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

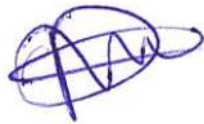**PETER MWANGIH MATHENGE**
**D53/OL/MSA/33200/2015**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) OF KENYATTA UNIVERSITY**

**NOVEMBER, 2020**

# DECLARATION

The project is my original research work which hasn't been submitted to any other university for award of degree.

……………………………………….                                ……………………………

Sign                                                                                          Date

**PETER MATHENGE**

**D53/OL/MSA/33200/2015**

I agree that the research project is work done by the student under my guidance.

………………………………………….                            …………………………….

Signature                                                                             Date

**DR. LUCY NGUGI**

**DEPARTMENT OF MANAGEMENT SCIENCE**

**SCHOOL OF BUSINESS**

**KENYATTA UNIVERSITY**

## DEDICATION

This project is dedicated to my family, brothers and sisters for your prayers and encouragement throughout this course. To God be the glory.

# ACKNOWLEDGEMENT

To begin with, I would like to thank God who gave me strength, wisdom and revelation to write this project. I am grateful to Dr Lucy Ngugi whose invaluable guidance, time and counsel assisted me to complete this project. I would also wish to thank my classmates who were always encouraging and supportive during the period of the study. I am also grateful to my friends who stood with me throughout the period of study.

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# LIST OF ABBREVIATIONS AND ACROYNMS

**ANOVA**     Analysis of Variance

**CDF**     Constituency Development Funds

**CIBD**     Construction Industry Development Board Malaysia

**CPV**     Cost-Volume Profit

**ENNDA**     Ewaso Ngi'ro North Development Authority

**FMP**     Financial Management Practices

**GDP**     Gross Domestic Product

**KEMFRI**     Kenya Marine and Fisheries Research Institute

**KMO**     Kaiser-Meyer-Olkin

**KPI**     Key Performance Indicators

**KU**     Kenyatta University

**M&E**     Monitoring and Evaluation

**NACOSTI**     National Commission for Science, Technology & Innovation

**NGO**     Non-Governmental Organisation

**PM**     Project Management

**PME**     Participatory Monitoring and Evaluation

**PMP**     Project Management Practices

**PPE**     Project Performance Evaluation

**PPP**     Public Projects' Performance

**RDB**     Rwanda Development Board

**SCH**      Sub County Hospital

**SDFP**     Somaliland Development Fund Projects

**SPSS**     Statistical Packaging Social Sciences

**TOC**      Theory of Constrains

**VSLA**     Village Saving and Loan Associations

**WASH**     Water, Sanitation and Hygiene

# OPERATIONAL DEFINITION OF TERMS

**Financial Management Practices:** Activities and arrangements dealing with how an institution makes financial decisions in order to improve financial status.

**Monitoring & Evaluation:** Systems for program and project managers to check whether project activities are being executed as per the plan and whether the objectives and outcomes are being realized while using the resources efficiently.

**Project Performance:** The project level of success based on the cost, time and quality performance.

**Project Management Practices:** Normal daily methods of performing administrative and management tasks and decisions applied in a project from it's beginning to the end.

**Project Planning:** It includes carrying out feasibility studies and scheduling of activities. It is the act through which plans are generated and implemented.

**Project Team Competence:** Ability of project administrators to execute activities to produce required goal

**Risk Management:** The process of risk identification, analysing and ensuring measures are in place to minimize their impact.

**Stakeholder Involvement:** This is the process of accommodating the views of the people who are likely to be affected by the management decisions the organization.

**ABSTRACT**

The performance of most projects in Kenya fails to meet the expected goal based on time and cost indicators. More than seventy percent of the implemented projects recorded time and cost variations. Most of Kenya's urban construction sector projects fail to achieve their objectives despite the many rules, regulations and the quality training of the consultants. In 2016, Mombasa County failed to deliver on its development public projects to the tune of forty seven percent. The study had the aim of exploring the effects of project management practices (PMP) on public projects performance in the county of Mombasa, Kenya. Specifically, the study sought to explore effect of planning, financial management practices (FMP), stakeholders' involvement, project team competence and monitoring and evaluation on public projects performance. The study anchored on systems theory as the core theory for the study. The design embraced by the study is descriptive research design. Collection of data was through open and closed ended questionnaires from a target population of 189. The sampling was done by use of a stratified sampling procedure and the sample size was 66 project officers. The researcher delivered the questionnaires to the respondent and picked them later after they were filled. Pilot study was carried out on nineteen project officers from the target population who did not participate in the study. The data reliability was determined by using the test-retest technique and reliability measures were analysed by calculating Cronbach's alpha coefficients. The data was analysed by use of qualitative and quantitative techniques. Qualitative data was analysed using content analysis. Quantitative data was analysed using descriptive and inferential statistics. The findings indicated that planning, financial management practices, monitoring and evaluation, project team competences and stakeholders involvement had a relationship with the public projects' performance (PPP) in Mombasa county. The conclusion of the study was that the performance of the project is partly caused by the planning, financial management practices, monitoring and evaluation, project management team competencies and stakeholder's involvement. It is recommended that planning of project be undertaken before commencement to ensure availability of resources and provide a roadmap for successful project implementation. It is also recommended that disbursement of funds should be done on time to avoid cost variations and interruptions of the project during implementation. It is also recommended that the government hires competent project managers who have the qualifications in project management (PM) in order to carry out proper planning and management of projects. It is further recommended that sufficient funds should be allocated to monitoring and evaluation activities. It is also recommended that stakeholders should be involved in the projects from the design stage and in the implementation for them to own the project and embrace the project outcome. It is also recommended that the government ensures more public participation in the management of public projects.

<center>**CHAPTER ONE**</center>

<center>**INTRODUCTION**</center>

## 1.1 Background of the Study

Project is a series of tasks, which are not routine, undertaken to produce a unique product or service which has a distinct beginning and ending point. A project is unique in that it produces a product or service that differs in some way from other products or services of same nature (PMI, 2017). Project management therefore is viewed as the use of information, abilities, devices and procedures so as to achieve the desired project requirements. These are applied in the whole project cycle that includes initiation, planning, executing, monitoring and controlling and closing (PMI, 2017).

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

The completion of a project in time, cost and quality successfully while managing the unique project environment is widely considered as the main concerns of project management (Kerzner, 2013). Developing countries are adopting regular project management practices. These include national systems of evaluation in the countries of Malaysia and India and project monitoring in Africa (Zvousche & Gideon, 2013). The aim is to direct and improve capacity of project management in all levels of government (Mackay and Moneta, 2016). In developing countries most projects have not been completed successfully. Large numbers of public projects which are financed

at high costs ends up not achieving the intended goals. These are issues that major donors like World Bank and Asian Development Bank have been raising concerns about (Jamil et al, 2012).

The implementations of financial management practices improve the performance of projects because of better skills to monitor business operations from the records (Siekei, Juma, & Aquilars, 2013). Majority of the new entrepreneurs are apprehensive of the idea of record keeping and accounting including financial reporting, budgeting and analysis. Building of capacity in project management in form of financial reports preparations, budgets, record keeping, increasing their financial knowledge and training in management, has indicated a good result on Project performance. In addition, the project market access is improved by strengthening the horizontal linkages with other project and vertical associations with bigger firms (Hogarth 2013).

Projects contribute highly in terms of economic and social development growth (Choge & Muturi, 2014). For instance, in Rwanda, construction projects contribute significantly to the economic development (RDB, 2014). According to the Ministry of Finance and economic Planning (2014), the development projects in Rwanda were budgeted at 784.1 billion Rwanda Francs in 2014-2015 financial year translating to 44.7 percent of the county's budget. The projects in Rwanda are plagued with delays in completion, over expenditure and failure of the end users and the stakeholders to accept them at the end of the project completion (Mwangi, 2015).

Abuya (2015) indicated that projects in Kenya face challenges during implementation phase specifically in meeting the expected project objectives. The indicator is lack of meeting the time, cost and quality of the project which is caused by inefficient implementation process. Kaniaru (2014) indicated that Kenya Vision 2030 and

growth of property market has led to increase in projects in Kenya since mid to late 2000. The Kenya Vision 2030 is a national development initiative whose objective is to change Kenya into a globally competitive and industrialised second world country able to offer quality life to her residents by the year 2030 in a secure and clean environment. The Vision was officially launched in July 2008. In the vision 2030, there are three key pillars and the flagship projects are contained in one of the pillars namely the economic pillar. The objective of the pillar is to develop the country at 10 percent growth rate and sustain the same until 2030 (Kenya Vision 2030, 2014).

In the past, the government or a contractor for the government used to manage or own projects in Kenya. Projects contribute significantly in development of the nation and requires huge capital outlays. The participation of County Governments in projects has broadly been embraced. From 2020 when government activities devolution started in Kenya, there has been increase in project management by counties. For example, Mombasa county has been undertaking projects in infrastructure, energy and water systems. The success and sustainability of these projects was found to depend on the associated management practices (Abdulrahman, 2019).

There are many studies conducted on the success factors critical to project implementation in the public sector. In Kenya, more research is required on how project management practices relate with the PPP. There exists a knowledge gap which this study aims to fill by studying the effect of PMP on the PPP in Mombasa County, Kenya.

### 1.1.1 Project Performance

Project performance is described as the total attribute of a project in form of its impact to the recipients and whether the intercessions are reasonable (Chandes & Pache,

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

There are many performance indicators of evaluating and measuring project performance. They relate to various element of customers satisfaction, time, cost, scope, business performance, the changes introduced by the client, safety and wellbeing and quality of the work. The most commonly used are the ascendant performance monitoring dimensions of quality, time and scope (Lee, Yiu and Cheung (2016) and Williamson, Fearon & Kelly (2014)). According to Alzahrani and Emsley (2013) evaluation of performance was done by those people who view it from a bigger perspective by use of indicators associated with the customers, stakeholders, the owners and public and private persons. According to Gwaya et al (2014) performance measurement should aim at providing opportunities for change which will eventually lead to performance improvement. This therefore means that project measurement needs to be conducted: for the entire life cycle, with purpose of always

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giving the correct condition, to guarantee that the set project goals are accomplished and to recommend upgrades in regions where achievement isn't being achieved.

According to Davis (2014), projects can be defined as challenged, failed or successful. Within this framework projects can be described as frustrated, disturbed, paralysed and distressed in the unwanted direction and depending on its status. Likewise, a project can be described as healthy, improved, progressing and satisfactory in the direction of the undesirable direction. Success can also be defined as very successful, quiet, extremely or somehow successful depending on the ascribed specialized definition.

According to Cheung, Yiu and Lam (2013) Australian system of evaluating project performance is by use of Project Performance Evaluation (PPE) while the United Kingdom use the Key Performance Indicators (KPIs). The KPIs are composed of indicators of project performance and indicators of company performance. According to Lop, Ismail and Isa (2017) the KPIs are more preferred for measuring performance of the projects however according to Kaniaru (2014) it has been found that the two criterion PPE and KPIs can be utilized for estimating of performance since they have same indicators

The factors that affect project performance can be categorized as internal and external. Economics, political, legal, natural disasters and technology are external factors. The project qualities, customer's attributes and customer's necessities are the internal environment that affect the projects (Luvale, 2018). Alzahrani and Emsley (2013) looked at success criteria as estimated by temporary workers or contractors, partners or stakeholders and customers. He discovered that the customers underscore highly fulfilling the necessities of other stakeholders, while contractors centre around

limiting project cost and term of execution. He likewise discovered that all project stakeholders put items fulfilling proprietor's needs as the principal criteria. Therefore, project performance can be viewed differently depending on the involved party's perspective.

The client and the project contractor have always been concerned on how to maintain a steady cost projection. Cost deviation from introductory cost plan, had been predominant on projects. Consistently, big organizations spend huge amounts on the innovative work about the most ideal mix of production or the most ideal capacity and features of their items and services. The effect of low quality on the cost of items and firms' profit and the measure of cost which ought to be paid for high quality has raised numerous significant concerns influencing cost bookkeeping, management of production, inventory network, stock management, wellbeing and security, quality control and future improvement (Amin, 2011).

Every organization has a goal to undertake successful tasks as measured against the customary 'iron triangle' of time, cost and scope (Basu, 2014). With this respect, techniques and tools assume an important job in management of projects. Nonetheless, note that the variables that would impact directly on finishing the projects of public sector on time are no frequently thoroughly discussed about since expenses and scope expectations are frequently given more attention (Shehu and Akin Toye, 2010).

According to Musyoka (2012), the factors that leads to success of a project are the adherence to the methodology of the project, activities of planning, carrying out good monitoring and evaluation, the skills possessed by the team managing the project and how well the stakeholders are involved in the project. However, the major

concentration should be on the final results of the project in the form of time, cost and the well-being of the project being considered as the main indicators of performance.

The subject of measurement of performance has been of interest to the scholars and experts. According to Yadav and Sagar (2013) the decision on the best technique to be used in the measurement of performance is arrived at after considering the elements such as the time and the budget required for the measurement, the extent of the data required, the reason for the measurement and the availability of the expected data.

According to Marques, Gourc and lauras (2011) to ensure good project performance a comparison between the expected and the achieved performances is required. He stated that when a difference is noted, the project management analyses the causes for it. The cause of the difference can be brought by setting targets which are not realistic (planning) or reasons emanating from the actual project execution. In most cases the difference arises from both causes. Marques, Gourc and lauras (2011) further observes that by controlling the current project as well as improving the historic information, performance of future projects can be improved through planning in the form of costs, labour allocation and schedules. The performance of projects is associated with the stakeholder's satisfaction, quality, cost and quality indicators (Larsen, Shen, Lindhard and Brunoe, 2016). PMI (2017) highlights the importance of monitoring and controlling of the project by the project manager throughout the entire cycle of the project. It is also highlighted by Cukwuemeka (2011) that the project manager should always ensure that all activities of the project are in conformity with the project cost, time and scope. He should also get a report on the performance of the project from the team managing it and ensure that the same is communicated to the

senior management and the stakeholders. He should also ensure that the budget and the cost of the project are controlled. This is achieved by evaluating the actual progress and comparing it to the expected progress on regular basis and at the right time. Any variance should attract immediate corrective actions be the project is completed

For the organisations that have adopted the use of project management, there has been a remarkable improvement in terms of resource utilization, the period of the project, the total cost of the project, interrelations between the departments and there has been a higher concentration on the quality of the project results (Mustafa, 2011). So as to accomplish set project targets, explicit management practices are done daily by the project managers. In consequence, it is believed that the practices may be different depending on the organization However, some project managers argue that PM practices especially in the construction industry does not really differ from one firm to another. This is so on the grounds that the normal expert practice in the construction profession requires following some set rules and expert morals (Bakar, Ramli, Tufail and Jyue, 2011). Therefore, any practice is used depending on the peculiarity of the environment and other social requirements of the current project. Since performance and the need for the ideal practices cannot be overlooked, it is the success of the project that credits the used practices as the most ideal and therefore be adopted for such projects (Bakar, Ramli, Tufail and Jyue, 2011)

Marques, Gourc and Lauras (2011) observe that the main considerations that would influence the individual project goals are as yet the ones that would influence the performance of the project, result or achievement. Project performance measurement should be carried out in order to clearly demonstrate the ideal practices among the

many. To comprehend the critical elements which lead to success of the project, it is imperative to consider the variables that lead to fruitful project management achievement, effective projects and those that reliably leads to effective projects (Yadav and Sagar, 2013).

In many government projects globally, the quality and submission of the finished product to the government plays a critical role in enhancing more financing in the future and continuity of such projects. Good quality and submission here means producing work or a product that meets the specifications perfectly and at the same time with prudent use of resources (Zheng, Shen, Song, Sun and Hong, 2017).

Miller and Lessard (2011) contend that a worldwide research on projects in engineering showed that those having challenges in performance were as high as up to 40 percent. According to Gupta and Agrawal (2013) projects in the construction industry in India are burdened by cost and time to as high as 60 percent while in the United Kingdom compelling obtainment, project execution capacity, guarantees by the government, and good financial conditions are important achievement factors for projects undertaken in partnership with the public and the private sectors. In Bulgaria, Alexandrova and Ivanova (2012) agree that capability of a project manager, skill of undertaking group, nature of subcontractor services, and top administration support as key to management of projects.

The lack of ability of timely completion of projects has been a major problem for a long period of time. A report in Malaysia showed Malaysian construction industry as underachieving (Construction Industry Development Board Malaysia (CIDB), 2009), as indicated by the achievements of public sector projects (Riazi and Nawi, 2018) and the government agency time performance (Abdullah et al. 2010). Customary practices

still rule the Malaysian construction industry (Shukor et al., 2011) and also the earnest requirement for industry change has been reflected in the Malaysian Construction Industry Master Plan 2006-2015 (CIMP, 2007). In Vietnam, the construction projects have been growing steadily. This has been caused by demand for houses by foreign investors and the continued growth of the economy. While a portion of the projects are effectively executed, others confronted challenges (Bui &Ling,2010). According to Oluwale and Sun (2010), the introduction and availability of project control techniques and software has not lead to projects being completed on cost and meeting the time deadlines.

According to Owolabi et al. (2014), performance of projects in Nigeria suffers from various causes. Most of the projects experience delays in their execution. The delays are due to poor financial management to fund the project fully, changes in planning while the project is in progress and slow decision making.

Similarly, performance of projects in Uganda has been affected by various factors. Alinaitwe, Apolot and Tindiwensi (2013) stated that the reasons for the time increase and run away of cost in Uganda's public projects are caused by variation of specifications of the material or scope of work, weak monitoring and control mechanisms, unqualified supervisors and delays in paying the contractors or suppliers.

In Kenya, delays in completion of projects in the government are many and are caused by inherent corruption and disorganized structures of reporting in the public sector (DFID, 2013). In Kenya, construction industry projects contribute up to 5 percent of the National Gross Domestic Product as announced in the Monetary Study and contributes 10 percent of national employment (Republic of Kenya, 2010a).

According to Muchungu (2012) use of project management systems in Kenya is required as a tool of project planning in order to increase project performance.

Project performance has been negatively affected due to lack of good management practices. According to Seboru (2015) performance of projects in Kenya experience planning problems. Most of the road construction projects delayed as a result of insufficient planning or scheduling, moderate decision making and administration in the customer's association.

Despite the fact that performance of a project is influenced by several factors, this study will concentrate on the existing relationship between PM practices and performance of project with more focus on planning, financial management practices, monitoring and evaluation, project team competence and stakeholders' participation. The parameters of cost, time, user satisfaction and quality will be used to measure the performance of projects in this study. The study will examine a cross-section of projects undertaken by Mombasa County government.

### 1.1.2 Project Management Practices

According to PMI (2017), PMP are the abilities and methods of designing, arranging and overseeing project activities in the entire lifecycle of the project to meet the objectives of the project. It is further explained that project management practices are the ideal way presently perceived by project managers to accomplish a set goal. It is an idea that affirms that a system, technique or procedure, acquired through research and application, is more powerful than others at conveying a specific result, strategy or procedure when executing a project. Menoka (2014) described project management practices as the usual daily methods of performing administrative and management tasks and decisions. It is the standard or anticipated methods for coordinating and

organizing project inputs by approved or proficient persons to accomplish set project performance as far as the time, cost and quality goals are concerned. Crawford (2014) depicts best practices in management of projects as ideal methods for performing tasks to accomplish higher performance.

The project management practices are adopted prior to the commencement of the project and progresses in all project cycles up to the time the project is finished to the expectations of the customer (Kerzner, 2013). They are attempted and tried from past encounters and lessons learnt and have been rehearsed and improved to create predictable results. They are recorded as baselines, models and measures (Karim 2012).

According to Crawford (2014), the management practices vary subject to the organization, type of project, project objectives, and extent of desired performance. The success of the practice is dependent on the outcome of the performance. A firm adopts the Project management practices that enabled it to accomplish an activity or a project in an effective and efficient manner (Miller & Lessard, 2016). According to Ochenge (2014), there are project management practices that determined the project performance. They include client involvement, support of top management, competent staff, availability of resources, efficient planning and mobilization of resources, project risk management realistic expectations, managing issues that arise from project teams, monitoring and evaluating project progress, clear vision and objectives, competence in technology and managing scope among others.

There are project management practices which are applicable to many types of projects. They include planning, monitoring and evaluation, financial management practices, stakeholders' involvement and the project team competence (PMI 2017).

This study adopted these practices to investigate their effect on performance of the projects in Mombasa County.

Project planning is the first step of Project Management with stages such as conducting a feasibility study, developing a master plan and creating of a planning team. In plan development, it is normal to use a strategy on either cost or time control. This depends on the planning policy adopted by the organization (Adek, 2016). In most of the huge projects, scheduling is done in form of time and costs which are important dimensions during monitoring, planning and bookkeeping. In these cases, the combination of time and cost data is important (Marren, 2016). Project planning includes coordinating various project elements so as to ensure success of the management of the project (Mukhwana, 2013). Mukhwana (2013) explained that it is in the planning stage that the various elements of the project are organized to in order to yield success to the entire project management process. The planning includes the distribution of the many tasks that requires to undertaken in the project, assignment of roles to the human resource available, acquisition of resources and establishing schedule of activities (Nyabera, 2015).

Risk analysis and management is a critical element of project planning in order to handle uncertainty and unexpected events effectively with the aim of achieving a successful project (Mwangi, 2015). Risk in a project is an uncertain occurrence or condition whose happening can impact any of the project objectives of time, scope, cost and quality either positively or negatively (PMI, 2017). The failure to implement policies, plans or projects is a major weakness of contemporary planning in developing countries (Achuenu, 2019). When a project does not result in change necessary to achieve desired goals and objectives, then it is meaningless. Goals and

objectives have to be transformed into action and it is their implementation that provides progression from plan to action and to changes in social, economic, and physical environments (Usman, 2014). The implementation phase principles are a process which assists in improving project delivery. It is the third segment of the project life cycle management.

According to Public Finance Management Act (2012) public projects are funded by tax payers through government budgetary provisions that allow withdrawal of funds from the consolidated fund. The objective of public finance management is to ensure that the scarce resources are utilized effectively and efficiently. This starts with budgeting for recurrent and development expenditure. Finance is a major resource in any project required for it to be implemented and should be well considered and planned if the projects have to survive. Financial management involves establishing the systems of effective and efficient management of financial resources so as to meet the objectives and goals of the organization (Chung & Chuang, 2010). It aids the organization to improve its financial position by use of financial control tools like budgetary control, Cost-Volume Profit (CVP) analysis and ratio analysis (Zyvalová, 2017).

Financial activities should be planned for, recorded, monitored and controlled for the project to succeed. They include financing, financial reporting, working capital, investment, accounting information systems and analysis (Mathuva,2015). According to Hoe (2010), the financial management elements includes financial planning, control, accounting and analysis, management accounting and capital financial planning. Financial management is the function of an internal control system and the project manager, stakeholders and project team members should review it regularly

(Kamwana and Muturi, 2014). By controlling the project budgets, one will be assured that the project will be kept within the forecast cost from the beginning.

According to Ofori (2013), financial management requires the project manager to approximate and plan for liquidity demands for the given period of time and to plan how financing needs may emerge under various circumstances, including worse conditions. Chen et al (2011) emphasizes that sufficient allocation of funds is required for the project to successful. Jackson (2010) emphasized that the availability of project funds is a critical factor that affects delivery of a project. Financial management is therefore a very significant factor of corporate finance because it affects the performance of the project (Atrill, 2013).

M&E are among the vital practices of project management. They tend to be increasingly critical with increase in size and complexity of projects. All in all, majority of the institutions see them as a requirement for audit purpose but not as a project management tool (Rahab, 2017). Kahilu (2010) observes that M&E is important as a project management practice since it identifies the variance from the project objectives and proposes the best way of correcting them. In such a way, M&E is very significant in projects of changing demands like in the public sector. The contribution of M & E to the effect of project performance require more research (Harold, 2013). Monitoring involves the usual task of gathering and analysing data in order to investigate progress of a project in comparison to the planned objectives checking consistency to set standards. It involves getting the right data with little effort so as to make sound decisions timely (Gudda, 2011).

Monitoring assists management to recognise patterns and trends which at the end helps the management to reach a sound decision. Once sufficient data is collected, it

would be easy to use it for analysing and evaluating and also for reporting purposes. The data also helps to analyse how well the project is progressing towards the set objectives (Gebremedhin, Getachew, & Amha, 2010). Through monitoring, the stakeholders get the feedback of the project progress which they can use to make decisions on how to improve its performance (Nyakundi, 2014). Evaluation is the determination of the effect of the results and identifying the effectiveness of the outcome. Its purpose is to determine in a systematic and deliberate way without bias the effect, sustainability, adequacy and effectiveness of the project. It contrasts the effect of the project to the predetermined goals in order to evaluate how sustainable and relevant the project is (Waithera and Wanyoike ,2015).

According to Muller, Geraldi and Turner (2011) the competence of the manager in any project needs to be considered when assigning a project manager to any given project. Similarly, Mir and Pinnington (2014) echoed that manager's competence is crucial for project success by indicating that manager competence is important in the project implementation. In a study carried out by Muller, Geraldi and Turner (2011) manager's competence was found to directly relate with the success of the project and more so the competences required in project resource management.

The effectiveness of the traditional project management practices, tools and competences have been criticized globally due to increase in project failure (Ren, Deng and Liang (2018). According to Jiang (2014), and Zhang and Fan (2013), human elements were featured as the principle determinants of project performance. Leadership competences are necessary more than the convectional project management (Chaudhry, Kalyar and Rehman 2012). The competencies help project managers understand the various unique factors of the project, forecast difficulties and

opportunities and adjust them to be in line with the expectations of the numerous and distinct project stakeholders (Chaudhry et al., 2012). The knowledge, abilities and the understanding that an individual brings to the job is what constitutes his competence. Competence is the underlying characteristics in a person which form the ability to perform a job. It is also described as the capacity to undertake activities within the work environment to the expected level of performance in employment (Bredillet, Tywoniak and Dwivedula, 2015).

For the project managers to succeed in the current competitive business environment, they require good skills to lead the project teams towards a successful and competitive management of the project (Crawford, 2014). The achievement or the disappointment of the project depends on the abilities of the project team. The most important skills of a project manager have not been agreed upon. It is argued that technical experience is the most important for a successful project though other scholars have argued that it is the interpersonal or the soft skills that are more important. Others believe that the technical and the leadership skills are also important for the project to be successful (Zhao, Seibert and Lumpkin, 2010).

Many institutions are embracing stakeholders involvement as a good practice of project management (Rahab, 2017). This leads to increase in the quality of goods and services. The increase in quality of the products also increases the project or service sustainability. Very little research has been done on how stakeholder engagement contributes to minimizing the degree of project risk and maximizing the project value to assist in providing sustainable projects in a sustainable manner (Menoka ,2014). Most of the past researches focused on the factors of success and failure of the project with minimal concentration on the process and its effects on the project performance.

There is therefore a great need to gather knowledge on how the whole project cycle is implemented by various stakeholders and the application of the management practices as well as their effects on the performance of the projects which is the focus of this research.

### 1.1.3 Public Projects in Mombasa County

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

According to annual development plan for the county of Mombasa for the financial year 2017/2018 (2018), the county government-initiated construction of hospitals in Kisauni, Nyali and Likoni sub counties. Health projects undertaken during the period between 2016 to 2018 include construction of health facilities, perimeter wall and sewerage systems, refurbishment of health facilities and installation of health information system. The transport and infrastructure department built a total of 37.4km of roads through several projects in the county. The department also constructed Aldina - Kwang'ombe and Rungu bridge. There were several

infrastructural projects ranging from construction of access routes, roads, jetties, bridges, and sanitary facilities and maintenance of roads and buildings. The education department undertook eight construction projects within the county which involved construction of classrooms, dormitories and staffrooms within the county.

## 1.2 Statement of the Problem

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

In Kenya, many projects are victims of increased cost, lack of timely completion and the work is done poorly (Choge & Muturi, 2014), These are manifestations of lack of effective management practices on the projects, lack of measures to ensure adherence to project cost and in overall inadequate project planning and considerations (Zwikael & Ahn, 2011). For a project to overcome all these challenges and be able to deliver on the desired objectives, it is crucial that management practices are implemented irrespective of the size of the project (Hwang et al, 2014).

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

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

There is a research gap since no study has been conducted on the effect of PMP on public activities performance in Mombasa. This study seeks to bridge the gap by exploring effect of PMP on public projects performance.

## 1.3 Research Objectives of the Study

### 1.3.1 General Objective

The general objective of the study was to assess the effect of project management practices on the performance of public projects in Mombasa County, Kenya.

### 1.3.2 Specific Objectives

i. To investigate the effect of project planning on the performance of public projects in Mombasa County, Kenya.

ii. To investigate the effect of financial management practices on the performance of public projects in Mombasa County, Kenya.

iii. To investigate the effect of monitoring and evaluation on the performance of public project in Mombasa County, Kenya.

iv. To investigate the effect of project management team competence on the performance of public projects in Mombasa County, Kenya.

v. To investigate the effect of stakeholders' participation on the performance of public projects in Mombasa County, Kenya.

## 1.4 Research Questions

i. How does project planning affect the performance of public project in Mombasa County, Kenya?

ii. How does financial management practices affect the performance of public projects in Mombasa county, Kenya?

iii. How does monitoring and evaluation affect the performance of public projects in Mombasa county, Kenya?

iv. How does project management team competence affect the performance of public projects in Mombasa county, Kenya?

v.     How does stakeholders' participation affect the performance of public projects in Mombasa county, Kenya?

## 1.5 Significance of the Study

The study's intention was to investigate how the PMP affect the PPP.  The study came up with findings which will be a source of valuable data for reference and guidance. The data from this study will be broadly applicable and helpful to various stakeholders.

The government which traditionally has the responsibility to oversee development of corporate governance and practices in the public projects in the country will benefit from this study. The project managers and the management team need to understand the management practices that are currently emerging in the business world and understand their effect on the performance of projects be it positive of negative effect. With this knowledge, it is easy for the project management team to monitor the implementation of the best practices in a project and also ensure that their efforts are focused on the right practices that will bring forth the desired project success.

The achievement of projects is evaluated in form of time, quality and expenditure of the project. Most of the projects exceed their duration, cost and at times produce a poor-quality work. It is therefore important to understand the factors that affects the time, cost and quality objectives of any project. With such knowledge, the project managers, stakeholders and the client will monitor those factors to ensure better performance of the project.

The economic development depends on the success of the projects undertaken by the government and other entities. It is therefore important that more innovations be made in the field of project management so that projects would in future increase their

success rate. This study was of great importance to scholars who are catalysts of future project success since it provided insight on the activities of management that promote good project performance. It also forms a basis for future studies that would in future promote the knowledge base on project management.

## 1.6 Scope of the Study

There are numerous project management practices adopted in various project management processes. This study concentrated on the effect of planning activities, financial management practices, monitoring and evaluation, competence of project team and shareholders involvement on the performance of public projects specifically in Mombasa County. The study examined a cross section of public projects undertaken by the Mombasa County. The research project covered projects undertaken by Mombasa county government in the departments of transport and infrastructure, health and education in the period between 2016 to 2018.

## 1.7 Limitation of the Study

The respondents caused several limitations to the research study. They were not willing to give information since they were not sure of the purpose of the research. The respondents also felt that giving information on the areas where the projects were not performing well would be jeopardizing their bosses. However, the respondents were assured that the only use of the information would be for academic purposes but not for any other purpose. They gained confidence after reviewing the introduction letter from the university and also the permit for research from the National Commission for Science, Technology & Innovation (NACOSTI).

Some respondents were also not taking the study seriously as they failed to understand the objective behind undertaking the research on the projects. It was

explained to them that the research findings would be beneficial to the county governments as it would add more knowledge in management of projects hence leading to better project performance. It was further explained to them that successful projects lead to better service delivery for the common good of all stakeholders. The respondents thereafter cooperated with the researcher during the study period.

## 1.8 Organization of the Study

It is organised in five chapters where the first one focused on the study background, problem statement, the purpose and the objectives of the study, research questions, the significance, limitations and the organization of the study.

Second chapter focused on review of the literature starting with an introduction, theoretical review and empirical review. Empirical review is discussed as follows; planning and project performance, financial management and project performance, project team competencies and project performance, monitoring and evaluation and project performance and stakeholders' involvement and project performance. The chapter also presents the, conceptual framework, and summary of the literature review.

Third chapter focused on the methodology of the research used in the study. It starts with the introduction followed by design for the research, population targeted, size and technique of sampling, instruments used to collect data and pilot study. It also indicates the methods used in processing, analysing and presenting data and ethical consideration

Chapter four focused on analysis and interpretation of the data and the last chapter covers the summary, conclusion and emerging study recommendations. The summary

was discussed in form of the research questions highlighting the major findings. The conclusion and the recommendations were discussed in regard to the study objectives.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This chapter highlights the literature by other scholars and researchers on the aspect of effects of PMP on performance of the public projects in the region while at the same time trying to relate it to projects in Mombasa County. It reviews literature that is related to both the general and specific objectives of the research. Other areas covered will include basic theories related to this problem, critical review, summary, gaps to be filled and the conceptual framework.

## 2.2 Theoretical Framework

## 2.2.1 Systems Theory

The systems theory was conceptualized by Karl Ludwig von Bertalanffy in 1928 and Ross Ashby developed it further in 1956. He used the theory to explain biological sciences. The theory has since then been adopted in other fields of studies including in project management. The systems theory looks into the interrelationships between components inside a system and the manner by which these interrelationships can be streamlined so as to increase the working of the whole system. It advocates that all organisations components are interrelated and integrated. The open system doesn't operate in seclusion but exists in an environment, which is the larger system to which it belongs, that influences its functioning (woodside, 2010). According to the theory, all large institutions are assumed to be constituted of many subsystems receiving input from several others and transform them into outputs through other subsystems.

The theory is described by an input-process- output model which has a feedback loop from the environment into the system information received from the output and then a

feed back to the input. The project control and the required competencies are the feedback systems required in the system (Haslett and Sankaran, 2009). These factors are likewise impacted by different perspectives inside the environment that yields to time, cost expenditure and deviations from the desired timelines, standards, and quality elements. The way these factors interact with each other makes the project special and unique in its own way. The project managers deal with complex systems comprising of many stakeholders, nonlinearities, multiple interdependencies and feedback systems.

Previous researches in project management have used the theory of systems. The theory was applied by Kioko (2017) in Machakos County in a research that sought to examine the achievement made by information systems of financial management project. Xavier (2018) used open system theory to study the way PMP impacted on achievement of Kenya power projects.

In this study, system theory is applied in the condition that a project can be viewed as a system with an input- process- output model. The performance of the project is the output of the system. The inputs to the system are variables such as project planning, financial management practices, and stakeholder's involvement. The control measures and the project team competencies are the feedbacks to the system by providing the factors required to improve project performance. In this study, systems theory was applied as anchor theory to project performance and will guide the project management to identify how the project management practices interrelates with each other, how they affect the projects and how they can be used in order to produce successful projects in Mombasa county.

### 2.2.2 Competence Theory

Competence theory was established by McClelland and McBer in 1980s. They described competency as the primary characteristic of a person that is normally associated with a higher performance in a job or circumstance in reference to some set criteria (Cicmil and Hodgson, 2006).

The theory explains the need for the project managers to be equipped with the technical, conceptual and interpersonal skill which are the required management skills for executing their projects. In this study, the theory is linked to project team competence variable. The managers should possess the managerial skills to supervise the management team and other people working in the project. Similarly, the project manager needs to have the technical skills. These are the abilities that are gained through experience and learning. A project manager with good interpersonal skills will be able to relate well with the members of the project management team, the stakeholders of the project, client and the contractors. Conceptual skills assist the manager of the project to comprehend the concepts of the project, develop new ideas and ensure the execution of the project to completion.

The theory was useful in establishing the management competencies as a core resource in the performance of public projects. This theory emphasizes on core competences for sustainable performance of public project. The theory is focused on skills, abilities and experience. This theory guides the project management team to identify the required skills for the execution of the project in order to improve the performance of public projects in Mombasa

### 2.2.3 Theory of Constraints

The Theory of Constraint (TOC) is a philosophy developed for the management study by Goldratt (1974). Managers can effectively manage institutions through consideration of system thinking and constraints management as demonstrated by Kohli & Gupta, 2010 in the theory of constraints. The theory identifies bottlenecks in the process and system for the purpose of improving performance. The theory recognises four elements of time, cost, scope and quality of the project as the main constraints that affect the project performance

The theory assumes that there is mostly only one factor in the system that is limiting it to achieve most of the goals. This delimiting factor must be identified and the whole system be managed while considering it (Wangechi,2016). The TOC concentrates on three levels of organization change which are the mindset, measures that drive it and the organization methods (Gupta and Agrawal, 2013).

Every project has constraints that affects its performance. These constraints manifests in form of either scope, time, budget or knowledge of the team. These constraints must be overcome for the project to succeed. To overcome them, the project manager needs to identify the constraint, examine it, add resources to it and thereafter make modifications to expand the capacity of the constraint. The process involves the contributions from all stakeholders in order to overcome the constraint (Eliyahu, 2013).

Muchelule (2018) indicates that project management involves many stakeholders where needs and constraints bring many complication and therefore the needs have to be managed. Managing projects is not easy since they include three opposing and different constraints of time, scope and cost which are the embraced dimensions of

project success measurement (Muchelule, 2018). Project managers need to identify the critical constraints and devise ways of managing them.

Kapsali (2013) identified that the methods of traditional project management have been discovered to be deficient in most projects with high levels of risk and complexity. He recommended that project managers should identify and manage constraints in all project cycles and devise ways of reducing complexity and uncertainty levels.

According to Ondari & Gekara (2013) an increase in project cost is commonly caused by delayed project completion. Nyangilo (2012) observed that more than 70 percent of implemented projects are delayed in terms of time. The time delay then leads to increase in costs of the project. In this study, all causes of time delays in Mombasa county projects will be identified during the planning period and measures developed to mitigate their effect on the projects. This theory therefore guides the project management team to identify the time constraint, during the planning phase, in the process and systems for the sake of increasing the performance of public projects in in Mombasa County, Kenya.

### 2.2.4 Stakeholders Theory

It is a theory by Freeman (1998) that addresses the management of a firm and the ethics of the business that guides on the acceptable values and morals required in managing a firm. Oakley (2011) describes stakeholders theory as an important theory that helps to understand a firm in its environment. The theory ensures that the managers do not only focus on the profit maximization roles but also identifies the input and output model of the stakeholders and also consider the interest of other non-stockholding groups. According to Bondy and Matten (2011), stakeholders theory

explains values and morals in the management of parastatals. The theory argues that the firm should consider all its stakeholders such as the community and the customers.

According to Muchelule (2018), the communities want the parastatals to make high charitable contributions at large. The capital investors want low risk and high returns while the customers wish for low prices, good service and high quality. The decision of the parastatal should therefore be a trade-off between these conflicting and inconsistent demands (Johnson, Scholes & Whiting, 2008). Therefore, the manager has to support the key groups by aligning their interests to the objectives of the parastatal.

Stakeholders theory argues that the parastatal has a binding duty to put the requirements of other important parties first and to increase value for them besides the owners or shareholders as seen in the traditional view of a parastatal (Miles,2012). The theory identifies these groups to include customers, employees, suppliers, financiers, communities, political groups, government bodies, trade unions and associations and competitors. Stakeholder's theory enables the project manager of public projects to recognize everybody involved in projects who contributes to the success of the projects.

However, the theory does not set criteria on how best to understand the setting and executing hence prompting rise to other methods of achieving it (Adan,2012). Despite the fact that the theory has the capacity to recognize and categorize stakeholders, other authors criticize that the theory's categorization method broadly concentrates on heterogeneity across categories rather than within categories hence leading to wrong understanding by some members and their categories (Wolfe & Putler, 2012).

The weakness of this theory was highlighted by Fassin (2008) in that several individuals may belong to one or more stakeholder groups simultaneously. This is as a result of a person holding several roles at the same time either in a subgroup or across all of them. Such persons would influence the project in different ways at different times according to the roles they are having at different times (Kobusingye, Mungatu and Mulyungi, 2017)).

The theory has the weakness of categorization since the process is deemed subjective where the stakeholder's groups are influenced by their origin, surrounding area or people with interest in the process (Morrow, 2016). Also, the interest, influence and the power of the stakeholders changes with stages and therefore it is difficult to generalize the stakeholder's information.

According to Olander (2007), the definition of the theory by Standford has been found to be very narrow and the definition by Freeman has been found to be very broad. Freeman defined stakeholder in a very wide way such that it includes almost everyone Lu et al. (2013). The definition is refined by Clarkson (1994) to mean those people at risk due to the investment of the firm or as a result of the firm's activities.

The theory is applied in this study by identifying the various stakeholders involved in the execution of public projects in Mombasa County, identifying their roles and expectations and incorporating them in the project management so as to improve the performance.

## 2.3 Empirical Review

### 2.3.1 Project Planning and Project Performance

In a review by Serrador (2013) on the effect of project planning on the performance of project in Canada, the research sought to find the project performance roles in form of

resources and time used in the planning process. The methodology adopted in the study was meta data analysis and analysed 280 books and papers. The findings of the study were that where planning was done at any level of the project, the performance was highly improved and that there should be moderation on the planning activities in the project to avoid excessive or shortage of planning of the project.

In a study by Ogero (2014) on the factors of PM computerization system on the running of construction industry activities in Nairobi, the study purpose was to look into the role of project planning on project performance. The study population was 98 firms in the construction industry. Information was gathered by use of structured questionnaires. It was found out that work breakdown structures, resource allocation, adoption of work scheduling and Gantt chart contributed positively to the performance of projects in Nairobi County. Thus, this study endeavoured to know the effect of other PMP on the PPP in the Kenyan county of Mombasa.

Marren (2016) studied project planning and performance of health projects in Gedo region in Somalia. The study endeavoured to find out how planning of project affects project performance. The study used 50 workers of world vision in the health projects as the sample size. The study came up with the various elements of planning that had an influence on the performance of projects in Gedo area of Somalia. These were how prompt the required resources were availed to the project, sufficient scheduling, the satisfaction of the employees in the project and the appreciation of the project timelines by the stakeholders.

Anunda (2016) studied determinants of success of the human immunodeficiency virus projects implemented by Non-Governmental Organisations (NGO) in Nairobi County. The study assessed the effect of planning, stakeholder engagement, funding and

organizational leadership on the performance of projects. A research design which was descriptive was adopted in the study which had targeted populace of 347 projects that were being implemented by 112 NGOs within Nairobi County in the health sector. The study had a sample size of 94 NGOs and used the questionnaires to collect data. Quantitative data was analysed via descriptive statistic through SPSS. The findings were that effective planning, stakeholder's involvement and organizational leadership promoted the performance of health projects working in HIV/AIDS. The study recommended that the planning team should consider resource planning to avoid abandoning projects midway. It was found that adequate funds should always be allocated to the project in a predictable manner. It was further asserted that risk management should be an integral part of planning which should allow for flexibility. The stakeholders should form part of the decision-making team and conditional leadership be used as a tool for the management of the project. The study by Anunda (2016) is based on the health sector projects which are highly prioritized in the community due to their influence on the peoples' wellbeing. The projects are also done by the NGOs whose management is different from the public sector. The findings are therefore expected to differ with the projects undertaken by the public sector in Mombasa County.

Nyingi (2017) conducted a research to investigate how project management practices influenced performance of CDF projects in Kasarani Sub-County-Nairobi County. The study sought to investigate how project planning affected performance of CDF projects. Descriptive survey design was used in the study which had a total population of 70 members being 10 CDF committee members drawn from the five constituency wards and 60 maternity hospital staff. The study had a sample size of 70 respondents and used open and close-ended questions to collect data. The study concluded that

project planning moderately influences the good achievement of CDF projects. The study recommended that the CDF board should prepare documentations and manuals guiding on project planning and develop project policies.

Kweyu (2018) studied how PMP influenced performance of Kenya Power projects in Nakuru. The study sought to investigate how project initiation, execution, planning and control processes influence the success of last mile project performance. The study used descriptive research design and had a population which consisted of five departmental heads and 148 Kenya Power staff. The data was collected using interviews, and research questionnaires. The study found out that project initiation, planning, execution and project control aspects affects the performance of Kenya Power projects. The study also found out that one-unit increase in project planning aspects increases the performance of Kenya Power Last Mile Connectivity projects by 0.208 units.

The study recommended to Kenya Power to consider the aspects of project management processes in the order of project initiation, project control, execution and lastly project planning. The study did not consider other factors that affects the performance of the project like the management team competence, M&E and stakeholders involvement which have an effect on the achievement of the project hence this study will investigate them in addition to planning variable.

## 2.3.2 Financial Management Practices & Project Performance

Kogi (2013), studied elements that lead to good implementation of the projects in the construction industry in Nairobi. Specifically, the study focused on the impact of the levels of funding on the projects' implementation. The study target population was 37 composed of various stakeholders in the construction industry including the project

owners, managers and the contractors. The study adopted descriptive research design and field survey design. Questionnaires were used to collect the relevant information of the study which found that one of the important element in construction projects is funding. It was found that funding should be done on time and in a predictable manner to avoid delays in project implementation. The funds should be enough for the project purposes. The study also found that the project cost should be controlled to ensure that the cost does not exceed the budget. All necessary precautions should be engaged to ensure that cost does not escalate in the implementation period.

Ngugi (2015), studied on the connection between control of budget and achievement of CDF in Machakos county. The study target population of 24 which consisted of 8 CDF chairmen, 8 CDF secretaries, and 8 CDF fund managers (one from each constituency). The county has 8 constituencies. The study adopted descriptive research design. Semi- structured questionnaires were utilised to gather information. The study established that proper planning of budgets, control of budgets and budget analysis has the capability to assist firms attain set goals and also streamline roles.

Cheluget (2017) conducted a study to find out role of FMP on meeting the goals of projects in Uasin Gishu County. Structured questionnaires were utilised to gather information. A sample size of 87 respondents was used through stratified sampling technique from 31 projects in the county. Ex post facto research design was adopted in the study and statistics were used in data analysis. The study found that budgeting and financial reporting had a positive influence on project performance.

Gashuga (2017) studied connection between funds management and achievement of projects in Rwanda. The study sought to investigate the influence of budgeting, fundraising, funds allocation and funds control on project performance in Rwanda.

The study adopted descriptive research design and applied qualitative and quantitative methods of data collection. The population of the study comprised of 91 employees. The questionnaires were utilized to collect the data. It was found that funds allocation, funds control, budgeting and fundraising affected project performance in Rwanda positively. It was further found that budgeting activities assisted the organisation to priotize the projects and control expenditure hence to undertaking of the most viable projects which leads to economic growth. With the financial reporting, the study found that it was a critical element of financial management that assisted the stakeholders to evaluate how prudent funds have been used in the past and how successful would be the future management decisions.

These studies focused entirely on the financial management practices in isolation of the other management practices. For a comprehensive study, this research endeavoured to examine the connections between management practices and the achievements of the public projects while including the financial management practices as one of the variables.

**2.3.3 Monitoring and Evaluation and Project Performance**

According to Armstrong, Davis, Liadze, and Rienzo (2013), evaluation was found to enable assess whether the objectives of the project were realized, how efficiently and effectively they were achieved and to determine the project's impact. It assisted to integrate the learnt lessons into the process of decision making. It additionally assisted in identification and focusing on the impact of the project or the program during the implementation period. It includes the regular gathering and assessment of information concerning a particular project, program or organization. The purpose of conducting M & E is to do research, to check compliance with the existing regulations

and standards, for status assessment, and effectiveness measurement (Muriungi, 2015).

Kimweli (2013) conducted a study to examine role of M&E practices on meeting the objectives of food supply activities sponsored by the donors. It was found that there was no involvement of the community in the activities of M&E. It was further found that M&E contributed significantly to the performance of the projects and it needs to be applied in addition to other project management practices. The implementors of the project should endeavour to ensure that the community is trained in order to understand and take part in M&E.

Muriungi (2015) conducted a research to investigate how state corporations are influenced by participatory monitoring and evaluation practices, programs among government corporations. The research focused on Ewaso Ngi'ro North Development Authority. The research sought to investigate the challenges, purpose, tool and procedures that ENNDA was utilizing to advance use of participatory monitoring and evaluation. The population for this research included 161 respondents. The study had a sample size of 113 respondents. The questionnaires were used to collect the data which was analysed by use of SPSS. The study found that PM&E contributed to ownership of the project, empowering the client and improved sustainability and inclusivity of the project.

The study further found out that the effectiveness of PM&E on the performance of government programs is hindered by insufficient time, skills, funds, workers, technology, sensitization and poor infrastructure. The study focused on one variable and one state corporation. The study findings cannot be extended to other projects

since the study was done on only one corporation. This project will cover various variables and seek to find out their influence on a wide range of projects.

Wambura (2016) studied the influence of M&E on the performance of Village Saving and Loan Associations' projects in Kwale County, Kenya. It was found out that M&E influenced the implementation of VSLAs projects. In the study, it was further explained that the input of M&E had an influence on setting of goals and objectives, plans, strategies, financial activities and the engagement of the stakeholders which consequently assisted in the execution of VSLAs. It was further found out that the use of M&E practices assisted in capacity building of the human resource of the organization in proper management of the projects hence improving their performance. It also assists the organization to track the progress of the project to ensure that it is meeting its set objectives as initially set in the plan. With the input of M&E, an institution will explore all the possible risks and opportunities associated with public projects and define a means of dealing with them. M&E helped in attracting project funding from the donors due to increased accountability and confidence on the project activities. The study failed to consider the direct M&E effect on performance and also the effects of other variables on performance of the project.

In a study by Jamaal (2018) on the role of PME on performance of projects in Kenya Marine and Fisheries Research Institute. The research was conducted in the Kenya coastal area of Mombasa with use of descriptive research design. The study conducted a census on a population of 144 employees of KEMFRI. The data was gathered by use of structured questionnaire. The study found that training, availability of financial resources and quality management capabilities were the influencing components of

PME process which yields to successful projects. The study was carried out on monitoring and evaluation variable. The effect of planning, stakeholder's involvement, financial management practices and project team competences on project performance were not considered. There is therefore need to study the effect of the other variables on performance.

### 2.3.4 Project Team Competence and Project Performance

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

A good project manager should have the skills, the personality and the ability to perform (Bredillet et al, 2015). According to Karanja (2014), the project management team should have skills on safety, quality, supervisory, risk management and conflict resolution, leadership, organizational, communication and feedback systems and a mechanism to control the work of the subcontractors.

Carbone and Gholston (2014) conducted a survey on education programs in project management from certificate, graduate to organizational programs. The survey was

conducted on the practicing experts in regard to training in the management of projects. The survey findings were that there exist graduate and certificate programs covering the needed knowledge areas in project management. For the organizations that took part in the survey, it was found out that less than half of them had project management training programs for their staff. Formal training of project managers geared towards developing their competencies for the project management role is not usually observed since most managers rise to this position after promotions, based on their past achievements and experience, and then some form of training is provided after the promotion.

In the study by Carbone and Gholston (2014), 41percent of project managers who participated in the survey felt they had been prepared by their organizations for their role. Of the trained project managers, 73 percent indicated that they had been adequately prepared for their role by the training. Among the seven companies that took part in the survey, only six had an official manager title and only three had a defined manager career path. Conducting a formal competency development on the hard and soft skills of project managers would thus improve the project performance although there are few empirical studies are available from previous findings.

Kaniaru (2014) researched on determinants of project performance in construction industry in Mombasa area. The study examined how competence of the project manager, aggressive tendering competition, duration of the project and client's involvement during construction affect the performance of projects. The design used in the research study was simple descriptive survey. Questionnaires and interviews were used to collect data. The research respondents comprised of the project Architects of active construction projects, project Engineers, project managers, and

project supervisors in Mombasa County. The study targeted 800 projects and made a sample of 86 projects. The research indicated that up to 65 percent of the respondents felt that the skills and other capabilities possessed by the person managing the project affected the project performance in the construction industry. The research further found that aggressive tendering competition, duration of the project and client involvement during construction also affected the performance of the construction projects. The study did not consider other variables like planning, M&E and FMP and their role on the success of construction projects. The study was conducted on private projects whose management is different from those of the public projects. This study will therefore study the public projects without limiting itself to the construction projects.

Iruki (2015) studied the implementation determinants of CDF projects in public secondary schools in Mombasa area. The study endeavoured to examine how skills, stakeholder's participation, project characteristics and accountability influence implementation CDF projects. The study target population consisted of beneficiaries of CDF projects in Kisauni Sub-County as well as school head teachers who were involved in projects implementation. The study used a sample size of 118 respondents consisting both students and Head Teachers. descriptive survey was used in the study as research design. The data was gathered by use of questionnaires and interview. The study found that 90.11 percent of respondents considered managerial skills as an important factor in implementation of CDF projects in public secondary schools in Mombasa. The study concluded that skills are key to development of the CDF projects. The study focused on one phase of project management. The variables have different influence on the project at different phases. This study will focus on the

effect of PMP on project achievement in all phases of the public projects in Mombasa County.

Onyali (2017) conducted the research on correlation between project management competence and project success. The author investigated how factors such as appreciation, communication, understanding, resources and skills that can affect project success in the construction industry. After analysis of the data by use of multiple linear regression, it was found out that the five variables of the study had a positive relationship between each of them and that they influence the success of the project positively

Muhammad (2018) studied how project management competence on the achievements of mega engineering projects within Pakistan. The study endeavoured to examine the effect of management competence in projects held by the project managers on project performance in public sector mega engineering projects. Quantitative research technique was applied for the research study. In the study, 100 questionnaires were issued to respondents, of which 82 survey questionnaires were suitable for further analysis. The study found that project management competence had a positive effect on project performance with skill like leadership, communication, management, ethics and honesty having great influence on project performance. The study focused on aspects of management competence on engineering projects in Pakistan. This is only one variable among many management practices which requires thorough study. The study was conducted on Pakistan projects which have different characteristics with Kenyan based projects. This project will therefore examine the additional management practices and how they determine achievement of the projects in Mombasa County.

### 2.3.5 Stakeholders Participation and Project Performance

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

According to Maina (2013), it was found that the participation of stakeholders in simple and in emergency conditions is not generally right. It was further found that their involvement is highly appropriate in complex situations which have serious impacts especially when they are involved early before problems arose.

Macharia (2013) researched on effect of stakeholders` involvement on project outcome. The purpose of the study was to evaluate stakeholders' involvement in project outcome in Kigumo girls Academic centre of Excellence. The study endeavoured to investigate the effect of stakeholders' participation in project execution. The study used descriptive survey design. The study had a sample size of 418 respondents. The data collection was by use of semi-structured questionnaire, through interview and observations. The study found that stakeholders involvement in project implementation, planning and identification contributed to project outcome.

Mwai (2016) conducted a study on factors that influence achievement of projects sponsored by Somaliland Development Fund. The study sought to examine the effect of technical expertise, political instability, management expertise and stakeholder's involvement on the performance of projects. Descriptive research design was adopted

in the study. The study respondents were the managers, community members, government officers and staff involved in projects execution. The total population of the study was 158 respondents and had a sample size of 63. Data sourcing was through structured questionnaires. The findings of the study were that the stakeholder's involvement influenced the achievement of the projects. Also there was positive effect of participatory engagement of stakeholders, leading to higher project efficiency and positive project performance, which were significant to the execution and M&E of the donor functions. The involvement of the officials from the government was found to be a critical element as it ensured support and mobilization of the resources for the project. The community embraced the projects and provided support during their implementation. This study was conducted in Somalia where their political instability hence the findings of the study would not be replicated to the performance of projects in Mombasa county, Kenya.

Kobusingye, Mungatu and Mulyungi (2017), conducted a study on the role of stakeholders' engagement on the outcomes of the water, sanitation, and hygiene (WASH) project in Rwanda. The study sought to assess stakeholder's involvement in project identification, planning, execution and review on project outcome. The study used descriptive survey design and targeted various stakeholders in the WASH project in Rwanda. The study had a sample size of 409 respondents. Data sourcing from the community members was through semi structured questionnaire and through interviews and observations. The findings were that stakeholders' engagement in project initiation, planning, implementation, and review contributed to project outcome. The study was conducted on stakeholders' involvement only which is just one variable in the proposed study. The study was also conducted in Rwanda, where economic environment is different from that of Mombasa County in Kenya.

Rahab (2017) did a research to implore the effect of PMP on achieving the goals of mobile money transfer in Kenya. The study was a case study of Orange Money. The study sought to investigate how stakeholder involvement affected the performance of Orange Money. The population of the study consisted of 420 staff of Telkom Kenya stationed in its main office in Nairobi. A sample size of 63 respondents was chosen though stratified random sampling technique for the study. The data was collected by use of questionnaires, interview guide and a document analysis guide. The results of the study indicated existence of a positive and significant connection between stakeholders' participation and achievement of Orange Money. The study further found that M&E, project leadership skills, stakeholders' participation and risk management affect the project performance. The study was conducted on the employees of Telkom Kenya at the headquarters only. This is only one institution and therefore the findings of the study cannot be generalized to cover all projects. There is therefore need to study several projects so as to find out how the management practices affect their performance.

## 2.4 Summary of literature reviewed and knowledge gaps

From the literature review, it is evident that several studies have been conducted on project management locally, regionally and internationally. Several studies have analysed the effect of management practices on performance (Kahungura, 2017; Nyingi, 2017; and Kweyu,2018)

Another group of studies have analysed the factors influencing performance of projects (Mwai,2016; Anunda, 2016; Iruki, 2015; and Kaniaru 2014). Several other studies have been conducted on specific project management practices in isolation for instance Muriungi (2015); Jamaal (2018); Wambura (2016) have studied the effect of

M&E on performance of projects while Cheluget, 2017 and Gashuga, 2016 have studied the effect of financial management practices on project performance. Kobusingye (2017); Ngugi (2015) and Muhammad (2018) each studied a specific project management practice namely stakeholders' involvement, budgetary control and project management competence respectively.

To determine the connection of PMP on performance of projects, it requires a study using several management practices rather than studying one practice in isolation as has been done by most scholars. Therefore, the current study focused on five major project management practices to establish their effect on project performance. Many studies have been conducted on CDF projects and construction industry but few studies have been done on a variety of projects in Mombasa County. The current study therefore focused on various cross cutting projects in Mombasa County to bridge this gap. This study therefore bridged the identified gaps in the literature review by reviewing the effects of PMP on the PPP in the Kenyan county of Mombasa.

**Table 2.1: Cited literature and identified gaps**

| Author | Study title | Findings | Research Gaps |
|---|---|---|---|
| Kaniaru (2014) | performance of construction projects in Mombasa County. | The performance of projects is affected by the competence of the project manager | Effect of planning, M&E, stakeholders involvement on project performance were not considered |
| Ngugi (2015) | budgetary control and performance of CDF Machakos county, Kenya | proper planning of budgets, control of budgets and budget analysis increases performance of CDF projects | The study focused on budgetary controls without considering other management practices that affects the performance of the projects |
| Iruki (2015) | Determinants of implementation of CDF projects secondary schools in Mombasa county. | The study found that managerial skills is a vital factor in CDF Projects implementation in public secondary schools in Mombasa | Study did not consider the effect of team competence on all phases of the projects and effects of other variables on project performance |
| Muriungi (2015) | The role of participatory monitoring and evaluation programs among government corporations | PM&E assists in owning the project, empowering the beneficiaries and enhances inclusivity and sustainability. | The study did not use PM&E as a means to measure its effect on the performance of the corporation. Effect of other variable on performance of project were not studied. |
| Wambura (2016) | Participatory M&E Practices on Performance of VSLA Projects in Kwale County. | Participatory M&E influences goal setting, financial practices and stakeholder's involvement hence affecting the implementation of VSLAs projects in Kwale County | The direct effect of M&E on performance and also the effects of other variables on performance of the project not considered. |
| Gashuga (2016) | Effect of funds management on project performance in Rwanda case study of dairy community | The study found that budgeting, funds allocation, and funds control influenced the project Performance in | Study did not cover the effect of M&E, team competence and shareholders involvement |

| | processing centre project Burera district | Rwanda positively. | |
|---|---|---|---|
| Anunda (2016) | Determinants of Performance of NGO executed projects | The study found out that effective planning, stakeholders involvement and personnel skills promoted the performance of health projects working in HIV/AIDS | Effect of financial management and M&E on performance of general project were not researched on. |
| Mwai (2016) | Determinants of performance of Department for International Development funded projects | stakeholder's contribution and management expertise positively impacted on the performance of projects. | Effect of financial management, M&E and planning on project performance were not researched on. |
| Kobusingye (2017) | Influence of stakeholder's involvement on project outcomes | Stakeholders' involvement in project initiation, planning, implementation, and review contributed to project outcome. | Effect of other variables of the project on the performance of projects were not considered. To cover infrastructural and educational projects |
| Kahungura (2017) | Project management practices and performance of Kenya mobile money transfer | M&E, project leadership skills, stakeholders' involvement and risk management influence the performance of mobile money transfer | There is a gap on the effect of financial management on project performance. To cover a wide range of projects in Mombasa county. |
| Nyingi (2017) | Project management practices and performance of CDF projects | Project planning, management competency and fund allocation and utilization moderately influences the performance of CDF projects. | Effects of stakeholders' involvement and M&E on project performance of public projects were not studied. |

| | | | |
|---|---|---|---|
| Cheluget (2017) | Effect of financial management practices and project performance in Uasin Gishu county, Kenya | budgeting and financial reporting affected project performance positively. | The study did not cover the effects of other variables of the study on performance of projects. |
| Jamaal (2018) | Participatory M&E and performance of Kenya marine and fisheries research institute projects | M&E leads to successful projects | Effects of planning, stakeholders' involvement, financial management and project team competencies on performance of projects were not covered in the study. |
| Kweyu (2018) | Project management processes and Performance of Kenya Power Projects | Planning aspects increased project performance. | Effects of other variables like management team competence, stakeholders involvement and M&E on performance of projects were not considered. |
| Muhammad (2018) | Project management competence and complexity in projects | Project management competence influenced project performance positively. leadership, management, communication, morals and honesty impact project performance. | The study left a gap on the effects of planning, M&E, stakeholders involvement and financial management on performance. This study will focus on public projects in Mombasa county, Kenya. |

**Source: Author (2020)**

## 2.5 Conceptual Framework

Mugenda and Mugenda (2008) explained that conceptual framework is a clear representation of the phenomenon under study accompanied by a graphical or visual representation of the study variables. It is the representation of the connection between the dependent variable and independent variables in a diagrammatical form. According to Young (2009). The conceptual framework below shows the relationship between project management practices and project performance.

**Independent Variables**                                          **Dependent Variable**

**Planning**
Policies
Planning tools
Risk management

**Financial Management Practices**
Financial Reporting
Capital Budgeting

**Monitoring & Evaluation**
Auditing Process
Cost Control Measures
Progress reports

**Project Performance**
Cost performance
Time performance
Quality performance
User satisfaction

**Project Team Competence**
Experience
Management skills
Technical skill
Training

**Stakeholders Participation**
Decision making
Project ownership

Source: Author (2020)

**Figure 2.1: Conceptual Framework**

# CHAPTER THREE

# METHODOLOGY

## 3.1 Introduction

This chapter describes the research methodology adopted in the study. The chapter covered the design of the research, population targeted, sampling size and sampling technique, instruments used in gathering data, pilot study, reliability and validity. It also indicates the methods used in processing, analysing and presenting data and ethical consideration.

## 3.2 Research Design

According to Creswell and Poth (2016), research design is an illustration of the method used to collect and analyse data in order to get the solutions to research questions. This study adopted descriptive research design. The research applied both qualitative and quantitative methods to collect primary data. The descriptive research offers the researcher with a profile or it describes the important components of the events of interest from the personal, institutional or industry dimension. It illustrates the attributes of the phenomena or the population being researched Sekaran (2011). The design observes subjects in their natural environment and is simple to use yielding to a rich data. The method enables data collection and analysis in a multifaceted approach due to in-depth data collection and it allows identifying the variables being tested giving room to future research (Mugenda and Mugenda, 2013).

## 3.3 Target Population

Population is a terminology that is basically taken to mean the people who can probably be sought to give information. In research, the targeted population refers to a bunch of entities, firms or human beings that demonstrates the objects of the research (Patton, 2014). The research targeted 63 projects in health, education and

infrastructure sectors. For each project, the respondents were the corresponding project manager, clerk of works and the site supervisor. Therefore, the respondents included 189 project officers. Table 3.1 below shows the total number of the projects undertaken by the county government of Mombasa in the three named sectors in the period between 2016 and 2018.

**Table 3.1: Target Population**

| Type of project | Number of projects | Number of project officers | Percentage (%) |
|---|---|---|---|
| Health | 16 | 48 | 25 |
| Education | 8 | 24 | 13 |
| Transport and infrastructure | 39 | 117 | 62 |
| Total | 63 | 189 | 100 |

**Source: Author (2020)**

## 3.4 Sample Size and Sampling Technique

### 3.4.1 Sample size

A sample is a fraction of objects emanating from the entire population such that it bears the same properties or features as the parent population (Orodho, 2013).

In this study, the sample size (n) was calculated using the Yamane formula (1967). The sample size was calculated at 10% precision (e) levels at a confidence level of 95%.

$$n = \frac{N}{(1+N\varepsilon^2)} = \frac{189}{1+189X0.1^2} = \mathbf{66}$$

Where N = population size

$\varepsilon$ = margin of error

n = denoted for desired sample size.

The sample size of 66 was selected as indicated in table below.

**Table 3.2: Sample Size**

| Projects | Number of project officers | Sample size | Percentage (%) |
|---|---|---|---|
| Health | 48 | 17 | 26 |
| Education | 24 | 8 | 12 |
| Transport and Infrastructure | 117 | 41 | 62 |
| Total | 189 | 66 | 100 |

Source: Author (2020)

## 3.4.2 Sampling Technique

Sampling is the exercise of getting information from a segment of a population by determining only a section of it (Kothari, 2014). The research applied a stratified sampling procedure as the best suited sampling method. In this case the target populace was subdivided into three strata and from each of them a sample was drawn. The strata in this case were the three sectors of health, education and transport and infrastructure from which the 63 projects in Mombasa County are drawn. For each project, three project officers being the project manager, clerk of works and site supervisor were targeted making a population of 189. The three staff members were deemed to have sufficient information on the projects which would be useful for the study. Depending on the number of project officers in each stratum, a sample size of 66 was randomly sampled for participation in the study. The number of the project managers, clerk of works and the site supervisors was apportioned depending on the strength of each stratum.  In the health sector, the researcher selected randomly 6 project managers, 6 clerks of works and 5 project supervisors. In the education sector, the researcher selected randomly 2 project managers, 3 clerks of works and 3 project supervisors. In the transport and infrastructure, the researcher selected randomly 14 project managers, 13 clerks of works and 14 project supervisors.

## 3.5 Data Collection Instruments

For collection of the research data, semi structured questionnaires were designed to collect both qualitative and quantitative data using the key-informant method who in this case were the project officers. To allow the informants offer more data, the questionnaires were designed as open and closed.

## 3.6 Data Collection Procedure

The filling of the questionnaires was administered through drop and pick mechanism. The researcher approached each respondent, introduced himself, and explained to each and every one of them the scope and motive of the study. The researcher then left the questionnaires with the participant for filling and collected them in the course of fourteen days. Prior to issuing out the questionnaire, the researcher obtained permission from the relevant authority to collect data. A covering letter explaining the study objectives and seeking the permission from the respondent to participate in the study accompanied the questionnaire. Included in the letter was an assurance to the respondent that the data would be handled confidentially. Respondents were requested to fill the questionnaires that included responses on project performance as well as the demographic information. Ghauri and Gronhaug (2020) stressed that the use of questionnaire mechanism was a cheaper mechanism of obtaining data.

### 3.6.1 Pilot Study

In the filling of the questionnaires for the pilot study, it demanded that the researcher meet the respondents physically. To certify content validity, the data collection tool was initially tested on a given number of respondents for comprehension, logic and relevance. Respondents in the pre- test were 10 percent of the population targeted chooses from project staff from Mombasa county public projects who were not part of

the sample size of the study. A total of 19 project officers participated in the pilot study. They were given the questionnaires to fill in the presence of the researcher and requested to ask for clarification on all areas of they felt needed correction or clarification. Any ambiguity or areas that needed correction were promptly identified and corrected. According to Mugenda and Mugenda (2013) a successful pilot study is one which uses 1-10 percent of the sample size which has similar characteristics to those in the actual survey.

**3.6.2 Validity**

Mugenda and Mugenda (1999) explained that validity as the meaningfulness and the accuracy of inferences based on the results of the study. The collected data from the pilot test was analysed to test the research validity. The pre-test of the questionnaires was guided in improving and correcting the research questionnaires to ensure accuracy, clarity and suitability. Content validity was examined by ensuring that the instrument answered all the research questions. The questions were all directed to the respective variable conceptualization to ensure all indicators were considered. The questionnaires were reviewed by three academic professionals in the area of study to ascertain and improve content and construct validity. To determine the validity of the constructs, Factor Analysis was applied. Kaiser-Meyer-Olki (KMO) measure of sampling adequacy and Bartlett's Test of sphericity were conducted and yielded a value of 0.797. Wanaina and Oloko (2016), recommends that values of more than 0.5 are acceptable. According to Field (2013), value between 0.5 and 0.7 are mediocre, value between 0.7 and 0.8 are good, value between 0.8 and 0.9 are great and values above 0.9 are super (Field, 2013). The value was considered good for the study.

### 3.6.3 Reliability

Sekaran (2014) explains that study reliability measures be analysed by calculating Cronbach's alpha coefficients, which are used to determine internal consistency of the research instrument items. Sekaran (2014) explains that reliability of a measure is the indicator of how stable and consistent an instrument is towards the measure of the concept and enables to determine its suitability. The pre-testing of the questionnaires assisted in improving the study instruments. Cronbach's alpha was used as a measure of internal consistency. Cronbach's alpha value of 0.7 and above was considered reliable and internally consistent. The value was determined for every study objective so as to establish the likelihood of getting a similar result in case the study was repeatedly conducted.

The results for the reliability tests were as shown in the table 3.3 below:

**Table 3.3: Reliability Test Results**

|                                | Cronbach's Alpha | Comments |
|--------------------------------|------------------|----------|
| Planning                       | .808             | Reliable |
| Financial Management Practices | .838             | Reliable |
| Monitoring and Evaluation      | .763             | Reliable |
| Project team competences       | .802             | Reliable |
| Stakeholders involvement       | .788             | Reliable |

**Source: Research data (2020)**

From table 3.3 above, financial management practices had a Cronbach's Alpha value of 0.838, followed by planning with 0.808, project team competences with 0.802, stakeholder's involvement with 0.788 and monitoring and evaluation at 0.763. the values were all above 0.7 and therefore the questionnaire used in the study was considered reliable and internally consistent. The results indicate that each of the

items relates to the identified factor and that the coefficient alpha value of the identified factor will not increase if some of the items are left out.

## 3.7 Data Analysis and Presentation

The data was analysed by use of qualitative and quantitative techniques. Qualitative data was analysed using content analysis. Inferential and descriptive statistics were used for analysing quantitative data. Descriptive statistics used included frequencies, percentages, mean and standard deviation. Inferential statistics included Pearson Correlation and multiple regression analysis. The Pearson Correlation coefficient was used to establish association between variables. A 95 percent confidence level (level of significance, $\alpha = 0.05$) was used. The multiple regression model was used to check the effect of the independent variables on the dependent variable. Study findings were presented using tables and charts. The questionnaire and the information were verified to ensure was fully filled, coded appropriately, tabulated and analysed by statistical packaging and social sciences (SPSS) for easy management and longevity of the data.

The below multiple regression model was used in the study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:

$Y$ = Dependent variable; Project performance

$\beta_0$ = a constant indicating performance level in absence of any independent variables.

Then:

$\beta_1, \beta_2, \beta_3, \beta_4$ and $\beta_5$ are the regression coefficients.

$X_1$ = Planning

$X_2$ = Financial management practices

**X₃**= Project team competence

**X₄**= Monitoring and evaluation

**X₅**= Stakeholders involvement

$\boldsymbol{\varepsilon}$ = Error term of the regression

To determine whether the data was normally distributed, Kolmogorov-Sminorv and Shapiro-Wilk normality test was conducted. Variance Inflation Factor (VIF) was used to determine the multicollinearity in the regression model. Pearson correlation coefficient analysis was conducted to measure the value and direction of the influence between the independent and dependent variables. The coefficient of determination $R^2$ (Adjusted) and was used to measure the degree of influence of independent variables on dependent variable. ANOVA was used to measure the significance of the model.

## 3.8 Ethical Consideration

Before conducting this study, an approval was sought from Kenyatta University for a letter to be granted to enable the researcher carry out the study. The researcher also obtained approval from the NACOSTI to conduct the study. The researcher further sought approval from the management of the respective projects in the County of Mombasa to conduct the study. The researcher clarified the intention of the study to the respondents and assure them of confidentiality of their responses and identities.

**RESEARCH FINDINGS**

## 4.1 Introduction

The chapter described the analysis process of the data, presentation of the results and their interpretation from the collected information. The chapter also captured the response rate and the profile data of the respondents. According to Chandran (2004), data analysis involves synthesising a huge amount of data to what answers the initial objective of the study.

## 4.2 Rate of Response

**Table 4.1: Rate of Response**

| Frequency | Percentage (%) | |
|---|---|---|
| Completed | 66 | 100 |
| Not completed | 0 | 0 |
| **Total** | **66** | **100** |

**Source: Research data (2020)**

The research had a total of 66 questionnaires which were distributed to the respondents. All the questionnaires were successfully completed amounting to 100 percent response rate. Rindfuss (2015) observed rate of response of 50 percent is enough, 60 percent is good, while more than 70 percent is very good. This implied that the rate of response in this study was excellent and sufficient for further analysis which was attributed to the effective data collection procedures employed by the researcher.

## 4.3 General Information

In this section, the respondents' information is presented in terms of gender, years of experience, age and level of education.

### 4.3.1 Respondents' Gender

In the study, information on the respondents' gender was sought. The information is as shown in Table 4.2:

**Table 4.2: Respondents' Gender Distribution**

|  | Frequency | Percent |
|---|---|---|
| Male | 53 | 80.3 |
| Female | 13 | 19.7 |
| Total | 66 | 100.0 |

**Source: Research Data (2020)**

The result showed that male respondents had 80.3 percent while female respondents had 19.7 percent. It shows that there are more male participants in project management than female by a margin of 60.6 percent. The findings implied that male participants are the majority involved in project management practices where they implement various projects to completion

### 4.3.2 Experience of the Respondent

The study enquired on the respondents' number of years worked in the institution. The distribution of the respondents' experience in the institution was gathered and is as indicated in the table 4.3 below:

**Table 4.3: Respondents distribution by years of experience**

|  | Frequency | Percent |
|---|---|---|
| 1-5 years | 22 | 33.3 |
| 6-10 years | 21 | 31.8 |
| Over 10 years | 23 | 34.8 |
| **Total** | 66 | 100.0 |

**Source: Research Data (2020)**

The result showed that there were no respondents of less than 1year experience. Table 4.3 shows that respondents with more than 10 years were 34.8 percent and those between 1-5 and 6-10 years had 33.3 and 31.8 percent respectively. This indicated that the respondents had experience in project management hence making the data

more credible. The findings also implied that majority of the respondents were those who had experience of over 10 years had a better understanding on the undertaking of project managements in the entire county of Mombasa.

### 4.3.3 Age of the Respondents

In the study, the age of the respondent was determined. The age distribution of the respondents is as shown in the figure below:
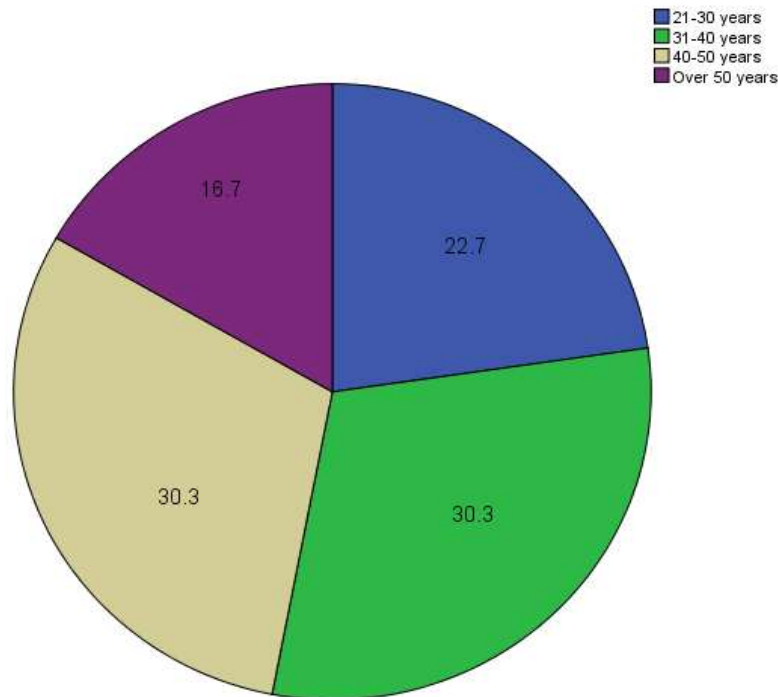


**Figure 4.1: Respondents Distribution by Age**

Source: Research Data (2020)

Figure 4.1 shows that there were no respondents of less than 20 years of age. The respondents of 21-30 years had 22.7 percent and those between 31- 40 and 41-50 tied with 30.0 percent. Those above 50 years had 16.7 percent. This indicates that those between 31-50 years were the majority with 60.6 percent.

### 4.3.4 Respondents' education level.

The information on the education level of the respondents was collected. The data is distributed as indicated in the Figure4.2 below:
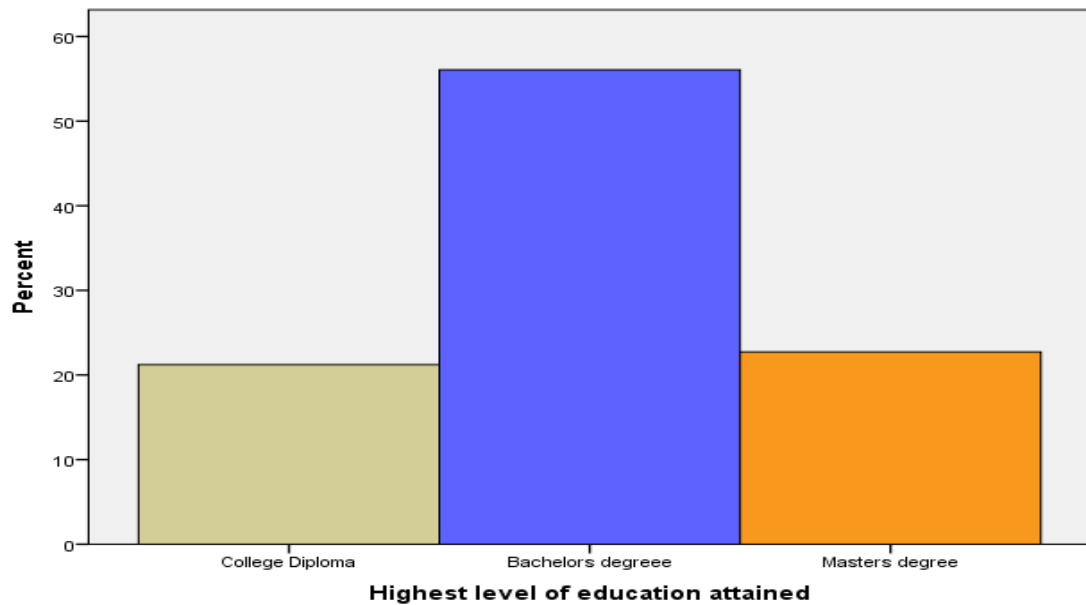


**Figure 4.2: Respondents Distribution by level of Education attained**

**Source: Research data (2020)**

The figure shows that respondents had college diploma, bachelor and master degree. The respondents with college diploma were 21.2 percent, those with bachelor degree were 56.1 percent and those with master degree were 22.7 percent. All the respondents had the basic education and therefore understood the study contents and communicated effectively leading to a more reliable information.

In addition, Kiragu (2010) found that the level of education influences the impartation of management skills. It was therefore necessary to establish education status of the various respondents. The findings also corroborate with the studies by King et al (2016) which indicates that in today's constantly fluctuating environment, education

was a major factor that impacts positively on employee's performance as well as the project performance.

## 4.4 Descriptive Statistics for Study Variables

### 4.4.1 Project Planning

In the study, planning of projects was measured by use of statements which the respondents asserted their level of agreement on the basis of a Likert scale of 5-1. The scale was such that5= Very Great Extent (VGE), 4= Great Extent (GE), 3= Moderate Extent (ME), 2= Low Extent (LE) and 1= Not at All (NAT). The results are tabulated below in table 4.3

**Table 4.4: Project planning**

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

**Source: Research data (2020)**

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Table 4.4 indicates the results for the analysis of project planning. It indicates an average mean of 3.858 which shows that the majority respondents agreed with the indicators of project planning to great extent. The results varied as indicated with an average standard deviation of 0.968. On the existence of project planning policy that guides all projects, 39.4 percent agreed to great extent, 31.8 percent very great extent, 21.2 percent moderate extent, 4.5 percent low extent and 3.0 percent did not agree at all. The statement had a mean of 3.924 thus being agreed with by the majority respondents. On the statement that project policies are followed, 45.5 percent agreed to great extent, 24.2 percent very great extent, 19.7 moderate extent, 7.6 percent low extent and 3.0 percent did not agree at all. The statement had a mean of 3.803 thus being agreed with by the majority respondents. On planning of the project implementation before starting the project, 37.9 percent of the respondents agreed with the statement to a great extent, 34.8 percent to a very great extent,18.2 percent moderate extent and 9.1 percent low extent. On this statement there was no respondent who totally disagreed and had a mean of 3.985.

On carrying out of feasibility study for every project, 30.3 percent agreed to very great extent as well as to great extent, 18.2 percent agreed to moderate extent and also to low extent and 3.0 percent did not agree at all. The statement had a mean of 3.667 thus being agreed with by the majority respondents. On the statement that project time was specified before the project started, 47.0 percent agreed to great extent, 36.4 percent to very great extent,13.6 percent moderate extent and 3.0 percent low extent. The statement had a mean of 4.167 thus being agreed with by the majority respondents to a great extent. While responding to the statement that project cost was specified before the project started, 43.9 percent agreed to very great extent, 37.9 percent great extent, 16.7 percent moderate extent and 1.5 percent low extent. The

respondents agreed with the statement with a mean of 4.242. On specifying the project scope before the project started, 43.9 percent agreed to great extent, 42.4 percent very great extent, 12.1 percent moderate extent and 1.5 percent low extent. The statement had a mean of 4.273 thus being agreed with by the majority respondents

On the statement that the project risks were identified which had the lowest mean at 3.394, 31.8 percent agreed to moderate extent, 30.3 percent great extent, 18.2 percent to very great extent,12.1 low extent and 7.6 did not agree at all. On preparation of project register, 33.2 percent agreed to great extent, 30.3 percent moderate extent, 21.2 very great extent, 9.1 low extent and 6.1 did not agree at all. The statement had a mean of 3.545. On the statement that planning tools were used in project implementation, 37.9 percent agreed to great extent, 28.8 percent moderate extent, 18.2 percent very great extent, 13.6 percent low extent and 1.5 percent did not agree at all. The statement had a mean of 3.576 thus being agreed with by the majority respondents

### 4.4.2 Financial Management Practices

In the study, financial management practices of public projects were measured by use of statements which the respondents asserted their level of agreement on the basis of a Likert scale of 5-1. Table 4.5 below indicates results of the respondents.

**Table 4.5: Financial Management Practices**

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

**Source: Research data (2020)**

Table 4.5 indicates the results for the analysis of financial management practices of public projects. It indicates the respondents agreed with the indicators of financial management practices to a great extent with an average mean of 3.611 and an average standard deviation of 1.045.

On the statement that project cost was budgeted, 45.5 percent of the respondent agreed to a very great extent, 33.3 percent great extent, 19.7 percent moderate extent and 1.5 percent low extent. Majority of the respondents agreed that project cost was budgeted with 4.227 as mean. On timely disbursement of project funds, 37.9 percent agreed to moderate extent, 24.2 great extent, 15.2 percent very great extent, 12.1 percent low extent and 10.8 percent did not agree at all. The respondents agreed that funds were disbursed on time with a mean of 3.212 being moderate extent. On adequacy of project budget, 34.8 percent agreed to moderate extent, 31.8 great extent, 18.2 percent low extent and 15.2 very great extent. The respondents agreed to a moderate extent with an average extent at 3.439.

On the statement that the cost of the project was maintained, 28.8 percent agreed to great extent, 25.8 percent moderate extent, 24.2 low extent, 18.2 very great extent and 3.0 percent did not agree at all. The respondents agreed with the statement with a mean of 3.348 being moderate extent. On maintaining account books of the project, 36.4 percent agreed to very great extent, 31.8 percent moderate extent, 19.7 percent great extent and 12.1 did not agree at all. The respondents agreed with the statement with a mean of 3.803 being great extent. On statement that the county reports its yearly financial statements, 28.8 percent of the respondents agreed to great extent, 27.3 percent to very great extent as well as to moderate extent, 13.6 percent to low extent and 3.0 did not agree at all. The respondents agreed with the statement to a great extent with a mean of 3.636.

### 4.4.3 Monitoring and Evaluation of Public Projects

The study determined the monitoring and evaluation practices of public projects as tabulated in table 4.6

**Table 4.6 Monitoring and Evaluation of Public Projects.**

| Statement | (Percentage) N=66 | | | | | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| | VGE | GE | ME | LE | NAT | | |
| The project was audited | 42.4 | 31.8 | 24.2 | 0 | 1.5 | 4.136 | .893 |
| Monitoring and evaluation reviewed key performance indicator of the project | 31.8 | 37.9 | 25.8 | 3.0 | 1.5 | 3.955 | .919 |
| Progress reports were produced regularly | 30.3 | 36.4 | 25.8 | 6.1 | 1.5 | 3.879 | .969 |
| Project Evaluation ensured accountability by the project stakeholders | 36.4 | 45.5 | 12.1 | 4.5 | 1.5 | 4.106 | .897 |
| Project evaluation helped in measuring accomplishments in order to avoid weaknesses and future mistakes | 37.9 | 40.9 | 12.1 | 9.1 | 0 | 4.076 | .933 |
| Average | | | | | | 4.030 | 0.922 |

**Source: Research data (2020)**

Table 4.6 indicates the results for the analysis of the monitoring and evaluation of public projects. It indicates the respondents agreed with the indicators of monitoring and evaluation to a great extent with an average mean of 4.030 and an average standard deviation of 0.922.

On the statement whether the project was audited, 42.4 percent agreed to very great extent, 31.8 great extent, 24.2 percent moderate extent and 1.5 percent did not agree at all. The respondents agreed with the statement to a great extent with a mean of 4.136. In response to whether monitoring and evaluation reviewed key performance indicator of the project, 37.9 percent agreed to great extent,31.8 percent very great extent, 25.8 percent moderate extent, 3.0 percent low extent and 1.5 percent did not agree at all. The respondents agreed with the statement with a mean of 3.955 being great extent. On the statement whether progress reports were produced regularly, 36.4 percent agreed to great extent, 30.3 percent very great extent, 25.8 percent moderate extent, 6.1 percent low extent and 1.5 percent did not agree at all. The statement had a mean of 3.879 thus being agreed with by the majority respondents

On whether project evaluation ensured accountability by the project stakeholders, 45.5 percent agreed to great extent, 36.4 percent very great extent, 12.1 percent moderate extent, 4.5 percent low extent and 1.5 percent did not agree at all. The respondents agreed with the statement with a mean of 4.106 being great extent. In response to the statement that project evaluation helped in measuring accomplishments in order to avoid weaknesses and future mistakes, 40.9 percent agreed to great extent,37.9 percent very great extent, 12.1 percent moderate extent and 9.1 percent low extent. The statement had a mean of 4.076 thus being agreed with by the majority respondents.

### 4.4.4 Project Management Team Competence

The study determined project management team competence in managing the public projects and tabulated the results in table 4.7.

**Table 4.7: Project Management Team Competence**

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

**Source: Research data (2020)**

Table 4.7 indicates the results for the analysis of project management team competence. It indicates an average mean of 4.093 which shows that the majority respondents agreed with the indicators of project team competences to a greatly extent. The results varied as indicated with an average standard deviation of 0.900.

On the statement that the project has project management team constituted for managing the project, majority respondents agreed to very great extent at 42.4 percent, followed by 40.9 percent with great extent, 12.1 percent moderate extent, 3.0 percent low extent and 1.5 percent did not agree at all. The respondents agreed with the statement to a great extent with a mean of 4.197. On whether the project team qualifications were considered important for the project, 39.4 percent agreed to very great extent as well as to great extent, 16.7 percent moderate extent and 4.5 percent low extent. The statement had a mean of 4.136 thus being agreed with by the majority respondents the respondent considered project manager's management skills were considered as important for the project with 43.9 percent agreeing to a great extent, 37.9 very great extent, 15.2 moderate extent and 3.0 low extent. The statement had a mean of 4.167 thus being agreed with by the majority respondents.

On the statement that Project manager's management experience were considered important, 45.5 percent agreed to very great extent, 39.4 percent great extent, 9.1 percent moderate extent and 6.1 percent low extent. The statement had a mean of 4.242 thus being agreed with by the majority respondents. On whether the project team's technical skills were considered important in the project, 53.0 percent agreed to very great extent, 27.3 percent great extent, 15.2 percent moderate extent and 4.5 percent low extent. The statement had a mean of 4.288 thus being agreed with by the majority respondents. On whether the manager has communication skills required for the project execution, 48.5 percent agreed to great extent, 31.8 percent very great extent, 15.2 moderate extent and 4.5 percent low extent. The statement had a mean of 3.924 thus being agreed with by the majority respondents. On the response whether the project team undergoes regular training to enhance their knowledge on project management, 31.8 percent agreed to moderate extent, 28.8 percent very great extent,

21.2 percent great extent, 12.1 percent low extent and 6.1 percent did not agree at all. The respondents agreed with the statement to a great extent with a mean of 3.545.

### 4.4.5 Stakeholders' Participation

The study determined stakeholders' involvement in public projects and tabulated the results in table 4.8 below.

**Table 4.8: Stakeholders' Participation**

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

**Source: Research data (2020)**

Table 4.8 indicates the results for the analysis of the of stakeholders' participation in public projects. It indicates an average mean of 3.876 which shows that the majority respondents agreed with the indicators of stakeholder's involvement to a great extent. The results varied as indicated with an average standard deviation of 0.943.

On the statement that Stakeholders were identified for the project, majority respondents agreed to great extent at 45.5 percent, 34.8 percent to very great extent,

13.6 percent moderate extent, 4.5 percent low extent and 1.5 percent did not agree at all. The statement that stakeholders were identified for the project had the highest rating with the respondents agreeing with it with mean of 4.076. On identification of stakeholders needs and expectations, 43.9 percent agreed to great extent, 24.2 percent very great extent as well as moderate extent, 4.5 percent low extent and 3.0 percent did not agree at all. The statement had a mean of 3.818 thus being agreed with by the majority respondents. On the statement that stakeholders were informed on project progress, 37.9 percent agreed to great extent, 31.8 percent very great extent, 24.2 percent moderate extent, 4.5 percent low extent and 1.5 percent did not agree at all. The respondents agreed with the statement with mean of 3.939.

On whether Stakeholders were involved in decision making, 40.9 percent agreed to great extent, 24.2 moderate extent, 22.7 very great extent, 10.6 low extent and 1.5 percent did not agree at all. The statement had a mean of 3.727 thus being agreed with by the majority respondents. On whether success of the project was dependent on primary customer satisfaction, 34.8 percent agreed to moderate extent, 33.3 percent great extent, 27.3 percent very great extent, 3.0 percent low extent and 1.5 percent did not agree at all. The statement had a mean of 3.818 thus being agreed with by the majority respondents.

Respondents were asked to state whether they thought the stakeholders are selected depending on their influence and benefits from the project to be implemented. The results are indicated in the figure 4.3 below:

**Figure 4.3: Analysis of stakeholders' selection and their effect and benefits to the project.**

**Source: Research data (2020)**

### 4.4.6 Performance of Public Projects

The study measured the indicators of project performance and came up with the following tabulation of results.

**Table 4.9: Analysis of Project Performance Parameters.**

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

**Source: Research data (2020)**

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According to the results indicated in table 4.9, performance of project has an average mean of 3.652 indicating that the respondents agreed with the statement on project performance to a great extent. It has a standard deviation of 1.035. On the statement that project was completed on time, 39.4 percent agreed to a great extent, 28.8 percent moderate extent, 18.2 very great extent, 9.1 low extent and 4.5 percent did not agree at all. The respondents agreed with the statement to a great extent with a mean of 3.576. On the statement that the project was completed on budgeted cost, 33.3 percent agreed to great extent, 24.2 very great extent as well as moderate extent, 12.1 low extent and 6.1 percent did not agree at all. The respondents agreed with the statement to a great extent with a mean of 3.576. On the general satisfaction on the project performance, 43.9 percent agreed to a great extent, 25.8 percent moderate extent, 19.7 percent very great extent, 9.1 percent low extent and 1.5 percent did not agree at all. The respondents agreed with the statement to a great extent with a mean of 3.712. In response to whether the scope of the project was fully achieved, 51.5 percent agreed to a great extent, 19.7 very great extent, 15.2 percent moderate extent, 10.6 percent low extent and 3.0 percent did not agree at all. The statement had a mean of 3.742 thus being agreed with by the majority respondents. Respondents were asked whether they think the users were satisfied with the project. The results are as indicated in the figure 4.4 below.
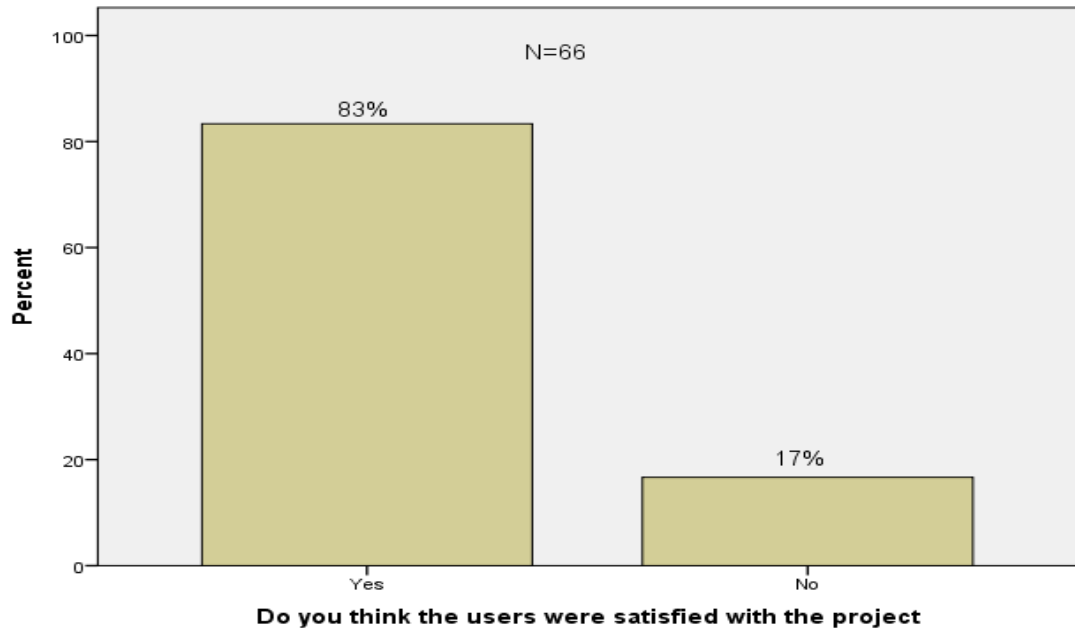
**Figure 4.4: Analysis of users' satisfaction with the project**

**Source: Research data (2020)**

The figure indicates that 83 percent agreed that the users were satisfied with the project while 17 percent did not agree.

## 4.5 Inferential Analysis

The study examined the correlation between the variables namely, project planning, financial management practices, monitoring and evaluation, project management team competence, stakeholders' participation and project performance. This was done by use of the Pearson's correlation. The study also examined whether the dependent variables were indicators of the independent variable by use of multiple regression.

### 4.5.1 Correlation Analysis

The results from the indicators of the variables namely project planning, financial management practices, monitoring and evaluation, project management team competence, stakeholders' participation and project performance were transformed by

use of SPSS package to single variables. Pearson's correlation was done in a 2 tailed analysis at 95 percent confidence level i.e. at 5 percent level of significance. The results from the correlation are as tabulated below:

**Table 4.10: Correlation matrix**

**Correlations (N=66)**

| | | Performance | Planning | Financial Management Practices | Monitoring and Evaluation | Project team competences | Stakeholders involvement |
|---|---|---|---|---|---|---|---|
| Performance | Pearson Correlation | 1 | | | | | |
| | Sig. (2-tailed) | | | | | | |
| Planning | Pearson Correlation | .435[**] | 1 | | | | |
| | Sig. (2-tailed) | .000 | | | | | |
| Financial Management Practices | Pearson Correlation | .466[**] | .361[**] | 1 | | | |
| | Sig. (2-tailed) | .000 | .003 | | | | |
| Monitoring and Evaluation | Pearson Correlation | .606[**] | .550[**] | .426[**] | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | | |
| Project team competences | Pearson Correlation | .431[**] | .376[**] | .447[**] | .734[**] | 1 | |
| | Sig. (2-tailed) | .000 | .002 | .000 | .000 | | |
| Stakeholders participation | Pearson Correlation | .516[**] | .649[**] | .421[**] | .629[**] | .429[**] | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

c. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

**Source: Research data (2020)**

Table 4.10 above shows there exists a positive correlation between the performance of projects and the independent variables of planning, financial management practices, monitoring and evaluation, project management team competence and stakeholder's involvement with the values of 0.435, 0.466, 0.606, 0.431 and 0.516 respectively. Project team competence had the lowest value of 0.431while monitoring and evaluation had the highest value of 0.606. The values indicate a positive connection between the dependent and the independent variables. All variables were significant at 0.05 level of significance. According to Kothari (2014), the correlation coefficients should range between negative one and positive 1 where a value of 0 indicates there is no relationship.

### 4.5.2 Regression Analysis

The independent variables (planning, financial management practices, monitoring and evaluation, project management team competence and stakeholders' involvement) indicated that they have a relationship with the dependent variable (Performance of project). A regression analysis was therefore done to verify how the changes in the variables affect the dependent variables i.e. performance of the project.

### 4.5.2.1 Model Diagnostic tests

### 4.5.2.1.1 Multicollinearity Tests

On carrying out the Variance Inflation Factor (VIF) tests, the resultant values are tabulated below.

**Table 4.11: Variance Inflation Factor results**

| Variables | Collinearity Statistics | |
|---|---|---|
| | Tolerance | VIF |
| Planning | .542 | 1.847 |
| Financial management practices | .731 | 1.369 |
| Monitoring and evaluation | .327 | 3.056 |
| Project team competence | .433 | 2.311 |
| Stakeholders participation | .458 | 2.183 |

**Source: Research data (2020)**

The table 4.11 indicates that planning had a VIF of 1.847, financial management practices had 1.369, monitoring and evaluation had 3.056, project team competence had 2.311 and stakeholders' involvement had 2.183. According to Cohen, J., Cohen, P., West and Aiken, (2013), multicollinearity between variables does not exist for values of less than 5. The results indicated that all the variables had values above 1 and less than 5. There was no multicollinearity and therefore suitable for the analysis using the multiple regression model.

### 4.5.2.1.2 Normality Test

The purpose of the test was to determine that the data was distributed normally and that it was properly modelled for the study (Ghasemi and Zahediasi, 2012). The test was carried out by use of the Kolmogorov-Smirnov and Shapiro-Wilk values to determine the distribution of the corrected data. The resultant data is as tabulated in the table 4.12 below.

**Table 4.12: Normality Test Results**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
| Performance | .122 | 66 | .047 | .961 | 66 | .056 |
| Planning | .118 | 66 | .043 | .968 | 66 | .082 |
| Financial management practices | .083 | 66 | .200[*] | .956 | 66 | .061 |
| Monitoring and evaluation | .116 | 66 | .047 | .922 | 66 | .071 |
| Project team competence | .128 | 66 | .029 | .939 | 66 | .063 |
| Stakeholders involvement | .095 | 66 | .200[*] | .969 | 66 | .094 |

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction
**Source: Research data (2020)**

The data in the table 4.12 indicates that the Shapiro-Wilk values for planning, financial management practices, monitoring and evaluation, project management team competences and stakeholder's involvement were 0.082,0.061,0.071,0.063 and 0.094 respectively. Performance had a significant value of 0.0566. The values had $p>0.05$ indicating that the variables were normally distributed therefore fulfilling the assumptions of regression model.

**4.5.2.3 Model Summary.**

The model was used to measure the degree of influence of the independent variables (planning, financial management practices, monitoring and evaluation, project management team competence and participation of stakeholders) on the project achievement. The resultant model summary is tabulated below:

**Table 4.13: Model summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .842[a] | .739 | .672 | .4945 |

a. Predictors: (Constant), Monitoring and evaluation, Financial management practices, Planning, Stakeholders involvement, Project team competence

**Source: Research data (2020)**

In the model summary, the coefficient of correlation (R) was found to be 0.842 meaning that performance of the projects and the independent variables have a positive correlation. The adjusted R square which was used in the model to show the predictive power resulted in a value of 0.672. This indicates that 67.2 percent of the variation in performance of projects. Was determined by planning, financial management practices, monitoring and evaluation, project team competence and stakeholders' involvement. The remaining 32.8 percent of project performance variation was determined by factors that did not form part of the model.

**4.5.2.4 ANOVA**

By application of ANOVA method of analysis, the significance of the model was tested and the result are indicated in table 4.14 below.

**Table 4.14 ANOVA Results**

**ANOVA[a]**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 22.792 | 5 | 4.558 | 9.450 | .002[b] |
| | Residual | 28.943 | 60 | .482 | | |
| | Total | 51.735 | 65 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Monitoring and evaluation, Financial management practices, Planning, Stakeholders involvement, Project team competence

**Source: Research data (2020)**

The overall ANOVA results indicates that the model was significant at F=9.45, p-value = 0.02<0.05. It is an indication that the overall model was significant and that planning, financial management practices, project management team competence, monitoring & evaluation and stakeholder participation jointly affected project performance.

### 4.5.3 Multiple Regression Results

The regression analysis was processed through SPSS and the resultant values are indicated in the below table 4.15.

**Table 4.15: Multiple Regression Results**

**Coefficients[a]**

| Model | Unstandardized Coefficients | | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | B | | Std. Error | Beta | | |
| 1 | (Constant) | .084 | .633 | | .133 | .000 |
| | Planning | .050 | .170 | .039 | .294 | .002 |
| | Financial management practices | .280 | .134 | .237 | 2.094 | .001 |
| | Monitoring and evaluation | .538 | .198 | .460 | 2.724 | .008 |
| | Project team competence | .114 | .193 | .086 | .588 | .041 |
| | Stakeholders participation | .170 | .174 | .140 | .978 | .001 |

a. Dependent Variable: Performance
**Source: Research data (2020)**

Therefore, **$Y = 0.084 + 0.05X_1 + 0.28X_2 + 0.538X_3 + 0.114X_4 + 0.17X_5$**

Where:

**Y** = Dependent variable; Project performance

**$X_1$** = Planning

**$X_2$** = Financial management practices

**$X_3$** = Monitoring and evaluation

**$X_4$** = Project management team competence

**$X_5$** = Stakeholders participation

From the table 4.15, when all variables are at zero, the dependent variable would have a value of 0.084. This indicates that in the absence of planning, financial management practices, monitoring and evaluation, project management team competence and stakeholders' participation activities the performance of public projects in Mombasa County would be 0.084.

### 4.5.3.1 Planning and Project Performance

From the findings, planning has a significant and positive influence on project performance. It has a Beta value of 0.50 and a significant value of 0.002 at $p<0.05$ significant level. An increase in the planning variable resulted in an increase in project performance by a factor of 0.050 when all other factors are held at constant. These results agree with the findings of the study by Kweyu (2018) that increase in project planning aspects increased project performance. The findings study supplements those of Kaniaru (2014) where planning of project was found to be a factor that affects the performance of project in addition to project managers competences. It was explained that planning was useful in identifying the scope of the work, estimating cost and the time required for the project. This ensured that the cost is controlled and the project timelines are adhered to. With effective planning, projects are observed to succeed in all dimensions of cost, time and quality (Hermano and Martín-Cruz, 2012).

### 4.5.3.2 Financial Management Practices and Project Performance

From the research findings, financial management practices have a significant and positive influence on project performance. It has a Beta value of 0.280 and a significant value of 0.001 at $p<0.05$ significant level. It is also found that an increase in financial management practices contributed a positive increase in project performance by 0.280. The study agrees with the findings of Cheluget (2017) that budgeting and financial reporting affect the performance of project positively. The

study also supplements the findings by Anunda (2016) that planning and stakeholders involvement promoted the performance of project. It was explained that financial management ensured proper utilization of funds to ensure that the cost of the project does not vary. It also ensured that the funds were disbursed without delays hence avoiding the cost overruns of the project and delay of the implementation of the project. Kogi (2013) points that sufficient funding of the project is one of the basic conditions for smooth project activity operations without stoppages and unnecessary disruption.

### 4.5.3.3 Monitoring and Evaluation and Project Performance

From the research findings, monitoring and evaluation has a significant and positive influence on project performance. It has a Beta value of 0.538 and a significant value of 0.008 at $p<0.05$ significant level. An increase in M&E result to increase in project performance by 0.538 units when all factors are held constant. The study therefore indicated that monitoring and evaluation affected the performance of the projects positively. The study agrees with the findings of Kahungura (2017) that M&E, project leadership skills, stakeholders' involvement influenced the performance of the project. This is in supplement to the study by Wambura (2016) where M&E was found to influence goal setting, financial practices and involvement of stakeholders in VSLAs projects.  It was explained that monitoring and evaluation helped in comparing the projected work with the actual performance to determine the progress of the project. It also assisted to monitor cost and time spent on the project at any given time to predict any cost or time variation, avoid waste of resources and identifying any potential risk to the project.

**4.5.3.4 Project Management Team Competences and Project Performance**

From the research findings, project management team competences had positive and significant influence on project performance. It has a Beta value of 0.114 and a significance value of 0.041 at p<0.05 significant level. An increase in project management team competences increased the project performance by 0.114 when all other factors are held constant. The findings of the study indicated that project management competences had positive connection with the project performance. These findings agree with the study by Kaniaru (2014) that project managers competence has an effect on the performance of project. The technical skills, communication skills and experience of the project manager had either positive or negative effect on the performance of the project. The training of the project management team should be continuous. Carbone and Gholston (2014) found that formal training of project managers geared towards developing their competencies for the project management role is not usually observed since most managers rise to this position after promotions, based on their past achievements and experience, and then some form of training is provided after the promotion. The results did not agree with the study findings by Karoki (2013) that project management team competence had a negative impact on the success of the project when the team was not well constituted or when it was not committed to deliver the objectives of the project.

**4.5.3.5 Stakeholders Participation and Project Performance**

From the research findings, stakeholders involvement has a significant and positive influence on project performance. It has a Beta value of 0.170 and a significance value of 0.001 at p<0.05 significant level. An increase in stakeholders' involvement increased the project performance by 0.170 units when all other factors are held constant. The study complements the study by Nyingi (2017) that stakeholders

involvement and M&E had positive impact on performance of projects. Respondents explained that the involvement of the stakeholders ensured that their expectations were factored in during the design of the project to ensure ownership of the project. The stakeholders were involved in decision making hence supporting the project during implementation leading to minimal complains about the project. Respondents explained that the stakeholders' involvement created awareness of the project outcomes. The outcome of the project was embraced by the stakeholders hence the feeling that the project was successful.

## 4.6 Content Analysis for Qualitative Data.

The respondents provided additional information in the open-ended questions in the questionnaires. The information related to the variables of planning, financial management practices, stakeholders' involvement and monitoring and evaluation. The data was grouped in themes relating to the relevant objective of the study. The data was summarised for every variable as shown below:

## 4.6.1 Planning

It was explained that planning was useful in identifying the scope of the work, estimating cost and the time required for the project. This ensured that the cost is controlled and the project timelines are adhered to. It was explained that the planning should ensure that there are sufficient funds for the project so that the continuity of the project was guaranteed. It was further explained that there should be an assessment of possible risks and ways of mitigating them be identified and implemented to avoid any future disruption of the project. The findings of the study were consistent with those of Anunda (2016) that planning should cover sufficiency of funds for the project and there should be measures of mitigating project risks.

### 4.6.2 Financial Management Practices

The study found that financial management ensured proper utilization of funds to ensure that the cost of the project does not vary. It also found that the funds were disbursed without delays hence avoiding the cost overruns of the project and delay of commencement of the project. The study also found budgeting being critical in controlling the expenditure for the projects as it ensured that the project cost was well determined. It was also found that the viability of the projects was interrogated before undertaking them to ensure that only those with projects leading to economic growth would be implemented. The findings of the study confirmed those of Gashuga (2017) that budgeting activities assisted the organisation to prioritise the projects and control expenditure hence to undertaking of the most viable projects which leads to economic growth.

### 4.6.3 Monitoring and Evaluation

The study found that M&E helped in comparing the projected work with the actual performance to determine the progress of the project. It also assisted to monitor cost and time spent on the project at any given time to predict any cost or time variation, avoid waste of resources and identifying any potential risk to the project. The study found out that during M&E activities, there was sharing of experience and knowledge which lead to better management of the project which ensured increased performance. With M&E, the findings were that emerging challenges were identified earlier hence leading to good decision making to ensure that the performance of the projects was not compromised. These findings are confirmed by Wambura (2016) that with the input of M&E, an institution will explore all the possible risks and opportunities associated with public projects and define a means of dealing with them.

### 4.6.4 Stakeholders Participation

The respondents were asked to state whether they thought the stakeholders are selected depending on their influence and benefits from the project to be implemented. The respondents responded that majority of them agreed with the statement of the study at 81.8 percent and 18.2 percent disagreed with the statement. It was found that the involvement of the stakeholders ensured that their expectations were factored in during the design of the project to ensure ownership of the project. The stakeholders were involved in decision making hence supporting the project during implementation leading to minimal complains about the project. It was found that the stakeholders' involvement created awareness of the project outcomes. The outcome of the project was embraced by the stakeholders hence the feeling that the project was successful. The findings also show that the stakeholders had influence on the sourcing funds for the projects since some of them are influential people in the government decision making. With their involvement, it was explained that they lobbied for the allocation and disbursement of the project funds. The findings confirmed those of Mwai (2016) that the involvement of the officials from the government was a critical element as it ensured support and mobilization of the resources for the project and that the community embraced the projects and provided support during their implementation.

# CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATION

### 5.1 Introduction

The chapter covers the summary, conclusion and emerging study recommendations. The summary was discussed in form of the research questions highlighting the major findings. The conclusion and the recommendations were discussed in regard to the study objectives.

### 5.2 Summary

The general objective of the study was to assess the effect of PMP on the PPP in the Kenyan county of Mombasa. Specifically, the study sought to examine the effect of planning, FMP, stakeholders' involvement, PMTC and M&E on the PPP in the Kenya county of Mombasa. The study adopted descriptive research design. Data was collected using open and closed ended questionnaires from a target population of 189. The sampling was done by use of a stratified sampling procedure and the sample size was 66 project officers. Multiple regression model of the study was developed to check the effect of the independent variables on the dependent variable. Data of qualitative nature was analysed using content analysis. The findings of the study were based on the analysis of the information given by the respondents of the questionnaires issued to them. The study findings are based on the specific objectives.

### 5.2.1 Project Planning and Performance of Public Projects

Project planning was the first objective of the study. The findings showed that planning had a positive and significant influence on the performance of the projects. The regression model revealed that an increase in planning activities increased the performance of public projects. The respondents rated the planning indicators to a

great extent on their influence on the performance of projects. The indicators that project scope was specified before the project started, planning of project time and planning of cost had the highest approvals by the respondent of great extent. The statement that project risks were identified before the project started had the lowest mean with the respondents agreeing to moderate extent. The respondents explained that planning ensured that the cost is controlled and the project timelines were adhered to. The study found that planning was an important factor of increasing the performance of projects and the regression model confirmed that with a positive and significant coefficient of determination.

### 5.2.2 Financial Management Practices and Performance of Public Projects

The second objective was to investigate the FMP's influence on the PPP in the Kenyan county of Mombasa. The findings of the study indicated that financial management practices influenced performance of the projects positively and significantly. The respondents agreed with the research objective with a mean of great extent. The indicators of the financial management practices that project cost was budgeted had the highest rating with a mean translating to great extent. The statement that the funds of the project were disbursed on time and that the cost of the project was maintained had the lowest mean with the respondents agreeing to moderate extent. The study found that financial management was important as it ensured that funds were disbursed without delays hence avoiding the cost overruns and delay of the project execution. t Financial management practices are significant factors of increasing the performance of projects and was confirmed by the regression model with a positive coefficient of determination.

### 5.2.3 Monitoring and Evaluation and Performance of Public Projects

A determination of how performance of projects in Mombasa county was affected by M&E formed third study objective. The findings of the study expressed that M&E had a positive and significant influence on the performance of projects with a mean of great extent. The findings showed that the respondents agreed that audit was done on most of the projects. The respondents also agreed to a great extent that monitoring and evaluation reviewed the key performance indicators of the project, that project evaluation ensured accountability by the project stakeholders and that progress reports were regularly produced. However, the respondents relatively stated that production of progress report was not as highly prioritised as the other practices. The findings showed that project evaluation helped in measuring accomplishments in order to avoid weaknesses and future mistakes to a great extent.

The findings indicated that M&E assisted in monitoring cost and time spent on the project at any given time to predict any cost or time variation, avoid waste of resources and identifying any potential risk to the project. The findings showed that M&E was an important factor of increasing the performance of projects and the regression model confirmed that with a positive and significant coefficient of determination.

### 5.2.4 Project Management Team Competence and Performance of Public Projects

Evaluating the influence of PMTC on the achievement of public projects in Mombasa County formed the fourth study objective. The findings of the study indicated that project management team competences had a positive and significant influence on the performance of projects. The indicators of the variables were rated as highly required

for the performance of the project with a mean of great extent. The project team (as composed), their experience and skills for the management of the project was found to be effective and committed to the success of the projects. The regression model of the study confirmed that project management team competence increased the performance of the projects.

### 5.2.5 Stakeholders' Participation and Performance of Public Projects.

The fifth objective was to investigate the stakeholders' participation's influence on the PPP in the Kenya county of Mombasa. The findings of the study were that the stakeholders involvement had a positive effect on the performance of the project with a mean of great extent. It was found that identification of the stakeholders for every project was done to very great extent and the lowest rated was the involvement of the stakeholders in the decision making. This indicated that the stakeholders are still not fully being engaged in making decisions for the project. The findings showed that there was great public participation in the management of projects hence leading to their success. The study showed that stakeholders participation was an important factor of increasing the performance of projects and the regression model confirmed that.

### 5.3 Conclusion

The study concluded that the performance of the project is influenced by planning, financial management practices, monitoring and evaluation, project management team competencies and stakeholder's involvement. They are significant in the performance of projects.

It is concluded that planning activities like adoption of policies, carrying out feasibility studies and planning of time, cost and scope influenced the performance of

the project positively. The study also concludes that risk management and use of project planning tools increased the performance of projects.

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

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

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

## 5.4 Recommendations

Following the findings of the project, various recommendations are suggested to ensure improvement of performance of the projects. Firstly, it is recommended that planning of project be undertaken before commencement to ensure availability of resources and provide a roadmap for successful project implementation. It is further recommended that the government adopts a policy and tool on project management of

all public projects to ensure standardization of project management for easy comparison of performance.

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

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

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

It is recommended that monitoring and evaluation of the projects be encouraged as it improves the project performance to the greatest extent. The monitoring activities should be more interactive to enable sharing of knowledge and lessons learnt. It is also recommended that sufficient funds need to be set aside for M&E activities which should form part of the project budgeting. The progress report on the project should be regularly produces to assist in tracing the performance of the project at every stage of implementation. It is further recommended that a monitoring and evaluation

framework be established since they were found to contribute highly to project performance.

It is recommended that stakeholders should be involved in the projects from the design stage and in the implementation for them to own the project and embrace the project outcome. They should be provided with the full and correct information about the project so that they can assist in the sourcing of finances and formulation of the policies and regulations that may affect the projects. It is further recommended that the stakeholders should be involved in the decision making of the project.

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

## 5.5 Recommendation for Further Study

The study concentrated on the projects in the sectors of health, education and transport and infrastructure. It is therefore recommended that similar studies be undertaken on other projects in the county so as to determine whether they will produce the same results or whether there will be other factors that determine the performance of public projects.

The study found that performance of the public projects in Mombasa County was highly influenced by monitoring and evaluation practices and was least influenced by planning practices. There were also other variables other than those considered in this

study that were found to be influencing the performance of projects. It is therefore recommended that further studies be carried out to confirm the findings.

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# APPENDICES

## Appendix I: Introduction Letter

County Government of Mombasa,

P.O Box 90400-80100,

Mombasa, Kenya.


**REQUEST FOR STUDY PERMISSION**

Reference is made to the above subject matter. I am pursuing MBA in project management and as part of the course work it is required that the student undertake a research work in the area of study. I have chosen the area of research as the **"EFFECTS OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF THE PUBLIC-SECTOR PROJECTS IN KENYA". A CASE OF MOMBASA COUNTY.**

I therefore, kindly request for your permission to undertake the study in your institution. The purpose of this research is solely academic and the information will not be divulged to any other party.

Thanking you in advance.


Yours faithfully,


**PETER MATHENGE**

**EFFECT OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC SECTOR PROJECTS IN KENYA: A CASE OF MOMBASA COUNTY.**

This Questionnaire is for the sole aim of collecting research data from the project officers of the public projects undertaken by the Mombasa county government. The information contained in this questionnaire is for academic purposes only and will not be given to any other entity.

I therefore request you to fully answer the questionnaire as accurately as possible by ticking the right answer in the respective provided box.

## SECTION A: BACKGROUND INFORMATION

1. What is your Gender?  Please tick **(√)** as appropriate
   Male          (  )                    Female          (  )

2. For how long have you worked in the institution?   Please tick (√) as appropriate
   Less than 1 years     (  )            6 to 10 years          (  )
   1 - 5 years           (  )            Over 10 years          (  )

3. Please indicate your Age bracket. Tick **(√)** as appropriate
   Less than 20 years    (  )            41 to 50 Years         (  )
   21 to 30 Years        (  )            Over 50 Years          (  )
   31 to 40 years        (  )

4. Please indicate your highest education level attained. Tick (√) as appropriate
   None              (  )                Bachelor's Degree    (  )
   Primary School    (  )                Master's Degree      (  )
   Secondary School  (  )                PhD Degree           (  )
   Certificate       (  )                Other specify        (  )
   College Diploma   (  )

Please tick in the boxes provided in the following sections to show your agreement on the following statements. On a scale of 5-1 where 5= very great extent, 4= great extent, 3= moderate extent, 2= low extent and 1= Not at all, please indicate by ticking on the number to show the extent of your agreement with each statement below.

5. **PLANNING**

| | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| There exists a project planning policy that guides all project | | | | | |
| Project policies are followed | | | | | |
| Project implementation was planned before project started | | | | | |
| Feasibility study is done for every project | | | | | |
| Project time was specified before project started | | | | | |
| Project cost was specified before project started | | | | | |
| Project scope was specified before project started | | | | | |
| The project risks are identified | | | | | |
| Project register was prepared | | | | | |
| Planning tools are used in project implementation | | | | | |

6. State how you think planning assisted in the performance of the project……………………… ……..........................................

7. **FINANCIAL MANAGEMENT PRACTICES**

| | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| The project cost was budgeted | | | | | |
| The funds of the project are disbursed on time | | | | | |
| The budget was adequate for the project | | | | | |
| The cost of the project was maintained | | | | | |
| The books of accounts for the project were maintained | | | | | |
| The county reports its yearly financial statements | | | | | |

**8.** State how you think financial management assisted in project execution……………………………

## 9. PROJECT TEAM COMPETENCE

| | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| The project has a project management team constituted to manage the project | | | | | |
| Project team qualifications important | | | | | |
| Project manager's management skills are important | | | | | |
| Manager's experience is important | | | | | |
| The project team technical skills are important | | | | | |
| The project manager has the communication skills required for project execution | | | | | |
| The project team undergoes regular training to enhance their knowledge on project management | | | | | |

## 10. STAKEHOLDERS INVOLVEMENT

| | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Stakeholders were identified for the project | | | | | |
| Stakeholders needs and expectations were identified | | | | | |
| Stakeholders were informed on project progress | | | | | |
| Stakeholders involvement in decision making | | | | | |
| The success of the project is dependent on primary customer satisfaction | | | | | |

11. Do you think the stakeholders are selected depending on their effect and benefits to the project to be implemented? Yes    ( )

No     ( )

12. State how you think the involvement of the stakeholders helped in accepting the project outcome?......................................................................................................................

13.     **MONITORING AND EVALUATION**

|  | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Projects was audited |  |  |  |  |  |
| Monitoring and evaluation reviews key performance indicators of the project |  |  |  |  |  |
| Project progress reports were produced regularly |  |  |  |  |  |
| Project evaluation ensures accountability by the project stakeholders |  |  |  |  |  |
| Project evaluation helps in measuring accomplishment in order to avoid weaknesses and future mistakes |  |  |  |  |  |

14. State how you think monitoring and evaluation helped in controlling the cost of the project?

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………...

15. **PERFORMANCE**

|  | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Completion of project on time |  |  |  |  |  |
| Cost of project was maintained |  |  |  |  |  |
| There is general satisfaction of project performance |  |  |  |  |  |
| Project scope was fully achieved |  |  |  |  |  |

16. Do you think the users were satisfied with the project?

Yes     ( )

No      ( )

**THANK YOU**

**Appendix III: List of Projects**

**Projects in the Health sector**

1. Construction of Marimani Sub County Hospital
2. Construction of Vikwatani SCH
3. Construction of Ziwa La Ngombe Dispensary
4. Building of ShikaAdabu SCH
5. Building of the Mtongwe SCH
6. Restarting the construction of maternity wing at Shika adabu
7. Building of the theater and maternity at Likoni SCH
8. Expansion of Mrima health centre
9. Rehabilitation of Maternity (Coast General Hospital)
10. Rehabilitation of Wards 3 &4. (Coast General Hospital)
11. Port Reitz Sub County Hospital
12. Completion of Miritini Dispensary.
13. Upgranding of dispensaries to health centres in Magongo, Bokole, Miritini, shimo Annex, kongowea, utange and bamburi.
14. Construction of Chaani maternity unit
15. Construction of coast provincial general perimeter fence
16. Construction of incinerators in likoni, tudor and portreiz subcounty hospital, Mbuta medical health centre and mrima health centre

**Projects in the Education sector**

1. Construction of three classrooms in Kadzandani primary school
2. Construction of administration block in Kwa Jomvu primary school
3. Construction of staffroom in Digirikani primary school
4. Construction of two dormitories in Utange secondary school
5. Rehabilitation of classrooms in Chaani primary school
6. Construction of three classrooms Likoni secondary school
7. Construction of two classrooms Longo primary school
8. Rehabilitation of classrooms in Buxton primary school

**Projects in the transport and infrastructural sector**

1. Upgrading Mama Ngina Road in Nyali
2. Building of Umoja, Kilima, Ndovu & Lakers road
3. Upgrading of Mkomani road in Nyali
4. Upgrading of Freetown clinic building
5. Maintenance and upgrading of B8 Nyali Bridge
6. Upgrading showground road  in Nyali
7. Expansion of roundabouts at links road and mamba road
8. Laying cabro on Kwamburo road
9. Construction of drainage behind Ratna square
10. Improving the drainage Makaburini- Kongowea
11. Building access road to Freetown Clinic
12. Laying cabro on Sunlight to Mshomoroni road
13. Clearing of Mtopanga river
14. Graveling and smoothening Kiembeni Catholic Church- Chembani road
15. Building of Kadzonzo road
16. Construction of Turkey Base Chembani- Vikwatani road
17. Laying of cabro on Mnazini road
18. Building Gulley pots & Covers along Digo road and Abdel Nasser roads
19. Improving junctions & round-about to various roads
20. Improving the drainage of rain water at Shiva corner and East African Packaging areas
21. Improving public spaces and parking areas along Mwabundu road
22. Building of storm water drainage at Sisi Kwa Sisi
23. Improving the drainage and laying cabro at Flamingo Wayani access road
24. Building drainage of storm water through Mwijabu primary school
25. Building Mwagosi access road
26. Building of drainage at Mwagosi
27. Building of Ufuta road
28. Building of a bridge at Aldina- Kwang'ombe road
29. Building of Bangladesh- Mikindani road
30. Constructing Runyu and Bangla bridge
31. Building of access road to Kwakitunu

32. Building of Jitoni road

33. Construction of the remaining section of Kiwirira-Chamvi La Wageni

34. Building of storm water drainage at Likoni Flats

35. Upgrading of Mtongwe Ferry road

36. Construction of Changamwe estate roads

37. Construction of changamwe industrial area road

38. Construction of Portreiz access road

39. Traffic management auxiliary civil works.

**Source:** Mombasa county annual development plan fiscal year 2017/2018. (2016)