

Project Management Practices and Performance of Projects in Wajir County, Kenya

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ABSTRACT

The project performances especially the government projects are facing a variety of challenges. Some of the challenges are as a result of the environmental factors while other challenges are related to the normal operations. Surprising a number of projects challenges are related project implementations in which the stakeholders try to assist in managing. There are various management gaps of the projects related to projects sponsored by the government in Kenya. Therefore, the current study aimed at determining the effects of project management practices on projects performance in Wajir County. The specific objectives of the study were to determine the effects of stakeholder's participation, project planning, communication and technical capacity on project performances. Stakeholder's theory and Institutional Theory were used to support the variables under study. Explanatory and descriptive research design were used in the study. A population of 400 being the total number of employees was targeted from various projects in the County. Purposive sampling was used to select respondents from various executive levels; lower level managers, middle level managers and top level managers. A sample of 30% was used in every category. Secondary data wa sourced from the government reports while primary data was sourced from the sampled 120 managers. Piloting was used to test the reliability of the research instruments. The research used drop and pick later method to collect closed and open ended responses requested in the questionnaire. Data editing, coding and classification was done after collection. Inferential and descriptive statistics was used with the help of SPSS software. The result was presented through calculated mean the standard deviation and the variance of the data collected. Moreover, conclusion and recommendation was drawn from the study findings. The findings presented that the relation and implementation of planning process were in line with the overall goal of the County. It is clear that planning for the project was guided by the mission and visions of the County. Most of the respondents (mean score=4.73) agreed that planning for the projects was guided by mission and the vision. The study found that communication was done to all the stakeholders of all the projects and that the communication was clear and timely. Most of the respondents (Mean=4.77) agreed that communication related to County project management and performance was always done to all the stakeholders. Most of the respondents (Mean=4.17) agreed that there was effective participation by the stakeholders in project success in Wajir County. It was also clear that the county availed the information system for tracking and assessing the progress of the projects. Majority of the respondents (Mean=4.58) agreed that employees had the necessary skills and power in handling the tasks assigned to them relating to projects within Wajir

County. The study concluded that relationship between planning and performance of project was positive and significant. The study concluded that effectiveness and proper communication enables easy decision making. The study concluded that clear and proper representation of stakeholders in the County improves the project performance. The study concluded that proper, clear and effective resources improves projects performance. The study concluded that quality work was performed and that project cost was well estimated by Wajir County officials. The study concluded that projects were completed in time in Wajir County. The study recommended that project managers should involve all stakeholder in all levels of projects to evaluate at an early stage whether the projects costs, utilization of human resources, budget and timelines met the client's specifications.

Key Words: Project Planning, Technical Capacity, Stakeholders, Communication, Performance.

INTRODUCTION

Project management practices entails the use of skills, knowledge, tools along with techniques to project activities to finally get to the project needs. Moreover, accomplished of project management by the utilization of the methods that incorporate; starting, arranging, executing, checking in addition to controlling notwithstanding shutting. A venture is named as a transitory endeavor completed to define a one of a kind item or administration where the impermanent character of activities implies that it has the characteristic of having a specific start and an end which is forcefully separated by operations that are dull, changeless or even semi-lasting utilitarian assignments to make items or administrations. The key test of task administration is to achieve the greater part of the project management and in addition objectives while in the meantime holding fast to the requirements of project limitations (Lewis, 2006).

Projects normally have a definite life cycle these cycles are completed when the projects have achieved the desired goals. Kaliba, Muya and Mumba (2009) in their study indicated that there are several kind of projects ranging from big to small, public and private projects. Public projects include projects like railway line projects, housing projects, roads projects. In addition, they noted that projects require human, capital and non-capital resources such as a positive and enabling culture for effective implementation.

In a study carried out by White and Fortune (2002) in the United Kingdom public sector, they assessed the present project management practice through gathering data from 236 project managers in selected public organisations. The investigation asked from the respondents to what degree the task administration strategies, devices, and methods they had connected on the undertaking achievement were successful. The result of the investigation demonstrated that 41% of the announced activities were named to be completely fruitful through applying spending budget, time and in addition detail, in spite of the fact that there were a few difficulties that were experienced.

Project Management Practices

Project management practices entails the practices on initiation, planning, execution, control and closing the team work to achieve preset goals in order to meet certain success criteria (Alleman, 2014). A project is thus an endeavor which is temporary purposed to produces a unique product, services, results which are time constrained, with clear beginning and end, and are constrained by funds in order to meet the set unique goals and objectives. These projects bring beneficial change and added value to not one but to majority of people in the nation (Carroll, 2012). Projects which are permanent, repetitive, semi-permanent functional activities they are seen as temporary projects which stands in contrast with business as usual or operations to produce products/services. Distinct management strategies and technical skills is required to manage distinct production approach (Rad & Levin, 2010).

Project management challenges to attain all the goals of the projects taking into consideration the present constraints. This process of development created at the beginning of the project is called project documentation, according to Choudhury (2010) the major problem facing projects are time, quality, budget and scope. The other challenges which are not primary are the challenges of utilization of the necessary resources optimally to meet the already set goals (Costello and Garret, 2008). Whatever the perceived constraints in projects, project managers and all the stakeholders are constantly concerned with the aspect of ensuring that projects are effectively managed to successful levels. However, this is always not the case as many projects especially in the public domain end up not being successful and eventually blame games start without people or parties that are ready to take up responsibilities (Fuller, 2007). In the recent past, especially after the inauguration of the new constitution in Kenya, most government especially those affecting the locals were subsequently devolved and left at the management of County governments, hence creating a particular need for determining the reasons behind their success or failure, from the perspective of management approaches and elements inherent to the conditions.

In the recent past, many organizations including government and not for profit organizations or non-governmental organizations (NGOs) have had a number of projects that eventually are reported to have failed (Davis, 2010). On the other hand, some projects have been carried out either by similar organizations or different organizations and have proved to be successful. Some of the practices that are critical in ensuring that projects are successful include but not limited to: Utilization of project definition document through planning, planning horizon creation, project management procedures definition upfront, looking for alarming signs during the project life cycle, monitoring the schedule and budget and managing the work plan, guarding against the scope creep, ensuring the scope changes are approved by the sponsors, upfront identification of risks, assessing the potential risks and quickly resolving issues (Miller, 2016). However, it is a matter of concern as to why most projects in the modern era fail while such guidelines are very clear.

Objectives of the Study

General Objective

The general objective of this study was to investigate the effect of project management practices and performance of projects in Wajir County, Kenya

Specific Objectives

The study was guided by the following specific objectives;

- i. To establish the effect of project planning on performance of projects in Wajir county, Kenya.
- ii. To find out the influence of effective communication on performance of projects in Wajir county, Kenya.
- iii. To investigate the effect of stakeholder involvement on performance of projects in Wajir county, Kenya.
- iv. To analyze the relationship between technical capacity on performance of projects in Wajir county, Kenya.

Significance of the Study

Project Managers

The present knowledge of the project managers will be enhanced thus raising the performance of the professionals dealing with project management process.

Policy Makers

It will provide policy makers such as the administrators and non-legislation units in the county with important information regarding the challenges facing project performance.

Scholars

Reviewing the project management practices showed gaps for more researches keeping in mind the challenges facing the managers in the implementation of the set plans and how to execute the plans using the available resources. The findings of the study was useful to the scholars and researchers for comparison purposes.

LITERATURE REVIEW

Chapter two provides the literature review of the study. This chapter mainly focuses on theories and empirical literature related to project management practices. The relationship between project performance especially of the government projects with the project management practices is presented in the empirical review which ranges from local, regional and global perspective.

Theoretical Framework

Study was anchored on Stakeholder's Theory and Institutional Theory.

Institutional Theory

Scott 2004 argued that institutions are composed of regulative elements and cultural-cognitive elements which altogether with the resources available and the activities present give meaning to

life. The author further named three pillars in the institutions as cultural cognitive, normative and regulatory. The pillar on normative entails the norms (how activities should be done) and values (preferred/desirable), the basis of compliance being the social obligation. The pillar on regulatory focuses on use of laws, rules and sanctions as mechanisms for enforcement with compliance basis as the expedience. The pillar on cultural-cognitive entails the shared understanding, symbols, and common beliefs (Makori, 2016).

Scholars have called for a reinstatement of agency, interest and power in analysis of the institutions. Thus, institutional entrepreneurship has emerged as a body of literature to deal with that. Battilana, Leca, and Boxenbaum (2009) argued that this body was introduced as a way to reintroduce actors' agency into institutional analysis, and entails the institutional entrepreneurs activities who not only create and initiate various changes in the environment under the institutions but also completely participate in changes implementation. Acknowledging the significance of joint actions, interactions between institutional entrepreneurs as conditions conducive to institutional entrepreneurship and multiple institutional orders, Battilana et al., (2009) suggested that there are three ways institutional entrepreneurs' implements changes that is through creation of a change vision, resource mobilization, Employee motivation and sustaining visions.

Institutional theory forecasts that institutions will respond to such pressure by engaging in the activities which are visible, such as streamlining operations and restructuring. Restructuring plans at institutions resemble many of the visible actions already taken by most businesses during 1990's the early part. For instance, the subject institution had recorded that, during the process of restructuring, it would; support services and reengineer administrative, realign academic objectives; reinforce the stakeholder's participation in order to meet the mission of the institution and reshape resource allocation.

The study suggests that incoherencies in the interpretations between government stakeholders and projects of different institutional elements based on institutional theory and the description of government stakeholders can be expected to occur in projects financed by the government. Incoherencies in the interpretations are expected to be smaller in regulations and laws, larger in value and smallest in practice. Scott (2010) argued that the elements of the institutions are dependent upon each other. If small or no incoherencies are detected between projects' interpretations in one element and government stakeholders, incoherencies in the other two elements may influence the institutional system entirely. For example, behaviour with appropriate practices and values need to support laws and regulations always.

This theory is very vital in the implementation of project sustainability in majority of the organisation mostly on projects that serve the members of the public. This is a matter of culture of the organization and the degree to which the climate prevailing in an organization is supportive of sustainability and/or of change in general. It is clear from the theory that laws and regulations support effective project implementation and smooth running of projects.

Project Planning and Performance

Baldwin and Bordoli (2014) argued that definition of project planning is varied and regardless of the definition its objectives is a common factor of achieving the completion of projects, realistic schedules and costs production, quality standards in the achievement of projects, criteria in design, proper utilization of project resources, safety and health and making sure the objectives of the stakeholders are met. In early construction studies the significances of project planning was discovered that its helps to improve the performance by considering strategies available by the management.

Dvir and Lecher (2014) assessed the effects of project planning on project success. The findings indicated that there was a strong correlation between project planning and project success. The findings presented that a clear planning definitions in both the technical and functional aspects leads to proper projects executions and success. The study also showed that there is a positive significant effect of planning procedures implementations and the project benefits to the stakeholders. The findings are concurred with a similar study done by Dvir in 2013 that the project success can be indicated by project planning quality and poor planning leads to the uncontrolled alterations in time, costs and quality planning.

Baldwin and Bordoli (2004) assessed the benefits of planning and found that the vital benefits of planning are the ability to reduce costs at the same time improving on quality, ability to forecast the required resources for planning purposes, ability to convey to the stakeholders a clear and reliable information, controlling and assessing risk using the available resources, developing clear guidelines deadlines in time, reducing material wastage, provision of strong basis for team coordination, contractual claims negotiation assistance and monitoring and control.

Kariungi (2014) in his study looked at the benefits of knowledge and strong commitment by the project managers in Kenya. The study found that scheduling and saved time on project planning helps in improving the success of a project. The significance of project planning was also analysed and found that project planning is a key in the success and development of the project.

Kerzner (2012) in his study found that developing a methodology in an implementation is a vital consistent advantage in an organization. The study found that project management process integration increases with the increase in organizational units interconnectness. Communication of all management aims in any organization is done through the help of strategic project planning. The study indicated that it provides information from all levels of management thus reducing resistance to change in any functional department in an organization. The opportunity to participate in the project is also given by strategic planning processes which helps in reducing fear of the unknown thus the possibility of resistance is minimized.

Stakeholder's Involvement and Performance of Projects

The stakeholders run the risk of becoming squeezed between the various stakeholders and thus gets into a "no-win" scenario. In such a case, it is the expectation of the company that project managers should get in touch with all the aspects on performance, expectations and progress

issues. Project managers are not expected by the senior leadership to be doing such as activities as administration of duties. This administrative duty will distract them from their normal work and not concentrate on major tasks of ensuring the projects are working as expected. When a project is complex it gives room to the project managers to consult widely in the matters regarding performance. A team which is small in a certain location could be managed easily by the execution of the directives from the project managers. The manager will have a continuous interest in the performance of the interested. According to Makori (2011) where the requirements for audit information regarding a certain project is not needed the project managers could document the individual work and progress without wasting too much time.

The commitment of the managers escalates as the project comes closer to completion and more dedication is required according to Makori (2011). The findings indicated that time investment is vital in form of the sunk costs and these if not done well may lead to leaving them from when it's almost close to completion since the sunk costs will increase at this stage. Proximity to project completion sunk costs is one of the major considerations done by most companies in the world since the goal of the construction is to minimize costs at all times. This is supported by the goal substitution theory that as the project nears its completion the original goals disappears that the goals of making profits and the completion goals becomes major. At this stage the decision makers desire to complete the projects therefore the costs may be huge as compared to the original stages since the commitment to complete the projects has increased are more alternatives to make profits are foregone

Maylor (2010) investigated the contribution of managers in the project success and established that stakeholders are the most important element the managers consider in any project. The role of both managers and leaders is to establish a stabilizing block in the management of the little resources available in the firm. The project management was found to be having three different components that is leadership, management and individual skills. The commitment of the top level managers in the management of resource is a plus to any project. The managers should support the clearly set objectives by the company and this support goes beyond the provision of funds and availing resources to the projects (Johnson, Schooles & Wittingtin, 2006).

Kerzer (2016) investigated the role of the shareholders in the project performance. The study found that the commitment by the stakeholders to loosely monitor projects, a sense of collectivism, is more productive than the individualistic acts. The recommended that a good and conducive environment need to be created where the team members will experience job satisfaction and are motivated to be part of the team. For team members a clear set goals are important, the scope and well defined direction will motivate the employees. The scope should be simple; the objectives should be clear to avoid areas of concern taking into consideration that changes may occur in the course of the project. The projects plans should be flexible, clear and adaptable in an attempt to achieve success. Political support is the final important aspects which will determine whether the project will be successful or not. To this end, support from non-governmental organizations and the ruling party is important (Jacobson & Choi, 2008).

Summary of Research Gaps

Author	Year	Research Topic	Major Findings	Gap Identified
Hargis et al	2010	Relationship between project management and project implementation	The way the team are handled determines the success of a project.	The scope gap was identified since the study did not consider the government projects
Busby & Pinto	1993	Management of projects and its relationships with projects implementation in South Africa	The managers socially relate to the employees in order to bring out transactions which are beneficial to all.	The study did not put in consideration the Stakeholders influence on implementation
Cleland & Kris	2000	Angola's project management practices and its relationship with project implementation	Through actions, contact and participation the community becomes significant in the project success.	Did not put in consideration the current variables
Besner and Koontz	2006	Project Management integration, tools and techniques	Monitoring and evaluation participatory practices provides decision making active involvement in the projects at hand.	The study did not address technical capacity on project Performance
Hobb and Malala	2006	A environmental competitiveness for project management	The project management practices are seen as strategies in the implementation of projects	The study did not focus in projects in the Kenyan Sector

Conceptual Framework

The conceptual framework defines the mental stretch of the study in formulating the linkage between the dependent variable and the independent variables. The independent variables were further dissected into their measurable indicators. The independent variables are the aspects of monitoring and evaluation while dependent variable is the project performance. Figure 2.1 presents the relationships.

Independent variables

Dependent variable

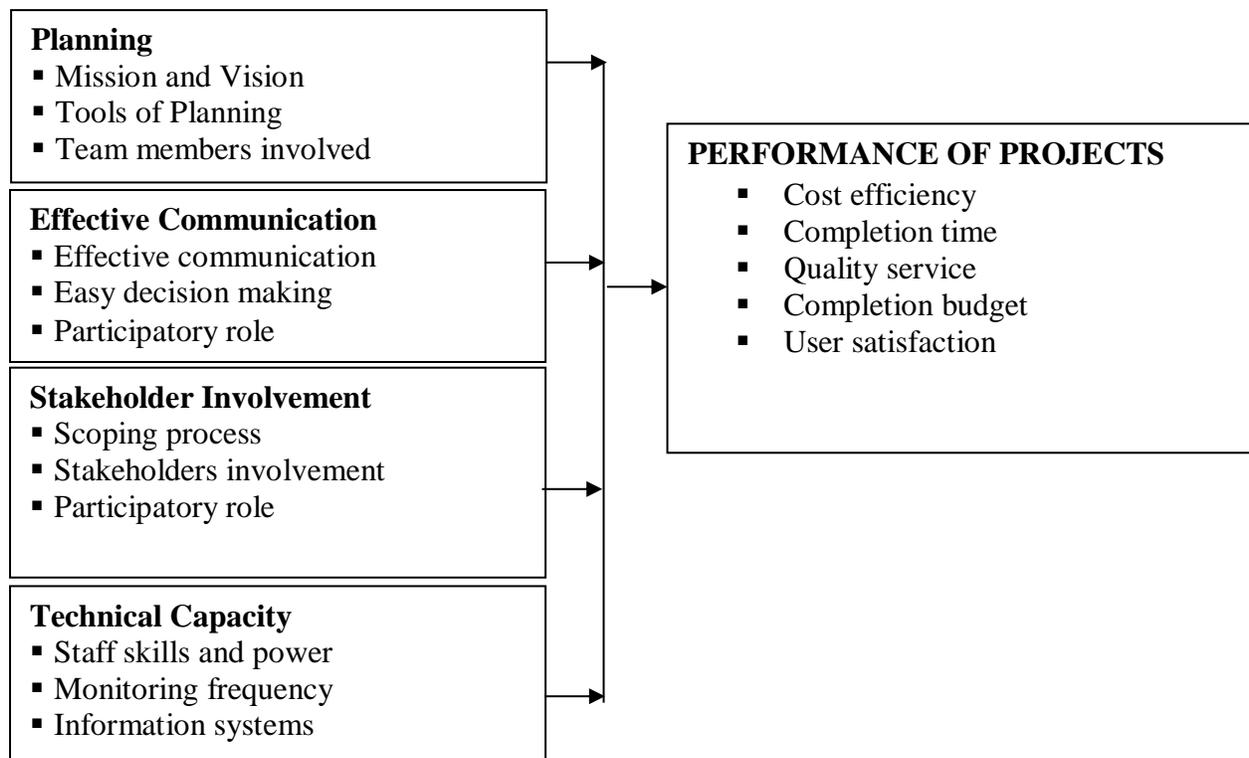


Figure 2.1 Conceptual Framework

Source: Researcher (2019)

RESEARCH METHODOLOGY

This chapter presents the methodology used in the study. The following sections are presented; research design, target population, size of the sample, procedures used in the sampling, data collection instruments, reliability and validity of the research instruments, data collection procedures, data analysis techniques and the ethical considerations.

Research Design

The current study adopted explanatory and descriptive research design. These research designs allow the research to collect data and it allows the research to interpret data based on the findings and presents the way things are as reported by the respondents for the purposes of clarifications (Orodho, 2003). Descriptive research purpose is to establish and report the events as they occurred and it helps to establish the status of the elements currently thus helping in explaining the status of the elements or variables (Mugenda & Mugenda, 2003).

Target Population

The target population comprised all employees at Wajir County Government engaged in of public projects. The respondents were drawn from employees in various projects in Wajir County Government which involved 400 project management staff. The target population must have characteristics which are observable to enable the researcher generate study results (Mugenda & Mugenda, 2003).

Target Population

Projects	Population	Percentage
Road Construction Projects	50	12.5
Water and Sanitation Projects	150	37.5
Street lighting project	200	50
Total	400	100

Source: Wajir County Government

Sampling Techniques

Sampling techniques entails procedures of sampling and the size of the sample for a certain study. Kothari (2010) argued that the sampling frame highlights lists of all the units in a population. The study utilized stratified random sampling method and this is recommended in a situation where the population being studied is heterogeneous. This enables the sub division of the elements in the population into stratus representing similar samples. According to Mugenda and Mugenda a sample between 10 to 30% demonstrates an excellent representation, therefore 30% was used for analysis. From the target population of 400 employees, the researcher selected 120 employees. These employees majorly included those that have been involved in the running of projects in Wajir. The sample frame was as follows;

Data Analysis and Presentation

For ease of manipulation and analysis the collected data was sorted and entered in the SPSS. The classification of data was then done with the help of the SPSS software, where data was coded after editing. Descriptive statistics section included the data on the variables presented in tables

with mean, percentages and frequencies as the main parameters. Data was described using the parameters and compared with the empirical literature review in section 2.3.

Inferential statistics was also used where correlation between variables was tested. Coefficients of correlation and coefficient of determination was used to show the extent of the relationships between variables. The variables were regressed using a multiple linear regression model which showed the relationship and direction of change of dependent variable as a result of change of one independent variables. The dependent variable was performance of projects in Wajir County, Kenya while the independent variables were; Project Planning, communication, stakeholder's involvement and technical capacity. The formula was of the form $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

Where; Y = Performance of projects

X1 = Project Planning

X2 = Effective Communication

X3 = Stakeholder involvement

X4 = Technical Capacity

β_0 = Constant Term; $\beta_1, \beta_2, \beta_3$ = Beta coefficients; ϵ = Error Term.

DATA ANALYSIS AND PRESENTATION OF RESULTS

The chapter presents the findings and discussions. The general purpose of the study was to establish the effect of project management practices on performance of project in Wajir County Kenya. Descriptive statistics and inferential statistics were used as presented in the sections below. Data was presented in form of figures and tables.

Response Rate

The study targeted 120 project managers in Wajir County. However, 101 questionnaires were completely filled and returned. This represented 84% response rate and according to Mugenda and Mugenda (2003) argued that 50% of the response was adequate for analysis, 60% is a good response while more than 70% is an excellent response. Therefore this was an excellent and dependable response rate. This was a clear indication that the respondents were willing and able to participate in the study and gave complete responses regarding the variables under study. The researcher was able to cross examine the questionnaires before coding to establish whether the questionnaires were properly filled. Table 4.1 presents the results.

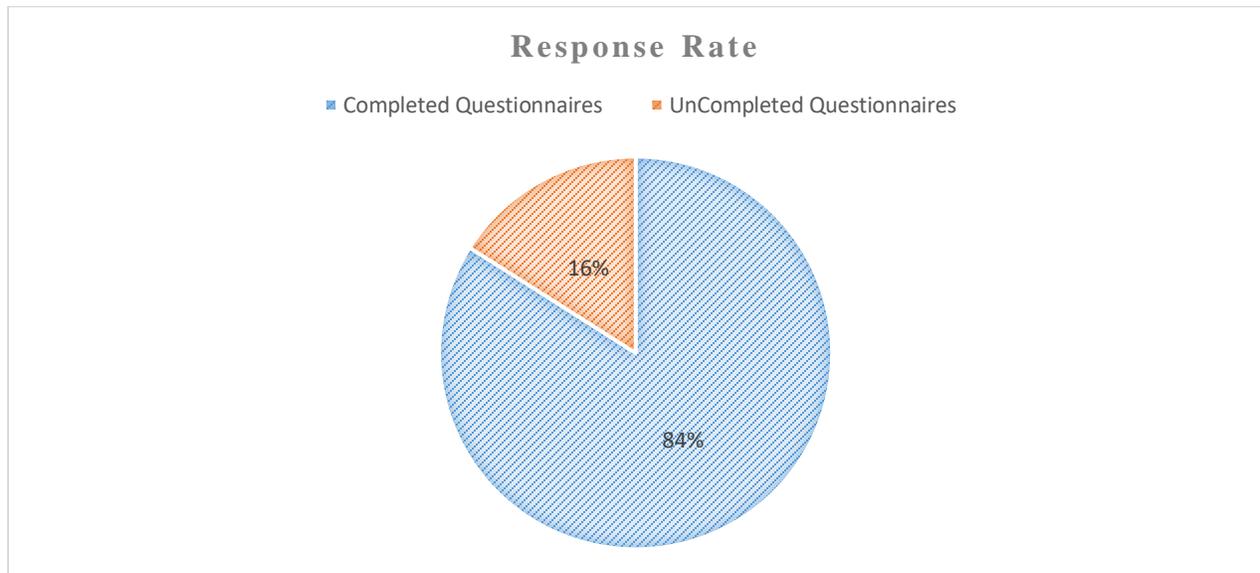


Figure 4.1: Response Rate

Source: Survey Data, (2018)

Demographic Characterization

The researcher required respondents to indicate their gender, education level and work experience as part of the general statistics. The results were presented in sub sections below.

Gender of the Respondents

Data was collected regarding the respondent's gender. Findings were presented in figure 4.2. The study indicated that majority of the project managers were male (81%) while the minority were female (19%). This show that there was no fair gender representation in managing the projects in Wajir County.

This section analysed data relating to planning and performance of projects. Various indicators of

Table 4.3: Planning and Performance of Projects

Statements	Mean	Standard Deviation
The planning process formulation and implementation were in tandem with the County overall goals	4.42	0.988
Planning for the projects was guided by mission and the vision	4.73	0.939
There are enough tools for successful planning	4.10	1.133
All project team members are involved in the planning process	3.89	1.311

Source: Field Data, (2019)

Table 4.3 presents that relation and implementation of planning process were in line with the overall goal of the County (Mean= 4.42 and a standard deviation= 0.988). It is clear that planning for the project was guided by the mission and visions of the County as evidenced by high mean of 4.73 and a standard deviation of 0.939. A high mean of 4.10 and a standard deviation of 1.133 presents that there were enough tools for successful planning in wajir County. It is also clear that all project team members were involved in the planning process in the County (mean= 3.89, standard deviation= 1.311). The findings concurs with Dvir and Lecher (2014) that career planning definition in both functional and technical aspects [leads to](#) proper projects execution and success and that proper leads to saving of time and costs.

Technical Capacity and Performance of Projects

Statements	Mean	Standard Deviation
The employees had the necessary skills and power in handling the tasks assigned	4.58	0.995
Proper and effective resources were provided to enable frequent monitoring of projects	4.15	1.126
The county availed the information system for tracking and assessing the progress of the projects	3.51	0.954

Source: Field Data (2019)

Table 4.6 results indicate that the employees in the County necessary skills and power the tasks assigned to them (mean of 4.58 and standard deviation of 0.995). A mean of 4.15 standard

deviation of 1.126 presented that proper and effective resources were provided to enable frequent monitoring of the projects. It is also clear that the county availed the information system for tracking and assessing the progress of the projects (Mean= 3.51, standard deviation= 0.954). The study findings concurs with Akroyd (2010) that monitoring and evaluation are significant practices which permit a continuous audit of the activities which ensures project viability.

Correlation Analysis

Inferential statistics presents the correlation between variables, presents the model summary, analysis of variance and the coefficients for developing regression model. The correlation coefficients were used to check the possibilities of Autocorrelation between variables. A significant value of 0.8 indicates that there is a possibility of autocorrelation. The findings were presented in table 4.8.

Table 4.2: Correlation Analysis

		Performance of projects	Planning	Effective Communication	Stakeholders Involvement	Technical Capacity
Performance of projects	Pearson Correlation Sig. 2-tailed)	1				
Planning	Pearson Correlation	.521	1			
	Sig. 2-tailed)	.0033				
Effective Communication	Pearson Correlation	.6141	.3422	1		
	Sig. 2-tailed)	.0023	.0015			
Stakeholders Involvement	Pearson Correlation	.7560	.1250	.0671	1	
	Sig. 2-tailed)	.0044	.0120	.0063		
Technical Capacity	Pearson Correlation	.5310	.3620	.0000	.2660	1
	Sig. 2-tailed)	.0372	.0131	0.000	.0131	

Source: Survey Data, (2018)

The correlation coefficients presented that there was no possibility of autocorrelation since the significant values were all less than 0.8. The highest significant values 0.0172.

Regression Coefficients

Table 4.11 presents the coefficients for the independent variables. The coefficients indicates nature and direction of relationships between independent variable and dependent variable. A positive coefficient indicates that the relationship between dependent variable and independent variables was positive, indicating that the variables are moving in the same direction. A negative coefficient indicates that the relationship between dependent and independent variables was negative, indicating that a change in independent variable resulted to opposite change in the dependent variables.

Table 4.11 Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.392	0.637		5.126	.000
1 Planning	.385	.055	-.090	1.536	.010
Effective Communication	.091	.050	.107	1.811	.001
Stakeholder's Involvement	.364	.064	.060	1.002	.003
Technical Capacity	.269	.049	-.084	1.401	.000

Dependent Variable: Performance of Projects

Source: Field data (2019)

Based on the coefficient in Table 4.12, the model becomes;

$$Y = 3.392 + .385X_1 + .091X_2 + .364X_3 + .269X_4$$

Table 4.12 above presents that when all the factors considered in this study (planning, effective communication, stakeholder's involvement and technical capacity) why held constant, the performance of projects 3.392units (P=.000). The study results indicate that there was a positive relationship between planning and performance of the projects (B=0.385, P-value=.010). A unit change in planning resorted to 0.385 unit changes in performance of the projects 95% confidence level. The results concurs with Dvir and Lecher (2014) that the relationship between planning and project performance was positive and significant.

The findings indicated that ship between effective communication and performance of projects in Wajir County was positive and significant (B=.091, P-value=.001). A unit change in effective communication caused 0.091 units' changes in the project performance. The findings concur with Maylor (2010) that effective communication and project performance were significantly linearly correlated.

The findings indicated that between stakeholder's involvement and performance of the projects was positive and significant ($B=.364$, $P\text{-value}=.003$). One unit change in stakeholder's involvement resulted to 0.364 unit's changes in project performance. The findings agree with Kerzer (2016) that stakeholder's involvement relationship with project performance was positive and significant

The study sought to establish the relationship between technical capacity and performance of the projects. The findings indicated that relationship was positive and significant as indicated by a coefficient of .264 under significant value less than 0.05 ($\text{sig}=.000$). The coefficient indicates that change in technical capacity resulted to .269 unit's changes in project performance. The findings agree with Akroyd (2010) that relationship between technical capacity and Performance was positive and significant.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A summary of the findings on project management practices and performance of projects in Wajir County were presented in this chapter. Conclusions and recommendations were done based on findings of the study.

Summary of the Findings

Planning and Performance of Projects

The first specific objective of the study was to establish the effect of planning on projects performance. The findings presented that the relation and implementation of planning process were in line with the overall goal of the County. It is clear that planning for the project was guided by the mission and visions of the County. There were enough tools for successful planning in Wajir County and that all project team members were involved in the planning process in the County. Most of the respondents (mean score=4.73) agreed that planning for the projects was guided by mission and the vision.

Effective Communication and Performance of Projects

The second objective of the study was to assess the effectiveness of communication on project performance. The findings indicated that there was a moderate communication in all the stages of the projects and that proper communication enabled easy decision making. The study found that communication was done to all the stakeholders of all the projects and that the communication was clear and timely. Most of the respondents (Mean=4.77) agreed that communication related to County project management and performance was always done to all the stakeholders.

Stakeholder Involvement and Performance of Projects

The third objective was to determine the effect of stakeholder's involvement on performance of Projects Wajir County. The study indicated that there was effective participation by the

stakeholders in project success in wajir County and that stakeholders were involved in the project scoping process. It was also clear that proper representation of all stakeholders were in all projects in the County. Majority of the respondents posited that insecurity and lack of recognition were the main hindrances to stakeholder's participation. Most of the respondents (Mean=4.17) agreed that there was effective participation by the stakeholders in project success in Wajir County.

Technical Capacity and Performance of Projects

The fourth objective was to establish the effect of technical capacity on the project performance in Wajir County. The results indicated that employees in the County had necessary skills and power to handle tasks assigned to them. The study showed that proper and effective resources were provided to enable frequent monitoring of the projects. It was also clear that the county availed the information system for tracking and assessing the progress of the projects. Majority of the respondents (Mean=4.58) agreed that employees had the necessary skills and power in handling the tasks assigned to them relating to projects within Wajir County.

Conclusions

Conclusions on the effect of project management practices and performance of projects in Wajir County, Kenya were based on the findings of the study.

The study concluded that the relation and implementation of planning process was done based on the overall goal of the County. The conclusion of the study was that planning for the project was guided by the mission and visions. The study concluded that there were enough tools for successful planning in Wajir County and that all project team members were involved in the planning process in the County. The study concluded that relationship between planning and performance of project was positive and significant.

The study concluded that effectiveness and proper communication enables easy decision making. The study concluded that effective, clear and timely communication is vital for the project performance. The study concluded that effective communication and project performance relationship was positive and significant.

Conclusion on the relationships between performance of the project and stakeholder's involvement was that they were positively and significantly correlated. The study concluded that there was effective participation by the stakeholders in project success in Wajir County. The study concluded that clear and proper representation of stakeholders in the County improves the project performance.

The study concluded that the relationship between technical capacity and performance of projects was positive and significant. The study concluded that employees had necessary skills and power to handle County tasks. The study concluded that proper, clear and effective resources improves projects performance.

The study concluded that the delivered product in Wajir County met the specification done in the planning stage. The study concluded that quality work was performed and that project cost was well estimated by Wajir County officials. The study concluded that projects were completed in time in Wajir County

Recommendations

The recommendations of the study were done based on objectives and conclusions of the study of the study.

The first objective of the study was to establish the effect of planning on project performance. Based on the conclusion made regarding planning, the study recommends that the county government of Wajir should equip employees with proper tools and equipments and concentrate constant training programs to improve their skills and knowledge. The study recommended that the county government should put into considerations the prerequisites of team members and address them adequately. The study recommended that managers of the projects should forecast the costs early enough to avoid surprises.

The stakeholders should be incorporated in the decision-making in every stage of the project performance. Resources would be utilised efficiently and any gap should be communicated early enough to the team which is concerned and this communication should be done frequently. To ensure that projects are within the timelines and budgets set, the county should concentrate on successful project planning and ensuring that there's enough technical capacity which should focus on ensuring that every activity is carried out as planned. The project scope should be well estimated and individual activities well-coordinated in the entire Project process.

The study recommended that project managers should involve all stakeholder in all levels of projects to evaluate at an early stages whether the projects costs, utilization of human resources, budget and timelines met the clients specifications. Due to increase in corruption in the County levels in Kenya, the study proposes the national government to consider incorporating more independent audit and frequent surprise checks on how the projects in the County are being handled. The study recommends that the County should ensure that the projects are sustainable in the long run by consideration to have considerable manageable projects.

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