STAFF TECHNICAL CAPACITY, BUDGETARY ALLOCATION, STAKEHOLDERS' AND MANAGEMENT PARTICIPATION AND PERFORMANCE OF INNOVATIVE PROJECTS FOR THE ELDERLY IN KIAMBU COUNTY, KENYA.

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RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI

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DECLARATION

This research project is my original work .The report has not been presented for a degree or any other award from any university.

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ABBREVIATIONS AND ACRONYMS

NGO	Non-Government Organization
NGEC	National Gender and Equality Commission
UNDESA	United Nations Department of Economic and Social Affairs
DAD	Development Assistant Database
EFQM	European Foundation Quality Model
FBO	Faith-Based Organization
IBTCI	International Business and Technical Consultants Inc.
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IFAD	International Fund for Agricultural Development
M&E	Monitoring & Evaluation
NIMES	National Integrated Monitoring and Evaluation System
OECD	Organization for Economic Co-operation and Development
PFMB	Public Financial Management Bill
UNDP	United Nations Development Program
UNPF	United Nations Population Fund
WSR	World Social Report
NCPD	National Council for Population & Development
A	Agree
SD	Strongly disagree
SA	Strongly Agree
N	Neutral
D	Disagree

ABSTRACT

Monitoring and evaluation practices is essential in measuring the achievement of a project. Most organisations, such as NGOs, private business firms, and government institutions, have adopted Monitoring and Evaluation practices to increase project performance. These research wanted to evaluate the performance of innovative projects among the elderly homes in Kiambu County.So as to achieve this, the anlysis sought to examine impact of budgetary allocation, staff technical capacity, stakeholder Participation and management participation on performance of innovative projects for older people. The study was attached on cost-benefit analysis, theory of change and stakeholder theory. The survey espoused a descriptive research . The survey population consisted of 21 senior personnel (3 top management level staff in each home), directors, a finance officer/manager, a senior caretaker, and 340 elderly people at the homes. From the target population of 340 key stakeholders, a sample size of 184 and 21 staff respondents was selected. The sample size was distributed proportionately among the four homes and three outreach centres. The researcher used purposive and simple random sampling and to achieve the sample size. Pilot testing was done at Nyumba ya Wazee in Nairobi County. Data was gathered by means of structured questionnaire. Raw data collected was edited and coded to translate query responses into different groupings for analysis. The study utilized inferential and descriptive statistics through SPSS. The study found that stakeholder participation, staff technical capacity, budgetary allocation and management participation have significant and unison impact on performance of innovative projects for the elderly in Kiambu County, Kenya. The research recommends that the government of Kenya should establish a single authority to register and audit the homes for the elderly in the country, as currently, they are registered under different authorities.
Further, project managers should ensure there are established sources of finances to ensure the continuity of the projects. Also, the budget should outline how the funds are to be utilised. Also, the stakeholder should be involved in identifying project performance indicators and in decision making.

CHAPTER ONE:

1 INTRODUCTION

1.1 Background of the Study

The number of groups aged 65 years and above globally is envisioned to double from 761M in 2021 to 1.6 billion by 2050 (UNFP, 2022). An aging population is the unavoidable result of demographic change due to the movement towards longer life expectancy and reduced families, even in nations with large youthful populations. Protection and care of the aged persons of the world is becoming a significant alarm in current eras. Universally, the number of ageing inhabitants is increasing significantly in developing countries (United Nations, 2013) as living conditions improve. Therefore, there is a want to build and plan a civilization for all, a strong request of the Madrid International Plan of Action on Ageing of 2002. In Kenya, the number of elderly persons has risen from 270,000, according to the first Population Census Report in 1949, to 2.9 million in 2019 (KNBS,2019). As the old population in Kenya increases, the issue of caring for the old is an area of alarm. Joyce Mathenge (2014) pointed out that old age has multiple challenges, such as reduced income, degenerative diseases, and societal neglect, which lead to the elderly being placed in homes for the elderly. Even though there are guidelines and social practices for family care, the government has identified a growing request for proper long-term care facilities for the elderly (NHC 2019-2023). According to NGEC 2016, the traditional family set-up is breaking down due to increased nuclear family needs. Therefore, children are incapable of taking care of the aged.

Most of the elderly in Kenya and other Sub-Saharan countries have no formal education. Hence, they were not employed with any white-collar job that could have improved their financial gain or allowed them to access pension schemes (Kiptui et al., 2021). Consequently, the bigger number have no retirement benefits to depend on. The lack of superannuation has led to financial and social pressure, leading to negligence by the relatives (CIA et al., 2018). This shows that the requirement for special care for the aged is growing over time and is anticipated to surge as Kenyan's quality of life improves. The facilities providing older person care increased between 2014 and 2020 to approximately 137 based on a mapping study conducted in 2014 and 2020-2021 by the NCPD in partnership with HelpAge International and UNFPA (NCPD, UNPF and

HelpAge International, 2020). Out of the 2.9 million aged population in Kenya, only a few can pay for the expensive care; therefore, they require either placement into old people's homes or rescue centres to meet their requirements (Help Age Kenya, 2014). Services obtainable in retirement homes are personalized to achieve the requirements of the specific group of the aged people of the community residing in the homes, comprising the delivery of shelter, nutrition, spiritual nourishment, wear, leisure, guidance and health care. Kayser-Jones (1982) noted that a good home for the elderly has adequate funding, adequate government insurance programs, experienced professional staff, and a harmonized organization that can make several levels of care available. It is lively, safe, clean, and attractive, creating stimulating events and opportunities to spend time with friends and relatives. It also offers various social, therapeutic, and rehabilitative services. Home management normally develops innovative projects for the elderly funded by well-wishers or donors to ensure that facilities for the elderly are meeting their needs. Innovation means producing a new way to do something to ensure an increase in value or efficiency.

A project is a venture that is taken on to arise with a unique invention that leads to transformation and benefits (Anandajayasekeram & Gebremedhin, 2009). Bartle (2007) defines a program as a sequence of events that solve a specific problem within a specified period. Performance is the completion of a project compared against current predetermined standards. According to Atkinson, Waterhouse and Wells (2009), the thriving performance of a project is reached when the parties concerned achieve their goals together or personally through accuracy and completeness (Munns & Bjeirimi, 2010). A good project management system contributes to the company's future performance by improving the corporation's status, achieving competitive returns, meeting profit targets, and growing market share (Al-Tmeemy, 2011).

Project performance involves a regular monitoring process of the project. The link between project performance and M&E is that monitoring and evaluation practices such as staff technical capacity, stakeholder and management participation and financing influence project performance. Performance is determined by timeliness and quality indicators (Muchelule, Otonde&Achayo, 2017). Navon (2010) argues that performance measurement contrasts actual performance and desired performance. Zulu and Chileshe (2018) suggest that project performance measures comprise finishing the project to the

fulfillment of key stakeholders. According to Cheung (2012), performance is measured using performance pointers related to different dimensions, including cost, quality, and time. Project performance is valued against the usual standards of in-budget, on-time, and quality achievement (Knipe et al., 2012).

Project performance will use stakeholder satisfaction, schedule, quality, and cost measures to evaluate a project. Stakeholders play a massive role in achieving most of the work; hence, it is worth confirming with them to determine whether they are satisfied with the project's quality. There are various critical indicators for measuring the performance of projects. The first indicator is the schedule or the time the projects are completed. During the planning stage, a timeline is set for the projects that should be completed. The project finishing time is compared to the time set in the objectives to determine if the schedule was adhered to (Wellington, 2014). Another indicator is the quality of projects, which is vital in measuring project performance. Constituency development funds are meant to grant services and goods to enhance the lives of the citizens (Ahsan & Gunawan, 2010; Ngacho& Das, 2014).

Monitoring and evaluation are essentially used to increase project quality, bearing in mind that in the long run, managing a complex project will need matching strategies from the economic view, which is essential to observe the principles of sustainability, efficiency and resilience (Dobrea et al., 2010). Monitoring activities assist project staff in recognizing if projects continuing as planned (Houston, 2008). Therefore, reduces the risk of cost overruns and reduces the time taken but maintaining the quality of the programme. Also,evaluation is an instrument that help developers and planners of a project judge the level at which a project have achieved goals outlined in the project's records (Crawford & Bryce, 2013). Ika(2012) studied a regression analysis to expound the level of statistically substantial the relationship among vital achievement factors and project performance. The variables studied are monitoring plan, project organization, training , the Institutional setting, and consistent theory and practice.Monitoring and planing are the project supervisors' most observable project achievement factors. Ika(2012) emphasised that M&E planning determines a project's success.

Research by Chin(2012) established that project outcome is responsive to how elaborate a project plan is; on the other hand, he discovered a great relationship among

est the M&E practices and project achivement. It was determined with an initial indicator of the project's long-lasting influence. M & E practices are critical in planning project outcomes. In contrast, one of the project's controlling methodology instruments aimed to accomplish its goal by identifying how well the project progressed (Chin, 2012). 2011, UNDP carried out a study 2011 on development project performance; the main objective was to identify what ought to be amended to enhance the performance of a project.Study's concentration was on planning, evaluating, and monitoring the projects. To back up the study, UNDP revised it together with the 2008-2011 strategic plan to back up conclusions. Data investigated were collected from the yearly reports, outcome trends and arithmetical data. Also, the context covered all geographical sections and involved senior management. Precise case study was done in 5 nations, Argentina, Moldova, Zambia, Indonesia, and Egypt and had three hundred and sixty-five replies and some desk analysis of associated literary study (Hettmut, 2002). Study's conclusions were institutional strategic and developmental plans detailing the institution's project handling procedure. The researcher suggested that staff capacity, understanding of management structure, full participation of management while holding them answerable on project results, finding crosscutting problems that can be included in the planning procedure, gender equality, cooperation with other parties to strengthen the relationships, good management, demonstration and regaining control from a crisis at the resulting level, positive change that is replicated practices are essential in any project level. It permits a continuous inspection of project success.Various variables impact the project achievement, including but not limited to staff technical capacity, financing, and stakeholder and management participation.

The study was conducted in Kiambu County. Kiambu County is cosmopolitan and experiencing rapid urbanization, which has led to a transformation in the society's communal structure to an individualistic society; this is an example of what is to become of the other counties in the County Government in Kenya and, therefore, ideal for this study. Findings of this survey can be replicated in all the other 46 counties. Also, the findings will assist the government of Kenya in its strategy to answer to aged persons' care by making and implementing the National policy on older persons. According to the records provided by the NGO Board Kenya and Registrar of Societies in Kenya, there are 26 outreach centres and 8 homes for the aged in Kiambu County.

The research will employ descriptive research design, and structured questionnaires will collect data. This study concentrated on four monitoring and evaluation practices: staff technical capacity, budgetary allocation, stakeholder and management participation.

1.2 Research problem

The traditional normative forms where the aged were viewed as assets of information, cherished and cared for are changing. Traditional families are giving way to nuclear families, and the issue of shelter and care for the old persons is deteriorating, and an innovative arrangement of existing and upkeep is taking form (NHC, 2019). As a result, the aged population is being put at bay or isolated, leading to most of them being depressed and, hence, becoming more vulnerable. Unfortunately, the elderly fear nursing home placement since homes are thought to be associated with death, rejection from society and isolation from friends and family (Longoria, 2007). Although short-term stays in homes for the elderly are common, home placement is still one of the last decisions elders want to make (Andel et al., 2007). Although homes for the elderly generally carry a negative connotation, they maintain an essential role in aging in society. The services available to the elderly and access to services are a concern of a rapidly aging population (Scharlach et al., 2002). However, most of the studies on the elderly have concentrated on developed countries. The studies have pointed out the factors among whites and African Americans, and more needs to be done on Africans and developing countries. According to NGEC 2016, the audit documented that some homes have relatives pay a charge to their families for the services offered. Also, the institutions have funding from state and non-state actors to assist in managing the aged care institutions. Also, all the foundations stated their dependence on donations from sympathisers and the churches due to their association with them. The prime goal of the aged care foundations is to provide services to an aged population of society. However, a study on the performance of homes for the elderly in Mombasa County, Osongo (2012), revealed that the level of satisfaction with the services offered in the homes for the elderly is low, with 53% registering dissatisfaction and more than willing to return to their home. Centered on the findings of the report, it was identified that the homes for the elderly are not meeting their needs. Osongo (2012) also recommended

that the institution implement project performance practices to improve its performance.

The above background study created an immense need to conduct the study and examine the influence of budgetary allocation, staff technical capacity, stakeholders' and management participation on success of innovative programme for the elderly in Kiambu County.

1.3 Research objectives

These objectives guided the study:

i. To investigate how much the staff's technical capacity influences the performance of innovative projects for the elderly in Kiambu County.
ii. To analyse the degree to which budgetary allocations influence the performance of innovative projects for the elderly in Kiambu County Value of the study
iii. To examine the level to which stakeholders' participation in innovative projects for the elderly in Kiambu County is influenced by the outcome.
iv. To determine how management participation impacts the performance of innovative projects for the elderly in Kiambu County.

1.4 Value of the study

Survey's outcomes will enable Ministry of Labor and Social Protection and other administrative organs of the government in their effort to formulate policies to advance performance of innovative projects for the elderly in Kenya.

The monitoring and evaluation practice informs and reminds the project management of the progress and identifies gaps from collected and gathered information; this will help redesign the home's priorities.

This study will give more information to project stakeholders, namely, project staff and managers, on appropriate use of monitoring and evaluation practices and strengthen project completion, controls, and decision-making.

Finally, the findings will help provide recommendations for further areas of study that will be a basis for further research work by other academicians.

CHAPTER TWO

2 LITERATURE REVIEW;

2.1 Introduction

The section deliberates the applicable reviewed written material for the study. Specifically, it covers a theoretical review, a summary of research gaps, an empirical literature review and a conceptual framework.

2.2 Theoretical Review

The research was anchored on three theories cost-benefit analysis, stakeholder theory, and theory of change. Whose underpins are described below.

2.2.1 Cost Benefit Theory

Otto Eckstein developed the cost-benefit analysis theory in 1958. It applies a strategy employed by the management to weigh the costs and benefits of a policy from the opinion of a community. Cost-benefit analysis advocates like Frank Ackerman (2012) support this theory that policy regulators are more irrational regarding policy decision-making. He further explains that CBA is prominent in developing regulations since it acts as an analytical tool, is neutral, and evenly weighs all considerations. CBA is necessary when starting a project where other opinions or the course of actions are compared and appraised, being an opinion to choose the best approach. It is also useful when evaluating the general effect of a project in monetized terms and quantifiable (Kaplan, 2009).

Cost benefit analysis ropes the objective of community and management participation by evaluating the worth of the uses of material that the society needs to forgo to put into practice the administrative action or policy aligned with the resulting gains over time. In essence, involving the community in planning seeks to identify whether the general community could be better after considering all the impacts in play. This theory also supports management participation in that the project management should actively weigh costs against benefits and identify the action that will give the best results (Thompson, 2017).

CBA is employed using various phases in the scheme's cycle; the first is the previous evaluation, then halfway and end of the project's implementation period. It aims to inform project managers on how the implementation is being carried out concerning

what was planned regarding physical goals. The final analysis is done to evaluate whether the investment as implemented was economically or financially beneficial (Weimer, 2006). Various authors criticise this theory for various reasons; according to David Pearce (2011), the Cost-benefit analysis theory is such a failure because it appears reasonable at first glance. However, in a real sense, it is not reasonable. Making choices on public policy is a complex procedure that faces continual confrontations of too little time and resources. On some level, the project management weighs the benefits and costs of the possible actions when deciding what to do next. Measurement of benefits and costs might become a complicated process, leading to calculations needing more clarity and objectivity (Frank Ackerman, 2009).

2.2.2 Theory of Change

Lewin Kurt created hypothesis of change in 1958, comprising three steps. The first stage is identifying an issue that requires change; second stage is transition phase; it includes preparing process and people for the pending change. Lastly it involves implementing desired change. Several advocates support the theory of change. O'Flynn (2013) argues that a theory of change can be executed through project management, which can be traced backstage, predict the next steps, and develop data collection procedures to monitor future modifications Therefore, the theory of change can inform the monitoring and evaluation of development. A grand theory of change can assist by offering a structure for information analysis, prioritizing other data collection, identifying gaps, key indicators and creating better key monitoring questions (Reinholz & Andrews, 2020). Msila suggested that to realise the predicted project goals, stakeholders ought to look at immediate results that will assist in achieving the stated goals (Msila & Setlhako, 2013). The ChangeTheory was employed in this inquiry to show the impact of M&E practices on performance of projects. This theory fully supports the objective of technical expertise by providing a framework for M&E, which can be used to update activities. It is vital to employ highly qualified personnel with technical skills to conduct project activities in M&E to enhance good project performance. Personnel also need to be trained on the technical parts of monitoring and evaluation. Training provides employees with knowledge of ideology, methods and apparatus applied in M&E, which ensures good project quality. Therefore, the theory has been adopted as a technical expertise instrument as it is remarkable for managing

the change process. Critique of change theory includes assuming that inputs bring outputs while outputs bring outcomes. Albatross (2011) argues that the theory of change needs to be simplified; it has many details that can discourage beginners, looking like rigid plans. Anyone who has yet to participate in the articulating theory of change feels disconnected, causing imbalances in understanding from a partial view and within the larger group. The theory of change also needs more evidence on achieving the change on an individual and community level (Auspos & Kusbich, 2014).

2.2.3 Stakeholder Theory

Acknowledging an understanding that various parties have diverse views of the project is vital in creating good project corporations (Freeman et al., 2020). Subsequently, various stakeholders define project accomplishment in different parameters. Hence, the contribution of stakeholders forms a vital factor in defining the process in which the project is to be undertaken to achieve stakeholders' expectations. Another point Vitolla et al. (2019) present in project management is the possession structure of projects. They argued that where the ownership and management of the project are the same, there would be a congruence of intent, purpose, networks, teams, and culture. This way, the measurement of project success becomes easier and more easily attainable because resources are streamlined in a predetermined strategy. However, where the project's sponsors and implementers are different, there needs to be more alignment in the team goals, structure, and cultures (Schaltegger et al., 2019). This is because projects are temporary, and structure may or may not represent the sponsor's structure. As a result, the resulting structure may be a result of multiple inputs from the various groups represented in the project. Therefore, the engagement of stakeholders is reflected in the overall culture of the project and its organization (Freeman et al., 2020). However, since organisational and project culture may differ significantly, stakeholder management becomes paramount to the success of such projects. Therefore, the study finds that stakeholders are crucial to project success and bring value to stakeholders.

According to Yee Ching (2014), the stakeholder theory includes how top leadership directs an organization through morals. It facilitates to generate groups of stakeholders and recognizes the suitable ways to administrate the groups. Stakeholders' opinion of the idea is significant to community growth projects concerning resource allocation and

use (Miles, 2013). This theory supports identifying stakeholders of a programme and outlines guidelines which the stakeholders ought to observe.

However, this theory has been disapproved by several writers. According to Teppo (2013), stakeholder theory ought to handle the substantial obstacle of harmonizing the potentially differing interests of all diverse stakeholders. Stakeholders do not have channel to complain for failures that originates from the managers. Jeffrey Harrison (2010), imply that the stakeholder theory ought to provide a decision making gudielines that guides the style of management. Navon (2010) criticizes stakeholder theory by suggesting that the group's needs are too extensive to manage effectively. A project manager cannot satisfy all stakeholders, as the desires of some stakeholders will certainly be positioned superior to the interests of others.

This theory back up stakeholders' participation variable in this research since, in planning process, managers categorize the needs of the possible beneficiaries through stakeholder involvement and enable the completion of projects. The solutions are likely to be genuine since they are based on the current situation (Wiley, 2009). Stakeholder participation in this study indicates that stakeholders have contributed to decision making. Decision developed from this are to be expected to be appropriate and pertinent to most of the stakeholders. Hence, makes human resource hiring and project recognition quick (Phil Bartle, 2007).

Epstein (2017) clarifies that combined efforts participation of project recipients and the executing groups should be imposed in order to realise the project objective. This research focused on implementation of an innovative project for the elderly, hence involving management and the elderly, who are the beneficiaries, will lead to the project's accomplishment. Hence, the study is anchored on stakeholder theory.

2.3 Project performance indicators

Project success is accomplishing a project within the duration, price, efficiency and goals (Zhou et al., 2017). An extensive choice of performance outcomes may be weighed and evaluated using variables like time, cost, quality, client fulfillment, customer modification, establishment competence, security and health (Cheung, 2014). The projected budget from the planning round should be realistic and founded on predetermined prices and the working framework. The budget is created from projections, industrial provisions, historical costs and requirements of anticipated staff,

management reserve and project funding allocated. The necessities of performance results contain quantifiable valuations that comprise the bulk of the work, operating performance, price and completion time (Kerzner, 2009). A project finished on projected cost can be measured as a good result. The project time strategy also encompasses all events listed, indicating the beginning and finish times. An event schedule can be submitted in a summarised form called a milestone plan. The basic plan is formed from a listed framework duty with crucial starting and end dates recognized and recognized by the project leadership team and usually presented using bar/milestone charts and network diagrams. The basic principle is a vital element of schedule control and time (Gitau, 2015), and the performance of a project can be understood and determined through monitoring and evaluation.

2.4 Empirical Literature Review

This segment reviews the literature on the effect of budgetary allocation, staff technical capacity, management participation and stakeholder participation, on the performance of projects.

2.4.1 Staff technical capacity

Research conducted by Vittal (2010) says that technology awareness helps monitor and evaluate because of significant shortcomings in today-enabled technology projects. Project personnel need help using technological tools in project management practices. The study aided in analyzing the central relations between technological knowledge-how and the performance of a project and the crucial importance of expertise in a project team's contribution to the proper performance of the project. Human capital is also crucial for the achievement of M&E results. Human resource strategies are required to maintain a constant M&E (World Bank, 2011). Good workers are a significant issue when choosing M&E practices. Also, there is a material difference amongst the professional monitoring and evaluation personnel and technical assistance. Human resources must clearly describe their employment and classification that matches their skills. Training is needed to ensure a quality job if abilities still need to be fulfilled.

Harry (2006) conducted a study to determine if technical skills impact performance in a project. The researcher collected data from one hundred project team staff via a

questionnaire valuation technique. The research findings identified that project staff's technical competence significantly influences project performance. Skill components such as leadership, intelligence, interaction, and interpersonal skills influence excellent project performance. Therefore, project managers may use technical skills as parameters to assign the project team the right skills that are good for project performance. Wambacha (2013) stresses the importance of educating project staff for improved assessment and monitoring. Selected personnel require the technical expertise essential for monitoring and evaluation to ensure high-quality assessment and monitoring findings. As per Uitto (2010), the training valuation should be correct, and the human resources management staff should monitor it rigorously. Research skills help the team members obtain fundamental facts on human resource preservation and upgrading. Training is also crucial to increasing the capacity of project staff as it supports the administration and interaction of surveillance and evaluation systems. Senior managers are the critical drivers for trained technical workers, and they should have an adequate grasp of M&E before depending on staff information. This type of experience is highly significant in project results management. Project participants who go to the field without supervision should be constantly supported (Ramesh, 2010). Management assistance and staff motivation can help boost self-directed actions for improved results or project management success (Nay, 2013).

2.4.2 Budgetary allocation

Loise (2006) defined a budget plan as an account of happenings in a mode that is consistent. These activities and task are embodied in financial terms to assist the creation of an interconnected plan. The budgeting procedure is a crucial component in control and planning. It is involves with establishing plans, monitoring the activities and implementation to ensure the activities adapt to budgeted plan. Also,budget plan is utilized as a instrument to allot resources for attaining certain goals. Ibeto and Chinyeaka (2012) reported that budgetary allocation to the M&E vote line is a significant factor in the success rate of projects. The implication is that with this allocation, there would be a successful deployment of M&E tools towards Performance Management.

Ehlers (2014) researched the challenges of project financing. The study's aim was to determine key obstacles to better and greater project finance and investment. The study found that finance generates the wrong conditions among the different stakeholders. These issues can be alleviated by including more private investors and designing more cost-effective funding mechanisms. They also help infrastructure programs run more smoothly and successfully. In Rwanda, Siborurema (2015) examined the impact of project financing on project outcomes. The aim was to observe the impact of project funding on project outcomes. Project technical design, cost assessment, and the Rwandan project funding policy affecting project budgeting were the primary considerations in the report. Project success measured in terms of completion time, personnel engaged in project preparation and finance. Both cost estimates and engineering architecture incompatibility with project financing policies can be detrimental to project timelines. However, since this research was conducted in Rwanda, it was unable to determine how project financing affects the success of projects innovative projects for the elderly.

Fowowe (2017) conducted research on funding for developing projects in Africa. The analysis consists of quantitative and qualitative indices of financial access. The arbitrary calculation of access to finance was based on the classification of access to finance as a minor or major obstacle to business operations. The objective indicator of access to finance was a predictor that determined whether or not the project faced credit constraints. The data was gathered from 10,888 businesses in 30 African nations. The results of the subjective measure revealed that a lack of financial resources had substantially negatively influenced project performance. Furthermore, objective measurement findings revealed that firms that are not credit-constrained increase faster than firms that are constrained.

Kalungu (2009) is a comprehensive examination of the budgetary requirements of Constituency Development Funds.Purpose of the research was to investigate how budget allocation of CDF programme resources was actioned in Nairobi County. The researcher made use of simple random sampling and descriptive research design. His findings stated that budgeting groups must be more familiar with budgeting process based in financial management. Also, the budgetary process could have been less effective due to this limitation, and inadequacy of the funds alloted to carry out projects.

The research concentrated on impact of budgetary allotment of M&E resources on the performance of Constituency Development programmes.

Notwithstanding the allotment specified in the Act of 3%, county's in the past have been allotted lower amounts. Changamwe constituency was allotted 1.1% of its full budget for capacity building and M&E (Musomba et al.)

2.4.3 Stakeholder participation

Chitere (2010) examined issues concerning the participation of stakeholder in capacity development projects and project achievement in Canada. The researcher employed a sample size of 250 responders identified from projects in informal settlements and a stratified sampling method, the researchers identified that key stakeholders contribution, particularly beneficiaries, in part contributed in the design of the healthcare project. Also, they needed more participation in decision-making, a problem the researchers perceived to threaten sustainability.

Amoit (2012), on an investigation of the approach employed by CDF managers to achieve progress in projects in the Mwala, the study established that involvement of stackeholder in identification of program is vital for implementation success. Mangers of CDF in the Mwala constituency conducted consultations to find projects and provide the proposal evaluation; they involved stakeholders and concerned persons through deliberations and a few community members for the monitoring and evaluation to contribute to project issues. Mwala constituency employed group affiliates from the immediate locality in the project implementation to reach more stakeholder participation and responsibility. Local labour and contractors were also involved to achieve local project ownership.

Odhiambo (2016) conducted a research on the performance of programme in Kaloleni and involvement of community in program identification. The achievement in the localized programme outcomes were attributed to such participation. Therefore, each region ought to have a programme priority listing that they wish to be implemented in the region. This effectively assist in development of the community, thus sidestepping any interruptions in the project. Research emphasized various aspects of stakeholders' participation and active dormant participation. Passive participation encompasses

merely information inquiries or delivery.However, active participation involves aggressive monitoring and consensus building.

2.4.4 Management participation

Management participation is significantly linked to project performance because it motivates project teams to participate in the execution of projects and guarantees that the project process is moved in the appropriate direction. Project plans should be amended to satisfy management decisions, and management should be very supportive in monitoring and evaluation operations to offer project workers clear guidance.

Ofer (2008) did a study at Victoria University in New Zealand, its main objective of which was to determine how leadership influences project performance. The effects of management participation on project presentation were analysed using a stratified sampling method of 120 project managers in software development and supervisors from China, Russia and New Zealand. The study stated that active management participation during the project life cycle significantly helped success. Wachuru (2012) examined the role of management participation in assessing and monitoring CDF projects in the Juja constituency. He conducted this study because CDF projects tend to achieve their set objectives due to risk factors that delay project completion using different sampling methods; a mock-up size of 20 projects was picked. The target residents were 210 projects, and the budget allocation was 250,000 between 2009 and 2010. The research disclosures signified that application of management participation in the monitoring and evaluating CDF projects could have been more robust due to incompetence and lack of required commitment.

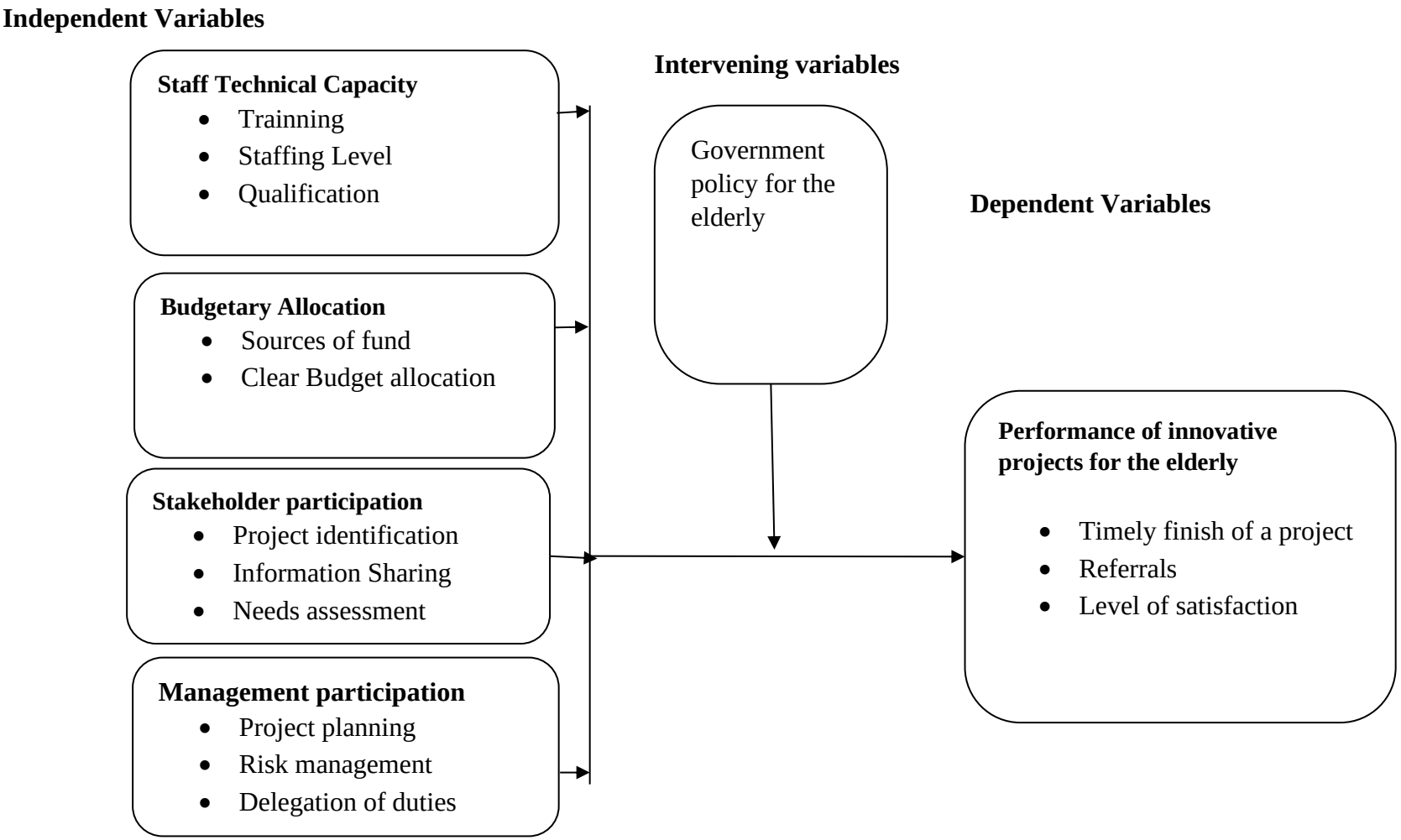
Active participation of the management in monitoring and evaluation significantly impacts project success, especially in reducing project risks. Applying and maintaining leadership skills such as integrity, consistency, expertise, and honesty will efficiently ensure project delivery. The management enhances effective communication in the early stages of the project by engaging stakeholders who reason creatively (Shahbaz, 2010). Management participation, therefore, provides better insights into projects and improves reliability during the review process. Management should be concerned with the distribution of budgets and significant resources that are key to decisions. The government rules and regulations guide hired project managers to ensure they comply

with set standards (Robert, 2010). Management participation is, therefore, a critical element in monitoring and evaluating success.

2.5 Discussion of Conceptual Framework

The dependent variables are staff technical capacity, financing, stakeholder and management participation. These factors will influence the performance of homes for the elderly. Kothari (2014) stated that moderating variables are independent elements that are not used for the purpose of the research but can affect the dependent variable. In this study, therefore, government policies are the moderating variables. The graphical explanation appears in the framework below.

Figure 2.1 Conceptual Framework



2.6 Literature review and knowledge gaps

This summary acknowledged importance for monitoring and evaluation in programmes. It revealed that M & E has been accepted as an vital instrument in the running of programmes. Also, review affirmed importance of improving the quality of donor development projects. It encourages consideration for regularly information management to assist in project have complete feedback channel is essential in developing new projects. M&E create a base for responsibility during utilization of the programme resources. The review shows that regardless of importance of adopting and implementing operational M&E practices in the programme, little interest has been employed into investigating the impact of M&E practices on the performance of innovative projects for the elderly. Most researchers have concentrated on effectiveness of cash transfer programs. However, the study strives to answer the gaps and investigate the impact of budgetary allocation,staff technical capacity, stakeholders' and management participation on performance of innovative projects for the elderly in Kiambu County.

Table 2.1Knowledge Gap Matrix

Variable	Researcher and year	Study title	Outcomes	Gaps	Current study
Stakeholder Participation and Management Participation	Mwangi 2020	The effect of Participatory Approaches on the Effectiveness of World-Financed Infrastructure projects in Kenya	The study revealed that key stakeholders in a project are crucial for project success.	The study concentrated on the government's projects; hence, a study needs to be conducted to determine if the same policy affects homes for the elderly.	Stakeholder participation and performance of innovative projects for the elderly

Budgetary Allocation	Omopariola and Windapo (2019)	Financial plans that impact project and organization performance	The study revealed that leverage, liquidity and cash flow, are effective performance evaluation systems for construction projects and organisations in South Africa	The study concentrated on Construction projects, and the study focuses on projects for the elderly	Financing and performance of innovative projects for the elderly
Stakeholder participation	Odhiambo (2016)	Sustainability of the different CDF projects in Kaloleni	Two different stakeholder participation levels exist: passive and active participation	The participation of local residents in the conceptualisation of projects and the setting of the timeframe is key to projects' outputs	Stakeholder participation and performance of innovative projects for the elderly
Budgetary Allocation	Siborurema (2015)	Impact of project funding on project performance	Cost estimates and technical strategies must be more suitable for the project financing policies, which may negatively impact the project finish date.	Cost estimates and technical strategies must be more suitable for the project financing policies, which may negatively impact the project finish date.	Study based in Rwanda Financing and performance of innovative projects for the elderly
Staff Technical Capacity	Wachamba (2013)	Determinant of effective monitoring and evaluation systems in non-governmental organisations in Nairobi County	The study showed that the know-how of the workers influences the implementation of Monitoring and Evaluation Practices.	The engagement of qualified M&E staff greatly affected the performance of the project	Staff technical capacity and performance of innovative projects for the elderly

Management Participation	Wachuru (2012)	The role of management participation in the monitoring and evaluation of CDF projects in the Juja constituency	Application of management participation in monitoring and evaluation of CDF projects was minimal due to incompetence and lack of commitment	Rules and guidelines should be maintained to ensure management's commitment to carrying out project activities.	Management Participation and performance of innovative projects for the elderly
Staff Technical Capacity & Skills	Harry (2006)	Determine if technical skills influence performance of a project	Project team's technical skills greatly impact project performance.	Group members and their leaders need to be trained in technical skills to improve their project performance.	Staff technical capacity and performance of innovative projects for the elderly

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Introduction

This section defines collection and analysis procedure employed for analyzing the study's data. The chapter begins with the research design, sample size and method, target population, data collection tool, data collection process, data analysis and ethical considerations.

3.2 Research Design

This survey put to use descriptive survey research design to show how staff technical capacity, financing, stakeholder and management participation influence performance of innovative projects for the elderly in Kiambu County. This is ideal because it describes existing conditions with attention to the original state of phenomena. A descriptive research design examines associations among variables without the researcher alterating any of the variables. It echoes the disposition of the relationship among two or more variables. The direction of a relationship can be negative or positive.

Research design is a complete strategy selected to include different study factors logically and coherently, thus guaranteeing the problem being studied is assessed effectively; it contains the outline for collecting, measuring and evaluating the data. Kothari (2014) advises that study design increases the smooth movement of various research procedures, hence making the research well-organised, leading to fewer expenses in terms of cash and time.

3.3 Target Population

The target population encompasses the cluster that researcher is interested in analysing and researching (Babbie, 2017.This study considered 340 key stakeholders (elderly) distributed amongst four homes and three outreach centres, whose supply is shown in Table 3.1. Also, the study included 3 top management staff from each home or centre, totaling 21 staff. Based on the list supplied by the NGO Board Kenya, there are 26 outreach centres and 8 homes in Kiambu County (Appendix 3). However, the study focused on centres that invested Kes 250,000 and above in any project in the last three years. The homes and outreach centres that qualified are stipulated below.

Table 3.1. Population of staff and key stakeholders

Institutions	**Senior staffs**	**Stakeholders (Elderly)**
PCEA Thogoto Old people home Kikuyu	3	40
Sarah Care Kiamumbi	3	30
Mothers House Ruiru	3	25
Fourshift Care Center for the Elderly	3	15
Catholic Church Kahawa west	3	200
Kenya Relief and Educational Services	3	10
Social economic vision organization	3	20
Totals	**21**	**340**

3.4 . Sample Size and Design

The investigation used Yamane's 1967 formula to determine the sample size for the stakeholders:

n=N/1+Ne2; 340/1+340(0.05)2 =184

N is the population size, and the margin error is 5%.

Conferring to Mugenda and Mugenda (1999), sample size is a small group gained from privileged population. Furthermore, the spreading of the respective sample is proportionately distributed, as shown below in Table 3.2.The investigation adopted systematic and simple random sampling to determine a sample for the stakeholders and purposive sampling for the staff.

Table 3.2 Key Stakeholders Sample size

Institutions	Population Size	Sample Size
PCEA Thogoto Old people home Kikuyu	40	22
Sarah Care Kiamumbi	30	16
Mothers House Ruiru	25	14
Fourshift Care Center for the Elderly	15	8
Call Africa Catholic Church Kahawa west	200	108
Kenya Relief and Educational Services	10	5
Social economic vision organization	20	11
Totals	**340**	**184**

3.5 Data Collection

Questionnaires with closed questions were used to obtain raw data. Closed-ended questions in a questionnaire provide exact data, reducing information bias and making data analysis easier (Metsamuuronen, 2017). Closed-ended questions employed a five-point Likert scale. Kumar (2019) stated that questionnaires can assist in reaching many respondents quickly and provide them with able time to respond questions stating or revealing their identity.

Mugenda and Mugenda (2003) define validity as the level of currency the outcomes from data analysis illustrate the reality under study. An effective instrument should accurately measure what it is intended to do. Content validity will be employed to establish the validity of the feedback form. A research expert was consulted to assist in establishing the validity of the instrument. Content validity concerns sample population representation, the information or data covered by the examined matters that represent the extensive general skills and knowledge domain. The goal of carrying out a validity test is to establish the clarity, fitness, and significance of the instruments for the research. Unclear and insufficient items were reviewed to produce the essential data and increase the quality of the instrument.

3.6 Data Analysis

The data analysis process involves preparing the gathered data, placing it in place, and constructing its major components so that results can be quickly and efficiently transferred. The structured questionnaires generated quantitative data, which was analysed employing inferential and descriptive statistics .Tables were adopted during the data presentation. Multiple regression was employed used relationship of independent verse the dependent variable. The equation:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta 3 X_3 + \beta_4 X_4 + \varepsilon$

Y= Project performance, X_1= Staff Technical capacity, X_2= Budgetary allocation, X_3= Stakeholder participation, and X_4 = Management participation.

β1;β2; β3 and β4 are coefficients of determination ε is the error term β0= the constant.

3.7 Pilot test

A pilot test is a small initial investigation to assess the cost, time, and facilities' adverse outcomes and to enhance the study's design before the larger research project is implemented (Creswell & Creswell, 2017).It is crucial as it enhances the validity of research concerning the expert knowledge of various researchers, preventing unapproved work from being conducted in the study area. Greenfield and Greener (2016) claim that a sample size of 10 % is adequate for per-testing. Thus, the researcher will be able to obtain essential comments and ideas from the respondents in order to make the study instrument more efficient. The pilot test was conducted at Nyumba ya Wazee in Nairobi County.

3.8 Ethical Consideration

The researcher-maintained respect for human pride, justice and beneficence, which is the guidelines of good conduct of any business endeavor. The responder were queried if they were willing and able to participate in the research so as to observe the principle of sensitivity. Hence, only the individuals who volunteered participate in the research were required to fill out the questionnaire.

The researcher notified the participants that all information provided during this survey was considered to be confidential and only used for this investigation. The investigator placed the documents in a location that is secure. Restricted view of the data was applied only research assistant had access. The respondents were required not to write their address or names when filling out the form.

Table 3.3 Operationalization of Variable

Objectives	Variable	Measurement	Scale	Data analysis
Staff technical capacity and performance of innovative projects	Staff Technical Capacity	Staffing level Training needs Qualification	Likert	Descriptive Statistics Inferential Statistics
Budgetary allocations and performance of innovative projects	Budgetary Allocation	Source of fund Clear outlined line items in the budget. Effective use of funds	Likert	Descriptive Statistics Inferential Statistics
Stakeholder participation and performance of innovative projects	Stakeholder Participation	Project identification Needs assessment Involvement in Decision making	Likert	Descriptive Statistics Inferential Statistics
Management participation and performance of innovative projects	Management Participation	Risk Management Planning Clear duty delegation	Likert	Descriptive Statistics Inferential Statistics

CHAPTER FOUR

4 DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This section outlines the data analysis and discusses findings gathered from the research. It simulate response rate, discussions on the characteristics of the responders, reliability analysis and participants opinions on the issues impacting the performance of innovative projects at homes for the elderly in Kiambu. The chapter concludes with regression analysis. To make simpler the discussion, the researcher employed tables to summarizing the respondents' collective responds.

4.1.1 Response Rate

The study dispersed 205 questionnaires, of which 21 were sent to key informants and 184 to key stakeholders. A total of 135 filled questionnaires were received. Regarding distribution,15 were retrieved from the key informant while 120 were retrieved from key stakeholders; this yielded 71% and 66% response rates, respectively, which was higher than 50% and reflected as significant response rate for the statistical tests by Flick (2015).The good outcome of the response rate form the stakeholders was contributed to incorporating research assistants to help the key stakeholders in filling in the questionnaires. Also the research ensured that the management were involved in the researchers proposal writing which made them own the research and hence a good response rate.

4.1.2 Reliability Analysis

Reliability of data gathering instrument was measured by the issuing the tool to a pilot group at Nyumba ya Wazee, which was a pilot organization. Cronbach’s Alpha was employed to test the questionnaire. Alpha value spans from 0 to 1; the greater the value, the greater the reliability. The appropriate reliability coefficient is 0.7 and above (Saunders 2012). The revelations are displayed in table below.

Table 4.1:Reliability Analysis

Variable	Alpha Value	Reliability
Staff Technical Capacity	0.938	Reliable
Budgetary Allocation	0.907	Reliable
Stakeholder participation	0.938	Reliable
Management Participation	0.868	Reliable

From the findings, staff technical capacity had a Alpha of 0.938, staff technical capacity gathered an Alpha of 0.907, stakeholder participation had 0.938, and the budgetary allocation had the least of 0.868. The results illustrate that all four variables were reliable, exceeding the prescribed threshold of 0.7 and requiring no amendments.

4.2 Demographic Information

This section presents the responders' gender, age, the level of education and number of projects they have been involved in during the implementation. Also, the duration of the key stakeholders' respondents has lived in the homes. This disclosurer is gathered in the tables below.

4.2.1 Respondent's Gender

The answerer were asked to provide their gender. Their answers are shown in table 4.2

Table 4.2. Gender of the Respondent

	Frequency	Percentage
Male	71	53.00%
Female	64	47.00%
Totals	**135**	**100.00%**

The disclosure demonstrates that 53% of the participants were male, whereas 47% were female. Thus, there is almost even a distribution of gender. This implied that the study was not biased in data collection as both genders were considered. Further, the results suggested that most of the respondents in Kiambu's homes were Male.

4.2.2 Respondent's Age Grouping

The informants were asked to tell their age according to the intervals as described in table 4.3 and table 4.4

Table 4.3 Age Groupings of the key informants

Ages	Frequency	Percentage
≤25	2	13%
26-40	10	67%
> 40	3	20%
Total	**15**	**100.00%**

The findings suggest that 13% of the respondents were 25 years, 67% were between 26-40 years, and 20% were above 40 years. The findings imply that most key informant were mature to answer back to the questionnaire reliably.

Table 4.4 Age Groupings of the key stakeholders

Years	Frequency	Percentage
65 to 75 YEARS	82	68%
> 75 YEARS	38	32%
Totals	**120**	**100.00%**

From the disclosure, 68% of the key stakeholder informant are aged 65 to 75, and 32% were aged 75. This implies that the study covered the relevant project consumers who are elderly in the homes/centres.

4.2.3 Informants highest level of education

This research sought to examine the respondent's level of education, and the disclosures are presented in Table 4.5

Table 4.5 Education level of Key Informant

Level	Frequency	Percentage
Tertiary College	4	27.00%
Undergraduate	10	67.00%
Postgraduate	1	6.00%
Total	**15**	**100.00%**

The findings indicate that 67% of key informants had achieved the degree level, and 27% had a college level of education, with an average of 6% having achieved a postgraduate level. Murphy and Myors (2004) assert that the level of education signifies the responder's ability to understand the inquiry's questions.

Table 4.6 Education level of Key Stakeholders

Level	Frequency	Percentage
Primary	55	46.00%
Secondary	60	50.00%
Tertiary	5	4.00%
Undergraduate	**0**	0.00%
Postgraduate	0	0.00%
Totals	**120**	**100.00%**

Also, the outcomes discovered that 50% of the key stakeholders had achieved secondary education,46% had attained primary education, and 4% had attained college education. The findings alluded that the elderly participants who partook in the study were learned enough to understand and provide reliable data.

4.2.4 Experience of the Key Informants in Project Works

The research prompted the key informant respondents to declare the number of projects they have worked on at the homes for the elderly. The revelations are presented below.

Table 4.7 Work Experience

Number of Projects	Frequency	Percentage
0 - 2	4	26.00%
3 to 5	7	47.00%
> 5	4	27.00%
Totals	**15**	**100.00%**

The study findings reported varied experience periods in project works, with 26% having worked on less than or equal to 2 projects, 47% having worked on 3- 5 projects, and 27% having worked on more than five projects. The findings show that all the participants had worked on a project and could provide reliable information regarding project works.

4.2.5 Number of years of residing at the home/Center

The key stakeholders' participants were implored to state their age. Table 4.8 exhibits the findings.

Table 4.8 Number of years of stay at the elderly in a home/Center

Years	Frequency	Percentage
0 - 2 Years	53	44.00%
2 - 6 Years	58	48.00%
> 6 Years	9	8.00%
Totals	**120**	**100.00%**

Study respondents reported that 56% of elderly respondents have stayed in the home for more than 2 years, and 44% have stayed for less than 2 years. This implied they had ideal experience in the projects implemented at the homes during their stay. Hence, responses provided on the variable of level of satisfaction are reliable.

4.3 Descriptive statistics

Descriptive statistics is a set of techniques employed to describe and summarise the features of a group data, for example, its central tendency and distribution availability; these techniques denote an overview of the data and assist in identifying relationships and patterns

4.3.1 Staff technical capacity and innovative projects' performance

The researcher wanted to inspect the degree to which staff technical proficiency impacts the performance of innovative projects for the elderly. The objective was achieved by requesting respondents to state their level of pact with various statements on staff technical capacity.

Table 4.9- Staff Technical Capacity

	S.D	D.	N.	A.	SA.	ME.AN	S.DEV
There are adequate and qualified staff to implement projects	22	15	18	30	15	2.271	1.079
Project personnel are regularly trained to provide them with the required technical skills.	8	11	25	38	18	3.435	0.642
Staff technical capacity needs analysis is conducted to ensure the precise skills are obtained.	5	8	24	45	18	3.724	0.623

Regular training of project staff has resulted in reduced resource wastage.	3	5	25	45	22	3.794	0.681
Composite						**3.167**	**0.721**

From the findings, the statement that there are adequate and qualified staff to implement projects achieved a mean of 2.271; this is below the composite mean of 3.167, implying that the project does not have adequate qualified personnel.

Also, the respondents agreed that regular training is conducted as presented by a mean of 3.435, staff training needs analysis are always conducted to ensure the correct skills are obtained as presented by a mean of 3.724 and that staff training has reduced resource wastage in the projects thus minimising cost overruns as presented by mean of 3.794, the three means are above the composite mean of 3.167. This implies that the respondents agree that staff technical capacity influences affect project performance. Thus, the study results is in agreemnet with the outcomes of Wachamba E.W (2013) that staff technical capacity influences project performance.

4.3.2 Budgetary allocation and innovative project performance

The objective was to examine the effect of budgetary allocation on performance of innovative projects at homes for the elderly. The researcher invited the responders to indicate whether they agree with the statements linked to project budget allocation at the homes for the elderly and innovative project performance. The conclusions are manifested in table below

Table 4.10 Budget Allocation

Question	SD	D	N	A	SA	MEAN	STD.DEV
There are established sources of funds to implement the full projects	13	12	12	28	35	3.537	0.941
The available funds for the project are efficiently utilised in this organization, thus cost-effectiveness.	10	12	13	30	35	3.609	0.525
The project budget outlines how funds are utilised in the organization, reducing downtime and, hence, project timelines	8	12	12	37	31	3.645	0674

Budgetary allocations influence the performance of the projects	8	12	11	30	38	3.645	0.717
Composite mean						**3.635**	**0.655**

The findings point out that the respondents disagreed that the organization had an established source of funds to implement the whole project as a presented mean of 3.537, below the composite mean of 3.635. Also, the responder disagreed with the statement that available funds for projects are efficiently utilised in the projects, with a mean of 3.733, which is below the composite mean of 3.635. This outcome implied that sometimes the funds allocated for the projects are not efficiently utilised at the homes for the elderly. These disclosures are inconsistent with the outcome finished by Nabulu (2015) in his evaluation on the issue that contributed to M&E in Narok East Sub-County.

However, the responders' strongly approved that budget impacts the performance of a project by yielding a mean of 3.645 and that the budget outlines how funds are utilised in the project with a mean score of 3.635, which was above the composite mean of 3.635, the results suggested participants supported that budgetary allocation had a significant impact on project performance thus agreeing with the finding of Omopariola and Windapo (2019) the budgetary allocation affect project performance.

4.3.3 Stakeholder participation

This objective aimed to investigate the effects of stakeholder involvement on the performance of innovative projects at the homes for the elderly. The researcher asked the respondents to rate how much they agreed with statements on stakeholder participation in their organisations. The findings are indicated in Table 4.11

Table 4.11 Stakeholder Participation

	SD	**D**	**N**	**A**	**SA**	**MEAN**	**STD.DEV.**
Participants participate in the organization and planning of formal meetings of the project.	72	13	8	5.0	2	1.060	0.247

The organization involves stakeholders in identifying their interests and expectations in projects	72	12	8	5	3	1.600	0.247
Managers are involved in identifying Internal and external stakeholders	28	15	17	30	10	2.887	1.136
Stakeholders are generally involved in Project implementation	48	20	13	17	2	2.016	1.340
Stakeholders are involved in identifying indicators of good project performance.	55	20	10	10	5	1.976	1.175
Stakeholders participate in the organisation's decision-making process for the home projects.	50	20	15	10	5	1.857	1.361
Composite Mean/Std Deviation						**1.824**	**0.820**

The findings indicate that the overall mean score is 1.8238, and the standard deviation is 0.820. The respondents concured with the statement indicating that managers are involved in identifying internal and external stakeholders, as shown by a mean of 2.887. In addition, the respondents agreed with the statement that stakeholders are generally involved in project implementation, as shown by a mean of 2.016. Further, the respondents agreed with the statement that stakeholders are involved in identifying indicators of a good project performance, shown by a mean of 1.976; this corresponds with the study of Amoit (2012), study outcome that indicates the partaking of stakeholders in projects is vital in its performance.

The findings further imply that the respondents differed with the stakeholder's participation in the organisation's decision making process of the home projects, as shown by a mean of 1.857. also, with an average of 1.060, the responders differ with the statement indicating

that Stakeholders participate in planning formal meetings during project implementation. Also, the respondents differed with the statement stating that the organization involve stakeholders in identifying their interest and expectations in project participation, as shown by a mean of 1.060; these findings disagree with Mansuri's (2006) observation that Stakeholder involvement is a key component in ensuring good performance in a project.

4.3.4 Management Participation

The study was to establish the impact of management involvement on the performance of innovative projects at home for the elderly. The results are presented in Table 4.12.

Table 4.12 Management Participation and Project Performance

	SD	D	N	A	SA	MEAN	STD.DEV
The Management participates in project planning and implementation	15	13	7	30	35	3.454	0.923
Management participation influences the cost estimate of the required resource in the project	10	10	12	27	40	3.738	0.958
The Management should develop a control mechanism to ensure that the project is on track.	10	13	17	25	35	3.677	0.894
The Management supports decision-making during project implementation	7	10	15	28	40	3.744	0.808
Composite						**3.764**	**0.947**

The inquiry examined the impact of management involvement on performance of innovative projects at homes for the elderly in Kiambu County. The outcomes revealed that the respondents agreed that management participation influences the cost estimate of the required resource, as shown by a medium value of 3.738; the management supports decision making during project implementation with a average score of 3.744. These findings went by the reviewed study of Ofer (2008), which stated that active participation of management throughout the project cycle helped significantly in project success.

However, the respondents differed with the declarations that the Management develops a control procedure to keep the programme on track, as shown by a mean of 3.677, and that Management participates in project planning and implementation, shown by a mean of 3.454. These findings agree with the study by Wachuru (2012) that guidelines should be maintained to ensure management's commitment to participate in project activities as they influence project performance.

4.3.5 Performance of innovative projects at homes for the elderly

The dependent element in this investigation was performance of innovative projects measured in terms of project timelines of implementation, project quality, and stakeholder level of satisfaction. The study results are manifested in Table 4.13.

Table 4.13 Performance of Innovative Project

	SD	**D**	**N**	**A**	**SA**	**MEAN**	**STD.DEV.**
Projects are finished within specified time	22	18	10	25	25	3.188	1.272
Admission is on customer referrals	48	30	10	5	7	1.891	1.387
Level of satisfaction	**NAS**	**DS**	**N**	**S**	**VS**		
Hospitality	18	15	10	27	30	3.467	1.022
Nutritional Care	15	15	13	27	30	3.347	0.985
Recreation Activities	17	13	10	27	33	3.473	0.763
Medical	12	7	8	33	42	3.828	0.724
Composite Mean						**3.187**	**1.024**

The performance findings indicates that respondents approved that many projects at homes for the elderly have satisfied the key stakeholders as indicated by the level of satisfaction of various services: Hospitality,3.467; Nutritional Care, 3.347; recreation activities,3.473 and medical services, 3.828; whose results are above the composite mean of 3.187. However, the study results disagree with a study by Osongo (2012) that indicated that the elderly are dissatisfied with the services offered at the elderly homes in Mombasa. The results indicated that Projects are finished on the time specified by 3.188. Regardless of the

agreements, the primary inconsistency is in the rate of admission by referrals, as indicated by 1.8919, irrespective of the high level of satisfaction of the key stakeholders.

4.4 Inferential Statistics

The study attempted to examine both the regression and correlation analysis among the findings.

4.4.1 Correlation Analysis

Correlation coefficient values are in the range of +1 and -1. Positive coefficient indicates a strong association of 0.8 and above, indicating a strong association in the range of 0.60 to 0.79, indicating a "moderate association", and below 0.5 indicates a weak association. The study incorporated correlation analysis so as to identify correlation coefficients between variables, as manifested below.

Table 4.14 Correlation Coefficients

		Innovative project	Performance Stakeholder Participation	Staff Technical Capacity	Budgetary Allocation	Management Participation
Innovative project	.Pearson Correlation	1				
Performance Stakeholder Participation	Sig.2-tailed .Pearson Correlation Sig.2-tailed	.868 .000	1			
Staff Technical Capacity	Pearson Correlation Sig.2-tailed	.827 .000	.155 .355	1		
Budgetary Allocation	.Pearson Correlation Sig.2-tailed	.789 .000	.266 .126	.441 .351	1	
Management Participation	.Pearson Correlation Sig.(2-tailed)	.796 .000	.735 .000	.264 .125	.302 .072	1

Table 4.9 alludes there is a positive relation among staff technical capacity and the performance of innovative projects for the elderly programmes in Kiambu County. Results are coherent to Harry's (2006) argument that staff technical capacity is associated with the performance of projects.

Additionally, there was a material and unison relationship between budgetary allocation and performance of innovative projects for the elderly projects (r=0.789, p-value=0.000). The findings are consistent with Kalungu's (2009) argument that budgetary allocation influences project performance.

The results revealed that there was a positive correlation amongst stakeholder participation and performance of innovative projects for the elderly (r=0.868, p-value=0.000).The disclosure concur with Chitere's (2010) investigation that stakeholders' involvement has a significant association with project performance.

Furthermore, the results demonstrated that there was a consequential and positive relationship among est management and the performance of innovative projects for the elderly (r=0.796, p-value=0.000). These disclosures agreed with Offer's (2008) finding that management participation had a significant association with project performance.

4.4.2 Multiple Regression Analysis

This technique was engaged to reveal the importance of staff technical capacity, budgetary allocation, management participation and stakeholder participation in relation to performance of Innovative Projects for the Elderly in Kiambu County. See below table.

Table 4.15 Model Summary

Model	R	R Square	Adj. R-Square	Std Error
	0.892	0.882	0.831	0.3395

The outcome, denote those independent variables statistically and significantly, impact the dependent variable since the R square was 0.831. 83.1% of the variations performance of innovative projects for the elderly in Kiambu, are attributed to staff technical capacity, budgetary allocation, stakeholder participation, and management participation. Other factors influencing the performance of innovative projects for the elderly in Kiambu County, which were not studied in this investigation included 16.7%, which is the source for future investigations.

Table 4.16 ANOVA Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.834	4	7.209	32.966	.000[b]
Residual	8.528	39	0.219		
Total	37.362	40			

The disclosures illustrates if or not the model employed is viable for data analysis. Since the p-value is 0.000 lower than 0.05 and F-calculated is 32.966 it was more than F-critical (2.447), then the regression technique was ideal in investigating how staff technical capacity, budgetary allocation, stakeholders' and management participation results influenced the performance of innovative projects for the elderly in Kiambu County, Kenya.

Table 4.17 Regression Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients		
	` B	Std.Error	Beta	t	Sig.
(Constant)	.0607	0.041		14.805	0.000
Staff technical capacity	0.527	0.102	0.518	5.167	0.000
Budgetary Allocation	0.198	0.082	0.176	2.415	0.012
Stakeholder Participation	0.328	0.104	0.307	3.152	0.0033
Management Participation	0.451	0.101	0.441	4.465	0.000

The established model is $Y = 0.607 + 0.572X_1 + 0.198 X_2 + 0.328 X_3 + 0.451 X_4$

Where-;

Y= Project performance

X_2= Budgetary allocation X_1= Staff Technical capacity X_3= Stakeholder participation

X_4 = Management participation.

Staff technical capacity has a material and positive impact on performance of innovative projects for the elderly in Kiambu Kenya, as demonstrated by a regression coefficient of 0.527 (p-value=0.000). This shows that improving staff technical capacity would improve

the performance of projects. The findings contrast with Uitto's (2009) findings that staff technical capacity in terms of training has a material effect on performance of projects.

Additionally, budgetary allocation has a unison and significant impact on performance of innovative projects for the elderly in Kiambu County,as shown by a regression coefficient of 0.198 (p-value=0.012). This indicates that enhancing budgetary allocation would improve the performance of projects. These findings contrast with Ibeto and Chinyeaka's (2012) observation that budgetary allocation significantly affects project effectiveness.

Stakeholder participation has a considerable effect on performance of innovative projects for the elderly in Kiambu County, as demonstrated by a coefficient of 0.328 (p-value=0.003). This shows that improving stakeholder participation would improve the performance of projects. These findings agree with Mansuri's (2006) observation that stakeholders' involvement has a significant impact on the performance of projects. The stakeholder theory supports these findings in that the strategy aids in identifying key stakeholders' of community funded projects ,also, defines the terms to which identified stakeholders ought to adhere to.

Further, management participation has a positive and material effect on the fulfillment of innovative projects for the elderly in Kiambu County as shown by a coefficient of 0.451 (p-value=0.000). This shows that improving management participation would improve the performance of projects. These findings concur with Wachuru's (2012) findings that management participation in the assessment and monitoring of has a positive effect on the performance of projects. The cost-benefit analysis theory also supports the above findings in that the project management should actively participate in weighing up costs against benefits and identify the action that will give the best results.

5 CHAPTER FIVE

SUMMARY OF FINDINGS,DISCUSSIONS,RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

In this section, the results from the examination are divulged and explored, elucidating the ramifications of the verdicts.

5.2 Summary of findings.

The survey's aim was to ascertain the connection between staff technical capacity, budgetary allocation, stakeholders, and management participation in the performance of innovative projects for the elderly in Kiambu County. .

The study accepted that the participants supported that technical know-how in implementing project styles was significant. In addition, the study found that staff training was done regularly. Training of staff was important in ensuring an improvement in project performance. Also, the study found that the homes had qualified staff, but they needed additional, adequate staff to implement the projects.

This study concluded that a positive change in budgetary allocation leads to better performance of innovative Projects for the Elderly in Kiambu County, Kenya. This relationship was statistically significant .

Highest number of respondents coincide that budget allocation impacts performance of innovative projects for the elderly. Also, the available funds are efficiently utilised, and the budget outlines how funds are to be utilised, thus reducing project downtime. However, the respondents have differing views on whether there is a clear, established source of income.

The study signify that management participation effects the cost estimate of the required resources in project works. The Management participates in project planning and implementation. The management ought to create a control procedure to keep the project on track, and the management should reinforcement stakeholder decision making during project implementation.

5.3 Discussion

In this part of the paper, a comparison is made between this investigation's discoveries and those of other researchers following the study's goals. This is illustrated in the following subsections.

5.3.1 Staff technical capacity and innovative projects' performance for

The research affirmed that staff technical proficiency significantly and positively impact the performance of innovative projects for the elderly in Kiambu County. The study concluded that qualified experts are engaged to manage the various areas of the projects and that project workers are trained to provide them with the essential skills. This is based on Turner (2011), whose argument was that practical training is essential in the skills enhancement for the staff because it assists with project interaction, management, and performance.

The research established that the level of education is important in the recruitment of personnel. These outcomes are consistent to Uitto (2010), that stated that omplementing an M&E program that is effective needs supervisors to select the right ability and enhance the capabilities by improving the skills on a regular basis.Thus training's needs to be accurate, monitored and executed efficiently.

5.3.2 Budgetary allocation and performance of innovative projects for the elderly

It was concluded that availability to funding influences the performance of innovative Projects for the elderly in Kiambu County, to a inordinate extent. Hence in coincided with Xiao and North's (2017) argument that a knowledge is required regarding preparing cash flow projections , taxation considerations, and analytical methods to sustain the project's feasibility.

The investigation concluded that a clear source of financing influences the performance of innovative Projects for the elderly in Kiambu County to a moderate extent. Xiao and North (2017) concludes that project budgetary allotment includes knowing the rationale of preparing the budget plan, assessing the risks, designing the funding mix, and raising funds.

The findings also agrees with Osunlaja, Kilinc and Sen (2018), who imply that financing is among the main resources employed in implement CDPs.

5.3.3 Stakeholders' participation and projects performance

The research identified that stakeholder participation positively and significantly and influences the performance of innovative projects for the elderly in Kiambu County, Kenya.Kaufman and Poulin (2014) state that the incorporation of stakeholders in community program is a need which must be addressed because these projects are for the communities. The study finding also went by with Larson and Larson (2012), who suggest that stakeholders ought to be included in the project process and their roles and responsibilities concerning the planning process must be clearly spelled out.

Additionally, the study identified that decision making impacts the performance of innovative projects for the elderly to a moderate extent. The findings were in coincide to those of Njogu (2018), who suggests that stakeholders did not accept the programme because of not paying a visit project grounds and lack of involvement in the meetings to discuss the project's overall performance and not requesting to scrutinise the performance and progress reports.

5.3.4 Management participation

The analysis also revealed that management participation had significantly and unison effects on performance of innovative projects for the elderly in Kiambu County, Kenya. The study concluded that the management participated in project planning. This conforms with Gudda (2011), who alludes that contribution of the planning procedure to performance of a is vital as it forms the base for the whole project. Hence gives a clear view of the project, this include project scope, developments and the end. It outlays and explai the project events, and the way the will be completed and the desired end products.

The management should create a control mechanism to help the project stay track, and the management should encourage decision making when implementing the program.

5.4 Conclusions

The study also concludes that staff technical capacity has a positive and material effect on performance of innovative projects for the elderly in Kiambu County, Kenya. The study also shows that an improvement in staff technical capacity would improve the performance

of innovative projects for the elderly by 0.527 units. The study found that training, adequate staff and qualifications affected the performance of innovative projects for the elderly.

The study concludes that budgetary allocation has a positive and significant effect on the performance of innovative projects for the elderly in Kiambu County, Kenya. This implies that an improvement in budgetary allocation would improve the performance of innovative projects for the elderly by 0.198. The study established that budget allocation influences the performance of innovative projects for the elderly. Also, the available funds should be efficiently utilised, and the budget outlines should clearly indicate how funds will be utilised to reduce project downtime.

The study concludes that stakeholder participation positively and significantly affects the performance of innovative projects for the elderly in Kiambu County, Kenya. This implies that an improvement in stakeholder participation would improve the performance of innovative projects for the elderly by 0.328.

Also, the study concludes that management participation positively and significantly affects the performance of innovative projects for the elderly in Kiambu County, Kenya. This shows that management involvement would improve the performance of innovative projects for the elderly by 0.451. The study established that participation in planning, developing control mechanisms and decision-making affected the performance of innovative projects for the elderly.

5.5 Recommendations

Based on the findings, recommendations were developed based on the conclusion of each aim of this investigation.

The study recommends that-:

I. The project managers should consider qualification and management skills and ensure employees are trained to operate technical parts. Also, the organization should employ more qualified staff to increase project performance.

II. The study found that budgetary allocation affects the performance of innovative projects for the elderly.Hence, that project managers should ensure that there are clearly established sources of funds to ensure the continuity of the projects.May be establishing a project that would generate income for the homes for the elderly.

III. The managers should incorporate stakeholders in the execution of projects and ensure transparency of information shared. Stakeholder involvement should be ensured in developing project indicators and in decision-making.

IV. The government of Kenya should establish a single authority to register and audit the homes for the elderly in the country, as currently, they are registered under different authorities.

V. The Government of Kenya can establish a retirement contribution plan during citizens adulthood age that can expended to pay for a home for the elderly in their old age and also encourage entrepreneurs to venture into elderly care as a business.

5.6 Suggestions for Further Studies

Further studies should contemplate the following:

i. Effects of financing on performance of innovative projects at homes for the elderly

ii. Determine the association between cultural factors and the uptake of innovative projects at homes for the elderly

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Gladys Mumbi Kirumba

Kiambu Kenya

RE:DATA COLLECTION

I am student at the University of Nairobi studying Master of Arts degree in project planning and management conducting research on ;***STAFF TECHNICAL CAPACITY, BUDGETARY ALLOCATION , STAKEHOLDER AND MANAGEMENT PARTICIPATION AND THE PEFORMANCE OF INNOVATIVE PROJECTS FOR THE ELDERLY IN KIAMBU COUNTY,KENYA".***

Kind request that you may respond to the form attached as frankly as manageable. The questionnaires is meant for this research and the answers issued is confidential. Kindly dodn't indicate your name or of the institution on the questionnaire.

I thank you for your honest participation .

Kind regards

Gladys Mumbi Kirumba

0724735575

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Our Ref**. L50/84804/2016** **November 01, 2023**

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
Upper Kabete, Off Waiyaki Way
P. O. Box 30623- 00100
NAIROBI

RE: INTRODUCTION LETTER: GLADYS MUMBI KIRUMBA

The above named is a registered Masters of Arts in Project Planning and Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. She is conducting research on ***"STAFF TECHNICAL CAPACITY, BUDGETARY ALLOCATION , STAKEHOLDER AND MANAGEMENT PARTICIPATION AND THE PEFORMANCE OF INNOVATIVE PROJECTS FOR THE ELDERLY IN KIAMBU COUNTY,KENYA"***

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Dean's Office
University of Nairobi
Faculty of Business
and Management Science
P.O. Box 30197-00100, Nairobi

PROF. JAMES NJIHIA

DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

Appendix 2: KEY INFORMANT QUESTIONNAIRE

Instructions

Kindly tick ( ) one answer among the alternatives.

Part A : General Information

Gender

Female ☐ Male ☐

Age:

Below 25 years ( ) 26-50 Years ( ) Above 50 years ( )

Education Level

Tertiary Collages ( ) Undergraduate ( ) Post Graduate ( )

Number of projects you have been involved in last 4 years.

0-2 ( ) 3- 5 ( ) More than 5 ( )

Kindly tick the level in which you concur with the statement below

Use scale of 1-5; 1-Strongly disagree, 2.-disagree;3-Neutral ;4 -Agree 5 -Strongly Agree

Part A: Staff technical capacity and performance of innovative projects for the elderly

	1	2	3	4	5
There are adequate and qualified staffs to implement projects					
Project personnel are regularly trained so as to provide them with technical skills required.					
Staff technical capacity training need evaluation is carried out to ensure the correct skills are trained to manage the projects					
Training of the staff has reduced resource wastage in the projects thus minimizing cost overruns.					

Part B: **Budgetary Allocations**

	1	2	3	4	5
There are clearly established sources of funds to implement the full projects					
The available funds for project are efficiently utilized in this organization thus cost effectiveness.					
The project budget outlines how funds are utilized in the in the organization reducing downtime hence project timeliness					
Budgetary allocations influence the performance of the projects					

Part C: Stakeholder participation and performance of innovative projects for the elderly

Stakeholder participation	1	2	3	4	5
The organization has a communication strategy that impacts the flow of information among stakeholders.					
I take part in identifying primary and secondary stakeholders of the projects.					
The organizations involve stakeholders in identification of indicators of a good project performance.					
Stakeholders partake in the organization of official meetings of project.					
The organization involve stakeholders in identifying their interest and expectations in projects					

Part E: Management participation and performance of projects in homes for the elderly.

Management participation	1	2	3	4	5
The Management participate in project planning and implementation					
The project plans contain clear duties plans or schedules					
Management participation influence the cost estimate of the required resource in the project leading to cost effectiveness					
The Management is able to create a control process to keep the project on track.					
The Management support stakeholder decision making during implementation of the project					

Project Performance Indicators

Statements	**1**	**2**	**3**	**4**	**5**
Projects are finished on time					
Admission is on customer referrals					
There is improved projects acceptance					

Appendix 3: KEY STAKEHOLDERS QUESTIONNAIRE

Instructions

Kindly tick ( ) one answer among the alternatives.

Part A: General Information

Gender of the respondent

Female ☐ Male ☐

Age: 65 Years - 75 years ( ) Over 75 years ( )

Education Level

Primary ( ) Secondary ( ) Tertiary Collages ( ) Undergraduate ( )

Post Graduate ( )

How long in years have you been living in the home?

0- 2 ( ) 3-6 ( ) 6 and above ( )

Kindly tick the level to which you concur with the below statements

Use scale of 1-5: 1-Strongly disagree,2-disagree,3-Neutral,4-Agree and 5-Strongly Agree

Stakeholder participation	1	2	3	4	5
The organizations involve us in identifying indicators of a good project performance.					
We participate in the organization of planning of formal meetings of project.					
The organization involve us in identifying our interest and expectations of the projects					

2**. How satisfied are you with the nature of the services offered below? Kindly indicate with scale of 1-5 how you satisfied you are with below services, where 1-Not all satisfied, 2-Not satisfied ,3-Not sure ,4 -Satisfied ,5-Very Satisfied**

Services	**1**	**2**	**3**	**4**	**5**
Nutritional Care					
Medical & Psychological care					
Hospitality					
Recreation Activities					

Appendix 4: List of Institutions for the elderly in Kiambu County

Org Name	Year of Return	Physical Address	Project Amount Kenya	Sector Name
OUTREACH CENTRES		Kiambu		
CALL AFRICA	**2019**	Kahawa West Catholic Church	**Ksh1,319,770.00**	Old Age Care
PROSPECTIVE CARE AND SUPPORT FOR ORPHANS ORGANIZATION	2020	THIKA KANYIRI BUILDING BUILDING 1ST FLR	Ksh4,500.00	Old Age Care
HELPERS OF HANDICAPPED AND AGED PERSONS	2020	Kasarani Kahawa West Plot: 22/225 NAIROBI	Ksh20,000.00	Old Age Care
HIV/AIDS CONTROL IMPLEMENTATION GROUP	2020	KIKUYU TOWN	Ksh50,000.00	Old Age Care
WOMEN INITIATIVES IN POVERTY ERADICATION	2021	Upper Kabete Campus UON	Ksh6,000.00	Old Age Care
MICHAEL CHEGE NJOROGE FOUNDATION	2021	NAIROBI Gatundu	Ksh10,000.00	Old Age Care
HOPE AND DESTINY TO GENERATIONS	2018	GITHURAI 45	Ksh10,000.00	Old Age Care
HIV/AIDS CONTROL IMPLEMENTATION GROUP	2022	KIKUYU TOWN	Ksh10,000.00	Old Age Care
KENYA RELIEF AND EDUCATIONAL SERVICES	2021	m3 sec2 Haile sallassie Rd Thika	**Ksh130,000.00**	Old Age Care
KENYA RELIEF AND EDUCATIONAL SERVICES	2022	m3 sec2 Haile sallassie Rd Thika	**Ksh330,000**.00	Old Age Care
LIGHT OF THE OLD VISION ORGANIZATION	2019	JOSAM PLACE Thika	**Ksh90,000.00**	Old Age Care
JOSEPH KIMANI MEMORIAL CHILDREN FOUNDATION	2019	LIMURU	Ksh18,000.00	Old Age Care
HOPE AND DESTINY TO GENERATIONS	2019	GITHURAI 45	Ksh22,000.00	Old Age Care
CALL AFRICA	2020	Kahawa West Catholic Church	**Ksh1,292,900.00**	Old Age Care
SOCIAL ECONOMIC VISION ORGANIZATION	2021	Kiambu	**Ksh250,000.00**	Old Age Care
CALL AFRICA	**2021**	Kahawa West Catholic Church	**Ksh2,120,433.00**	Old Age Care
HOPE AND DESTINY TO GENERATIONS	2020	GITHURAI 45	Ksh3,000.00	Old Age Care
PROSPECTIVE CARE AND SUPPORT FOR ORPHANS ORGANIZATION	2021	THIKA KANYIRI BUILDING BUILDING 1ST FLR	Ksh28,000.00	Old Age Care
CALL AFRICA	**2022**	Kahawa West Catholic Church	**Ksh997,570.00**	Old Age Care

Foundations/ charitable Institutions		
SJ Remedial Karura		Karura
PCEA Thogoto Old peoples home Kikuyu		Kikuyu
Cardinal Otunga home for the Aged Thika		Thika
Sarah care Kiamumbi		Kiamumbi
Fairseat Foundation Rosslyn		Ruaka
Fourshift Care Center for the Elderly		Karura
Mothers House Ruiru		Ruiru
Mzee Retirement Home care		Thika