes transparency, equity, and a sense of ownership among beneficiaries, thereby enhancing project sustainability and acceptance (Men & Stacks, 2021). When stakeholders are meaningfully involved, projects become more responsive to community priorities because local knowledge and perspectives inform decisions regarding resource allocation, implementation strategies, and problem-solving approaches. Effective stakeholder involvement also strengthens trust and collaboration, which are essential for successful project implementation.

Conversely, limited stakeholder involvement can result in resistance, conflict, and poor project outcomes. Karanja (2020) found that excluding community members from participation often leads to opposition and reduced support for development initiatives. Similarly, insufficient engagement may cause misunderstandings regarding project objectives, misallocation of resources, and delays in implementation. Active stakeholder participation enhances legitimacy, builds trust, and promotes long-term sustainability of community projects by ensuring that interventions reflect local needs and expectations.

1.1.4 Communication Practices

Nevertheless, communication practices are the actions involving how leaders communicate, give feedback and how they align project activities. Good communication will improve coordination, transparency, and involvement of stakeholders (Men & Stacks, 2021). By keeping the channels of communication open, leaders build trust, facilitate teamwork and increase community involvement in development projects.

Lack of proper communication, conversely, results in misunderstanding, disagreements, and project implementation delays. In one case, Kimani (2020) noted that poor communication within the community project led to lack of understanding and low involvement. This is why it is necessary to strengthen communication systems to implement the project successfully.

1.1.5 Accountability and Transparency.

Accountability and transparency are linked to the issue of accountability of the leaders to adequate use of resources and transparency in project processes. Accountability increases the confidence of the stakeholders and enhances sustainability of development programs (World Bank, 2022). Open leadership will see to it that resources of the project are used efficiently, fairly, and in line with the community priorities.

Absence accountability has been linked to mismanagement of resources and project failure. Mensah and Boateng (2022) discovered that open leadership enhanced the confidence of the donors and sustainability of the project. Accountability mechanisms in community development contexts are critical towards ensuring that the benefits of the project are attained by the targeted beneficiaries and long term communal trust.

1.1.6 Ilchamus Community

The Ilchamus people who live in Mukutani Subcounty, Baringo County are a pastoralist community that has actively participated in development projects that have enhanced livelihoods, water supply, education and infrastructural developments. The government, non-governmental and CBOs are all involved in developing projects in the region. Community leadership structure is very important in mobilisation of participation, coordination of resources to make development initiatives sustainable.

Even though leadership is useful to success of project, some of the challenges being experienced with the development initiatives in Mukutini Subcounty include delays in execution, insufficient stakeholder involvement, and issues to do with transparency and resource management. Such difficulties have at times led to unfinished projects, poor community confidence, and poor sustainability of interventions.

In this study, the researcher thus looks at role done by leadership practices in implementation of projects amongst the Ilchamus community in Mukutani Subcounty, Baringo County. The results will be used to advise the leadership initiatives capable of improving sustainability , accountability, effectiveness of community development initiatives.

1.2 Statement of the Problem

Effective leadership practices can go long way in ensuring that community development projects are done successfully in ways that foster coordination, accountability, participation, and efficient resource utilization. Nevertheless, development programs within the Ilchamus community in the Mukutani Subcounty, Baringo County have been affected by leadership practices.

Available literature in Kenya has been based more on leadership and governance and in the informal programs of urban development hence there is gap which has been left by existing literature that touches on the aspect of leadership in effecting implementation of community projects in marginalized and pastoralist communities. Additionally, most of the existing research has been descriptive with little empirical research studies on the relation between leadership practices and the result of project implementation. This research thus aims at addressing this gap by analyzing effect of style of leadership, making decision, communication and accountability on project implementation within Ilchamus community in Mukutani Subcounty, Baringo County.

1.3 Objectives of the study

1.3.1 General Objective

To examine effects of leadership on project implementation among Ilchamus community in Mukutani Subcounty, Baringo County.

1.3.2 Specific Objectives

- i. To determine the influence of leadership style on project implementation among the Ilchamus community in Mukutani Subcounty.
- ii. To establish effect of stakeholder involvement in project implementation among the Ilchamus community
- iii. To examine communication practices utilized in enhancing project implementation.
- iv. To evaluate the influence of leaders' accountability and transparency on the success of project implementation.

1.4 Research Questions

- i. How does leadership style influence project implementation among Ilchamus community in Mukutani Subcounty, Baringo County?

- ii. How does stakeholder involvement affect project implementation among Ilchamus community?
- iii. How do communication practices enhance project implementation among the Ilchamus community?
- iv. What is the influence of leaders' accountability and transparency on success of project implementation among the Ilchamus community?

1.5 Significance of the Study

Study is significant to community leaders, policymakers, development partners, and non-governmental organizations because it helps them appreciate the leadership factors that determine successful implementation of community development projects. Ilchamus community in Baringo County, Mukutani Subcounty will find the findings useful as it will determine the leadership practices that can promote coordination, transparency, community engagement, sustainability of development agenda. Enhancing effectiveness of leadership can help in the better use of resources, on-time delivery of projects, and developing more trust in the community.

The results can guide the policymakers and the development agencies to develop systems and leadership capacity-building initiatives that can strengthen governance, accountability, and inclusive decisions on community development projects. Equitable distribution of development benefits and increased service delivery in marginalized and rural communities can be assisted by better leadership practices.

The research will also add to academic knowledge and be a source of reference to scholars and students undertaking research projects on leadership and project implementation in Kenya and the entire Africa. It will also offer empirical knowledge that can guide future studies and policy interventions with an aim of enhancing leadership in situations of community development.

1.6 Scope of the Study

The study was done between February 2026 and May 2026 between Ilchamus community in Mukutani Sub county, Baringo County. The research attempted to investigate the leadership practices that have an impact on project implementation; these are, leadership style, decision-making processes, communication practices, and accountability and transparency mechanisms. It

included of leaders of community, members of the project committees, local administrators and members of the community engaged in development projects. The research took the mixed approach of employing a quantitative and qualitative methods to give an overall picture of the leadership impact on implementing a project. Structured questionnaires used quantitative data collection, and qualitative insights was also gained in terms of focusing on interviews and discussion within the focus groups. There was strict adherence to ethical principles such informed permission, voluntary involvement, secrecy, and anonymity. Even though this research was confined to Mukutani Subcounty in Baringo County, the results can be extended to other pastoralist and marginalized communities with similar leadership and project implementation issues.

1.7 Chapter Summary

Section included the introduction, section background of research, problem statement, objectives of research, research questions, justification, and scope of research. It highlighted impact of leadership practices, such as leadership style, decision making processes, communication and accountability that will influence project implementation. The chapter has provided the basis of studying effect of leadership on efficiency, community engagement, and sustainability of development programs.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In chapter, theoretical literature review, empirical literature review, knowledge gaps summary, conceptual framework, variable operationalization, and the chapter summary are presented.

2.1 Theoretical Literature Review

Theory on which this study based was Resource-Based View Theory and helped by, Contingency Theory, and stakeholder theory. Theories illustrate that leadership practices, governance structures, stakeholder participation, communication practices, and competencies of leaders determine effectiveness of project implementation in communities. These theoretical outlooks offer a guide to the fact that leadership styles have an influence on the coordination, resource use, decision-making, and accountability in community development projects.

2.1.1 Resource-based view (RBV) Theory.

Theory, as postulated by Barney (1991) puts across the fact that sustainable performance of organizations is attained through the proper use of its precious, rare, inimitable and non-substitutable resource. These resources are human capital, leadership skills and capabilities, organizational knowledge, institutional structures and networks within the community. The theory reports that successful organizations that make good use of their internal resources enjoy a competitive advantage and enhance their performance results.

Leadership capacity, stakeholder participation, and communication practices are some of the strategic resources, which can be considered successful in implementing community development projects. Good leadership assists in mobilizing the community, organizing available resources and also easing cooperation between the stakeholders engaged in the development activities. Wernerfelt (2020) points out that the better institutions and organizations use human and social resources, the higher the chances of them attaining improved performance and sustainability.

The Resource-Based View Theory finds its place in the current study as the leadership skills, community participation, and institutional knowledge are valuable resources that can determine

the project implementation in Ilchamus community. The mobilization and coordination of these resources through leaders is likely to realize the intended goals through the projects. Some critics of the theory, however, claim that the theory assumes that organisations are in charge of all its resources, whereas external environmental influences can also have a part to play. In spite of this shortcoming, RBV offers a good base on which the contribution of leadership resources to successful project implementation may be understood.

2.1.2 Contingency Theory

Lawrence and Lorsch (1967) created the Contingency Theory that implies that there is no other optimal method of managing organizations or a project. The effectiveness of management practices rather lies in the kind of context and setting that they apply to. The theory points out that leadership styles, organizational structures, management approaches, are to be tailored to the environmental conditions, organizational size, and technological aspects, as well as the nature of the workforce.

Application of Contingency Theory in the community development projects area means that leadership practices should be adjusted to the peculiarities of the community in which the projects are conducted. Various societies might possess varying cultural practices, economic status and social systems that determine the effectiveness of development programs. According to Donaldson (2021), leaders who change their management styles in response to the dominant circumstances in a particular organization or community are in a better position of realizing successful results.

The theory can be especially handy in the description of the role that the way of leadership and communication practices play in the implementation of the project in Ilchamus community. Leaders need to also be flexible and enable participation, collaboration and responsiveness towards the needs of the members of the community. In spite of the fact that Contingency Theory has been criticized due to having limited predictive power, it is still useful in the explanation of the fact that the leadership strategies should be adjusted to fit in the context of various communities so that to boost the implementation of project.

2.1.3 Stakeholder Theory

It was proposed by Freeman (1984), emphasizes organizations and projects should create value for all parties that have an interest or stake in the activity, not just shareholders. Stakeholders are persons who can impact or are impacted by outcomes of a project, including community members, local leaders, government bodies, and other relevant actors. The theory asserts that effective consideration of stakeholders' needs, interests, and influence is critical for project complete and sustainability.

In project implementation, engagement of stakeholders is a key determinant of success. Leaders who actively involve community members and other relevant stakeholders in planning, decision-making, and monitoring promote sense of ownership and accountability. According to Bryson (2018), projects that integrate stakeholder input enhance trust, reduce conflicts, and mobilize necessary resources more efficiently. In community development initiatives, such as those among the Ilchamus, stakeholder involvement ensures projects address real problem of community and are accepted by those affected.

The Stakeholder Theory is applicable to this investigation as it gives a framework for knowing how leaders' interaction with community members and other stakeholders influences project implementation. Effective leaders who engage stakeholders are better able to coordinate resources, encourage participation, and ensure accountability, thereby enhancing the likelihood of project success.

The theory has been criticized for being too general and challenging to operationalize, despite its benefits. Some scholars argue that identifying and prioritizing stakeholders can be challenging, especially in complex projects where interests conflict. Others note that overemphasis on stakeholder satisfaction may lead to compromises that reduce project efficiency or dilute objectives. Nevertheless, the theory remains valuable in interpreting the roles of leadership, stakeholder engagement, community participation in achieving successful project effects.

2.2 Empirical Literature Review.

It gives review of previous empirical research related to leadership and impact on project implementation. It dwells on the essential aspects of leadership that contribute to the successful execution of the project within the community, which are leadership style, stakeholder engagement, communication patterns, and accountability and transparency of the leaders. Under

every subsection, the paper examines empirical data of prior studies, methods employed by other researchers in their studies, and gaps that make the current study necessary.

2.2.1 Leadership Style and Project Implementation.

It's one of most useful determinants of success of the implementation of project during the community development projects. Leadership style is the way in which leaders are able to guide, influence and direct individuals in order to achieve shared objectives. Various leadership approaches like the participatory, democratic and transformational leadership approaches also have an impact on the degree of collaboration, decision-making, and motivation among stakeholders in the project implementation process. Empirical research has shown that those leadership approaches which promote involvement and partnership would lead to increased success and viability of the development projects.

Mwangi (2023) examined how leadership styles affect the community development project implementation in the rural areas of Kenya. The researcher chose descriptive survey wherein expected number of community members along with the local leaders engaged in development projects was 210. The structured questionnaires were utilized and regression analysis and descriptive statistics to analyze the information. The results indicated that participatory leadership approaches had great positive effects on the community participation and success rate of project implementation. Investigation is pertinent to the current study since it presents leadership participation and consultation as indicators which play a role in project implementation. The research however lacks contextual gap as it conducted the study on general rural communities without particular observation to marginalized communities like Ilchamus community in Mukutani Subcounty.

In another study, Otieno (2024) studied connection between leadership practices and the success of development projects in the county government in Kenya specifically Kisumu county, Homa bay county and Migori County. The correlational research design with a sample of 180 project staff and community representatives was employed by the researcher through the stratified sampling. The correlation and regression were utilized. Outcomes showed democratic leadership styles positively affected teamwork and commitment of stakeholders in implementation of projects. Other useful indicators given by the study like participatory decision-making and leadership support are applicable to the present study. But the study has a situational limitation as

it has looked at county government projects as opposed to community-based projects in indigenous communities.

Kiptoo (2025) carried out a research on work of leadership in performance of community-based projects in East Africa. It used a mixed-method research design that dealt with 200 respondents community leaders and project coordinators. The results indicated that transformational leadership enhanced motivation, coordination and cooperation among the stakeholders which enhanced the outcomes of the project implementation. This research is significant to the present study because it highlights leadership motivation and engagement in community as the issues that determine project success. However, the study has a gap in the context as it dealt with more than one country; it was not dealing specifically with the Ilchamus community in Mukutani Subcounty.

Comprehensively, the analyzed articles indicate that leadership approach is a key parameter in project implementation. Nevertheless, majority of literature has centered on government or organization projects but not community based development projects within the minority communities. Thus, the paper aim to address this gap in the context by investigating how style of leadership affects implementation of projects among Ilchamus community in Mukutini Subcounty, Baringo County.

2.2.2 Stakeholder Involvement and Project Implementation.

This is the interest of individuals, groups of people and organizations that are interested in or affected by a project. Good involvement of stakeholders guarantees that the community members are involved in decision making activities associated with planning projects, their implementation and evaluation. Empirical evidence indicates that those projects, which consider stakeholders during the project life cycle, have higher chances of success in the long run and becoming sustainable.

Kamau (2023) investigated how stakeholder involvement can be used to implement community development projects in rural Kenya. Investigation design utilized was descriptive research where a sample of 200 comprising of the community members, project leaders and government officials were used. The questionnaires were utilized to gather information which was interpreted through descriptive statistics. Results indicated that, the more the stakeholders were involved in

projects, the coordination and better results were realized in the projects. The research validates that stakeholder participation indicators like consultation and participation in decision-making can be applied in the present study. The study however suffers a contextual limitation that it was conducted on the development projects of the rural development as a whole without specifying certain groups of people like the Ilchamus community.

Njoroge (2024) is another research article that examined how the engagement of stakeholders impacts the performance of county development projects in Kenya. Investigation design was correlational research design where 170 respondents were selected based on the sample of the project management teams and community representatives. The results showed that active participation of stakeholders in implementation phases of projects enhanced transparency, minimized conflicts, and project success. Investigation was able to reinforce applicability of stakeholder engagement indicators in current investigation. Nonetheless, investigation concentrated on government-funded projects and this presents a contextual gap as compared to the community-led ones.

In a study of stakeholder participation in the community based projects in East Africa, Mutiso (2025) utilized both a mixed method research design that involved 210 respondents. The findings indicated that the involvement of the local leaders and community members enhanced project ownership and sustainability. The paper also backs the stakeholder participation indicators in the present study. Nevertheless, a number of countries were investigated by the study which provides a contextual gap as it is not based on Ilchamus community of Mukutani Subcounty.

Overall, past research proves stakeholder involvement plays crucial role in implementation of successful projects. Nevertheless, few investigations have been done on stakeholder engagement in development projects in marginalized communities in Kenya. Research seeks to fill this gap by discussing involvement of the stakeholder in project implementation among Ilchamus community.

2.2.3 Communication Practices and Project Implementation.

The communication practices play important part in coordination, sharing of information, and collaboration of involved stakeholders in the project implementation. Communication facilitates the achievement of successful project objectives, roles, and responsibilities, which are well

comprehended by the participants. According to empirical studies, communication practices, as community meetings, feedback mechanisms, and information sharing, have a positive impact on project coordination and reduction of misunderstandings.

Wanjiku (2023) carried out a research on how communication can be used in community development activities in Kenya. Investigation used survey involving 190 respondents comprising of project managers and the community members. The data were statistically examined with use of regression. Results showed that proper communication networks enhanced co-ordination of the stakeholders and minimized conflicts during project implementation. The use of communication predictors like frequent meetings and information sharing is supported by the study as part of the current research. Investigation though lacks contextual gap as it targeted general community projects as opposed to targeting a particular indigenous community.

The other study by Cheruiyot (2024) explored the strategy of communication in development projects within Kenya counties. The research design was correlational research, where 160 project officers and community representatives were used in investigation. The outcome showed transparency of communication increased trust of stakeholders and the results of the project implementation. Other pertinent indicators presented in the study like feedback mechanisms and transparency of data can be applied in current study. However, study was more on county government projects as opposed to community-based programs.

Kariuki (2025) conducted a study to find out influence of communication practice on performance of community-based development project in East Africa. The research design was a mixed method and involved 210 respondents of different community organisations. The findings revealed that the projects that had good communication structures had a greater degree of stakeholder involvement and increased project performance. There is however, a geographical limitation to investigation since it comprised number of countries and was not specifically looking at the Kenyan communities.

In general, the studies reviewed show that communication practices are a critical aspect of the successful implementation of any project. Nonetheless, few studies have been done involving specific aspects of communication in the marginalised groups like Ilchamus community in Mukutani Subcounty. This research is aimed at filling this gap.

2.2.4 Accountability and Transparency of Leaders on Project Implementation.

Effective leadership in project implementation is associated with accountability and transparency. Accountability implies that leaders should explain and defend their choices and actions, and transparency can be described as a transparent way of making decisions and managing the resources of projects. Empirical evidence shows that accountability and transparency lead to better trust, better management of resources, and greater trust of stakeholders in development projects (Otieno, 2024).

Gichuki (2023) studied on accountability in community development projects in Kenya based on descriptive research design. The research has 180 subjects who comprised of project leaders and the community. The results showed that financial management and reporting transparency increased trust and favor towards development projects by the community. The research justifies the use of such accountability indicators like financial transparency and reporting processes in the current study. Nonetheless, the study has a contextual weakness as it concentrated on the developmental projects in urban societies.

A study by Ndegwa (2024) compared governance practices in county-funded development projects in Kenya, highlighting role of accountability in ensuring effective project implementation. The research design adopted by the researcher was correlational research design involving 170 members of staff and community in the project. The findings indicated that accountability systems facilitated efficiency of project and minimized misuse of resources. The research confirms the applicability of the indicators of accountability in the present study. But it primarily worked on government-related projects as opposed to community-based projects.

Using a mixed-method research design, investigation on accountability of leadership and success of the community development projects in East Africa was done by Kiprono (2025). The results showed that the projects that had clear reporting and transparency in their leadership had more stakeholder trust and a better project implementation outcome. Nevertheless, the study was conducted in a number of countries, which places it in a contextual void because it does not narrow down to Kenyan communities in particular.

Generally, the articles under review reveal that transparency and accountability are significant in enhancing execution of projects. Nevertheless, few researches have been concentrated on

leadership accountability in local community projects in Kenya. Thus, this research will address this gap by determining the role played by the accountability and transparency of leaders in the success of the project implementation among the Ilchamus community in Mukutani Subcounty, Baringo County.

2.3 Summary of Knowledge Gaps

Although there is an increasing body of literature on leadership and project implementation, most empirical studies have focused on leadership influence in organizational or government projects without examining the combined effects of leadership style, stakeholder involvement, communication practices, and leaders' accountability and transparency on project implementation in community development settings. Many previous studies have concentrated on institutional or sector-based projects, limiting the applicability of their findings to community-based development initiatives.

Existing literature on leadership style often focuses on leadership influence on employee performance or organizational management rather than its direct effect on community project implementation. Studies on stakeholder involvement frequently emphasize participation in government or donor-funded projects but rarely examine how stakeholder participation influences project implementation in indigenous communities. Similarly, communication studies tend to concentrate on organizational communication systems rather than communication practices within community leadership structures. Research on accountability and transparency has largely focused on governance in public institutions without examining how leadership accountability affects project implementation in community-based projects.

Current investigation hence seeks to fill these gaps by examining how leadership style, stakeholder involvement, communication practices, and leaders' accountability and transparency influence project implementation among the Ilchamus community in Mukutani Subcounty, Baringo County.

Table 1 : Summary of Knowledge Gaps

Researcher	Study	Methodology	Main Findings	Knowledge Gap	Focus of the Current Study
Mwangi (2023)	Leadership styles and	Descriptive survey	Participatory leadership styles	Focused on rural projects	To determine the influence of

Researcher	Study	Methodology	Main Findings	Knowledge Gap	Focus of the Current Study
Otieno (2024)	performance of community development projects in rural Kenya	Correlational study	improved community participation and project success	generally without examining indigenous communities	leadership style on project implementation among the Ilchamus community
	Leadership practices and success of county development projects		Democratic leadership improved teamwork and project coordination	Focused on county government projects rather than community-based projects	To examine how leadership style influences project implementation among the Ilchamus community
	Stakeholder participation in rural development projects in Kenya		Stakeholder participation improved project sustainability and community support	Did not focus on marginalized communities or indigenous leadership structures	To establish the effect of stakeholder involvement on project implementation among the Ilchamus community
Njoroge (2024)	Stakeholder engagement in county development projects	Correlational study	Stakeholder involvement enhanced transparency and reduced project conflicts	Focused on government-funded projects rather than community-led initiatives	To examine the role of stakeholder involvement in project implementation among the Ilchamus community
Wanjiku (2023)	Communication practices in community development projects	Descriptive survey	Effective communication improved coordination and stakeholder trust	Focused on general community projects without examining indigenous communities	To examine communication practices utilized in enhancing project implementation among the Ilchamus community
Cheruiyot (2024)	Communication strategies in	Correlational study	Transparent communication	Focused on county projects	To assess communication

Researcher	Study	Methodology	Main Findings	Knowledge Gap	Focus of the Current Study
Gichuki (2023)	county development projects		enhanced project coordination and performance	rather than community leadership communication	practices influencing project implementation in Mukutani Subcounty
	Accountability in community development projects in Kenya	Descriptive research design	Transparent financial management improved community trust in projects	Focused on urban community projects	To evaluate the influence of leaders' accountability and transparency on project implementation among the Ilchamus community
	Governance and accountability in county-funded development projects	Correlational study	Monitoring and evaluation systems improved project performance	Focused mainly on government institutions rather than community-based projects	To examine how accountability and transparency influence project implementation in Mukutani Subcounty
Kiprono (2025)	Leadership accountability and performance of community projects in East Africa	Mixed-method design	Transparent leadership improved stakeholder trust and project success	Covered several countries without focusing on Kenya's indigenous communities	To provide context-specific evidence on leadership accountability and project implementation among the Ilchamus community

2.4 Conceptual Framework

It depicts the best way that variables should be connected to one another. It described how the relevant process objectives of conducting research were interrelated and how they yielded a coherent approach.

Independent Variable

Dependent Variable

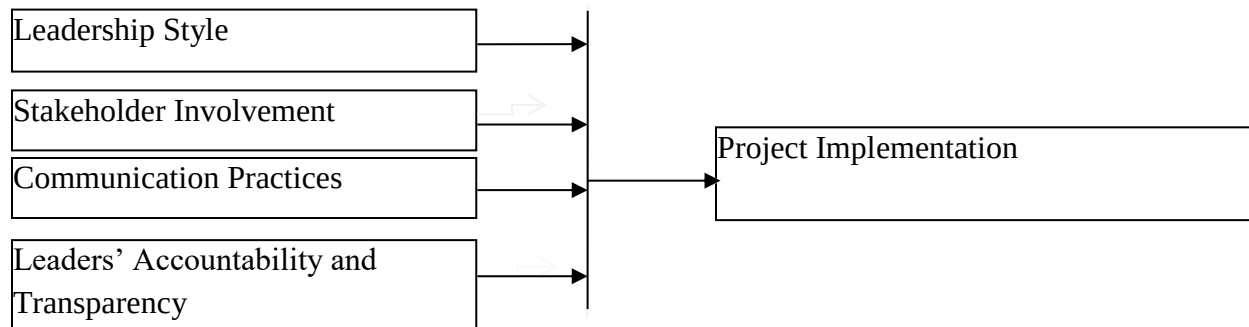


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

It explains how investigation variables was measured and analyzed to determine their influence on project implementation among the Ilchamus community in Mukutani Subcounty, Baringo County. Each variable was broken down into measurable indicators, the type of analysis to be used, and the measurement scale, which guided investigation methodology.

Table 2 : Operationalization of Variables

Variable	Indicators	Analysis Type	Scale Type / Measurement Tool
Leadership Style	- Participative decision-making by leaders - Leaders' support for community development projects - Inclusiveness in leadership and community engagement - Motivation and guidance provided by leaders	Descriptive statistics (frequencies, percentages, means, standard deviation)	Interval scale (5-point Likert)
Stakeholder Involvement	- Community participation in project planning - Stakeholder involvement in decision-making - Collaboration between leaders and community members - Participation in project	Descriptive statistics (frequencies, percentages, means, standard deviation)	Interval scale (5-point Likert)

Variable	Indicators	Analysis Type	Scale Type / Measurement Tool
	monitoring and evaluation		
Communication Practices	- Regular communication between leaders and community members - Availability of communication channels for sharing project information - Feedback mechanisms for community members - Transparency in sharing project progress information	Descriptive statistics (frequencies, percentages, means, standard deviation)	Interval scale (5-point Likert)
Leaders' Accountability and Transparency	- Transparency in financial management of projects - Reporting and accountability mechanisms - Monitoring and evaluation of project activities - Leaders' responsibility in explaining project decisions	Descriptive statistics (frequencies, percentages, means, standard deviation)	Interval scale (5-point Likert)
Project Implementation	- Completion of projects within planned time - Efficient use of project resources - Achievement of project objectives - Community satisfaction with project outcomes	Descriptive statistics (frequencies, percentages, means, standard deviation)	Interval scale (5-point Likert)

2.6 Chapter Summary

Section checked literature on leadership factors influencing project implementation, focusing on leadership style, stakeholder involvement, communication practices, and leaders' accountability and transparency. Section presented also conceptual framework, operationalization of variables, which form the basis for methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Section discusses the research methodology used to investigate the impact of leadership on project implementation by the Ilchamus people in Mukutani Sub county of Baringo County. This chapter discusses the research design, population, sample and sampling design, data collection, pilot study, validity and reliability of the instruments used, data analysis and ethical considerations.

3.1 Research Design

This is a plan that defines the procedure of course of two or three action and measures how data will be gathered, measured, and analyzed (Creswell, 2014). This research utilized descriptive research design to enable investigator to have a detailed investigating factors influencing implementation of staff outsourcing. The descriptive design is good since it allows investigator to examine relationships between variables without manipulating them (Saunders, Lewis, & Thornhill, 2019). In this investigation, independent variables included leadership style, stakeholder involvement, communication practices, and accountability and transparency, while the dependent variable was project implementation.

The design helped in capturing detailed information on how leadership influences the success or failure of projects within the community. It also allowed the researcher to gather views from respondents and establish patterns and relationships among variables.

3.2 Target Population

According to Fraenkel and Wallen (2015), the term "target population" describes the total group of people that the researcher plans to examine and derive conclusions from. Participants in community initiatives within the Ilchamus community in Mukutani Subcounty, Baringo County, made up the study's target group. These individuals were selected because they were directly involved in implementation, monitoring, and evaluation of projects within community. The study included respondents from different categories to ensure that diverse perspectives were captured. These categories included community leaders, project committee members, local administrators, and community members (beneficiaries).

Table 3: Target Population

Category	Number of Respondents	Percentage (%)
Community Leaders	15	15%
Project Committee Members	25	25%
Local Administrators	10	10%
Community Members (Beneficiaries)	50	50%
Total	100	100%

3.3 Sample and Sampling Techniques

Bryman (2016) clarifies that sampling is procedure of carefully taking a subset of elements from a broad population with aim of gathering and analyzing information. The research method requires selection of representative population samples which represent both demographic characteristics and diversity features of the study population. According to Neuman (2014) researchers can assess population subsets through sampling because this method saves time and costs money and offers practicality.

This study used a random sampling technique. Random sampling is an effective method for selecting a representative sample as it adheres to the principle of statistical constancy, ensuring that the selected sample has identical composition and attributes (Kothari, 2014). The sample size for this study was 30 individuals, representing 30% of the total target population of 100 respondents. Mugenda and Mugenda (2013) recommend sample size for descriptive studies between 10% and 30%, and this study fell within the acceptable range.

Table 4: Sample Size

Category	Population	Sample Size (30%)
Community Leaders	15	5
Project Committee Members	25	8

Category	Population	Sample Size (30%)
Local Administrators	10	3
Community Members (Beneficiaries)	50	14
Total	100	30

3.4 Data Collection Procedures

Systematic methods of information retrieval and documentation constitute data collection which enables researchers to answer their research questions (Creswell, 2014). The research used questionnaires as its main instrument to gather required data. Research questionnaires function well because they enable investigators to obtain a wide range of insights from study participants according to Smith (2017). The research instruments possessed the advantages which include high response capability, efficiency and basic design.

It comprised of two parts. Part A gathered demographic data from respondents, while Part B included Likert-type questions to assess the factors under investigation. A five-point rating instrument operate on the Likert scale stretching from "strongly agree" to "strongly disagree" based on findings presented in Bojanic and Reid (2016). A combination of open and closed-ended questions appeared in questionnaire for efficient data collection and analysis.

3.5 Pilot Study

A pilot study is a small-scale exploratory investigation carried out prior to the the initial investigation in a bid to test research instruments, procedures, and data collection methods (Polit & Beck, 2017). Aim of the pilot study is to identify possible drawbacks in research instruments and improve their clarity, reliability, and effectiveness.

In this study, pilot study was done using 10% of target population, that represented 10 respondents from a supermarket that was not part of the main study. The pilot respondents had characteristics similar to those of the main respondents in order to ensure that the instrument is tested under similar conditions. The feedback got from the pretesting helped the investigator to refine questionnaire by improving wording of questions and removing ambiguous items. This

process ensured that the final questionnaire utilized in investigation was clear, reliable, easy for respondents to understand.

3.5.1 Validity of the Study

A study demonstrates validity when it successfully measures its specified concepts (Hardy & Bryman, 2009). Research methods were designed to obtain construct and content validity throughout the study. A divide in the questionnaire based on the conceptual framework ensured construct validity. The evaluation of content validity occurred through respondent feedback that examined important elements and clarity and impartiality of questionnaire statements.

3.5.2 Reliability

The consistency of results combined with the ability to accurately reflect the studied population describes reliability (Hardy & Bryman, 2009). The questionnaire's reliability assessment included both pre-testing along with Cronbach's alpha for measuring internal consistency.

3.6 Data Analysis and Presentation Techniques

To analyze gathered information researchers made fact-based conclusions and interpret the results according to Kombo (2010). The research team used Excel to complete quantitative data analysis procedures which included data classification and tabulation along with recombination of the data points. The presented findings were displayed through tables that provided structured data representations.

3.7 Ethical Considerations

Research ethics aim to defend participant rights as well as their welfare and private information (Resnik, 2015). The study maintained vital ethical rules which incorporate both informed consent together with confidentiality management and voluntary participation systems and privacy protection.

3.7.1 Informed Consent

A researcher needs active approval through voluntary agreement after participants have enough knowledge about the study. Participants obtained study information that details both the research goals and potential risks and advantages through which they would independently choose to participate (National Institutes of Health, 2018).

3.7.2 Voluntary Participation

All participants maintained full liberty to join the research without experiencing pressures or outside forcing of any kind. The participants maintained full control to leave the study any time with no resulting negative effects (American Psychological Association, 2017).

3.7.3 Confidentiality

Research data was managed in strict confidentiality while being used specifically for research purposes according to the National Institutes of Health (2018).

3.7.4 Privacy

The research design ensured participant data privacy because all personal information remained confidential to unauthorized parties.

3.7.5 Anonymity

The study ensured total anonymity for every participant who was not having their personal identification released at any point.

3.8 Chapter Summary

The research methodology definition included target population methods and sample selection as well as collection of data procedures, a pilot study and reliability and validity assessments of data analysis and ethical considerations.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

Section shows the discussions and research findings of investigation. The chapter contains introduction, reporting of study findings, the study limitations, and a summary of chapter.

4.1 Presentation of research findings

4.1.1 Response Rate

Investigation sought to determine response rate of the administered questionnaires to assess reliability of collected data. A sum of 30 questionnaires was distributed to respondents drawn from community leaders, project committee members, and community participants within the Ilchamus community. Out of these, 28 questionnaires were duly filled and returned, while 2 were not returned, giving an overall high response rate.

Table 5: Response Rate of the Study Participants

Category	Frequency	Percentage
Response	47	93.0%
Non-Response	3	7%
Total	50	100%

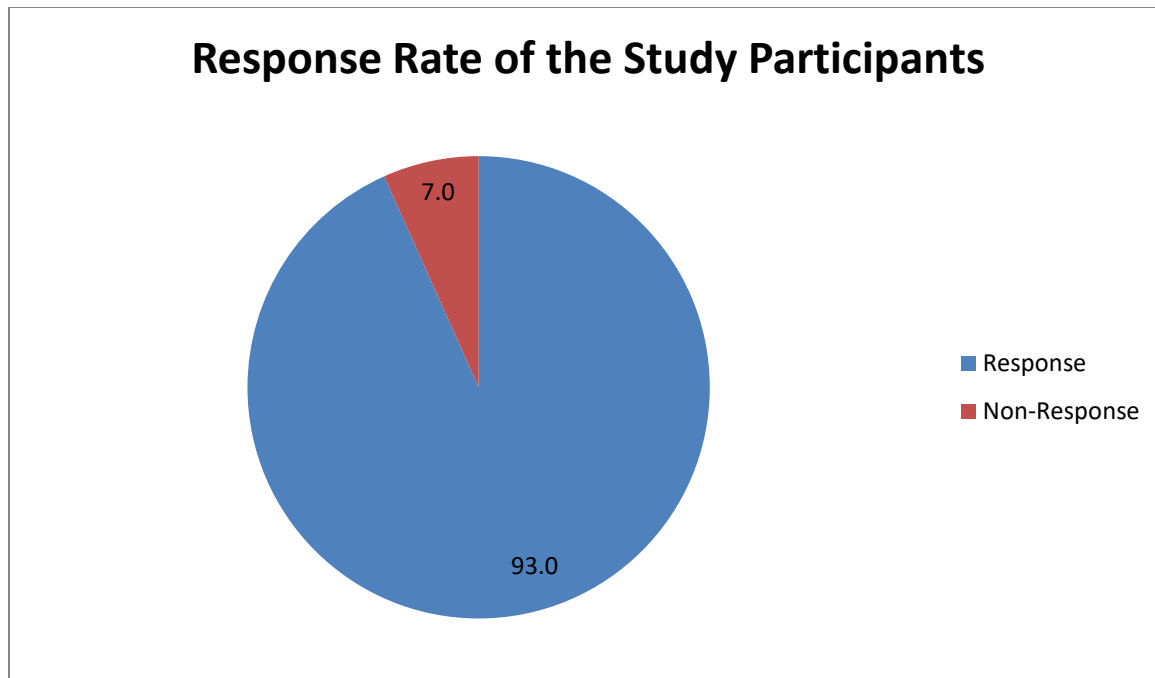


Figure 2: Response Rate

From 30 questionnaires administered, 28 filled and returned giving an overall return rate of 93.0 percent. The high response rate can be explained from the methods employed by the researcher when conducting the follow-ups. According to Finch (2022), response rate above 70% is considered excellent for data reliability.

4.1.2 Background Information

4.1.2.1 Gender distribution of respondents

Table 6: Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	29	57.0%
Female	21	43.0%
Total	50	100%

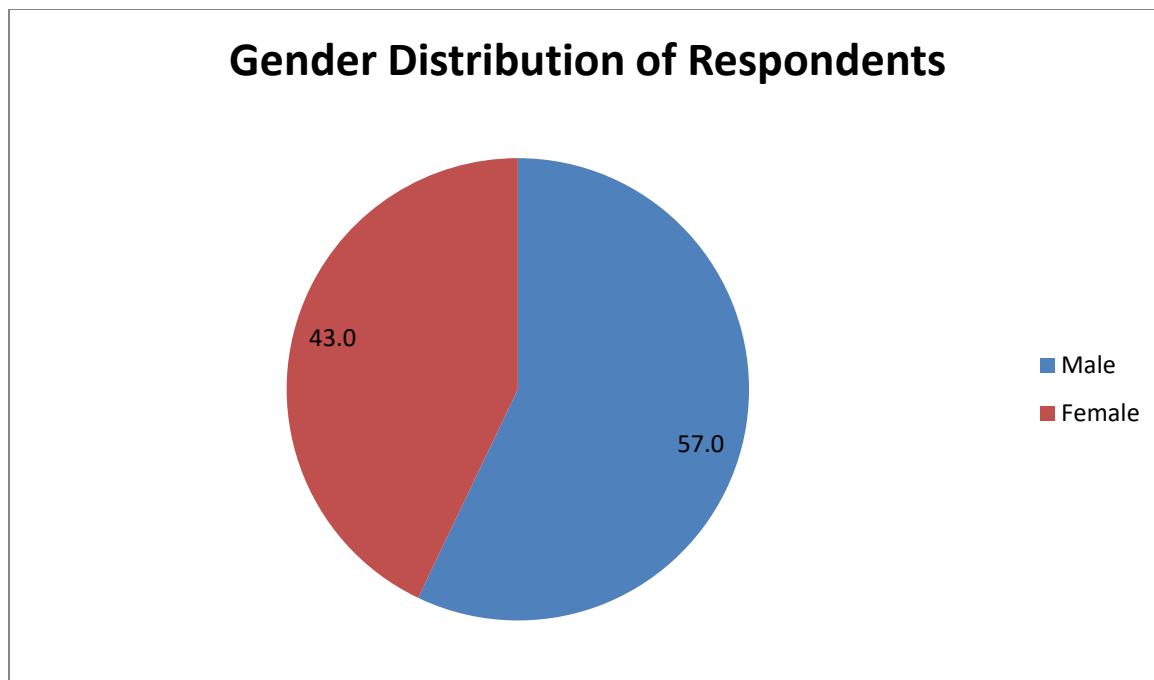


Figure 3: Gender Distribution of Respondents

Percentage of male in the sample is relatively greater at 57.0% than females of 43.0%. The equal amount of both genders makes it possible to collect diverse perspectives. The inclusion of both genders in the study ensured that diverse perspectives were captured regarding leadership and project implementation within the Ilchamus community. A balanced gender representation is important in research as it promotes credibility and comprehensiveness of outcomes. According to Mugenda and Mugenda (2018), inclusion of both genders in research contributes to a more holistic understanding of the study variables.

4.1.2.2 Years of experience by employees

Table 7: Years of Experience by employees

Category	Frequency	Percentage
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Category	Frequency	Percentage
0-5 years	22	43.8%
6-10 years	14	28.6%
Above 10 years	14	28.6%
Total	50	100%

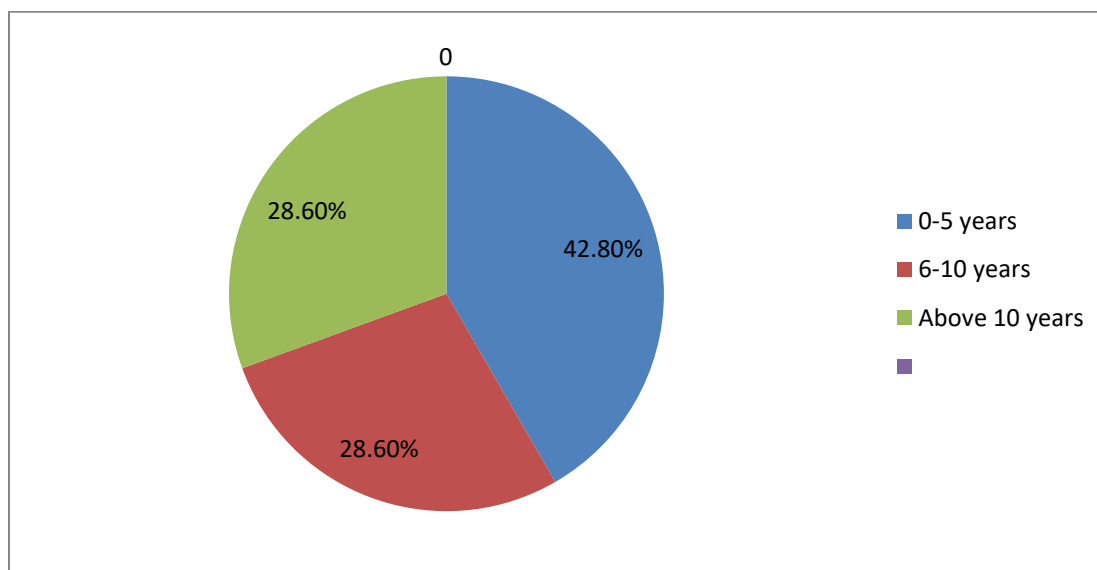


Figure 4: Years of Experience by employees

The respondents had varying levels of experience: 42.8% had working experience of 0-5 years, 28.60% had 6-10 years, and 28.6% had more than 10 years. Having diverse representatives allows the organization to gather insights from workers at different experience levels.

4.1.5 Leadership and Project Implementation

This section presents the findings on how leadership influences project implementation among the Ilchamus community in Mukutani Subcounty, Baringo County. The study examined four key leadership aspects including leadership style, stakeholder involvement, communication practices, and leaders' accountability and transparency. Under each aspect, interviewees were asked to show their level of agreement with various statements using five-point Likert scale where 1 represented strongly disagree and 5 strongly agree. Outcomes and discussions are shown below.

4.1.5.1 Leadership Style

Table 8: Respondents' Views on Leadership Style

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Leaders involve community members in decision-making processes	3	6	14	40	37
Leaders support community development projects effectively	2	5	13	42	38
Leadership promotes inclusiveness and community engagement	3	6	15	41	35
Leaders motivate and guide community members in project activities	2	7	14	40	37

The study sought to determine how leadership style influences project implementation among the Ilchamus community. Outcomes indicate 40% agreed and 37% strongly agreed leaders involve community members in decision-making processes, suggesting participatory leadership practices. Regarding support for development projects, 42% agreed and 38% strongly agreed that leaders effectively support project initiatives, indicating strong leadership commitment. On inclusiveness, 41% agreed and 35% strongly agreed that leadership promotes community engagement, highlighting importance of inclusive leadership in project successfulness. Similarly, 40% agreed and 37% strongly agreed that leaders motivate and guide community members, demonstrating the importance of leadership in enhancing participation and productivity. These findings are consistent with Northouse (2019), who argues that participatory and transformational leadership styles positively influence project outcomes by enhancing motivation and stakeholder engagement.

4.1.5.2 Stakeholder Involvement

Table 9: Respondents' Views on Stakeholder Involvement

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Community members participate in project planning	3	7	14	39	37
Stakeholders are involved in decision-making during implementation	2	6	15	41	36
There is effective collaboration between leaders and community members	3	5	13	42	37
Community members participate in monitoring and evaluation	2	7	14	40	37

The findings show stakeholder involvement plays significant part in project implementation. Specifically, 39% agreed and 37% strongly agreed community members participate in project planning, indicating inclusivity in early project stages. Regarding decision-making, 41% agreed , 36% strongly agreed stakeholders are actively involved, suggesting shared responsibility in implementation. In terms of collaboration, 42% agreed and 37% strongly agreed there is effective interaction between leaders and community participants, which enhances teamwork. Additionally, 40% agreed and 37% strongly agreed that community participants are involved in evaluation and monitoring , highlighting accountability and ownership. These findings align with Freeman (2010), who emphasized that stakeholder engagement improves project effectiveness and sustainability.

4.1.5.3 Communication Practices

Table 10: Respondents' Views on Communication Practices

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
There is regular communication between leaders and community members	2	6	14	41	37

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Communication channels for sharing project information are available	3	5	15	40	37
Feedback mechanisms exist for community members	3	6	14	42	35
Leaders share project progress information transparently	2	7	13	41	37

The study examined how communication practices influence project implementation. The results indicate that 41% agreed, 37% strongly agreed there is regular communication between leaders and community members, suggesting effective information flow. On communication channels, 40% agreed and 37% strongly agreed appropriate platforms exist for sharing information, indicating accessibility. Regarding feedback mechanisms, 42% agreed and 35% strongly agreed community members can provide input, enhancing participation. Furthermore, 41% agreed and 37% strongly agreed leaders share project progress transparently, promoting trust. These findings are supported by Clampitt (2016), who observes that good communication improves project outcomes, decreases miscommunication, and increases coordination.

4.1.5.4 Leaders' Accountability and Transparency

Table 11: Respondents' Views on Accountability and Transparency

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Leaders are transparent in financial management of projects	3	6	14	40	37

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
There are clear reporting and accountability mechanisms	2	5	15	42	36
Project activities are regularly monitored and evaluated	3	6	13	41	37
Leaders take responsibility in explaining project decisions	2	7	14	40	37

The findings indicate that accountability and transparency are critical in project implementation. Specifically, 40% agreed, 37% strongly agreed leaders are transparent in financial management, which enhances trust among stakeholders. Regarding reporting mechanisms, 42% agreed, 36% strongly agreed clear accountability systems exist, promoting responsible leadership. On monitoring and evaluation, 41% agreed and 37% strongly agreed projects are regularly assessed, ensuring effectiveness. Additionally, 40% agreed and 37% strongly agreed leaders absorb responsibility for their decisions, indicating ethical leadership practices. These findings are consistent with Armstrong (2020), who argues that accountability and transparency improve governance and project success.

4.1.5.5 Project Implementation

This section presents the findings on project implementation among the Ilchamus community. Interviewees were asked to show their level of agreement with statements regarding to timely completion, resource utilization, achievement of objectives, and community satisfaction using five-point Likert scale.

Table 12: Respondents' Views on Project Implementation

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Projects are completed within the planned time	3	7	15	40	35
Project resources are used efficiently	2	6	14	41	37
Project objectives are achieved successfully	3	5	13	42	37

Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
The community is satisfied with project outcomes	2	7	14	40	37

The results indicate that most of the respondents felt that leadership has a positive impact on project implementation. In particular, forty percent of the respondents concurred and 35 percent of those strongly agreed that projects are executed on schedule, which means that they are efficient in terms of time. Likewise, 41% and 37% strongly agreed and agreed respectively that resources are efficiently utilized in projects implying that they are well managed. In terms of attainment of goals, 42% of the respondents agreed and 37% strongly agreed that the project goals are achieved, which is effective. Further, 40% of the respondents agreed on and 37% strongly agreed that the community is pleased with the project outcomes, which illustrates the influence of leadership on service delivery. These results are aligned with Kerzner (2017), who mentions that leadership effectiveness helps to complete the project in time, use the resources efficiently, and achieve success.

4.2 Limitations of the Study

Through diversely encountered challenges in data collection and the feedback received from the participants the project was stalled. The acquisition of adequate information was not an easy task, as most of the real estate companies refused to furnish sensitive data in case of leaking into the wrong hands. To get over this barrier, the research team included an introductory message that assured the participants that investigation was totally academic and it would not impact the company's operations and all private information would be secure.

The commitment to work reduced the sea of respondents and hence reduced engagement with the survey. Based on this, some of the questionnaires were not fully compiled; also, different answers were not clear due to possible ambiguity, thus, undermining the accuracy of the collected data. Some respondents asked about the purpose of the study and wanted to know more. In response to these concerns, the research team collaborated with management to ensure participants received in-depth authorization letters describing the aims and significance for the organization as well as an academic focus of investigation.

4.3 Chapter Summary

Section showed and analyzed outcomes on leadership and project implementation among the Ilchamus community. It covered response rate, respondent characteristics, and key variables including leadership style, stakeholder involvement, communication, and accountability. The findings showed leadership significantly influences project success, and limitations encountered may guide future research in similar community studies.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

Section includes introduction, findings summary, conclusion, further research suggestions, well summary of chapter.

5.1 Summary of Findings

Investigation was helped by four specific objectives, each seeking to assess effect of leadership factors on project implementation among the Ilchamus community. Summary of outcomes is given according to these objectives as follows:

5.1.1 Leadership Style and Project Implementation among the Ilchamus Community

The first objective aimed at determining effect of leadership style on project implementation. Outcomes showed that the majority of respondents agreed or strongly agreed that leaders involve community members in decision-making, support development projects, promote inclusiveness, and motivate members during project activities. However, a small proportion of respondents were neutral or disagreed, suggesting that leadership practices are not always consistently applied. These findings imply that effective leadership styles contribute positively to project implementation by enhancing participation, motivation, and community engagement. The findings are consistent with Northouse (2019), who noted that participatory leadership enhances group performance and project success. Similarly, Yukl (2020) emphasized that leadership behaviors influence team effectiveness and outcomes in community-based projects.

5.1.2 Stakeholder Involvement and Project Implementation among the Ilchamus Community

The objective ought to establish impact of stakeholder involvement on project implementation. Investigation found that most respondents agreed that community members are involved in project planning, decision-making, monitoring, and evaluation. This indicates that stakeholder involvement is widely practiced and contributes to project success. However, a few respondents expressed neutrality or disagreement, implying that stakeholder participation is not always fully achieved. These findings suggest that involving stakeholders enhances project ownership, accountability, and sustainability. The results align with Freeman (2010), who argued that

stakeholder engagement improves organizational outcomes and project effectiveness. In the same way, Bryson (2018) noted that inclusive participation strengthens commitment and enhances project performance.

5.1.3 Communication Practices and Project Implementation among the Ilchamus Community

The third objective examined how communication practices influence project implementation. Outcomes showed that most of respondents agreed that there is regular communication between leaders and community members, availability of communication channels, presence of feedback mechanisms, and transparency in sharing project information. Nevertheless, some respondents were neutral or disagreed, indicating occasional communication gaps. These results imply that effective communication practices enhance coordination, transparency, and trust, which are useful for successful project implementation. The outcomes are in line with Clampitt (2016), who emphasized that communication is essential for organizational effectiveness and project coordination. Similarly, Robbins and Judge (2017) highlighted that clear communication improves teamwork and overall performance.

5.1.4 Accountability and Transparency and Project Implementation among the Ilchamus Community

The fourth objective aimed at evaluating the influence of leaders' accountability and transparency on project implementation. Outcomes indicated that most respondents agreed that leaders are transparent in financial management, there are clear accountability mechanisms, project activities are monitored and evaluated, and leaders take responsibility for their decisions. A small percentage of respondents were neutral or disagreed, showing that accountability practices are not always fully enforced. These findings indicate that accountability and transparency positively influence project implementation by building trust, improving governance, and ensuring responsible use of resources. This is consistent with Armstrong (2020), who argued that accountability enhances organizational performance. Similarly, Mulgan (2014) noted that transparency strengthens trust and improves decision-making in public and community projects.

5.2 Conclusions

Based on findings of investigation, it can be concluded leadership style significantly influences project implementation among the Ilchamus community. Participatory and inclusive leadership approaches enhance community engagement, motivation, and overall project success. However, inconsistency in the application of leadership practices may limit their effectiveness, highlighting the need for continuous improvement in leadership approaches.

It is also concluded that stakeholder engagement plays crucial part in enhancing project implementation outcomes. Active engagement in planning, decision-making, and evaluation improves ownership and sustainability of projects. However, incomplete involvement of some stakeholders may reduce the overall effectiveness of projects, indicating the need for more inclusive engagement strategies.

The study further concludes that communication practices are essential in ensuring effective project implementation. Regular communication, availability of communication channels, and feedback mechanisms enhance coordination and transparency. Nevertheless, occasional communication gaps may hinder project success, suggesting the need for strengthening communication systems.

Finally, the study concludes that accountability and transparency among leaders significantly contribute to successful project implementation. Clear reporting systems, responsible leadership behavior, and monitoring processes improve trust and efficient use of resources. However, inconsistencies in enforcing accountability measures may limit the full realization of these benefits, emphasizing the importance of strengthening governance structures.

Overall, the study concludes that leadership factors including leadership style, stakeholder involvement, communication practices, and accountability are interrelated and collectively influence project implementation. Weakness in any of these areas may affect overall project success. Therefore, effective leadership practices should be consistently applied and strengthened to achieve sustainable community development.

5.3 Recommendations

Based on the findings and conclusions of the current study, it is advisable that leaders in the Ilchamus community must enhance participatory leadership practices by making sure that the community members are actively engaged in decision-making processes. The leaders are expected to involve members in the planning, implementation and evaluation of projects to increase ownership and commitment. Additionally, leadership training programs should be introduced to equip leaders with skills that promote inclusiveness, motivation, and effective guidance of community members, which will ultimately improve project implementation outcomes.

Community leadership should also enhance stakeholder involvement by ensuring that all relevant stakeholders are fully integrated into project activities. This can be achieved through structured participation frameworks that encourage collaboration between leaders and community members. Continuous sensitization and awareness programs should be conducted to put stress on usefulness of stakeholder involvement in achieving sustainable project outcomes. Strengthening stakeholder involvement will enhance accountability, improve decision-making, and increase success rate of community projects.

Study further recommends that effective communication practices should be reinforced within the community. Leaders should establish clear communication channels to ensure timely dissemination of information regarding project activities. Regular meetings, feedback mechanisms, and transparent sharing of project progress should be encouraged to build trust and enhance coordination among stakeholders. Improving communication practices will reduce misunderstandings, enhance collaboration, and contribute to successful project implementation.

Leaders should also improve accountability and transparency mechanisms in project management. This includes ensuring proper financial management, maintaining clear reporting systems, and regularly monitoring and evaluating project activities. Leaders should take responsibility for their decisions and provide explanations to the community where necessary. Strengthening accountability and transparency will build trust among community members, improve governance, and ensure efficient utilization of project resources, leading to better project outcomes.

5.4 Recommendations to Future Research

Further studies can consider conducting similar research in other communities or counties in Kenya to determine whether outcomes of this investigation can be grouped beyond the Ilchamus community. Comparative studies may provide deeper insights into how leadership influences project implementation across different social, cultural, and economic settings.

Future research may also focus on examining external factors that influence project implementation, such as government policies, resource availability, and socio-cultural dynamics. These factors were not fully explored in this study but may significantly affect the success of community projects and leadership effectiveness.

Additionally, further studies can explore other related variables such as leadership training, technological adoption in project management, community capacity building, and policy frameworks to determine their influence on project implementation. This will provide a broader understanding of factors contributing to successful community development initiatives.

5.5 Chapter Summary

The chapter provided the summary of findings, conclusions and recommendations of the study on leadership and project implementation within Ilchamus community. It identified how the leadership style, stakeholder engagement, communication, and accountability affect the project success. The chapter ended with practical guidelines and suggestions regarding future research to improve the implementation of the project and inform future investigations.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

1. What is your gender?

Male ☐

Female ☐

2. What is your highest level of education?

Certificate ☐

Diploma ☐

Degree ☐

Masters ☐

Doctorate ☐

3. How long have you worked in this organization?

0-5 years ☐

6- 10 years ☐

Over 11 years ☐

4. Age bracket

18-29 years ☐

30-39 years ☐

40-49 years ☐

50 years and above ☐

SECTION B: LEADERSHIP AND PROJECT IMPLEMENTATION

LEADERSHIP STYLE

Using the key below, please indicate the extent to which you agree with each statement. Where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	1	2	3	4	5
Leaders involve community members in decision-making processes.					
Leaders support community development projects effectively.					
Leadership promotes inclusiveness and community engagement.					
Leaders motivate and guide community members in project activities.					

STAKEHOLDER INVOLVEMENT

Using the key below, please indicate the extent to which you agree with each statement. Where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	1	2	3	4	5
Community members participate in project planning.					
Stakeholders are involved in decision-making during project implementation.					
There is effective collaboration between leaders and community members.					
Community members participate in project monitoring and evaluation.					

COMMUNICATION PRACTICES

Using the key below, please indicate the extent to which you agree with each statement. Where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	1	2	3	4	5
There is regular communication between leaders and community members.					
Communication channels for sharing project information are available.					
Feedback mechanisms exist for community members.					
Leaders share project progress information transparently.					

LEADERS' ACCOUNTABILITY AND TRANSPARENCY

Using the key below, please indicate the extent to which you agree with each statement. Where 5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	1	2	3	4	5
Leaders are transparent in financial management of projects.					
There are clear reporting and accountability mechanisms.					
Project activities are regularly monitored and evaluated.					
Leaders take responsibility in explaining project decisions.					

PROJECT IMPLEMENTATION

Using the key below, please indicate the extent to which you agree with each statement. Where
5= Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree

Statement	1	2	3	4	5
Projects are completed within the planned time.					
Project resources are used efficiently.					
Project objectives are achieved successfully.					
The community is satisfied with project outcomes.					

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