EFFECT OF PROJECT MANAGEMENT PRACTICES ON IMPLEMENTATION OF NATIONAL POLICE SERVICE HOUSING PROJECT

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2017
DECLARATION

I declare that, this project is my own original work and has not been presented for award of any degree in any university.

Signed: ___________________________ ______________________

CHEGE MARGARET WANJUHI DATE:
Registration No.: L50/64929/2010

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

Signed: ___________________________ Date____________________

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DEDICATION

This project is dedicated to my dear husband for his support, love and encouragement. To them that had to bear with my busy schedule of class, job and family affairs.

May God bless you all.
ACKNOWLEDGEMENT

I would like to thank the Almighty God for giving me the opportunity and strength to pursue my education. It is through His abundance grace that has brought this research work this far.

This work would not have been possible without my supervisor, Mr. Makhokha who guided me all along the process. I acknowledge his patience, support and thank him most sincerely for his tireless efforts.

I would like to also thank my husband for continuously encouraging me throughout my studies and his tireless support on the family while I had to be away.

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Lastly, I also appreciate my friends who share this journey with me and encouraged me in the adventure of academics and have been my anchor.
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## ABBREVIATIONS AND ACRONYMS

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<tbody>
<tr>
<td>NPSHP</td>
<td>National Police Service Housing Project</td>
</tr>
<tr>
<td>PERT</td>
<td>Project Evaluation and Review Technique</td>
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<tr>
<td>PM</td>
<td>Project Management</td>
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<td>PMP</td>
<td>Project Management Practices</td>
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<td>PMS</td>
<td>Project Management System</td>
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<td>PMTT</td>
<td>Project Management Tools and Techniques</td>
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<tr>
<td>SIDA</td>
<td>Swedish International Development Cooperation Agency</td>
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<tr>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>UN DESA</td>
<td>United Nations Department of Economic and Social Affairs</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Program</td>
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<td>UNFPA</td>
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<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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ABSTRACT

The purpose of the study was to establish the influence that project management practices have on the implementation of the National Police Service Housing Project in Kenya. The objectives of the study were to establish the influence of project planning, monitoring, evaluation and stakeholder participation in the implementation of the NPSHP. The government of Kenya has made several attempts at organizational and structural reforms in the police since 2003. This included the improvement of police welfare, enhancing the community policing, improving quick response to crime scenes through increasing of motor vehicles, merging of the two police services, recruitment of the Inspector General of police and his two deputies as well as the establishment of the Independent Police Oversight Authority and the National Police Service Commission among others. These strategies however have fallen short of the expectations. Most government projects fail due to lack of proper management practices and implementation. The project management practices are those fundamental issues inherent in the project, which must be maintained in order for team work to take place in an efficient and effective manner. They require day to day attention and operate through the life of the project. It is interesting to find out whether project managers in the National Police Service are aware of the project management practices and how the factors under their control impact on the outcomes. The study employed explanatory survey research design. The study was anchored on stakeholders and resource based view theory. The population of study involved the organization top managers, project managers, project engineers, consultants, procurement and accountants who were involved in construction projects in the National Police Housing Project. A census of 380 respondents involved in projects from the stakeholders was carried out. The primary data was collected by use of self-administered survey questionnaire. Data analysis was done by use of descriptive statistics such as frequencies, percentages, mean scores and standard deviation and presented using tables, charts, graphs, frequencies and percentages. It was established that the project implementation by the project managers, consultants and employees of the National Police Service Housing Project were significantly and positively influenced by project management practices which included planning, monitoring, evaluation and stakeholder participation. It was concluded that the project management team embraced proper planning however monitoring, evaluation and stakeholder participation were below expectations. The study recommends that the project management needs to improve monitoring and evaluation which were weak and lead to poor implementation of project deliverables.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Police reforms across the world have been seen as a constant of modern policing initiatives (Savage, 2007). The police are the most visible manifestation of government authority responsible for public security in any country. While being under enormous pressure by both state and non-state actors to counter the increasing wave of crime and the new threats to national security, including those emanating from terrorism, the police must operate in accordance with law and respect human rights at all times (CHRI, 2003). However, the history of policing has repeatedly shown that the police have in many occasions maintained and applied an exclusive reliance upon use of excessive force and torture amongst its own clients with whom they are supposed to protect (ibid).

The creation of the National Police Service is provided for by the Kenyan Constitution 2010 under the National Police Service Act 2011 and the National Police Service Commission Act 2011. In accordance with the provisions, the National Police Service consists of; The Kenya Police Service, the Administrative Police Service and Directorate Criminal Investigation. The National Police Service is under the independent command of the Inspector General. The Kenya Police Service (KPS), the Administrative Police Service (APS) and the Directorate of Criminal Investigation (DCI) are each headed by a Deputy Inspector General. According to Article 244 of the Constitution, the NPS is mandated to strive for the highest standards of professionalism and discipline among its members, prevent corruption and promote and practice transparency and accountability, comply with constitution standards of human rights and fundamental freedoms, train staff to the highest possible standards of competence, integrity,
respect for human rights, fundamental freedoms and dignity and foster and promote relationships with the broader society.

Developing countries are also looking into ways to realize a higher and sustainable growth of the economy in a more equitable environment. In order to create business value, more organizations/public sector is turning to project management to help them move beyond positions of competitive disadvantage or parity. Chase et al (2003) defines project as “a series of related jobs usually directed towards some major output and requiring a significant period of time.

Project success is a topic frequently discussed and yet rarely agreed upon. The views of project success have changed over the years from the definitions that were limited to the implementation phase to definitions that reflect an appreciation of success over the project and product life cycle. The traditional project success has viewed narrowly as the achievement of intended outcomes in terms of specification (quality), time and budget i.e. the ‘Iron triangle’, Atkinson (1999). Dvir et al (2006) say this tends to give the project manager an “operational mindset”. The definitions of project management success have since become more inclusive and emphasize the importance of working with stakeholders to define needs, expectations, and project tasks. Turner (2004) suggests that project managers should be measured on a wider set of objectives and not just the achievement of time, cost and functionality goals.

Project management success focuses upon project process and in particular the successful accomplishment of cost, time and quality objectives. It also considers the manner in which the management process was conducted. Project success deals with the effects of the final product. There is need for the police sector project stakeholders to understand what constitutes project success in view of the many capital intensive projects they implement.
1.1.1 Project Implementation

Effective project implementation or simply put, project success can be measured on the basis of time, cost and quality (performance), commonly known as the triple constraint. These three factors represent the Key Performance Indicators (KPIs). To establish whether a project has been effectively implemented, or better still, if the project has been successful, one has to go back to the initial project goals of time, cost and quality (performance) and be able to measure the extent of their individual achievement.

Kimalu (2011) noted that project implementation in the public entities generally lack clear policies to guide the process and encourage suppliers who can do business with them. For instance, the existing guidelines discourage supplier development and collaborations due to the short term nature of most corporations. Secondly, the payment procedures for goods supplied and work done takes long time to be made thus exposing procurement performance to a very high risk. To implement its projects, National Police Service is committed to diligent, effective and efficient service delivery to the government of Kenya and to the satisfaction of their stakeholders and clientele.

1.1.2 Project Management Practices

Rowlinson (1999) states that the project management practices are those fundamental issues inherent in the project, which must be maintained in order for team working to take place in an efficient and effective manner. They require day to day attention and operate through the life of the project. It is interesting to find out whether project managers in the Kenya Police sector are aware of the project management practices and how the factors under their control impact on the outcomes.
Development projects recommended under vision 2030 and overall economic growth will improve the confidence that the citizenry have on the Kenyan police. Kenya must therefore improve the welfare of the police to ensure there is improved security both internally and from neighbours. The challenges facing the implementation of projects in this sector include: the long lead times, high costs in the development of infrastructure and inadequate specialized skills and tools required for planning and forecasting security needs. There is need for a radical rethink of the process of project planning and implementation to increase the chances of successful project implementation. This study focused on establishing the project management practices, their impact in the National Police Service Housing Project and also determined the project management techniques used in the projects.

1.1.3 National Police Service Housing Project

Since independence, the police service and deplorable housing conditions have been synonymous where men and women in uniform and their families have been compelled to live in pathetic conditions. These included small housing units with others even opting to construct makeshift structures just to have a roof over their heads. All these stood in between calls to provide security and combat serious crimes. However, this is set to change once phase one of the on-going construction of Ksh2.6 billion modern houses using new technology is completed.

The National Police Service faces unprecedented pressure to improve its services to the people of Kenya despite their deplorable housing and general welfare conditions. In the last five years, several changes have been witnessed in the National Police Service related to recruitment of personnel, pay structure, modern equipment and better working conditions and housing yet the efficiency does not match the changes.
The Inspector general of Police looks forward to leading police officers who are devoted, dedicated to discharging their duties, freely interact amongst themselves and the public, know their professional code of conduct, hold high integrity levels, and their work is appreciated by the society at large (Ransley Report, 2009). These strategies are part of the police reforms and also the goodwill of the Kenyan population. An international survey undertaken in 2013 described Kenyans is the most optimistic people. This optimism can be enhanced among the Kenyan people by implementing the proper strategies in the national police service to promote their welfare and hence boost their service delivery efficiency and effectiveness.

According to the Inspector General of Police the housing requirement for the National Police and Kenya Prisons Services is 69,000 and 16,000 housing units respectively, all totalling to 85,000 housing units. This has been occasioned by the fact that for a long time the Government has not been building new houses due to inadequate budgetary allocation, and the mode of delivery did not also match the demand for houses since, construction took long periods, besides delivering only few units.

With the increasing number of personnel as a result of the force recruiting 10,000 policemen annually, the National Police Service now finds itself in dire and absolute need for improved and increased staff housing. This scenario has exacerbated an already chronic situation in congestion and low morale to the disciplined forces; increased insecurity, lack of privacy and thus poor service delivery. However, the NPSHP is intended to turn around this predicament for the police force.
1.2 Statement of the Problem

Most government projects fail due to lack of proper management practices and implementation. Government projects are of great interest to the people who are beneficiaries (World Bank, 2010). A successful project must stay within the budget, meet the timelines set and produce a product that conforms to the quality standards established by the client. Furthermore, the deliverable must be produced within a given duration if it is to be deemed successful in the eyes of the public (Education for All Global Monitoring Report 2010). These factors imply that implementation of government-funded projects is a complex undertaking for any project manager.

A number of authors have noted that despite the huge volume of government aid supporting development projects, there is a chronic litany of challenges threatening the effectiveness of development projects. Most projects require project teams to produce and disseminate monitoring and evaluation reports for purposes of informing stakeholders of project achievements and challenges. Unfortunately, such project reports do not include some of the experiences from which lessons could be learned to inform decisions for effective implementation of future projects. There is, therefore, need for project teams to find and use other ways of sharing their experiences (Kimalu, 2010).

Mavoko Local Authorities. A few studies have highlighted the project management practices in the county governments as well as the challenges.

From the above studies it is evident that limited research has been done to assess the impact of project management practices on implementation of Kenya Police projects in Kenya, yet it is through this practices that KPS is able to implement its projects for service delivery. This study therefore sought to investigate the influence of project management practices on the overall implementation of National Police Housing Project.

1.3 Purpose of the Study

The purpose of the study was to establish the influence of project implementation practices on the implementation of the National Police Housing Project.

1.4 Research Objectives

1.4.1 General Objective

The general objective of the study was to establish the effects of project management practices on the implementation of National Police Service Housing Project.

1.4.2 Specific Objectives

The specific objectives included;

i. To determine the effect of project planning on the implementation of National Police Service Housing Project

ii. To determine how monitoring affects the implementation of National Police Service Housing Project
iii. To determine how evaluation affects the implementation of National Police Service Housing Project

iv. To determine the effect stakeholder participation on the implementation of National Police Service Housing Project

1.5. Research Questions

This study sought to answer the following research questions:

i. What is the effect of project planning on the performance of Kenya Police Housing Project?

ii. Does monitoring and evaluation influence the performance of Kenya Police Housing Project?

iii. What is the effect of stakeholder participation on performance of Kenya Police Housing Project?

1.6. Significance of the Study

The results of this study are intended to significantly contribute in the general knowledge available in the field. Project Managers gaining knowledge on critical success factors, project management techniques, how they affect the project success and hence use them to increase the chances of project success. Create awareness within the Kenya Police Sector stakeholders i.e. IPOA, Ministry of Interior and Coordination of National Government and other security agencies who are the primary stakeholders on the impact of the project management practices on project success and their role in improving the project managers overall performance. It is hoped that this will lead to increase of successful projects resulting to improved project management and improved service delivery of the police force to the citizenry. Other scholars and researchers can use the results of this study as a source of reference and basis for further research on project
management practices in this or other sectors. The research will add to the existing literature available for study in this field.

1.7 Basic Assumptions

The study was carried out on the basis of the following assumptions:

a) That all the respondents gave genuine, truthful, and honest responses to the questionnaires.

b) The National Police Service Housing Project faced challenges related to the implementation

c) The information obtained from the study represented the target population

1.8 Limitations of the Study

The study focussed on only National Police Service Housing Project as a representation of other projects by government agencies in Kenya. This might not necessarily be the case but a significant number of features correlate with other sector players. The study was also confined to the head offices of the KPS. This might not necessarily have meant uniformity and consistency with all the branches of the agencies on policies but the study assumed that with project implementation, there is centralization of the operations with the head office being answerable and accountable. The study was limited to primary data only leaving out secondary data. This limitation was dealt with by exhausting the primary data fully which was believed to be original.

1.9 Delimitations of the Study

The study was restricted to implementation of the National Police Service Housing Project only. This is because since the introduction of the project in 2008, the project has not met the expectations of donors, government and other stakeholders. Attention was focused on agencies
involved in the implementation of the project ranging from the Ministry of Public Works and Housing, NPS, Ministry of Interior and Coordination of National Government Functions and the contractors involved. The study will assess the mode of implementation of the program, availability of funds, the monitoring and evaluation reports and challenges and also the extent of stakeholder involvement. By so doing, it was possible to analyse the major hindrances in the project implementation cycle and come up with remedies thereof.

1.10 Operational Definitions of Terms

**Police reforms**
the measures that are taken to improve the working and living conditions of the national police service

**Police officer**
any person who is appointed to serve in the National Police Service

**Project management**
Application of knowledge, skills, tools, and techniques to project activities in order to meet stakeholder expectations

**Project Management Policy**
A guideline and documented procedures on how projects are planned, executed and delivered based on proven project management methodologies, to ensure projects are completed within stipulated time and meet allocated budget

**Project Implementation**
The process by which a project is executed or carried out

**Technology**
Is the collection of ICT techniques, methods, skills, tools, processes and resources used in the management of a project
1.11 Organization of the Study

The project comprised of five chapters. Chapter one involved background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, limitation of the study, and organization of the study.

In chapter two literature reviews examined the introduction, theoretical review: institutional theory and Resource based view theory. Empirical review included; project planning, monitoring and evaluation and stakeholder participation and Conceptual Framework. The chapter three dealt with research methodology under; Introduction, research design, target population, sampling design, rationale for sample selection, data collection instruments, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four details data analysis, presentation and interpretation while chapter five dealt with summary of findings, conclusions and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
According to Jugdev et al. (2005), the evolving understanding of project success can be grouped into four periods. Period one (1960s-1980s) project success was concerned with project implementation and handover part of the project life cycle and hence use of simple metrics such as cost, time and specifications were adequate. During the 1980s and 1990s planning became more critical to project success and with it the emergence of list of Project management practices (CSF’s) as measure of project success. It took into account the organization and stakeholders perspectives. More recently, CSF’s frameworks were developed on the basis that success is stakeholder-dependent and involves project supplier and recipient. The increasing turbulent business environment has necessitated project success to include benefits to the organization and preparations for the future (innovations) to remain competitive. Project success currently is viewed from the conceptual stages of the project life cycle to close down of the project's product cycle. It is referred to as the project management period.

2.2 Theoretical Review
This part covers theories to be used in this study. This study will be anchored by the following theories; stakeholders’ theory, institutional theory and Resource based Theory.

2.2.1 Stakeholders Theory
This theory was formulated by Friedman in 2006. The traditional definition of a stakeholder is any group or individual who can affect or is affected by the achievement of the organizations objectives (Freeman, 1984: 56). The general idea of the stakeholder concept is a redefinition of the organization. In general the concept is about what the organization would be and how it
should be conceptualized. Friedman (2006), states that the organization itself should be thought of as a grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm. The managers should on one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stakeholder’s agent to ensure the survival of the firm and safeguard long-term stakes of each group (Friedman, 2006).

The stakeholder theory suggests that an organization is a social construction made of interaction of various stakeholders. The organization is envisioned as the centre of a network of stakeholders, a complex system of exchanging services, information, influence and other resources (Sloan, 2009). Harrison, Bosse et al. (2007) argues that an organization’s value is created when it meets the needs of the firm’s important stakeholders in a win-win fashion by attending to the interests of all their stakeholders – not just their shareholders. Stakeholders can be categorized as primary and secondary. Jawahar and Mclaughlin (2001) identify primary stakeholders as people or groups who are ultimately impacted either positively or negatively by the organizations actions such as customers, shareholders, employees, suppliers while secondary stakeholders are people or groups who can indirectly affect or be affected by the organizations actions such as the public, government agencies, non-governmental organizations, funding agencies. This theory supports the third variable in this study.

2.2.2 Resource Based Theory

Resources are inputs into a firm's production process, such as capital, equipment, skills of individual employees, patents, finance, and talented managers. Resources are either tangible or intangible in nature. With increasing effectiveness, the set of resources available to the firm tends
to become larger. Individual resources may not yield to a competitive advantage. It is through the synergistic combination and integration of sets of resources that competitive advantages are formed. The Resource-based Theory (RBT) is a project management theory that is widely used in project management. It examines how resources can drive competitive advantage (Killen et al., 2012). The RBT has become one of the most influential project management theories cited in project management literature due to its immediate face validity, appealing core message, and ease to grasp and teach (Kraaijenbrink et al., 2010). However, these advantages don’t come without criticism. Those who are against the application of the RBT are criticizing areas that are mainly related to the state of the definitions that RBT is based on, the conceptual and empirical methodology, and so-called deficiencies of the concept (Truijens, 2013). With the help of this theory one can understand how to utilize the available resources, select our suppliers, do contract reviews to accomplish and implement a given project effectively by prioritizing the project needs.

2.2.3 Institutional Theory

Institutions are composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life Scott (2004). According to this theory, the three pillars of institutions as regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expediency as basis for compliance. The normative pillar refers to norms (how things should be done) and values (preferred or desirable), social obligation being the basis of compliance. The cultural-cognitive pillar rests on shared understanding (common beliefs, symbols, shared understanding).
This theory is very important when it comes to the implementation of sustainable procurement policy and practice in organizations that serve the public. This is a matter of organizational culture and the degree to which the prevailing climate in an organization is supportive of sustainability and/or of change in general (Brammer & Walker, 2012). From this theory, one can understand the laws and regulations governing procurement practices in effective project implementation for instance from the Evaluation period, Award, Substantial Completion and End of Defects Liability period of project justifying its implementation. This is gained by considering the procurement practices like procurement planning, supplier selection, contract review and monitoring and evaluation towards project implementation.

2.3 Empirical Review

2.3.1 Project Implementation

Implementation is the fourth phase of project management cycle, which integrates the project’s product or services into the existing organization. The most widely employed approach to project success is the satisfaction of the golden triangle of cost, time and scope. However, several authors (De Wilt, 1998; Shenhar et al, 1997; Pinto and Slevin 1988) suggest that there could be diverse criteria for the project success. Figure 1 depicts the project success criteria perceived by (Pinto and Slevin, 1988). To further explain the concept of project management practices, some of the critical success factors that have been listed by different authors and project management specialists. Baker, Murphy (1974) and Fisher (1988) recognized the necessary variables for the success of a project found that the team commitment towards the project, proper costing at the preliminary stages; proficiency of team managing the project, sufficient financing to accomplishment; satisfactory preparation and governing practices, less start up challenge, lack of paperwork and visibly well-known realizable benchmarks. On the other hand, Pinto and Slevin
(1988), also found elements such as; mission of the project, support from senior management, communication, involvement of the client, sourcing of employees and monitoring and evaluation plays crucial role in order to realize the project objectives.

However, Lechler (1998) argues that selection appropriate technology, clear Communication channels are the priority at preliminaries of any project. The scheduled strategies and materials and the authority from project leader can lead to achieving the mission of the project. Crawford (2001) asserts that project definition, technical performance, monitoring and control, organizational support administration, team selection, communication and leadership, team development, task oriented decision making and problem solving, strategic direction and stakeholder management are key. Cooke-Davies (2002) projects that there are three of them namely: - project scope, management performance management and project risk management. According to Barriere (2003) project management practices have become a universal tool for optimal performance for any organization that seeks professionalism. Ibbs (2002) Identified professional project management practices as the skills and science of planning, designing, and managing activities throughout the project lifecycle processes. Professional project management concept has been found to be in practice before the Second World War. Its emergence can be traced back to the early fifties, when it was implemented on a large scale project (Peters, 1981).

The current state of project management practices in developing African countries remain very critical due to the advancement of technology, the increasing complexity of projects and the scarcity of human capital (Crawford et al., 2006). According to Birkhead, et al., (2000) there have been urgent needs for the development of project management practices in developing countries due to the changing nature and emergence of new technologies and the relaxation of trade regulations, which have resulted in a highly competitive marketplace.
2.3.2 Project Planning and Project Implementation

Chandra (2010) asserts that unlike small projects that involve few activities, complex projects that go beyond a certain threshold level of magnitude should proceed on the basis of a sound formal planning platform without which there may be chaos. Of major significance is the requirement for the strategy plan to contain, among other things, a detailed breakdown of goods, works, or services required; a schedule of the planned delivery, implementation or completion dates for all goods, works, or services required; an indication and justification for whether it shall be procurement within a single year period or under a multiyear arrangement, an estimate of the value of each package of goods, works or services required, an indication of the budget available, sources of funding among others.

Planning will also involve setting out goals, and also includes an outline of the time and cost. Well defined objectives and policies serve as the framework for the decisions to be made by the project manager. Brown and Hyer (2010) asserted that in general planning includes identifying the purpose, defining the scope, determining customer requirements (user needs), identifying tasks (key procurement activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities. Planning answers the question: What does the organization hope to accomplish by successfully completing this project? What organizational result is expected? In underscoring the critical role planning plays in successful project implementation, Frese et al (2013) contends that planning requires excellent forward planning, which includes detailed planning of the process implementation stages and milestones, task timeliness, fallback positions and re-planning. What this means is that initial planning is not enough. Projects often take wrong turns, or initial solutions prove unfounded thereby necessitating re-planning and going back to the drawing board. A project plan may thus be
subjected to review from time to time as and when necessary. Freeze emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts.

According to Saunders (2011), planning also encompasses the aspects of forecasting techniques to help in the process of predicting costs and cash flows (financial disbursements). The other critical element of strategy planning is deciding on the organization structure. The structure will normally be affected by the project choices in relation to competitive advantage and the competitive scope. Aspects of functional specialization and the balance between centralization and decentralization of project activities need to be reflected in decisions. Attention may also be on the development of coordinating mechanisms such as matrix structures, multifunctional teams and committees. In some cases, procurement project teams or task forces may be formed for specific projects. Lysons and Farrington (2010), on their part, have also underscored the relevance of resource allocation as an aspect of planning in the process of the project implementation strategy formulation. Resource allocation at this stage will normally assume the form of financial, physical, human and technological resources allocated to a function or activity. Such allocation is usually reduced to quantitative terms expressed in procurement budgets or financial statements of resources needed to achieve specific objectives or to implement a formulated strategy.

Mamiro (2010) points out that one of the major setbacks in government projects is poor planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of the skills of staff responsible for projects. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2004).
2.3.3 Monitoring and Project Implementation

According to Meredith and Mantel (2012), the key things to be planned, monitored and controlled are time (schedule), cost (budget) and scope (performance). The prescribed public sector procurement plan format as already discussed above exhibits the first two as very prominent features. It is useful to perceive the control process as a closed-loop system, with revised plans and schedules (if warranted) following corrective actions. The planning-monitoring-controlling cycle is continuously in process until the project is completed. This process should be constructed as an integral part of the organizational structure of the project, not something external to and imposed on it, or worse, in conflict with it.

It is important to first define the key factors to be monitored and evaluated: Scope, cost and time and the boundaries within which they should be controlled. According to Brown and Hyer (2010), monitoring refers to any tracking system from a simple checklist to sophisticated dashboard style approaches, for identifying variances from the original plan. They advance the argument that as part of the planning process, a project team should agree on the appropriate approach for monitoring key performance indicators (KPIs) during the life of the project. On the other hand, the concept of project control as the set of processes, decisions, and actions involved in responding to project variances. Project control thus portends a project change management process for deciding when changes are appropriate and when to stay the course.

Chandra (2010) identified one significant factor, among others, that undermines effective project monitoring and control which tends to ultimately impact on the level of implementation success. The key factor according to Chandra is project characteristics which encompass the projects large size, complex undertakings involving many organizations and people rendering it difficult to keep track of physical performance and expenditure on hundreds or even thousands of
activities relating to the project. This also poses the challenge of coordination and communication difficulties where several organizations and people are involved in the same project. This view is supported by Frese (2010) who hold that effective project implementation requires continual monitoring and measurement of time, milestones, people and equipment schedules. Properly done schedule control will give the first hint that initial planning may not be going according to schedule. Picking on these hints, one can have an early opportunity to implement a fallback position and/or re-plan to get back on track. And with regard, however, fostering the highest possible standards of professional competence amongst those whom are responsible; optimizing the use of resources for which they are responsible to provide the maximum benefit to their employing organization; complying both with the letter and spirit of the law of the country and contractual obligations and by rejecting any business practice which might reasonably be deemed improper (Kapila, 2012).

2.3.4 Evaluation and Implementation of Projects

According to research carried out by Darren and Pinter (2004) on National Strategies for Sustainable Development, it was evident that in most public or private organizations rarely do formal mechanisms exists in which organizations spared on a continuous basis to sit back, critically analyze the key lessons from evaluation reports and map the necessary measures to adapt to the lesson learned. In most instances, organizational learning and adaptation occurs in an ad hoc manner.

The OECD-DAC Guidelines for Sustainable Development Strategies suggest that evaluation be based on clear indicators and built into strategies to steer processes, track progress, distil and capture lessons, and signal when a change of direction is necessary. Further, the UN DESA guidelines call for integrated mechanisms for assessment, follow up, evaluation and feedback.
An evaluation framework on how success of the projects should be measured forms part of the project proposal due to demand to demonstrate results and accountability requirements on projects performance (IIRR, 2012). Use of Participatory methods in monitoring and evaluation provides an active involvement in decision-making for those project stakeholders and generates a sense of ownership in the M and E results and recommendations (World Bank, 2004). In order to improve on accountability, there is need for good feedback about successes and challenges which should communicated regularly to stakeholders, including community members, local government and donors. Morel and Hagens (2012) asserts that monitoring needs to be guided by a genuine commitment to reflect and to establish whether things are going as planned or intended. Commitment to evaluation requires discourse as a way in which the organization understands how it is progressing towards meeting its goals and objectives. Therefore M and E should adopt questioning which should be fundamental to the orientation, culture and practice of the organization.

Evaluation can be used for accountability purposes (Moynihan, 2005). It can be used to indicate project compliance with required parameters and demonstrate to funding agencies, donors, or the public that resources have been used appropriately.

2.3.5 Stakeholders Participation and Project Implementation

Wixom et al (2011) postulate that stakeholder participation and team skills are two of the serene imperative implementation factors that determine project success or failure and that these two are essential communication skills. He argues that user participation occurs when users are assigned project roles and tasks, which lead to a better communication of their needs and helps to ensure
that the system is implemented successfully. He further emphasizes that team skills are a critical factor in implementation success.

To further underscore the value of stakeholder participation in project implementation, Brown and Hyer (2010) hold the view that keeping key stakeholders (including the Procurement Manager) informed of the project’s purpose, goals, progress and changes are key to successful project implementation. At the projects outset and as events unfold, key stakeholders must have the opportunity to comment and provide input. As a result, final project deliverables, and outcomes should not come as a surprise to anyone.

A strong relationship will benefit both sides. One wants stakeholders to acknowledge how important ones business is to them, so they make every effort to provide the best service possible. And one is more likely to create this response by showing the stakeholders how important they are to the business (Lysons & Farrington, 2010).

Meredith & Mantel (2012) equally contend that stakeholders concerned with the project should be appropriately tied into the project reporting system, including the different levels of management, with appropriate depths of detail varying with the different levels. The frequency of reporting should be great enough to allow control to be exerted during or before the period in which the task is scheduled for completion. Contract review should be timely in order to provide the following vital benefits to stakeholders: mutual understanding of the goals of the project; awareness of the progress of parallel activities; understanding of the relationships of individual tasks to one another and to the overall project; early warning signals of potential problems and delays in the project; and higher visibility to top management, among other benefits.
2.4 Research Gaps

There are apparently significant gaps in the academic area of public projects management and implementation prompting to unwarranted loss and wastage of the scarce public resources. No conclusive project has been done to evaluate the extent to which project management practice and implementation of Kenya Police Housing Project. Moraa (2011) in her project focus on roads projects at the Ministry of Roads, yet the problem may be more widespread across the board within the entire public sector. In addition, not a lot has been researched in this area of management and implementation, yet implementation has over one decade progressively picked up prominence within the public sector being at core of the projects implementation process in Kenya. What has been missing is giving the linkage between project management practices and implementation objectives. Despite the fact that a few analysts including Kirungu (2011), Malala (2011), Mutunga (2010) and Rutere (2010) have endeavoured to convey to the fore the importance of management practices in public projects implementation, their effort has generally been rather too general and as such wanting in detail thereby failing to address the specific aspects of management that affect project implementation. The researcher intended to bridge these glaring research gaps. This study was an effort to plug this gap and to provoke more critical thinking and research in the area of public projects implementation.
Table 2.1: Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>year</th>
<th>Topic</th>
<th>Findings</th>
<th>Knowledge gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hargis et al</td>
<td>2010</td>
<td>Influence of project management practices and implementation of projects.</td>
<td>The success of the project depends on the project handling team</td>
<td>Did not put in consideration the Kenya Police</td>
</tr>
<tr>
<td>Busby &amp; Pinto</td>
<td>1993</td>
<td>Relationship between project management practices and implementation of projects. South Africa.</td>
<td>Leaders relate to followers through a social exchange process in order to conduct mutually beneficial transactions.</td>
<td>Did not put in consideration the Kenyan Sector</td>
</tr>
<tr>
<td>Cleland &amp; Kris</td>
<td>2000</td>
<td>Effects of project management practices and implementation of projects. Angola.</td>
<td>It is through action, participation and contact that the community becomes more vital</td>
<td>Did not put in consideration the current variables</td>
</tr>
<tr>
<td>Besner &amp; Koontz</td>
<td>2006</td>
<td>Integrating PM tools and techniques into practice</td>
<td>Participatory methods in monitoring and evaluation provides an active involvement in decision-making for those project</td>
<td>Focussed on commercial banks only</td>
</tr>
<tr>
<td>Hobbs &amp; Malala</td>
<td>2006</td>
<td>Competitive environment of project management</td>
<td>Project management practice is a strategic asset to organizations</td>
<td>Did not put in consideration the Kenyan Sector</td>
</tr>
</tbody>
</table>

2.5 Conceptual Framework

The conceptual framework in Figure 2.1 demonstrates the relationships that exist between the dependent and independent variables under investigation. The dependent variable is implementation of government agency projects whose main indicator is client acceptance, implementation of the project within budget/cost, scope, time and ensuring obligatory quality.
The independent variables that were investigated to establish their level of influence on the dependent variable are: strategic planning, monitoring and evaluation, use of technology, and stakeholder participation and how they influence implementation of National Police Service Housing Project

**Independent Variables**

<table>
<thead>
<tr>
<th>Project Planning</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Mission, vision and core values Planning tools</td>
<td>Implementation of National Police Service Housing Project</td>
</tr>
<tr>
<td>✓ Project goal &amp; linkage to organization goal</td>
<td>✓ Budget</td>
</tr>
<tr>
<td>✓ Understanding the project by project team.</td>
<td>✓ Scope</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monitoring</th>
<th>✓ Monitoring tools used</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Frequency of monitoring</td>
<td></td>
</tr>
<tr>
<td>✓ Participation in monitoring</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>✓ Evaluation tools used</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Frequency of evaluation</td>
<td></td>
</tr>
<tr>
<td>✓ Participation of monitoring</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder Participation</th>
<th>✓ Initiation/Planning phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Implementation phase M&amp;E phase</td>
<td></td>
</tr>
<tr>
<td>✓ Phase out</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 2:1 Conceptual Framework**

*Source: Author 2017*
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. This section is an overall scheme, plan or structure conceived to aid the researcher in answering the raised research question. In this section the research identified the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections were included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

Research design refers to the method used to carry out a research. Orodho (2003) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. Research design is an understanding of conditions for collection and analysis of data in a way that combines their relationships with the research to the economy of procedures. The study applied the explanatory research design in the process of determining the findings in relation to the relationship between project management practices and successful implementation of the National Police Service Housing Project. According to Cooper and Schindler (2006), an explanatory study is concerned with finding out the what, where and how of a phenomenon.

Explanatory research design was chosen because it enables the researcher to generalise the findings to a larger population. The intention of descriptive research is to gather data at a particular point in time and use it to describe the nature of existing conditions. The underlining concept is to select several targeted cases where an intensive analysis identified the possible alternatives for solving the research questions on the basis of the existing solution applied in the
selected case study. The study attempted to describe and define a subject, often by creating a profile of group of problems (Cooper and Schindler, 2003). The study attempted to describe and define a subject, often by creating a profile of group of problems. Thus, National Police Service Housing Project was the focus of the study which provides a natural setting on which data was collected.

3.3 Target Population

According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. In this study, the target population was composed of employees at Kenya Police who are involved in the management of the National Police Service Housing Project and other construction consultants, financiers and engineers who include 100 Contractors, 80 Consultants/Specialists and 200 Ministry of Interior and National Government Coordination who were involved in construction projects in the Kenya Police Housing Project. The population included the organization top managers, project managers, project engineers, consultants, procurement and accountants who are involved in construction projects in the Kenya Police Housing Project. A total population of 384 was targeted.

3.4 Sample Design

The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2003). Since the sample population is small, all managers of the projects implemented by the government agencies in the National Police Service Housing Project were involved. Kothari (2010), a representative sample is one which is at
least 30% of the population, thus the choice of 30% of the 384 which is equal to 115 was considered as representative. The managers were purposive sampled. The selection was as follows.

Table 3.1: Sample size

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Targeted population</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Contractors</td>
<td>100</td>
<td>30</td>
</tr>
<tr>
<td>Consultants/specialists</td>
<td>80</td>
<td>24</td>
</tr>
<tr>
<td>Employees</td>
<td>200</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>384</strong></td>
<td><strong>115</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher, 2017*

3.5 Data Collection, Procedures and Instruments

According to Ngechu (2004) there are many methods of data collection. The choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results. This is because each tool and instrument collects specific data. Also, Best & Kahn (2004) posit that data may be collected by a wide variety of methods. Primary data is gathered and generated for the project at hand. Primary data is information gathered directly from respondents and for this study questionnaires were used. Secondary data is the data is gathered for other purposes and used in the recent project usually the secondary data are found inside the company, libraries, research centres, internet and etc. Secondary data involved the collection and analysis of published material and information from other sources such as annual reports, published data.

The study used a survey questionnaire administered to each member of the sample population. The questionnaire had both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The closed ended questions were used to test the rating of various attributes and this help in reducing the number of related
responses in order to obtain more varied responses. The open-ended questions provided additional information that might not have been captured in the close-ended questions. The questionnaire was carefully designed and tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data to be collected for the study.

Secondary data was collected from project management records within the Ministry. This data was useful for generating additional information for the study from already documented data or available reports. Cooper and Schindler (2003) further explain that secondary data is a useful quantitative technique for evaluating historical or contemporary confidential or public records, reports, government documents and opinions. Mugenda & Mugenda (2003) add that, numerical records can also be considered a sub category of documents and that such record include figures, reports and budgets. This basically implies the incorporation of valuable statistical data in the study.

3.6 Validity and Reliability

3.6.1 Validity

Validity is a measure of the degree to which data obtained from the instrument accurately and meaningfully represents the theoretical concept and in particular how the data represents the variables. Where validity has been established, any inferences made from such data will be accurate and meaningful (Mugenda & Mugenda, 2003). The validity of this study was increased by using various sources of evidence. The first phase of this research employed content validity to investigate the relationship between project management practices and successful
implementation of National Police Service Housing Project. This issue confirms the validity of the data and relevant results.

3.6.2 Reliability

To establish the reliability and validity of the research instrument the study sought opinions of experts in the field of study especially the study’s supervisor and lecturers in the school of business administration and strategic management. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

Cronbach’s Alpha was applied to measure the co-efficient of internal consistency and therefore reliability of the instrument. In order to check reliability of the results, study used Cronbach’s alpha methodology, which is based on internal consistency. Cronbach’s alpha measures the average of measurable items and its correlation. SPSS software was used to verify the reliability of collected data. Overall scales’ reliability of the present situation and the desirable situation was tested by Cronbach's alpha, which should be above the acceptable level of 0.70 (Hair et al., 1998). Alpha above the value of 0.7 is considered acceptable (George & Mallery, 2003). Construct validity technique was used to test the validity of the instrument.

3.7 Data Analysis and Presentation

The data was organized and cleaned of errors made during data collection. It was coded and keyed into the computer and analyzed using descriptive statistics with the aid of the Statistical Package of Social Sciences (SPSS). The data was broken down into the different aspects of relationship between project management practices and project implementation in National Police Service Housing Project. This offered a quantitative and qualitative description of the
objectives of the study. The descriptive result data was presented using as frequency distribution diagrams such as tables frequency, percentage, pie chart, bar graphs.

The researcher carried out a multiple regression analysis so as to determine the relationship between project management practices employed and implementation of the National Police Housing Project. This is because it looked at the relationships between the variables and analyzing the project management practices and project implementation with the use of multivariate regression analysis done on the data collected.

The model took the following structure:

\[ Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_i \]

Where; \( Y \) = Effective Project Implementation

\( \beta_0 \) = Constant

\( X_1 \) = Project Planning

\( X_2 \) = Monitoring and Evaluation

\( X_3 \) = Stakeholders participation

While, \( \varepsilon \) = error term.

3.8 Ethical Considerations

The researcher ensured that the information collected was handled and treated with utmost confidentiality. The research questionnaire had the option of indicating or not indicating the identity of the respondent. The researcher explained the intention of carrying out the research before beginning the process of data collection and thus the participation in the study was
through voluntary and informed consent. All the respondents were treated with great respect and
courtesy. The researcher informed the respondents that no compensation would be accrued from
participating in the study and further that the results of the study will be shared upon completion
of the study.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATIONS AND INTERPRETATIONS

4.0 Introduction

This chapter focuses on data analysis, presentations and interpretations based on the data collected from tool administered. It provides overview of background information and influence of project management practices on implementation of National Police Service Housing Project. The sections are based on the four independent variables which include: the role of strategic planning, monitoring, evaluation and stakeholder participation.

4.1 Questionnaire Return Rate

The researcher administered 115 questionnaires to the respondents in the three set of groups targeted in the research namely project managers, contractors, consultants/specialists and employees. 100 of the questionnaires were returned, which was 86.96%.

Table 4.1: Questionnaire return rate

<table>
<thead>
<tr>
<th>Respondents</th>
<th>No. Administered</th>
<th>No. Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Contractors</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Consultants/Specialists</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Employees</td>
<td>60</td>
<td>55</td>
</tr>
<tr>
<td><strong>Cumulative</strong></td>
<td><strong>115</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field data, 2017*

The response rate was representative and was adequately used to answer the research questions. According to Mugenda (2003) that a response rate above 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.
4.2 Demographic Characteristics of the Respondents

The respondents’ personal information included level of education, gender, age, position in the organization, the period of time the respondent has been undertaking project work.

4.2.1 Distribution of respondents by level of education

The respondents were requested to indicate their level of education. The findings on analysis of respondents level of education has been presented on table 4.7.

Table 4.2: Distribution of respondents by level of education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Diploma</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>University Degree</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field data, 2017*

From the findings, majority (47) of the respondents had postgraduate degree, 28 had university degree, 16 had diploma while 9 had secondary certificate. This implies that respondents were knowledgeable with majority having postgraduate certificate and hence higher chances of getting reliable data.

4.2.2 Distribution of respondents by gender

The respondents were requested to indicate their gender. Accordingly, the findings are as presented in the table 4.8.
Table 4.3: Distribution of respondents by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Female</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Source: Field data, 2017*

From the findings, majority of the respondents were males (54%) and 46% of the respondents were females. This implies that even though most of the responses emanated from males there was gender balance.

4.2.3 Distribution of respondents by age

The study sought to establish the age of the respondents.

Table 4.4: Distribution of respondents by age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 years</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>31-40 years</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>41-50 years</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>46-55 years</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>55 years and above</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Field data, 2017*

According to the findings, 30% of the respondents were 55 years and above, 26 were 46-55, 21 were 41-50 years, 16 were 31-40 years, and 7 respondents were 20-30 years old. This depicts that most of the respondents were over 55 years and thus could offer high quality information because of their experience.
4.2.4 Distribution of respondents by position in the organization

The respondents were asked to indicate their position in the organization and the findings are as shown in Table 4.10.

Table 4.5: Distribution of respondents by position in the organization

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Directors/CEOs</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Project Managers</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Programs Officers</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, 2017

According to the findings, most of the respondents (49%) were Programs Officers, 30% were Project Managers and 21% were Executive Directors/CEOs. This information shows that most of the respondents had programmatic knowledge and therefore could be relied upon to present comprehensive information.

4.2.5 Distribution of respondents by duration of working in project work

The study also sought to establish how long respondents have worked in project work.

Table 4.6: Distribution of respondents by duration of working in project work

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Between 1-2 years</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Between 2-4 years</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Over 4 years</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, 2017
Based on the findings, 34% of the respondents have worked in project work for 2-4 years, 18% of the respondents have worked in project work for over 4 years, and 25% of the respondents have worked in project work for less than a year, while 23% of the respondents have worked in project work for 1–2 years. This illustrates that the most of the respondents have worked in project work 2-4 years and therefore had accumulated substantial knowledge and skills of project management over time.

4.3 The Influence of the Project Management Practices

The study further applied general Linear Model to determine the predictive power on the influence of project management practices on implementation of NPSHP. This included regression analysis, the Model, Analysis of Variance and coefficient of determination. In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the influence of project management practices on implementation of donor funded education projects. The researcher applied the statistical package for social sciences (SPSS V 17.0) to code, enter and compute the measurements of the multiple regressions for the study.

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (implementation of Police Housing Project) that is explained by all the four independent variables (strategic planning, monitoring, evaluation and stakeholder participation). The results of regression analysis were interpreted based on the following; \( \beta = \) A measure of how strongly each independent variable influences the dependent variable. \( t = \) statistic is the coefficient divided by its standard error and \( p = \) determined by \( t \) statistic, is the
probability of getting a result as extreme as the one you are getting in a collection of random data in which the variable have no effect.

4.3.1. Model Summary

Table 4.7: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>R Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.919</td>
<td>0.845</td>
<td>0.789</td>
<td>0.6273</td>
</tr>
</tbody>
</table>

Source: Field data, 2017

The four independent variables that were studied, explain only 84.5% of the project management practices on implementation of National Police Service Housing Project as represented by the $R^2$. This therefore means that other factors not studied in this research contribute 15.5% of the project management practices on implementation of National Police Service Housing Project. Therefore, further research should be conducted to investigate the other factors (15.5%) that affect implementation of NPSHP.

4.3.2. ANOVA Results

Table 4.8: ANOVA of the Regression

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>2.534</td>
<td>50</td>
<td>1.267</td>
<td>9.475</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>9.307</td>
<td>200</td>
<td>2.327</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>11.841</td>
<td>250</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how strategic planning, monitoring, evaluation and stakeholder participation affect the implementation of NPSHP. The F critical at 5% level of significance was 3.23. Since F calculated (value = 9.475) is greater than the F critical, this shows that the overall model was significant.

4.3.3. Coefficient of determination

Table 4.9: Coefficient of determination

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.147</td>
<td>0.2235</td>
<td></td>
<td>5.132</td>
</tr>
<tr>
<td>Strategic planning</td>
<td>0.752</td>
<td>0.1032</td>
<td>0.1032</td>
<td>7.287</td>
</tr>
<tr>
<td>Monitoring and</td>
<td>0.487</td>
<td>0.3425</td>
<td>0.1425</td>
<td>3.418</td>
</tr>
<tr>
<td>evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder</td>
<td>0.439</td>
<td>0.1937</td>
<td>0.0937</td>
<td>4.685</td>
</tr>
<tr>
<td>Participation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field data, 2017

Table 4.14 shows results of multiple regression analysis was conducted as to determine the extent to which project management practices influence implementation of National Police Service Housing Project in Kenya. As per the SPSS generated table, regression equation;

\[
(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon)
\]

becomes:

\[
(Y = 1.147 + 0.752X_1 + 0.487X_2 + 0.545X_3 + 0.439X_4)
\]
According to the regression equation established, taking all factors into account (strategic planning, monitoring and evaluation, and stakeholder participation) constant at zero, implementation of National Police Service Housing Project will be 1.147. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in strategic planning will lead to a 0.752 increase in implementation of National Police Service Housing Project; a unit increase in monitoring will lead to a 0.487 increase in implementation of National Police Service Housing Project, a unit increase in use of evaluation will lead to a 0.545 increase in implementation of National Police Service Housing Project, while a unit increase in stakeholder participation will lead to a 0.439 increase in implementation of National Police Service Housing Project.

This infers that strategic planning contributes most to the implementation of NPSHP. At 5% level of significance and 95% level of confidence, monitoring, evaluation and stakeholder participation were all significant, in implementation of donor funded education projects.

### 4.4 Influence of Strategic Planning Influence the Implementation of Projects

Strategic planning is vital to every organization’s survival because it is the process by which the organization adapts to its ever-changing environment, and the process is applicable to all management levels and all types of organizations (Cooper, 1998; Kerzner, 1998).

#### 4.4.1 Existence of strategic plan

The respondents were requested to state whether a strategic plan exists in their organization.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>69</td>
</tr>
<tr>
<td>No</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Author, 2017*
As illustrated in Table 4.15, 69% of the respondents agreed that there was strategic plan at the organization while 31 of them stated they did not have a strategic plan at the organization. This depicts that for most of the organizations had a strategic plan.

4.4.2 Existence of mission statement, a vision and core values

The respondents were requested to state whether there is mission statement, a vision and core values at the organization. The findings are summarized in the table 4.16.

Table 4.11: Existence of mission statement, a vision and core values

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, 2017

As illustrated in table 4.11, all the respondents agreed that there was mission statement, a vision and core values at the organization. This depicts that all the organizations had mission statement, a vision and core values.

4.4.3 Tools employed while planning

The respondents were requested to indicate the tools employed while planning for the organization. The findings are as tabulated in table 4.12.

Table 4.12: Tools employed while planning

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project plan</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Log frame</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Work plan</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Project budget</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, 2017
According to the findings in table 4.12 most (37) respondents revealed that they used project plan while planning for the project. This was followed by project budget with a frequency level of 33, work plan with a frequency level of 23, and log frame with a frequency level of 7. This implies that Project plan is the tool, which is majorly used while planning for the organization.

4.4.4 Respondents opinion on the influence of strategic planning

The respondents were asked to indicate the extent to which they agreed with statements on the influence of strategic planning on the implementation of National Police Service Housing Project in Kenya; The responses were placed on a five Likert scale; where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

Table 4.13: Influence of strategic planning on the implementation of projects

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project goal relates to the overall organizational goal</td>
<td>4.21</td>
<td>0.358</td>
</tr>
<tr>
<td>The project is well coordinated by the project team</td>
<td>4.01</td>
<td>0.328</td>
</tr>
<tr>
<td>The project is well understood by all the project team members</td>
<td>3.79</td>
<td>0.247</td>
</tr>
</tbody>
</table>

*Source: Field data, 2017*

From the findings in table 4.18 the respondents strongly agreed that; the project goal relates to the overall organizational goal (mean=4.21), and that the project is well coordinated by the project team (mean=4.08). In addition, the respondents agreed that; the project is well understood by all the project team members (mean=3.79). This implies that the project goal relates to the overall organizational goal and it is well coordinated by the project team.
4.4.5 Importance of strategic planning for the organization

The respondents were requested to indicate how strategic planning for the organization is important to a project. The respondents indicated that strategic planning ensures employees and other stakeholders are working toward common goals, establishes agreement around intended outcomes/results, and assesses and adjust the organization's direction in response to a changing environment. The respondents further indicated that strategic planning for project management put into consideration best practices in an organizational culture must exist, that values and nurtures best practice.

4.5 Influence of Monitoring and Evaluation on the Implementation of Projects

Providing for monitoring and feedback is important to reinforce effective actions and trigger corrective actions. A monitoring and evaluation framework on how success of the projects should be measured forms part of the project proposal due to demand to demonstrate results and accountability requirements on projects performance. Monitoring and evaluation can be used for accountability purposes. It can be used to indicate project compliance with required parameters and demonstrate to funding agencies, donors, or the public that resources have been used appropriately.

4.5.1 Existence of a monitoring plan and monitoring tools

The respondents were asked to indicate whether the organization/ project have a monitoring plan and monitoring tools. The findings are as in table 4.14.
Table 4.14: Existence of a monitoring plan and monitoring tools

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>No</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Author, 2017*

From the findings, 47% of the respondents agreed that the organization/project had a monitoring plan and monitoring tools while 26% of them were of the contrary opinion. This implies that majority of the organization/project had a monitoring plan and monitoring tools.

4.5.2 Following of monitoring plan

The respondents were asked to indicate the frequency of following the monitoring plan. The findings are as tabulated.

Table 4.15: Existence of a monitoring plan and monitoring tools

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All the time</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>In most cases</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>Sometimes</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Not at all</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author, 2017*

The findings in table 4.20 indicate that (majority) 53% respondents indicated that in most cases they follow the monitoring plan, 23 sometimes, and 14 all the time while only 9 indicated that they don’t follow the monitoring plan at all. This implies that majority of the respondents indicated that they followed the monitoring plan in most cases.
4.5.3 Monitoring of the project

The respondents were asked to indicate the person who monitors the project. The findings are as tabulated.

Table 4.16: Monitoring of the project

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>External consultant</td>
<td>14</td>
</tr>
<tr>
<td>Project Manager</td>
<td>23</td>
</tr>
<tr>
<td>M&amp;E Officer</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author, 2017*

The findings in table 4.21 indicate that (majority) 63 respondents indicated that M&E Officer monitors the project, 23 indicated project Manager, while 14 indicated external consultant. This implies that majority of the respondents indicated that M&E Officer monitors the project.

4.5.4 Feedback to the beneficiaries after monitoring

The respondents were asked to indicate the frequency of following the monitoring plan. The findings are as tabulated.

Table 4.17: Feedback to the beneficiaries after monitoring

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>82</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author, 2017*

The findings in table 4.22 indicate that (majority) 82 respondents indicated that they provided feedback to the beneficiaries after monitoring, while 18 indicated that they never provided feedback to the beneficiaries after monitoring. This implies that majority of the respondents provided feedback to the beneficiaries after monitoring.
4.5.5 Ways of giving feedback to the beneficiaries

The respondents were kindly asked to indicate how they give feedback to the beneficiaries. A summary of the findings is as presented.

### Table 4.18: Ways of giving feedback to the beneficiaries

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Visiting them</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Written reports</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author, 2017*

As per the findings in table 4.22, 63% of the respondents indicated that they used written reports to give feedback to the beneficiaries, 23% visited the beneficiaries whereas 14% of the respondents stated that they used meetings to give feedback to the beneficiaries. This implies that written reports were mostly used to give feedback to the beneficiaries.

### 4.5.6. Consideration of stakeholders’ monitoring views

The respondents were asked to indicate whether they consider the views of the monitoring participants in their project implementation. The findings are as tabulated.

### Table 4.19: Consideration of stakeholders’ monitoring views

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All the time</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>In most cases</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>Sometimes</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Not at all</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author, 2017*

The findings in table 4.23 indicate that (majority) 47 respondents indicated that in most cases they consider the views of the monitoring participants in their project implementation, 23 sometimes, and 20 all the time while only 9 indicated that they don’t consider the views of the
monitoring participants in their project implementation. This implies that views of the monitoring participants are considered in project implementation.

4.6 Influence of Stakeholder Participation the Implementation of Projects

Freeman (1984) suggests that managers must formulate and implement processes which satisfy all and stakeholders in a project. Attention to stakeholders is important to satisfy those involved or affected that requirement for procedural justice; procedural rationality and legitimacy have been met.

4.6.1 Key stakeholders in the project

The respondents were requested to indicate the key stakeholders in the project. A summary of the findings is as tabulated.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>National Police Service</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Government Officials</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Community Members</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Donors</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author, 2017

The findings in table 4.27 indicate that (majority) 37 respondents stated the key stakeholders in the project to be police, 21 indicated NPS, 19 indicated government officials, 14 indicated community Members while 9 indicated donor. This implies that the key stakeholders in the project are the police service employees.
4.6.2 Involvement of the stakeholders

The respondents were requested to indicate how they involve the stakeholders. A summary of the findings is as tabulated.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brainstorming on project ideas</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Sharing of information</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Cost sharing</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author, 2017*

The findings in table 4.21 indicate that (majority) 56 respondents stated that they involved the stakeholders for the brainstorming on project ideas, 23 for sharing of information, while 21 for cost sharing. This implies that most stakeholders are involved in project implementation through brainstorming on project ideas.

4.6.3 Promotion of project ownership and sustainability by the stakeholders

The respondents were requested to indicate ways that promote project ownership and sustainability by the stakeholders. The respondents stated the ways of promoting project ownership and sustainability by the stakeholders to include: formulation and implementation processes which satisfy all and stakeholders in a project, paying attention to stakeholders in order to satisfy those involved or affected, and ensuring maximum participation of all the stakeholders.
CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents summary, discussion, conclusion and recommendations on the influence of project management practices on implementation of National Police Service Housing Project in Kenya based on; the role of strategic planning, monitoring, evaluation and stakeholder participation. The relationship of each of the objective and the empirical data from the literature review is briefly presented as the researcher concludes and gives recommendations for further research.

5.2 Summary of Findings
The summary of findings summarizes each of the findings under each of the objectives of the study. The study sought to establish the extent to which project management practices influence implementation of National Police Service Housing Project in Kenya.

On the strategic planning for project management, the studies available do not clearly indicate the processes the impact of lack of or availability of strategic planning for project management.

There is limited information on the extent to which monitoring an evaluation impacts effective implementation of projects. The literature review reviews that few organizations fully understand the use of PMTT in management of the projects. Additionally, the studies do not indicate to what extent the lack of stakeholder participation affects the effective project implementation.

Generally, the studies available shows that much research has been carried out for government funded projects but not much attention to police service projects, for which this study will help provide more information about.
5.2.1. Influence of strategic planning on the implementation of national police service housing project in Kenya

The study revealed that most of the organizations had a strategic plan. Also the study established that all the organizations had mission statement, a vision and core values. In addition, the study established that project plan is the tool which is majorly used while planning for the organization. The findings further portrays that the project goal relates to the overall organizational goal and it is well coordinated by the project team. It can also be deduced that strategic planning ensures employees and other stakeholders are working toward common goals, establishes agreement around intended outcomes/results, and assesses and adjust the organization's direction in response to a changing environment. Finally, the study indicated that strategic planning for project management put into consideration best practices in an organizational culture must exist, that values and nurtures best practices.

5.2.2. Influence of monitoring and evaluation on the implementation of donor funded Education projects in Kenya

From the findings, it can be summarized that majority of the organizations/projects employ monitoring plan and monitoring tools. Also the study established that majority of the respondents indicated that they followed the monitoring plan in most cases. The study goes further to demonstrate that M&E Officer monitors the project and that they provided feedback to the beneficiaries after monitoring. Finally, the study illustrates that written reports were mostly used to give feedback to the beneficiaries.
5.2.3 Influence of stakeholder participation on the implementation of donor funded Education projects in Kenya

The study revealed that the key stakeholders in the project are teachers and that stakeholders are involved in project implementation for the brainstorming on project ideas. The findings summarizes the ways of promoting project ownership and sustainability by the stakeholders to include: formulation and implementation processes which satisfy all and stakeholders in a project, paying attention to stakeholders in order to satisfy those involved or affected, and ensuring maximum participation of all the stakeholders

5.3 Discussions

The study revealed that most of the organizations had a strategic plan. Also the study established that all the organizations had mission statement, a vision and core values. In addition, the study established that project plan is the tool which is majorly used while planning for the organization. The findings further portrays that the project goal relates to the overall organizational goal and it is well coordinated by the project team. It can also be deduced that strategic planning ensures employees and other stakeholders are working toward common goals, establishes agreement around intended outcomes/results, and assesses and adjust the organization's direction in response to a changing environment. Finally, the study indicated that strategic planning for project management put into consideration best practices in an organizational culture must exist, that values and nurtures best practice. Similar Findings can be observed in Kerzner (2002) findings who note that one primary advantage of developing an implementation methodology is that it there is consistency in an organization. Integration of the project management implementation process increases with increasing interconnected organizational units. Strategic project planning communicates overall goals to all management
levels within the organization. This provides for feedback from top to bottom, bottom to top, and functional unit to functional unit. This communication and overall understanding helps reduce resistance to change. It is extremely difficult to achieve commitment to change when employees do not understand its purpose. The strategic project planning process gives all levels an opportunity to participate, thus reducing the fear of the unknown and possibly eliminating resistance. Strategic planning for excellence in project management needs to consider all aspects of the company: from the working relationships among employees and managers and between staff and management, to the roles of the various players for example the role of the executive project sponsors, to the company’s corporate structure and culture. Other aspects of project management must also be planned. Strategic planning is vital for every company’s health. Effective strategic planning can mean the difference between long-term success and failure.

From the findings, it can be summarized that majority of the organization/project had a monitoring plan and monitoring tools. Also the study established that respondents followed the monitoring plan in most cases. The study goes further to demonstrate that M&E Officer monitors the project and that they provided feedback to the beneficiaries after monitoring. Finally, the study illustrates that written reports were mostly used to give feedback to the beneficiaries, and that use of technology for the organization saves time. Providing for monitoring and feedback is important to reinforce effective actions and trigger corrective actions. Post project reviews (Busby, 1999) and post mortems (Jawaharnesan & Price, 1997), and project audits and evaluations (Anbari, 1985; Cleland, 1985; Loo, 1985) are very helpful ways of identifying the challenges in project management and making recommendations. Ideally, once this is done, it should arouse organizational learning (Busby, 1999; Kotnour, 2000) for similar mistakes not to be repeated. Such best practices identified through this way are transferred throughout the
organization. An ongoing project monitoring and periodic project reviews provide incessant opportunities for early detection and rectification of problems for project success. Organizational culture is important in making improvements at the project and organizational levels, but it must allow for change rather than resistive. The management must be apt in managing such change and work to ensure they are well put in place into the organizational culture (Loo, 2002). From a budgeting perspective, Souder et al., (1975) emphasize the importance of constant monitoring and "fine-tuning" of the process of implementation. For the model, Monitoring and evaluation refers not only to project schedule and budget, but to monitoring performance of members of the project team.

The study revealed that the key stakeholders in the project are teachers and that stakeholders are involved in project implementation for the brainstorming on project ideas. The findings summarizes the ways of promoting project ownership and sustainability by the stakeholders to include: formulation and implementation processes which satisfy all and stakeholders in a project, paying attention to stakeholders in order to satisfy those involved or affected, and ensuring maximum participation of all the stakeholders. Attention to stakeholders is important to satisfy those involved or affected that requirement for procedural justice; procedural rationality and legitimacy have been met (Eden and Ackermann 1998; Suchman 1995; Alexander 2000). Note that what is being said does not imply that all possible stakeholders should be satisfied, or involved, or otherwise wholly taken into account, only that the key stakeholders must be, and that the choice of which stakeholders are key is inherently political (Stone 1997), has ethical consequences (Lewis 1991 & Cooper 1998) and involves judgment (Vickers & Vickers 1998). Each progressive level of participation brings with it different benefits and costs. Deeper forms of participation imply increased initial costs. Charles, Antoine & Haarman (2006) argues that
participation enhances competitive advantage of an organization. However, there are potential pay-offs for stakeholder participation. Lack of participation has many costs. The principal cost is the absence of stakeholder ownership and support that can lead to the low up-take of project services; reduced sustainability of benefits; poor maintenance and; limited cost recovery of projects. Lack of participation can lead to a sense of indifference, resentment, or deliberate obstruction on the part of intended beneficiaries. On the other hand, advancing stakeholder participation entails certain costs and risks. These include: Higher upfront costs in terms of time and resources; capacity, commitment or resources; danger of token participatory activities due to limited time lack of political will on the part of governments to allow wide participation because they fear loss of power or influence; difficulty in identifying genuinely representative development agencies; co-optation of the participation process by more powerful at the expense of the poor and disadvantaged; difficulty in reaching out to marginalized groups prioritizing of needs of poor and vulnerable groups; creation of unrealistic expectations; conflicts between stakeholder groups with different priorities/interests and weak capacity of beneficiary structures among other risks and costs (OESU, 2001).

5.4 Recommendations
The study findings make the following recommendations that the community needs to be sensitized to understand the need for project planning, monitoring and implementation at all levels. To enhance sustainability of the projects, especially once the donors have exited, every project needs exit strategies as early as during the project roll out. Monitoring and evaluation should be undertaken in every step of project implementation and not a onetime event as it is common with many donor funded projects. This will help identify, loopholes and deviations from overall projects goals, and correct them early as to ensure successful quality
implementation. Donor and government funded projects should not only invest in technology, but also training of the project team on usage of the same technology. This will increase skills and their disposal and level of efficiency in increasing project implementation. In an effort to sustainably implement donor projects beyond their timelines, there seem to be a need for a comprehensive strategy in management practices that will incorporate all actors in development. This could therefore mean that all the implementing agencies, government bodies, private sector and the beneficiaries entirely participate in the whole project management cycle.

5.5 Suggestions for Further Studies

Given the findings and conclusions drawn from the undertaken research project, it is apparent that there is a changing landscape as far as project implementation and project management in general is concerned. What was considered critical in yesteryears may not necessarily be the same today and in future. Technology is among the factors that are significantly changing the landscape of project implementation. It is therefore importance for a study to be undertaken on the emerging trends in project management and their effect on project implementation as well as effects of globalization on project implementation.
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APPENDICES

APPENDIX 1: COVER LETTER

Margaret Wanjuhi Chege

University of Nairobi

P.O. Box

NAIROBI.

RE: Request to fill in the Questionnaire

Dear Respondent,

I am a graduate student at University of Nairobi, carrying out research. This is in partial fulfilment of the requirement of the Master of Arts in Project Planning and Management.

You have been randomly selected among many to participate in this study. It is estimated that it will take less than twenty (20) minutes of your time to complete the questionnaire. Please respond as honestly and objectively as possible. Your participation is very essential for the accomplishment of this study and it will be highly appreciated. I guarantee that the information that you will provide will be treated with the utmost confidentiality and will be used only for academic purposes.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you. Yours faithfully,

Margaret
APPENDIX II: QUESTIONNAIRE

Section 1: General Information

A. Background Information

4 Name (optional)__________________________________

5 Level of Education: [ ] Primary [ ] Secondary [ ] Diploma [ ] University Degree [ ] Post Graduate

6 Gender: [ ] Male [ ] Female

7 Please indicate your age bracket. [ ] 20-30 years [ ] 31-40 years [ ] 41-50 years [ ] over 50 years

8 Position in the organization
   [ ] Executive Director/CEO [ ] Project Manager [ ] Project Engineer [ ] Finance Officer [ ] Other

9 How long have you been working in project work?
   [ ] Less than a year [ ] between 1-2 years [ ] between 2-4 years [ ] over 4 year
10 Please tick the numeric value corresponding to your personal opinion for each statement on project implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree (5)</th>
<th>Agree (4)</th>
<th>Neutral (3)</th>
<th>Disagree (2)</th>
<th>Strongly disagree (1)</th>
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</thead>
<tbody>
<tr>
<td>Project implementation is on-schedule</td>
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<td>Project implementation is on-budget</td>
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<td>Project implementation has achieved project goals</td>
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<td>Project is used by beneficiaries</td>
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Please provide more details on the implementation of your project

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B. Project Planning

11 Does your organization have a strategic plan?  [ ] Yes  [ ] No

12 Does the organization have a mission statement, a vision and core values  
  [ ] Yes  [ ] No

13 What tools are employed while planning for the organization  
  [ ] Project plan  [ ] Log frame  [ ] Work plan  [ ] Project budget  [ ] other

14 Rate the following from a scale of 1-5

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree (5)</th>
<th>Agree (4)</th>
<th>Neutral (3)</th>
<th>Disagree (2)</th>
<th>Strongly disagree (1)</th>
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<tbody>
<tr>
<td>Project planning specifies project goals and objective</td>
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<td>Planning the project work involves identifying and understanding</td>
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<td>external dependencies</td>
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<tr>
<td>Project planning enables managers to monitor progress towards attaining</td>
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<td>the goal.</td>
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<td>Project planning enables the organization to have a communications matrix</td>
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<td>Planning at the outset provides the key implementation targets</td>
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<td>Project planning distributes roles with clear lines of responsibility and</td>
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<td>liability</td>
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<td>Project planning estimates the cost and human and physical resources</td>
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<td>required in the project</td>
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<tr>
<td>Project planning facilitates project reporting and review arrangements</td>
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</table>

65
15 Why do you think strategic planning for the organization would be important to a project?
   (i) .............................................................................................................
   (ii) .............................................................................................................
   (iii) .............................................................................................................
   (iv) .............................................................................................................

16 How else does strategic planning influence project implementation?
   (i) .............................................................................................................
   (ii) .............................................................................................................

C. Monitoring

17 Do the organization/project have a monitoring plan and monitoring tools?[1] Yes [2] No
   If yes, explain...........................................................

18 Rate the following from a scale of 1 – 5

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree (5)</th>
<th>Agree (4)</th>
<th>Neutral (3)</th>
<th>Disagree (2)</th>
<th>Strongly disagree (1)</th>
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<tbody>
<tr>
<td>Monitoring exists in your organisation</td>
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<td>Monitoring enables managers towards attaining the goal.</td>
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<tr>
<td>Monitoring enables the organization to have a communications matrix</td>
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<tr>
<td>Monitoring facilitates project reporting and review arrangements</td>
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<td>Monitoring establishes feedback to the organisation</td>
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</table>

**D. Evaluation**

19 Do the organization/ project have an evaluation plan and evaluation tools? [1 ] Yes [2 ] No

If yes, explain………………………………………

Rate the following from a scale of 1 – 5

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree (5)</th>
<th>Agree (4)</th>
<th>Neutral (3)</th>
<th>Disagree (2)</th>
<th>Strongly disagree (1)</th>
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</thead>
<tbody>
<tr>
<td>Evaluation exists in your organisation</td>
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<td>Evaluation enables managers towards attaining the goal.</td>
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<td>Evaluation enables the organization to have a communications matrix</td>
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<td>Evaluation facilitates project reporting and review arrangements</td>
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<td>Evaluation establishes feedback to the organisation</td>
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**20 Stakeholder Participation**

20.6 Who are the key stakeholders in the project? (You may tick more than one).

[ ] Project Manager [ ] Project Engineers [ ] Government Officials [ ]
Community Members [ ] Donor [ ] other (state) _____________________
20.7 Please rate the following modes of stakeholder involvement on a likert scale of 1 to 5

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree (5)</th>
<th>Agree (4)</th>
<th>Neutral (3)</th>
<th>Disagree (2)</th>
<th>Strongly disagree (1)</th>
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<tr>
<td>Projects take care of user’s needs in the development of the system</td>
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<td>Project users are involved in project design</td>
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<td>Project allows users to assume some measure of responsibility during the system design and implementation process</td>
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<td>Project implementation makes users accountable for the results of specific tasks integral to the implementation process</td>
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<td>Project implementation encourages shared ownership of the project</td>
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<td>Project implementation offers opportunities for users to directly and indirectly benefit from project implementation</td>
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<td>Project implementation facilitate users to influence the decision and policy-making processes</td>
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21 Explain ways that you promote project ownership and sustainability by the stakeholders?

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ii. ..............................................................................................................
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iii. ..............................................................................................................
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THANKS YOU FOR TAKING YOUR TIME.