

**INFLUENCE OF PROJECT EVALUATION APPROACHES
ON PERFORMANCE OF COUNTY GOVERNMENT
PROJECTS: A CASE OF WATER PROJECTS IN WAJIR
COUNTY, KENYA**

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DECLARATION

I hereby declare that the work contained in this research project report is my original work and has not been presented in any other university for a degree.

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This research project report is presented for examination with my approval as university supervisor.

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DEDICATION

I dedicate this research study to my loving Dad Osman, and my Mum Elama for always being with me throughout my academic journey. I also dedicate to my family for their constant encouragement and for being patient enough to see me go through my academic struggle thus realizing my long cherished dream.

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ABBREVIATIONS AND ACRONYMS

CI	: Continuous Improvement
MBO	: Management by Objectives
NDPC	: National Development Planning Commission
NIMES	: National Integrated Monitoring and Evaluation System
RBB	: Results Based Budgeting
RBMES	: Results Based Monitoring and Evaluation System
TQM	: Total Quality Management
UNDP	: United Nations Development Programme

ABSTRACT

The main aim of the study was to investigate the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya. The specific objectives were to assess the influence of benchmarking on performance of county government projects, to establish the influence of continuous improvement on performance of county government projects, to assess the influence of process reengineering on performance of county government projects, and to find out the influence of management by objectives on performance of county government projects. The study used descriptive research survey design. This method of research was preferred because the researcher is able to collect data to answer questions concerning the status of the subject of study. The population for this study was 28 project heads and 2000 project beneficiaries making a total target population of 2028 respondents. This study adopted the stratified sampling technique. The sample size was 204 respondents. The study utilized a questionnaire and an interview guide to collect primary data. The data collected was sorted, keyed in and analyzed with the aid of SPSS. Further the study employed a multivariate regression model to study the influence of project evaluation approaches on performance of county government projects. The study found that benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change. The study also established that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives. The study further established that management by objectives techniques used by the county were effective. The study concluded that on the influence of continuous improvement project on performance of county government projects, the study concluded that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives. On the influence of management by objectives on performance of county government projects, the study concluded that using a process that you perform well and performing that process as a service for other projects affect project performance. The study recommended that project managers are supposed to be trained on continuous improvement related cases because the improvement plans significantly influenced project performance. It also recommended that Process reengineering has the highest influence on performance of county project thus objectives, channels and framework should be effectively put in place for the projects that have previously stalled.

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Project evaluation has become an increasingly important tool within the global efforts in achieving environmental, economic and social sustainability. At national and international scales, the sustainability criteria and indicators for project evaluation are very crucial in defining, monitoring and reporting on ecological, economic and social trends, tracking progress towards goals and influencing policy and practices (Behn, 2003). Project Evaluation helps those involved with projects to assess if progress is being achieved in line with expectations. Project evaluation is a comprehensive appraisal that looks at the long-term impacts of a project and exposes what worked, what did not, and what should be done differently in future projects. When planning for project evaluation, it is vital to consider whether appropriate funds and staff time can be allocated to it, since project evaluation is an on-going process and requires a significant commitment. Another key consideration is stakeholder participation in design and execution of project evaluation. While external professionals may bring needed expertise, involving community partners is an excellent project for demonstrating accountability (Hettmut, 2002).

WBG (1998) advises that there is need for effective project evaluation which is increasingly being recognized as an indispensable tool of both project and portfolio management. This is because project evaluation provides a basis for accountability in the use of development resources. In addition project evaluation can be applied to strengthen the project design and implementation and stimulate partnership with project stakeholders. Barasa (2014) asserts that different countries have adopted aspects of this approach. For example, Ghana came up with a commission the National Development Planning Commission (NDPC) as a regulatory policy to assimilate the principle of project evaluation operations. NDPC adapted the Results Based Monitoring and Evaluation System (RBMES) and Results Based Budgeting (RBB) in the project evaluation process. This was purposely to ensure cost effectiveness, institutional capacity strengthening, promotion of good governance and accountability as well as credibility to the partners

and government. Barasa further notes that the National Integrated Monitoring and Evaluation System (NIMES) was established in 2004 by the Kenyan government.

According to Aden (2012), project evaluation helps those implementing programs to embrace decisions from an informed position with regard to how the program operates, how service is delivered and whether the project is effective, using unbiased evidence. This is an important activity in projects because it determines project success. All stakeholders are regularly informed, in good time and accurately, the actual status of a project at a given time compared to the original objectives, i.e. with regard to deadlines and budgets. Day (2010), advises that effective project evaluation is increasingly being appreciated as an important requirement for both project and portfolio management. This is because project evaluation provides grounds for being accountable in utilizing the resources available for development. Further project evaluation can be applied to make the project even stronger at the design stage, implementing it and stimulating potential partners among the stakeholders.

Project evaluation involves continuously assessing the implementing of projects with respect to schedules engendered during its design, inputs utilization and services that is offering to those it is meant for Simon (2013). This is done in order to give, in good time, the appraisal of whether the program is relevant, efficient, effective, whether it has impacted the beneficiaries, whether the interventions are sustainable and whether it is in line with the purpose for its establishment (Simon, 2013). Project evaluation gives the project implementers useful information about the status of the project as regards tentative and final evaluations. Such information assists in identifying the required alterations especially in the structure of the project, its impact and the tentative date to complete it (Sinha & Labi, 2011).

The need to scale up the performance of aid and grants requires that information on the management of such projects be made available, for the support of implementing those projects and availing input in designing new projects. The WBG further avers that project evaluation gives a platform for implementers to be more accountable in utilizing available resources. This increased transparency means that there should be more

"success on the ground". Here, there should be tangible development projects which can show that they have employed systems that help them learn from previous engagements. In different phases of the project cycle, project evaluation makes the project even stronger at the design stage, implementing it and stimulating potential partners among the stakeholders since it affects sector assistance strategy. Such analysis is vital since it highlights the results of earlier engagements, successes and failures thereof and improving the design tools and coming up with pointers of performance (Day, 2010).

In the Kenyan perspective, project evaluation was introduced through performance contracting in order to influence for the better performance, introducing a new way of conducting ourselves and adopting a positive attitude work ethics in delivering services to the public (Kobia and Mohammed 2006). This was meant to restore confidence in citizens with regard to government services (Muthaura 2007). The success of any project in Kenya is critical in achieving development agenda in the local communities across the globe. Evaluation of projects is fundamental if the project objectives and success is to be achieved since it improves overall efficiency of project planning, management and implementation. Several projects could be initiated to transform social, political and economic well-being of citizens in a particular country. UNDP (2002) reports that there has been growing demand for development effectiveness to improve people's lives. This calls for effective utilization of evaluation results for continuous improvement and quality of performance in organization. In order to improve project management in future, the current projects or proposed projects, the stakeholders need to evaluate these projects, and evaluation budget should be set aside for project activities and it should be done in a timely manner.

A project that is properly evaluated for financial oversight and compliance with sound management and performance principles may very well achieve great impacts. The emphasis on development projects effectiveness and results-based development obliges practitioners to empirically demonstrate the impacts of their projects and programs. This has shifted the focus of evaluation from a concentration on inputs and outputs to a concentration on outcomes and impacts. The ability to measure and demonstrate

outcomes and impacts relies on the use of indicators that are based on reliable data, and on the capacity to systematically collect and analyze that information (Muthaura, 2007). The conditions in which evaluation is carried out vary widely, depending on the demand for information, the extent to which it is used to inform decision making, and the reliability of the systems that are in place to capture and convey that information. Throughout much of the developing world these conditions are “less than-ideal.” Information is irregular and often lacking altogether. In these conditions there is a lack of effective demand for information on the part of policy makers. The conditions are often especially pronounced in rural areas, where the costs of data collection are very high, and that quality of existing data is particularly low.

1.2. Statement of the Problem

The reality of today’s project environment is that it is continually changing. The rapid changes in the development project environment, calls for innovative approach to project management (Behn, 2003). Evaluating the project management process is necessary to determine whether the changes made were effective enough in terms of the mission it helps to see where the project is. Evaluations need to be performed continuously to keep up with the changes in the environment and usually are done quarterly or yearly. Project managers may have to change things to make progress toward their goals or their findings may reveal that they have developed an effective project and their only concern would be to maintain the execution of it (Hettmut, 2002). It’s a drawback to the process that business setting is constantly changing and adjustments always have to be made.

Research reveals successful implementation of strategies and lack of project of evaluation mechanisms leads to under performance of development projects in the rural areas (McKinsey, 2008). Evaluation and control is a very challenging and complex undertaking for most project managers. Some of the obstacles are; poor perception by project workers who view the review mechanisms as routine and a source of punishment but not growth; poor organizational structure; poor evaluation criteria; lack of proper communication; poor leadership; lack of understanding of a company strategy; lack of resources, lack of understanding of project evaluation and over emphasis on financial controls (Hettmut,

2002). Therefore, project evaluation and control has become an emerging area of concern to most project managers today and can no longer be ignored.

In Wajir county most of the development projects that have been initiated have stalled due to poor evaluation criteria. The project evaluation that have been conducted have yielded poor results on the progress of the projects. This has led to the failure of the projects and ultimate closure. There have been reports in the media decrying the inadequate evaluation of projects implemented by County government of Wajir. The report highlights the lack of accountability for the disbursed funds and absence of any evident of the attainment of the objectives of which the funds were disbursed to the County. The County has failed to submit reports detailing expenditure and impact of the funds that had been disbursed.

Despite the huge amount of resources provided to the county government of Wajir to implement projects and despite the fact that these projects plays big role in improving the lives of the people in the community project evaluation has not yet been implemented. It is not clear whether evaluation system has been adopted in the projects implemented by county government of Wajir. It is for this reason that the current study investigates the influence of project evaluation approaches on performance of county government projects, a case of Wajir County, Kenya. The study of the project evaluations approaches was significant in that it helped the researcher to know how well to improve the projects to yield the expected results.

1.3. Purpose of the Study

The purpose of the study was to investigate the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya

1.4. Objectives of the Study

The study was guided by the following objectives:

- i. To assess the influence of benchmarking on performance of county government projects
- ii. To establish the influence of continuous improvement on performance of county government projects
- iii. To assess the influence of process reengineering on performance of county government projects
- iv. To determine the influence of management by objectives on performance of county government projects

1.5. Research Questions

The study answered the following research question:

- i. What is the influence of benchmarking on performance of county government projects?
- ii. How does continuous improvement influence performance of county government projects?
- iii. What is the influence of process reengineering on performance of county government projects?
- iv. How does management by objectives influence the performance of county government projects?

1.6. Significance of the Study

The outcome of this study may contribute immensely and positively to county development and in general the economic development of the country as it may assist project managers in addressing the issues that negatively influence effective performance of projects. Project evaluation may provide performance feedback mechanisms for all projects which will be undertaken in Wajir County. If this is done, then the high number of stalled projects, experiences of cost overruns and extended construction periods beyond the original completion dates may cease in this very important County thereby

save the country from unnecessary loss and wastage of much needed resources which are in scarce supply. It may also serve as a benchmark for identifying loopholes and corrective measures in policy level as evaluation serve as key management tools in the use and management of the devolved development funds in Kenya.

1.7. Delimitation of the Study

The study was delimited to project evaluation approaches on performance of county government projects, in Wajir County, Kenya. Only the four variables were focused on which included benchmarking, continuous improvement approach, process reengineering, and management by objective. The research study only focused on water projects in Wajir County.

1.8. Limitations of the Study

Various challenges anticipated included; data collection which was difficult in the case where the respondents were not willing to cooperate. The respondents were assured that the data collected was for academic purposes only and confidentiality was maintained. The respondents may not fully answer the questions in the questionnaire satisfactorily and this may affected the analysis of data. To avoid this researcher explained the importance of the research to the respondents and why they should fill in the questionnaires. This avoided the doubt in the case where the respondents might think their confidentiality is being exposed.

1.9. Assumptions of the Study

The major assumption was that the target group understood the project evaluation approaches on performance. The study also made an assumption that the respondent's truthfully and correctly answered the questions.

1.10. Definitions of Significant Terms

Benchmarking: refers to a technique in which a company measures its performance against that of best in class companies, determines how those companies achieved their performance levels and uses the information to improve its own performance

Business Process Reengineering: the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary modern measures of performance, such as cost, quality, service, and speed.

Continuous improvement: refers to an ongoing effort to improve products, services or processes.

Management by Objective: refers to a personnel management technique where managers and employees work together to set, record and monitor goals for a specific period of time. Organizational goals and planning flow top-down through the organization and are translated into personal goals for organizational members.

Project Evaluation Approaches: Involves assessing the strength and weakness of projects, policies and personnel Products and organizations to improve their effectiveness. (By American evaluation association)

1.11. Organization of the Study

This study was divided into five chapters. Each chapter had sections which provided details as required for a standard academic research. Chapter one was the introduction which covered the background to the study, statement of the problem, purpose of the study, research objectives and research questions, significance of the study the delimitation and limitation of the study and assumptions of the study. Chapter two provided the literature review of the study. It accounted for the previous research and what has been found out in the area of study. This chapter mainly focused on the influence of project evaluation approaches on performance of projects. The other items under this chapter were the theoretical and conceptual frameworks, research gaps and summary of literature. Chapter three focused on research methodology giving details on the research design used; target population, sample size and sampling procedures, methods of data collection, Pilot study, validity and reliability of data collection instruments, methods of data analysis and ethical considerations. Chapter four provided details of data analysis, presentation and interpretation of the findings. Chapter five covered the summary of findings, discussions, conclusions and recommendations. Further, it provided suggestions for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Chapter two provides the literature review of the study. It accounts for the previous research and what has been found out in the area of study. This chapter mainly focuses on the influence of project evaluation approaches on performance of county government projects. In addition the chapter presents the theoretical framework, conceptual framework, knowledge gap, and summary of literature.

2.2 Performance of County Government Projects

Project performance has been defined by the criteria of time, budget and deliverables. It is the overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness, efficiency and sustainability (IBBS and Kwak, 2000). The ultimate importance of project performance is achieved through avoiding the project's failure to keep within cost budget, failure to keep within time stipulated for approvals, design, occupancy and failure to meet the required technical standards for quality, functionality, fitness for purpose, safety and environment protection (Flanagan and Norman 2003). Project performance ensures that enterprises maximize on profitability, minimize the consequences of risky and uncertain events in terms of achieving the project's objectives and seizes the chances of the risky events from arising (Kululanga and Kuotcha, 2010). The benefits of project risk management for small businesses lie at the point of time and budget project advantages. It is understandable why there are as many models of project risk management as general risk management schemes.

The criteria of project performance for the project will be cost, time and quality which are basic elements of project success (Mohammed, 2002). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project performance measure for this study was defined in terms of cost, time, quality and

profitability, as small and medium enterprise focus on earning returns over project investment. In Kenya, project performance has been measured through project cost, quality, customer or stakeholder's satisfaction, timeliness and achieving of project objective is effective indicator to measure of project performance (Nyikal, 2011).

2.3. Project Evaluation Approaches and Performance

This section discusses the project approaches and how they influence performance as provided in the subsequent sections:

2.3.1 Benchmarking and Project Performance

Benchmarking is the process through which a company measures its products, services, and practices against its toughest competitors, or those companies recognized as leaders in its industry. Benchmarking is one of a project manager's best tools for determining whether the project is performing particular functions and activities efficiently, whether its costs are in line with those of competitors, and whether its internal activities and project processes need improvement (James, 2007). The idea behind benchmarking is to measure internal processes against an external standard. It is a way of learning which project are best in performing certain activities and functions and then imitating or better still, improving on their techniques. Benchmarking focuses on project-to-project comparisons of how well basic functions and processes are performed.

Benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change. It also helps project managers to understand the most accurate and efficient means of performing an activity, to learn how lower costs are actually achieved, and to take action to improve a project cost competitiveness. As a result, benchmarking has been used in many projects as a tool for obtaining a competitive advantage (Greene, 1993). Benchmarking targets roles, processes, and critical success factors. Roles are what define the job or function that a person fulfills. Processes are what consume project resources. Critical success factors are issues that project manager must address for success over the long-term in order to gain a

competitive advantage. Benchmarking focuses on these things in order to point out inefficiencies and potential areas for improvement (Powers, 2004).

Augusto et al (2006) stated that the effective performance cannot be achieved without challenges and obstacles. To meet these challenges and overcome these obstacles, an organization must have a clear understanding of its performance in relation to its competitors. To accomplish this task, an organization must have an organizational benchmarking system which is occupied with analytical models designed to measure multifaceted performance characteristics and parameters. Grigoroudis et al (2006) studied the assessment of user-perceived web quality and used application of a satisfaction benchmarking approach

The benchmarking analysis consists of the following parts: the user satisfaction analysis which concerns the identification of customer preferences and includes the estimation of the relative importance, and the satisfaction benchmarking analysis which is mainly focused on the performance evaluation of the competitive organizations against the satisfaction criteria. The results presented how business organizations may locate their position against competition, reduce their weak points and determine which characteristics will improve their global performance. This gives the ability to identify the most critical improvement actions and adopt the best practices of the industry.

2.3.2 Continuous Improvement and Project Performance

The Japanese word for continuous improvement (CI), Kaizen, is often used interchangeably with the term just in time. From the Japanese character kai, meaning change, and the character zen, meaning good, taken literally, it means improvement. Effective implementation of continuous improvement approach allows the project managers to track the key metrics more effectively in order to achieve a better utilization of resources, enhanced coordination among related projects and improved project planning and estimation; proactively identify the risks of failing to complete the schedule and budget targets; reduce the process overhead of measurement data collection, consolidation and analysis at different levels in the project hierarchy (de Jager et al, 2004).

Continuous improvement is a major project evaluation strategy, while it is one of the two elements of total quality management (TQM); the other is customer satisfaction. In some organizations, quality circles have evolved into continuous improvement teams with considerably more authority and empowerment than is typically given to quality circles (Dessinger and Moseley, 2004). Through Kaizen or continuous improvement, project managers are able to produce better projects at lower cost, thus achieving the project objectives at ease. In the long term, the final product will be more reliable, of better quality, more advanced, cheaper and more attractive to beneficiaries (Cane, 2016).

Smaller projects are often easier to manage than larger projects and can be completed in less time with reduced risk. Program Offices to consider breaking larger projects into multiple, smaller, more discrete, and usable projects that collectively meet the mission need (Powers, 2004). Benefits of improved project evaluation and risk exposure should be balanced with the potential for increased overhead costs which will ultimately lead to improved project performance. In continuous improvement sufficient qualified staff (including contractors) must be available to accomplish all contract and project management functions to ensure no step is skipped and facilitate achievement of expected performance. Improved project and financial management integration strengthens project stability and reduces risk (Cane, 2016). In approving or changing a project life-cycle funding profile, the acquisition executive must determine it is affordable and executable within the budget portfolio.

2.3.3 Process Reengineering and Project Performance

Process reengineering is redesigning or reinventing how one performs daily work, and it is a concept that is applicable to all industries regardless of size, type, and location. While selected elements of process reengineering are well documented in the late 1800s and early 1900s, process reengineering as a body of knowledge or as an improvement initiative, takes the best of the historical management and improvement principles and combines them with more recent philosophies and principles, which make all people in an organization function as process owners and reinvent processes.

It is this combination of the old and the new as well as the emphasis on dramatic, rapid reinvention that makes process reengineering an exciting concept (Davenport, 2013). There are several reasons for project managers to reengineer their project processes: to re-invent the way they do work to satisfy their customers; to be competitive; to cure systemic process and behavioral problems; to enhance their capability to expand to other industries; to accommodate an era of change; to satisfy their customers, employees, and other stakeholders who want them to be dramatically different and/or to produce different results; to survive and be successful in the long term and to invent the rules of the game (Champy, 2001).

2.3.4 Management by Objectives and Project Performance

The term "management by objectives" was first popularized by Peter Drucker and is a process of agreeing upon objectives within an organization so that management and employees agree to the objectives and understand what they are in the organization (Drucker, 1954). The essence of MBO is participative goal setting, choosing course of actions and decision making. An important part of the MBO is the measurement and the comparison of the employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal setting and choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities (Kariuki, 2008). The principle behind Management by Objectives (MBO) is basically for employees to have clarity of the roles and responsibilities expected of them. They then understand the objectives they must do and the overall achievement of the organization. They also help with the personal goals of each employee.

The principle behind Management by Objectives (MBO) is basically for employees to have clarity of the roles and responsibilities expected of them in a project. They then understand the objectives they must do and the overall achievement of the organization projects. They also help with the personal goals of each employee. Some of the important features and advantages of MBO are: motivation as involving employees in the whole process of goal setting and increasing employee empowerment increases employee job satisfaction and commitment; better communication and coordination; frequent reviews

and interactions between superiors and subordinates helps to maintain harmonious relationships within the enterprise and also solve many problems faced during the period; clarity of goals; subordinates have a higher commitment to objectives that they set themselves than those imposed on them by their managers; and finally managers can ensure that objectives of the subordinates are linked to the organization 's objectives (Deming, 2014).

There are several limitations to the assumptive base underlying the impact of managing by objectives on project performance. The first limitation is that MBO over-emphasizes the setting of goals over the working of a plan as a driver of outcomes. Secondly, MBO underemphasizes the importance of the environment or context in which the goals are set. That context includes everything from the availability and quality of resources, to relative buy-in by leadership and stake-holders. When MBO approach is not properly set, agreed and managed by organizations, in self-centered thinking employees, it may trigger an unethical behavior of distorting the system of results and financial figures to falsely achieve targets that were set in a short-term, narrow, bottom-line fashion.

2.4. Theoretical Framework

This section discusses various theories which are related to influence of project evaluation approaches on performance of projects. The theory includes the stakeholder's theory. The theories are discussed in the subsequent sections:

2.4.1 Expectancy Theory

Expectancy theory suggests that motivation is based on how much we want something and how likely we think we are to get it. The formal framework of expectancy theory was developed by (Victor Vroom 1964). This framework states basically that motivation plus effort leads to performance, which then leads to outcomes. According to this theory, three conditions must be met for individuals to exhibit motivated behavior: Effort-to-performance expectancy must be greater than zero; performance-to-outcome expectancy must also be greater than zero; and the sum of the valances for all relevant outcomes must be greater than zero. Effort-to-performance expectancy is the individual's perception of

the probability that effort will lead to high performance. This expectancy ranges from 0 to 1, with 1 being a strong belief that effort will lead to high performance.

Performance-to-outcome expectancy is the individual's perception that performance will lead to a specific outcome. This expectancy ranges from 0 to 1. A high performance-to-outcome expectancy would be 1 or close to it. Outcomes are consequences of behaviour. An individual may experience a variety of outcomes in an organizational setting. Each outcome has an associated valance, which is an index of how much an individual desires a particular outcome. An outcome that an individual wants has a positive valance. An outcome that the individual does not want has a negative valance. When the individual is indifferent to the outcome, the valance is zero. Porter and Lawler extended the basic expectancy model by suggesting that high performance may cause high satisfaction. When performance results in various extrinsic and intrinsic rewards, the individual evaluates the equity of these various rewards relative to the effort expended and the level of performance attained. The individual is satisfied if the rewards relative to the effort expended and the level of project performance attained.

The theory is applicable to the current study as it helps the researcher to indentify how various project managers are able to evaluate their employees in relation to project performance. People learn the connection between performance and outcomes. And the project managers can vary in the connection they establish between the two. Many reward systems intentionally try to link employees' wages and wealth to project performance. This is done through sales commissions, profit-sharing plans, pay-for-performance plans, bonuses, and stock options. In these ways, employees share in the outcomes they help create. However, in very large organizations, the impact of any one person on the collective outcome can seem so small as to disconnect their performance from the overall outcomes.

2.4.2 McClelland Achievement Theory

McClelland's achievement motivation is driven by a need to succeed (Rad & Levin, 2003). Accomplishment, personal ambition, and a need to be good at what they do are additional attributes that are common among achievement-oriented individuals.

Individuals who are driven by achievement are more likely to define clear goals as well as a course to goal attainment. Because an individual who is motivated by achievement is self-driven, he or she is able to perform and function well both alone and within a team. When working with an individual motivated by affiliation, the project manager is responsible for assigning project work that will naturally involve contact or collaboration with others and the creation of a project environment built on team support and common goals.

Other areas within the company that affiliated individuals may be drawn toward are company-sponsored athletic teams or volunteer organizations. The project manager may also want to consider putting this individual in charge of all team lunches or other department events to further inspire the ability to associate with others. McClelland's power motivation is driven by the ability to dominate and manipulate goals, direction, or decisions. Individuals who are motivated by power are drawn toward the ability to offer input and access into a variety of situations from risk review and competition to a general need for appreciation or personal acknowledgment. Motivation through power will naturally steer an individual toward leadership opportunities (Rad & Levin, 2003). Most individuals driven by power will gravitate toward positions that include a level of control.

This theory is applicable to the current study as it enables the researcher to determine the motivation behind project evaluation in various development projects. As the theory states that individuals who are driven by achievement are more likely to define clear goals as well as a course to goal attainment, project managers are driven by the ambitions to succeed in a project. In addition the theory gives a clear picture on what exactly makes some project managers succeed while other fail in their operations.

2.5. Conceptual framework

A conceptual framework is a diagrammatical research tool intended to assist the researcher to develop awareness and understanding of the situation under scrutiny and to communicate this (Roberts, 2011). The conceptual framework shows the relationship between the dependent variable and the independent variable. An independent variable is one that is presumed to affect or determine a dependent variable (Van der Waldt, 2008).

It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given. The conceptual framework in Figure 1 demonstrates the relationships that exist between the dependent and independent variables under investigation. The dependent variable is project performance. The independent variables that will be investigated to establish their level of influence on the dependent variable are: benchmarking, continuous improvement and just-in-time strategy, business process reengineering, and management by objective and how they influence project performance.

Independent Variables

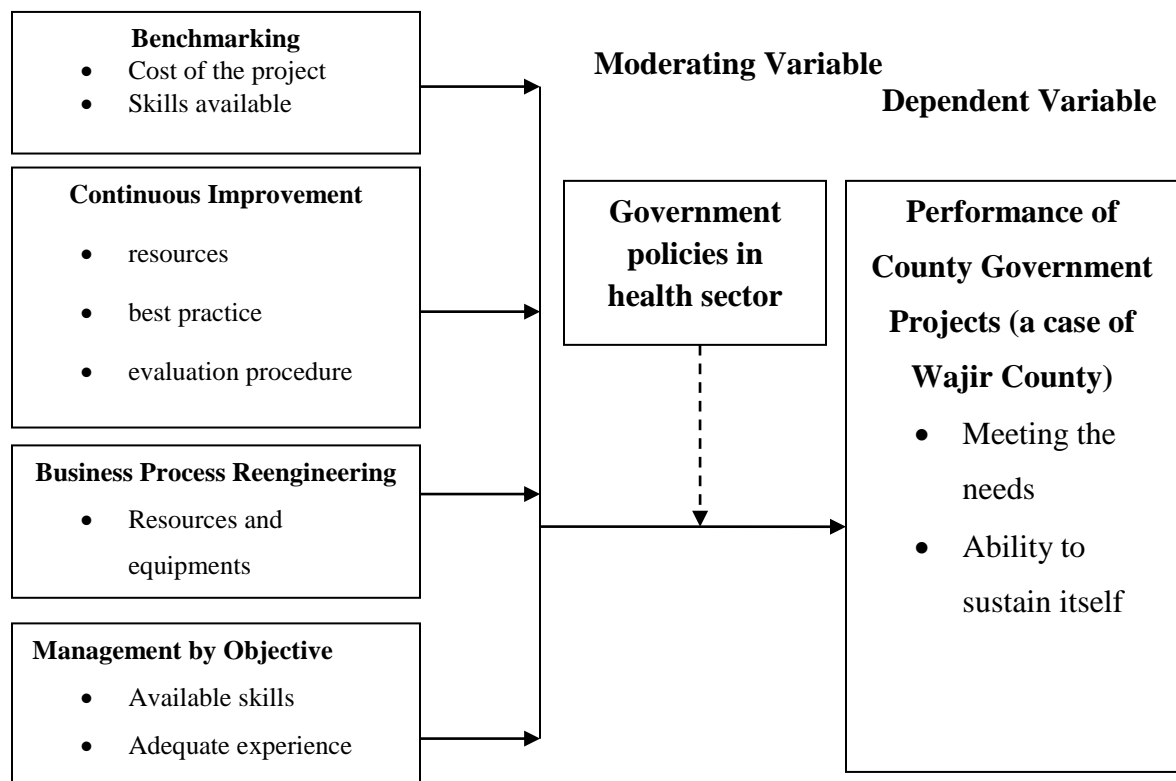


Figure 1. Conceptual Framework showing Relationship among Study Variables

2.6. Knowledge Gaps

Author	Title	Findings
Augusto et al (2006)	Effectiveness of benchmarking in project performance	The study established that effective performance cannot be achieved without challenges and obstacles. To meet these challenges and overcome these obstacles, an organization must have a clear understanding of its performance in relation to its competitors. To accomplish this task, an organization must have an organizational benchmarking system which is occupied with analytical models designed to measure multifaceted performance characteristics and parameters. The research did not elaborate how the benchmarking may have impacted on effective implementation of the project and performance. The researcher will elaborate more on how benchmarking may influence effective implementation of the project and performance.
Davenport, (1993)	Reasons for reengineering in a project process	The study established that there are several reasons for project managers to reengineer their project processes: to re-invent the way they do work to satisfy their customers; to be competitive; to cure systemic process and behavioral problems; to enhance their capability to expand to other industries; to accommodate an era of change; to satisfy their customers, employees, and other stakeholders who want them to be dramatically different and/or to produce different results; to survive and be successful in the long term and to invent the rules of the game. The study did not mention clearly on whether the reengineering process facilitate project success on inhibit it. This study will elaborate more on this
Nguyen et al (2007)	Management factors on large scale construction contracts projects in Vietnam	The study established the project manager, provision of sufficient financial and non-financial resources to see the project to completion, dedicated and technically knowledgeable project team that has access to needed resources as some of the factors that determined management by objectives. In Kenya, little research has been done on project performance evaluation approaches in Africa and the enabling factors, there is little to indicate that factual contribution of other scholars and / or researchers has been made in the target area. This will research will tend to elaborate more on evaluation approaches and project performance.
Nyikal, (2011)	Project performance measurements through continuous improvement	Established that in Kenya, project performance has been measured through project cost, quality, customer or stakeholder's satisfaction, timeliness and achieving of project objective is effective indicator to evaluate project performance. County government projects are not being implemented at the rate that it could or should be in the United States for reasons mainly due to efficiency and cost. However the study failed to address the evaluation approaches that influence performance of the projects creating a gap that needs to be filled. This will research will address the issue by elaborating more on evaluation approaches and project performance

2.7. Summary of the reviewed literature

The literature has reviewed the expectancy theory and the McClelland achievement theory. According to the expectancy theory, three conditions must be met for individuals to exhibit motivated behavior: Effort-to-performance expectancy must be greater than zero; performance-to-outcome expectancy must also be greater than zero; and the sum of the valances for all relevant outcomes must be greater than zero. Effort-to-performance expectancy is the individual's perception of the probability that effort will lead to high performance. McClelland's achievement motivation theory is driven by a need to succeed. Accomplishment, personal ambition, and a need to be good at what they do are additional attributes that are common among achievement-oriented individuals. Individuals who are driven by achievement are more likely to define clear goals as well as a course to goal attainment.

The chapter has gone further to provide literature on how the various project evaluation approaches influence project performance. The literature has been divided into the various objectives of the study. The analyzed objectives in this chapter are; to assess the influence of benchmarking on performance of projects, to establish the influence of continuous improvement on performance of projects, to assess the influence of process reengineering on performance of projects, and to find out the influence of management by objective on performance of projects.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the research design, the target population, the sample size and sampling procedure, data collection instruments, techniques of data analysis, ethical considerations and operational definition of variables.

3.2. Research Design

Descriptive research survey design was used. This method of research is preferred because the researcher is able to collect data to answer questions concerning the status of the subject of study. Descriptive research determines and reports the way things are done and also helps a researcher to describe a phenomenon in terms of attitude, values and characteristics (Mugenda & Mugenda, 2013). A descriptive research design also allowed for in-depth analysis of variables and elements of the population to be studied and as well as collection of large amounts of data in a highly economical way. It enabled generation of factual information about the study. This was so because the descriptive design relied much on secondary data which helped in developing the case basing on facts, sustained by statistics and descriptive interpretations from archival materials and data.

3.3 The Target Population

The population for this study was the water projects funded by Wajir county government, and the respondents were the project managers and the project beneficiaries. There were 28 water projects in Wajir County as per the first devolution year (Wajir County, 2017). This made a target population 28 project heads and 2000 project beneficiaries making a total target population of 2028 respondents.

Table 3.1. Target Population

Strata	Frequency	Percentage
Project Heads	28	1.4%
Project beneficiaries	2000	98.6%
Total	2028	100

3.4 Sample Size and sampling Procedure

This section describes the sample size, sampling technique and selection that was employed in the study:

3.4.1 Sample Size

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). This study adopted the stratified sampling technique. Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata. The reason for the choice of the sampling method was because it enabled the researcher to representatively sample even the smallest and most inaccessible subgroups in the population. This allowed the researcher to sample the rare extremes of the given population. In addition, the study used the following formula proposed by Using Yamane (1973) to determine the sample size;

Using Yamane (1973) formulae

$$n = N / (1 + N * e)^2$$

Where

n = sample size

N = the population size

e = the acceptable sampling error (7%) at 93% confidence level

Thus;

$$n = 2028 / (1 + 2028) (0.07)^2$$

$$n = 204$$

Therefore the sample population size (n) was 204 respondents

Table 3.2. Sample Size use APA table format

Strata	Frequency	Percentage	Sample size
Project managers	28	1.4	3
Project beneficiaries	2000	98.6	201
Total	2028	100	204

3.4.2 Sampling Procedure

Sampling is the process of selecting the people who participated in a study. This process should be representative of the whole population. Sampling is hence the procedure, process or technique of choosing a sub-group from a population to participate in the study (Ogula, 2005). From the possible 2028 target population, stratified random sampling was employed to select a total of 204 sample population.

3.5 Research instruments

A questionnaire and an interview guide were used to collect primary data. The questionnaire comprised of questions, which sought to answer questions related to the objectives of this study. The questions entailed both closed-ended to enhance uniformity and open ended to ensure maximum data collection and generation of qualitative and quantitative data. The questionnaire was divided into two sections, the background information section and the research questions section. Furthermore, the research questions section was divided to four sections according to the research objectives. The respondents of the questionnaire were both the projects managers and the project beneficiaries. The researcher developed the questionnaire to the specifications that it answered the research question and achieve the objectives it was intended to.

The researcher adopted the use of exploratory interview as a type of interview schedule. In the exploratory interview, the question areas are pre-determined but the respondents were allowed some latitude to answer in their own way and the interviewer may probe for more information in promising areas. The study adopted the use of interviews for information gathering as they assist in making clarification where it's possible through a questionnaire besides obtaining accurate and detailed information. Interviews provide an opportunity for a personal contact between the investigator and the respondent and it can also be used for both the educated and uneducated respondents.

3.6. Pilot Study

A pilot study is a preliminary test conducted before the final study to ensure that research instruments are working properly. Pilot testing of the tools was done immediately after training research assistants in order to make the instrument reliable. Moreover, a pilot

study was done to assess the capability of the research instruments to collect required data for the research. Besides, it was essential to establish whether all the questions from the questionnaire were fully understood by the targeted respondents and hence rectifications done. Piloting is important as it helps in determining the reliability of the instrument. In this research, 20 (10% of the sample size) respondents were chosen to contribute and were not included in the sample chosen for the study (Mugenda & Mugenda, 2003). During piloting the researcher administered the questionnaire to a different set of respondents who are not part of the groups of sampled respondents, but similar in characteristics to those sampled for the study. The piloting process played the important role of checking the respondents for their suitability, clarity, relevance of information and appropriateness of the language used.

3.6.1 Validity of the instruments

The researcher checked the instruments for content validity. This refers to the extent to which the research instrument measures what it purports to measure (Kothari, 2004). The validity of the research questions was ascertained by consultations with the university supervisors who guided the researcher on items to be corrected. The corrections on the identified questions were incorporated in the instrument to increase validity.

3.6.2. Reliability of the instruments

Test-retest was employed to check on reliability. In this regard, test-retest was employed to check on reliability. This involved administering the same instruments twice to the same group of subjects, but after some time. Hence, to determine stability, a measure or test was repeated on the subject at a future date. Results were compared and correlated with the initial test to give a measure of stability. Responses obtained during the piloting were used to calculate the reliability coefficient from a correlation matrix. A reliability of at least 0.70 at $\alpha=0.05$ significance level of confidence was acceptable (Gable and Wolf, 2003).

3.7 Data Collection Procedure

The procedure for data collection started when the researcher was given a letter of approval by the university to go to the field. In addition the researcher applied for permit

from NACOSTI. Using the letter of approval, a permit to conduct the study was acquired. Afterwards, the County Commissioner was informed of the study and hence all the relevant stakeholders were informed as well. In addition the researcher trained the research assistants on how the study was to be done. This was through provision of guidelines that elaborated more on how data collection was to be done. The research assistants were also trained on the criteria of collecting data from the respondents. The training was conducted before the actual data collection and after data collection which aimed at guiding them on how to sort out data ready for analysis. The drop and pick method was used where the research assistants delivered the questionnaire and interviews to the respondents and picked them when completed. The data collection took two weeks.

3.8 Data Analysis Technique

The results of the research were both qualitative and quantitative. The data collected was sorted, keyed in and analyzed with the aid of SPSS. The Quantitative Data generated was subjected to the Descriptive Statistics feature in SPSS to generate mean, median, mode, standard deviation and variance, which were presented using tables, frequencies and percentages. The qualitative data was analyzed by grouping responses from respondents by categorizing and coding of the common responses and were presented as frequency distributions and percentages in thematic forms in line with research questions. Further the study employed a multivariate regression model to study the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya.

The regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = performance of county government projects; β_0 = Constant Term; β_1 , β_2 , and β_3 = Beta coefficients; X_1 = benchmarking; X_2 = continuous improvement; X_3 = process reengineering; X_4 = management by objective and ε = Error term

The analyzed findings were presented inform of frequency tables, pie charts and bar charts since they were user friendly and gave a graphical representation of the different responses given by the respondents.

3.9. Operational definition of variables

Table 3.3 lists the definition of variables as used in the research

Objective	Variable (IV)	Indicator(s)	Measurement scale	Method of Data Collection	Data Analysis
To investigate the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya	project evaluation approaches	<ul style="list-style-type: none"> • Sustainability • Viability • Completion 	Ordinal	Questionnaire	Descriptive statistics
To assess the influence of benchmarking on performance of county government projects	Benchmarking	<ul style="list-style-type: none"> • Cost of the project • Skills available 	Ordinal	Questionnaire	Descriptive statistics.
To establish the influence of continuous improvement project on performance of county government projects	Continuous improvement	<ul style="list-style-type: none"> • Resources • Best practice • Evaluation procedure 	Ordinal	Questionnaire	Descriptive statistics.
To assess the influence of process reengineering on performance of county government projects	Process reengineering	<ul style="list-style-type: none"> • Resources and equipments 	Ordinal	Questionnaire	Correlation and descriptive
To find out the influence of management by objectives on performance of county government projects	Management by objectives	<ul style="list-style-type: none"> • Available skills • Adequate experience 	Ordinal	Questionnaire	Descriptive statistics

3.10 Ethical considerations

To guarantee that the study meets ethical standards, the researcher obtained informed consent from participants and ensured that all participated voluntarily. The participants were allowed to pull out of the study at any time without prior notice to the researcher. The respondents were not required to indicate their names on the questionnaire to ensure anonymity.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis and discussions. The study sought to investigate the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya. Primary data was collected through administration of questionnaires and interview guides to the targeted respondents.

4.2. Response rate

A total of two hundred and four (204) questionnaires had been distributed to the respondents, out of which 185 were completed and returned. This gave a response rate of 90.7%. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Thus, a response rate of 90.7% was fit and reliable for the study as shown in Table 4.3.

Table 4.3. Response Rate

	Frequency	Percent (%)
Responded	185	90.7
Non-respondents	19	19.3
Total	204	100

4.3. General information

As part of the general information, the research requested the respondents to indicate the general information concerning the organization. This was important since it forms foundation under which the study would fairly adopt in coming up with conclusions.

4.3.1. Distribution of Respondents by Gender

The respondents were requested to indicate their gender. Accordingly, the findings are as presented in the Table 4.4.

Table 4.4. Distribution of Respondents by Gender

	Frequency	Percentage (%)
Male	113	61.1 %
Female	72	38.9 %
Total	185	100.0%

From the findings, majority (113) of the respondents were males and 72 of the respondents were female. This implies that there was gender disparity with regard to female respondents. This further depicts that there is less involvement of the female gender in project evaluation approaches.

4.3.2. Distribution of Respondents by Age

The study sought to establish the age of the respondents and the findings are as shown in Table 4.5

Table 4.5: Distribution of Respondents by Age

	Frequency	Percentage (%)
24 years and below	15	8%
25-29 years	48	26%
30-34 years	33	18%
35-39 years	48	26%
40-44 years	15	8%
45-49 years	20	11%
50 years and above	6	3%
Total	185	100%

According to the findings, 48 of the respondents were aged between 35-39 years and 25-29 years respectively, 33 were 30-34 years, 20 were 45-49 years, 15 were 40-44 years and below 24 years respectively, and 6 respondents were 50 years and above. This depicts that most of the respondents were aged and thus could offer high quality information in relation to county government projects.

4.3.3. Distribution of participants by Level of Education

The respondents were requested to indicate their level of education. The findings on analysis of respondents level of education has been presented on Table 4.6

Table 4.6: Distribution of participants by Level of Education

Level of Education	Frequency	Percent
Secondary	5	2.6%
Certificate or diploma	39	21.1%
Graduate	102	55.3%
Postgraduate	39	21.1%
Total	185	100%

From the findings, majority of the respondents (102) of the respondents were graduates, 39 were certificate/diploma holders and postgraduates respectively while 5 had secondary education. The findings show that majority of the project managers and the beneficiaries in the County Government water projects were graduates, hence high level of competitiveness in management of the performance of the projects.

4.3.4. Duration of working in the County

The study also sought to establish how long respondents have worked in Wajir County. The findings are as shown in Table 4.7.

Table 4. 7. Duration of working in project work

	Frequency	Percentage
Less than a year	12	6.5%
between 1-2 years	46	24.9%
between 2-3 years	110	59.5%
Between 3-4 year	15	8.1%
over 4 years	2	1.1%
Total	185	100%

Based on the findings, 110 of the respondents had worked in the County for 2-3 years, 46 of the respondents had worked for in project work for 1-2 years, 15 of the respondents had worked in project work for 3-4 years, 12 had worked for less than an year, while 2 of the respondents had worked in the County for over 4 years. This illustrates that the most of the respondents had worked in the County for duration of between 2-3 years which had made them gain experience with the inception of the water projects by the county governments.

4.4. Bench Marking and Project Performance

This section presents findings on bench marking and project performance. The findings are as shown in the subsequent headings.

4.4.1. Influence of Benchmarking on Project Performance

The respondents were asked to indicate whether benchmarking influence project performance in Wajir County. The findings are as tabulated.

Table 4.8. Influence of Benchmarking on Project Performance

	Frequency	Percent
Yes	123	66.5%
No	62	33.5%
Total	185	100%

From the findings, 123 of the respondents agreed that benchmarking influence performance of projects in Wajir County while 62 of them were of the contrary opinion. This implies that the benchmarking influence performance of projects in Wajir County. . The KII s indicated that benchmarking helps in the borrowing of skills from other organization relating to project management which helps in improving the performance of the current projects. The KIIs further indicated that most of the water projects in Wajir County has excelled and yielded expected results due to appropriate benchmarking from other countries as well as the other counties in Kenya. Augusto et al (2006) stated that the

effective performance cannot be achieved without challenges and obstacles. To meet these challenges and overcome these obstacles, an organization must have a clear understanding of its performance in relation to its competitors. To accomplish this task, an organization must have an organizational benchmarking system which is occupied with analytical models designed to measure multifaceted performance characteristics and parameters.

4.4.2. Benchmarking Techniques and Performance

The respondents were asked to indicate the extent to which various benchmarking techniques influence project performance in Wajir County. The findings are as tabulated.

Table 4.9. Benchmarking Techniques and Performance

	Frequency	Percentage (%)
To a very great extent	53	28.6%
To a great extent	111	60%
To a moderate extent	11	5.9%
To a little extent	8	4.3%
To no extent	2	1.1%
Total	185	100

From the findings above majority (111) of the respondents indicated to a great extent that various benchmarking techniques influence project performance in Wajir County, 53 indicated to a very great extent, 11 indicated to a moderate extent, 8 indicated to a little extent while 2 indicated to no extent. This depicts that to a great extent that various benchmarking techniques influence project performance in Wajir County. According the KIIs the benchmarking techniques used by Wajir included identification of growth opportunities, zeroing in on factors directly affecting the profitability of projects, analysis of county financial data, and identification areas that need change. These techniques have been used in areas visited and have been seen to improve the performance of the water

projects in the County. According to James, (2007), benchmarking techniques are one of a project manager's best tools for determining whether the project is performing particular functions and activities efficiently, whether its costs are in line with those of competitors, and whether its internal activities and project processes need improvement. This has an overall effect on performance and improves the project productivity in meeting the expected goals.

4.4.3. Extent of Agreement on Benchmarking and Performance of Project

The respondents were requested to indicate the extent to which they agree with various statements on benchmarking and performance of project in Wajir County. The findings are as shown in the table below

Table 4.10. Extent of Agreement on Benchmarking and Performance of Project

Statements	Mean	Std Dev.
Benchmarking is one of a project manager's best tools for determining whether the project is performing particular functions and activities efficiently	3.89	0.1569
Benchmarking focuses on project-to-project comparisons of how well basic functions and processes are performed	3.72	0.2378
Benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change	4.12	0.1872

From the findings the respondents indicated agreed that benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change (mean=4.12), followed by Benchmarking is one of a project manager's best tools for determining whether the project is performing particular functions and activities efficiently (mean=3.89), and that benchmarking focuses on project-to-project comparisons of how well basic functions and processes are performed

(mean=3.72). This depicts that benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change. This agrees with a study by Powers, (2004) who stated that Benchmarking targets roles, processes, and critical success factors. Roles are what define the job or function that a person fulfills. Processes are what consume project resources. Critical success factors are issues that project manager must address for success over the long-term in order to gain a competitive advantage. Benchmarking focuses on these things in order to point out inefficiencies and potential areas for improvement.

4.5. Continuous Improvement and Project Performance

This section presents findings on Continuous Improvement and Project Performance. The findings are as shown in the subsequent headings.

4.5.1. Influence of Continuous Improvement and Project Performance

The respondents were asked to indicate whether continuous improvement and project performance in Wajir County. The findings are as tabulated.

Table 4.11. Influence of Continuous Improvement and Project Performance

	Frequency	Percent
Yes	157	84.9%
No	28	15.1%
Total	185	100%

From the findings, 157 of the respondents agreed that continuous improvement and project performance in Wajir County while 28 of them were of the contrary opinion. This implies that continuous improvement and project performance in Wajir County. According to the KIIs continuous improvement has facilitated performance and success of water projects in Wajir County through the evaluation and monitoring techniques which indentifies aspects of the projects that are not operating as expected. This has

ensured that all stakeholders involved address these aspects through improvement to ensure they meet the set goals. The stakeholders involved in continuous improvement have facilitated the brainstorming of ideas meant to address the project areas that will ensure the goals are met. Dessinger and Moseley, (2004), stated that effective implementation of continuous improvement approach through stakeholder involvement allows the project managers to track the key metrics more effectively in order to achieve a better utilization of resources, enhanced coordination among related projects. The stakeholders involves through giving out ideas to be considered in project implementation and performance. This findings concurs with the findings of the current study.

4.5.2. Extent of Agreement on Continuous Improvement and Performance of Project

The respondents were requested to indicate the extent to which they agree with various statements on continuous improvement and performance of project in Wajir County. The findings are as shown in the table below

Table 4.10. Extent of Agreement on Continuous Improvement and Performance of Project

Statements	Mean	Std Dev.
Effective implementation of continuous improvement approach allows the project managers to track the key metrics more effectively	3.66	0.2569
Continuous improvement ensures that the project final product is be more reliable, of better quality, more advanced, cheaper and more attractive to beneficiaries	3.72	0.2378
Continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives	3.86	0.2109
Continuous improvement strategy ensures that project achieves total quality management	3.57	0.2245

From the findings the respondents indicated agreed that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives (mean=3.86), followed by continuous improvement ensures that the project final product is be more reliable, of better quality, more advanced, cheaper and more attractive to beneficiaries (mean=3.72), effective implementation of continuous improvement approach allows the project managers to track the key metrics more effectively (mean=3.66), and that continuous improvement strategy ensures that project achieves total quality management (mean=3.57). This depicts that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives. This agrees with a study by de Jager et al, (2004) who stated Effective implementation of continuous improvement approach allows the project managers to track the key metrics more effectively in order to achieve a better utilization of resources, enhanced coordination among related projects and improved project planning and estimation; proactively identify the risks of failing to complete the schedule and budget targets; reduce the process overhead of measurement data collection, consolidation and analysis at different levels in the project hierarchy. Through continuous improvement, project managers are able to produce better projects at lower cost, thus achieving the project objectives at ease. In the long term, the final product will be more reliable, of better quality, more advanced, cheaper and more attractive to beneficiaries.

4.6. Process Reengineering and Project Performance

This section presents findings on project reengineering and project performance. The findings are as shown in the subsequent headings.

4.6.1. Extent of consideration of Features of Process Reengineering

The respondents were requested to indicate how various features of process reengineering are considered in the County Government

Table 4.12. Extent of consideration of Features of Project Reengineering

Project Evaluation Features	Mean	Std. Dev
Suitability	3.77	0.1256
Feasibility	4.02	0.2034
Acceptability	3.54	0.1784
Communication and Coordination	3.86	0.1376
Clarity of goals	3.97	0.1109

From the findings in the table above the respondents indicated to a great extent that feasibility was considered in the County Government (mean=4.02), followed by clarity of goals (mean=3.97), communication and coordination (mean=3.86), suitability (mean=3.77), and acceptability (mean=3.54). This depicts that feasibility was considered in the County Government. According to Cane, (2016) a well-designed feasibility study should offer a historical background of the community projects, such as a description of the project aims, accounting statements, details of operations and management, operation research and policies, financial data, legal requirements, and tax obligations. This shows that feasibility serves an important role in project performance and thus the findings by the author concur with the findings of the current study.

4.6.2. Extent to which Barriers to Process Reengineering affect Project Performance

The respondents were requested to indicate the extent to which barriers to process reengineering affect project performance. The findings are as shown in the table below

Table 4.13. Extent to which Barriers to Process Reengineering affect Project Performance

Barrier	Mean	Std. Dev
Limits of Controls	3.65	0.19860
Difficulties in measurement	3.70	0.2223
Resistance to evaluation	3.76	0.2146
Short-termism	3.60	0.2098
Relying on efficiency versus effectiveness	3.89	0.2195

From the findings in the table above the respondents indicated to a great extent that relying on efficiency versus effectiveness affect project performance (mean=3.89), followed by resistance to evaluation (mean=3.76), difficulties in measurement (mean=3.70), limits of controls (mean=3.65), and short-termism (mean=3.60). This depicts that to a great extent that relying on efficiency versus effectiveness affect project performance. The findings of the study agree with a study by Davenport, (2013) who stated that project performance is dependent on the efficiency of the activities being undertaken, and how effective they are. Project managers reengineer their project processes to increase the efficiency of the project, to re-invent the way they do work to satisfy their customers; to be competitive; to cure systemic process and behavioral problems; to enhance their capability to expand to other industries; to accommodate an era of change; to satisfy their customers, employees, and other stakeholders who want them to be dramatically different and/or to produce different results; to survive and be successful in the long term and to invent the rules of the game

4.7. Management by Objectives and Project Performance

This section presents findings on management by objectives and project performance. The findings are as shown in the subsequent headings.

4.7.1. Extent of Effect of Management by Objectives on Project Performance

The respondents were requested to indicate the extent to which various statements on management by objectives influence project performance. The findings are tabulated as shown below

Table 4.14. Extent of Effect of Management by Objectives on Project Performance

	Mean	Std. Dev
Using strong processes to enter new areas of project management	3.69	0.2111
Expanding processes to provide additional services to existing project beneficiaries	3.74	0.1902
Using a process that you perform well and performing that process as a service for other projects	3.80	0.2496
Applying processes that you perform well to create and deliver different goods and services from the projects	3.58	0.2004

From the findings above the respondents indicated to a great extent that using a process that you perform well and performing that process as a service for other projects affect project performance (mean=3.80), followed by expanding processes to provide additional services to existing project beneficiaries (mean=3.74), using strong processes to enter new areas of project management (mean=3.69), and that applying processes that you perform well to create and deliver different goods and services from the projects (mean=3.58). This depicts that using a process that you perform well and performing that process as a service for other projects affect project performance. According to the KIIs management by objectives approach sets goals to be achieved in line with project requirements. They assemble resources and equipments expected to be used in the projects. This has facilitated the easier accomplishment of the County mission. This agrees with a study by Deming, (2014), who stated that management by objectives is participative goal setting, choosing course of actions and decision making. It also measures and compares the employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal setting and

choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities. This facilitates the achievement of the project mission and thus improving the performance. The findings concur with those of the current study.

4.7.2. Rating of the Management by Objectives Techniques

The respondents were requested to indicate how they would rate the management by objectives techniques used by the county. The findings are as tabulated below

Table 4.15. Rating of the Management by Objectives Techniques

	Frequency	Percentage
Very affective	49	26.5%
Effective	123	66.5%
Moderately effective	8	4.3%
Slightly effective	3	1.6%
Not effective	2	1.1%
Total	185	100

From the findings majority (123) of the respondents indicated that the management by objectives techniques used by the county were effective, 49 indicated very effective, 8 indicated moderately effective, 3 indicated slightly effective, while 2 indicated not effective. This depicts that the management by objectives techniques used by the county were effective. According to the KIIs the various aspects of management by objectives affect project performance in that without their presence some project phases may stall and fail to completely take off. This agrees with a study by Deming, (2014), management by objectives are effective in that they help in motivation as involving employees in the whole process of goal setting and increasing employee empowerment increases employee job satisfaction and commitment; better communication and coordination; frequent reviews and interactions between superiors and subordinates helps to maintain harmonious relationships within the enterprise and also solve many problems faced during the period; clarity of goals; subordinates have a higher commitment to objectives

that they set themselves than those imposed on them by their managers; and finally managers can ensure that objectives of the subordinates are linked to the organization 's objectives.

4.8. Inferential Statistics

The researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the performance of county government projects, a case of water projects in Wajir County, Kenya. The researcher applied the statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (performance) that is explained by all the four independent variables (benchmarking, continuous improvement, process reengineering, and management by objectives)

4.8.1. Model Summary

The table below provides the model summary of the relationship between the predictor variables and performance of county government projects. The findings are as shown below:

Table 4.16. Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	F	P-value
1	.930 ^a	.864	.858	.239	47.341	.000

a. Predictors: (Constant), benchmarking, continuous improvement, process reengineering, and management by objectives

b. Dependent Variable: Performance of county government projects

From the analysis in the table above $R^2=0.864$, i.e. 86.4% variation in that performance of county government projects is explained by predictors in the model. However 13.6% variation unexplained in performance of county government projects is due to other factors not in the regression model. From this test result the model is a good model and can be used for estimation purposes. From the findings shown in the table above there was a strong positive relationship between the study variables as shown by $R=0.930$, i.e.

93% this indicates that there is a significant relationship between the predictor variables and performance of county government projects. This agrees with a study by Mohammed, (2012) that project performance is influenced by various factors and thus there exist a mutual relation between project performance and the parameters that influence it. Project performance is influenced by cost, time and quality which are basic elements of project success. Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents.

4.8.2. ANOVA Results

Table 4.17. ANOVA of the Regression

The table below provides the ANOVA results of the relationship between the predictor variables and performance of county government projects. The findings are as shown below:

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	10.596	4	2.649	46.474	.023 ^a
	Residual	6.099	107	.057		
Total		18.390	111			

a. Predictors: (Constant), benchmarking, continuous improvement, process reengineering, and management by objectives

b. Dependent Variable: Performance of county government projects.

The significance value is 0.023 which is less than 0.05 thus the model is statistically significance in predicting how the factors (benchmarking, continuous improvement, process reengineering, and management by objectives) influence Performance of county government projects. The F critical at 5% level of significance was 2.01. Since F calculated is greater than the F critical (value = 46.474), this shows that the overall model

was significant. This agrees with a study by Mohammed, (2012) that project performance is influenced by various factors and thus there exist a mutual relation between project performance and the parameters that influence it. Project performance is influenced by cost, time and quality which are basic elements of project success.

4.8.3. Coefficient of Determination

The table below provides the coefficient of determination on the relationship between the predictor variables and performance of county government projects. The findings are as shown below:

Table 4.18. Coefficient of Determination

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
Model 1(Constant)	0.181	0.416		0.192	0.847
Benchmarking	0.469	0.100	0.383	4.69	0.033
Continuous improvement	0.140	0.014	0.157	0.002	0.015
Process reengineering	0.309	0.086	0.317	0.027	0.013
Management by objectives	0.350	0.110	0.159	0.039	0.029

a. Dependent Variable: Performance of county government projects

Multiple regression analysis was conducted as to determine performance of county government projects and the four variables. As per the SPSS generated table below, regression equation

$$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon) \text{ becomes:}$$

$$(Y = 0.181 + 0.469X_1 + 0.140X_2 + 0.309X_3 + 0.350X_4 + \epsilon)$$

According to the regression equation established, taking all factors into account (benchmarking, continuous improvement, process reengineering, and management by objectives) constant at zero, performance of County Government projects will be 0.181. The data findings analyzed also showed that taking all other independent variables at

zero, a unit increase in benchmarking will lead to a 0.469 increase in performance of county government projects; a unit increase in continuous improvement will lead to 0.140 increase in performance of county government project, a unit increase in process reengineering will lead to a 0.309 increase in performance of county government project, while a unit increase in management by objectives will lead to a 0.350 increase in performance of county government project. This infers that benchmarking contributes the most to the performance of county government projects, followed by management by objectives. At 5% level of significance and 95% level of confidence, benchmarking, continuous improvement, process reengineering, and management by objectives were all significant on performance of county government projects. This agrees with a study by Dessinger and Moseley, (2004) project performance is influenced by factors such as the cost, availability of resources, quality human resource aware of implementation of projects. In addition the author states that factors such as benchmarking serves the role of ensuring that the project follows the right channel to achieve its objectives. Management by objectives also affects project performance in that it basically enable the employees to have clarity of the roles and responsibilities expected of them in a project. They then understand the objectives they must do and the overall achievement of the project. They also help with the personal goals of each employee.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents summary of findings, conclusions and recommendations on the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya.

5.2. Summary of findings

This section presents the summary of the findings and they are discussed in subsequent headings:

5.2.1. Bench Marking and Project Performance

The study found that the benchmarking influence performance of projects in Wajir County. The study also established that to a great extent that various benchmarking techniques influence project performance in Wajir County. The study further established that benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change.

5.2.2. Continuous Improvement and Project Performance

The study established that continuous improvement and project performance in Wajir County. The study also established that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives.

5.2.3. Process Reengineering and Project Performance

The study established that feasibility was considered in the County Government which helped the project managers to reestablish the stalled projects. The study also established that to a great extent that relying on efficiency versus effectiveness affect project performance.

5.2.4. Management by Objectives and Project Performance

The study established that using a process that you perform well and performing that process as a service for other projects affect project performance. The study also established that the management by objectives techniques used by the county were effective.

5.3. Conclusion of the Study

On influence of benchmarking on performance of county government projects, the study concluded that benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change. On the influence of continuous improvement project on performance of county government projects, the study concluded that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives. On the influence of process reengineering on performance of county government projects, the study concluded that that to a great extent that relying on efficiency versus effectiveness affect project performance. On the influence of management by objectives on performance of county government projects, the study concluded that using a process that you perform well and performing that process as a service for other projects affect project performance. The study also concluded that the management by objectives techniques used by the county were effective.

5.4. Recommendations of the Study

Based on the findings the study made the following recommendations:

1. The study recommends that effective benchmarking on communication methods are applied to county government project and communication plans be used to the later.
2. The study suggests that project managers are supposed to be trained on continuous improvement related cases because the improvement plans significantly influenced project performance.

3. Process reengineering has the highest influence on performance of county project thus objectives, channels and framework should be effectively put in place for the projects that have previously stalled.
4. The study recommends that specifications given in management by objectives should be followed to ensure that projects meet the standards set by the stakeholders.

5.5. Suggestions for Further Studies

This study focused on the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya, this research recommends that future research should look into influence of project evaluation approaches on performance of county government projects, of other county government projects in specific areas such as hospitals and schools. Further, the study recommends for more research to be conducted for comparing the project evaluation approaches in other Counties in Kenya so as to provide more information on how various counties are improving the performance and the success of these projects.

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www.bublew.com/news/1679275

APPENDICES

APPENDIX I: INTRODUCTORY LETTER

SAID OSMAN ABDILLE
P.O BOX
NAIROBI, KENYA
THE GOVERNOR
WAJIR COUNTY
WAJIR, KENYA.

Dear Sir,

REF: REQUEST FOR USE OF INFORMATION

I am a master of arts in project planning and management student at the University of Nairobi and in the partial fulfillment of the requirements of the degree; I wish to undertake a research study on the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya. The purpose of this letter is to request your permission to collect data through interviewing the managers of various government funded projects. Your support and responses will be helpful in the study as I will be able to summarize, conclude the findings and help me come up with the right recommendations. I take this opportunity to ensure that the data obtained will be kept highly confidential and will only be used for academic purposes. A copy of the final research report will be availed to you on request. Your cooperation will be highly appreciated.

Yours Faithfully,

SAID OSMAN ABDILLE

L50/80168/2015

APPENDIX II: QUESTIONNAIRE

Dear respondent. The researcher is a student of Project Planning and Management at University of Nairobi and the research is for academic purpose only and will be treated with outmost confidentiality. The research seeks to establish the influence of project evaluation approaches on performance of county government projects, a case of water projects in Wajir County, Kenya. Kindly provide correct and useful data and fill appropriately as logically guided. (This questionnaire has been provided as a word document that can be filled out in soft copy and returned via e-mail; or printed, filled out and mailed).

Section 1: General Information

1. Gender of the respondent

- a) Male () b) Female ()

2. Indicate by ticking your age bracket

- a) 24 yrs and below [] b) 25-29 []
c) 30-34 [] d) 35-39 []
e) 40-44 [] f) 45-49 []
g) 50 and above []

3. Kindly indicate your highest level of educational qualification (tick)

- a) Secondary education [] c) Certificate or diploma []
d) Graduate [] e) Postgraduate []

4. How many years have you worked at Wajir County?

- a) Less than 1 Year [] b) 1-2 Years []
c) 2-3 Years [] d) 3-4 Years []
d) 4 Years and above []

SECTION B: Bench Marking and Project Performance

5. Does benchmarking influence project performance?

Yes [] No []

6. To what extent are the various benchmarking techniques help in performance of the projects?

a) To a very great extent []

b) To a great extent []

c) To a moderate extent []

d) To a little extent []

e) To no extent []

7. Using a scale of 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, Please indicate the extent to which you agree with the following statement on benchmarking and performance of project.

Question	S.A	D	N.S	A	S.A
Benchmarking is one of a project manager's best tools for determining whether the project is performing particular functions and activities efficiently					
Benchmarking focuses on project-to-project comparisons of how well basic functions and processes are performed					
Benchmarking enables project managers to determine what the best practice is, to prioritize opportunities for improvement, to enhance performance relative to project projections, and to leapfrog the traditional cycle of change					

SECTION C: Continuous Improvement and Project Performance

8. In your view does continuous improvement of projects influence project performance in Wajir County?

Yes No

9. Using a scale of 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, Please indicate the extent to which you agree with the following statement on continuous improvement and performance of project.

Statement	1	2	3	4	5
Effective implementation of continuous improvement approach allows the project managers to track the key metrics more effectively					
Continuous improvement ensures that the project final product is be more reliable, of better quality, more advanced, cheaper and more attractive to beneficiaries					
continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives					
Continuous improvement strategy ensures that project achieves total quality management					

SECTION C: Project Reengineering and Project Performance

10. To what extent are the following features considered in project reengineering in the County Government? Use a scale of 1 to 5 where 1 is to no extent and 5 is to a very great extent

Project Evaluation Features	1	2	3	4	5

Suitability					
Feasibility					
Acceptability					
Communication and Coordination					
Clarity of goals					
Link of the ensure that the subordinates' objectives to the organization 's objectives					

11. To what extent do the following barriers of project reengineering affect project performance? Use a scale of 1 to 5 where 1 is to no extent and 5 is to a very great extent

Barrier	1	2	3	4	5
Limits of Controls					
Difficulties in measurement					
Resistance to evaluation					
Short-termism					
Relying on efficiency versus effectiveness					

SECTION D: Management by Objectives and Project Performance

12. To what extent do the following statements on management by objectives influence project performance? Use a scale of 1 to 5 where 1 is to no extent and 5 is to a very great extent

	1	2	3	4	5
Intensification-improving/re-inventing processes to better serve customers					
Extension-using strong processes to enter new markets					
Augmentation-expanding processes to provide additional services to existing customers					
Conversion-using a process that you perform well and performing that process as a service for other companies					
Innovation-applying processes that you perform well to create and deliver different goods and services					
Diversification-creating new processes to deliver new goods or services					

13. How would you rate the management by objectives techniques used by this organization?

- a) Very effective [] b) Effective []
- c) Moderately effective [] d) slightly effective []
- e) Not effective []

THE END

THANK YOU

APPENDIX III: INTERVIEW GUIDE

1. To what extent does benchmarking affect the performance of the water projects in Wajir County? Explain
2. How would you rate the benchmarking techniques used by Wajir County?
3. Explain how the continuous improvement determines the performance and success of water projects.
4. Describe how the stakeholders get involved in continuous improvement to facilitate project performance?
5. Describe how management by objectives determines how water projects are carried out?
6. Describe the extent to which various aspects of management by objectives affect project performance?


APPENDIX IV: NACOSTI PERMIT

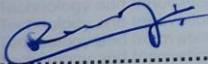
THIS IS TO CERTIFY THAT:
MR. SAID OSMAN ABDILLE
of UNIVERSITY OF NAIROBI, 0-8084
Nairobi, has been permitted to conduct
research in *Wajir County*


Permit No : NACOSTI/P/17/42140/20205
Date Of Issue : 14th November, 2017
Fee Recieved : Ksh 1000

on the topic: **INFLUENCE OF PROJECT
EVALUATION APPROACHES ON
PERFORMANCE OF COUNTY
GOVERNMENT PROJECTS: A CASE OF
WAJIR COUNTY, KENYA**

for the period ending:
14th November, 2018





.....
Applicant's
Signature



.....
Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

**RESEARCH CLEARANCE
PERMIT**

Serial No.A 16419
CONDITIONS: see back page

APPENDIX V: UNIVERSITY APPROVAL



UNIVERSITY OF NAIROBI
OPEN DISTANCE AND e- LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

10th November, 2017

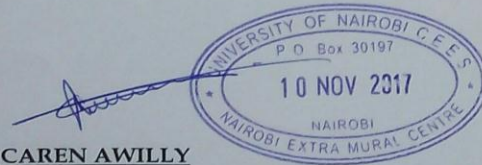
REF: UON/ODeL/NLC/27/479

RE: SAID OSMAN ABDILLE - REG NO.L50/80168/2015

The above named is a student at the University of Nairobi Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "Influence of Project Evaluation Approaches on Performance of County Government Projects: A Case Study of Wajir County, Kenya."

Any assistance given to him will be appreciated.



CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

APPENDIX VI: RESEARCH AUTHORIZATION



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0713 788787,0735404245
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No **NACOSTI/P/17/42140/20205**

Date **14th November, 2017**

Said Osman Abdille
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of project evaluation approaches on performance of County Government projects: A case of Wajir County, Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Wajir County** for the period ending **14th November, 2018**.

You are advised to report to the **County Commissioner and the County Director of Education, Wajir County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Wajir County.

The County Director of Education
Wajir County.

APPENDIX VII: MINISTRY APPROVAL

Telegrams: *046-21029:
Telephone: 0723996528
Fax:
When replying please quote.
CDE/WC/VOL1(01)



County Education Officer,
Wajir County,
P.O. Box 31
Wajir.

15TH November, 2017

REPUBLIC OF KENYA
MINISTRY OF EDUCATION
STATE DEPARTMENT OF BASIC EDUCATION

SAID OSMAN ABDILLE
UNIVERSITY OF NAIROBI
P.O.BOX 30797-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

This is in reference to a letter ref **NACOSTI/P/17/42140/20205** dated 14TH November 2017, from the National Commission for Science, Technology and Innovation granting you authority to undertake research in Wajir County.

This is therefore to inform you that this office has no objection and has granted you authority to conduct your research in Wajir County for the period ending 14TH November 2018.

A handwritten signature in blue ink, appearing to read 'Hussein Osman', written over a horizontal line.

HUSSEIN OSMAN

COUNTY DIRECTOR OF EDUCATION
WAJIR COUNTY

APPENDIX VIII: RESEARCH TRAINING GUIDELINES

1. Build both academic (research and teaching) competencies and general professional skills, including knowledge mobilization that would be transferable to a variety of settings. Increasingly, academic skills are skills that are valuable for both academic and non-academic careers. This is due to both the dynamic and evolving nature of research practices, and the reliance that business, not-for-profit and government organizations place on skills students and postdoctoral researchers are able to develop through the social sciences and humanities.
2. Include international and/or intersectoral opportunities whenever possible and applicable- Students and postdoctoral researchers can gain significant personal benefits, such as new perspectives and knowledge, as well as for their career prospects as a result of research undertaken across international and/or intersectoral boundaries. International experience benefits students and postdoctoral researchers by giving them the opportunity to form networks that cross national, cultural and linguistic borders. These networks can be useful in both academic and non-academic careers.
3. Include specific, effective mentoring and institutional support- It is important to clearly plan out and articulate what training or mentoring a supervisor or applicant can provide for the students and the postdoctoral researchers involved in their project. It is likely not possible for the supervisor/applicant to provide training in all of the skills listed above. Often, the host institution will be able to bring additional resources to ensure the best possible training is provided, and that optimal research results are achieved

APPENDIX IX: WATER PROJECTS IN WAJIR

1. Wajir Sewerage Project-Wajir East
2. Construction of water supply for irrigating 420 ha in Griftu, Eldas, Kilkiley, Garse Koftu, Arbajahan & Ademasajida-5 boreholes -30 shallow wells
3. Construction of 6 Sand dams at Gurar
4. Digging and capping of 2 shallow wells at Makoror primary school
5. Digging and capping of a shallow well at indigenous nursery site.
6. 2500 litre tank purchased and stand erected
7. Construction of water pipeline from habaswein to wajir town, and water supply system for the town
8. Construction of water pipeline from habaswein to wajir town, and water supply system for the town
9. Construction of Water sources and supply systems in several centres
10. Rehabilitation of water sources and routine maintenance in all water supplies
11. Promotion of roof water catchment in public institutions
12. Purchase of new water boozers
13. Routine maintenance of water boozers
14. Desilting of water pans county wide
15. Construction of an underground water tank/reservoir in all wards
16. Construction of one water supply systems per sub- county
17. Construction and equipping of water quality control laboratory in Wajir town
18. Improve water quality and piping for all secondary schools in townships
19. Digging shallow wells in schools with no water source
20. Construction of rock catchment in Buna and korondille
21. Installation of solar and hand pumps for wells
22. Construction of water pipelines in all wards

23. Piping of water to all market centers
24. Construction of mega dams
25. Establishment & equipping of water sources and Irrigation infrastructure for irrigated farming
26. Digging and equipping of shallow wells
27. Improvement and equipping of shallow wells to supply water for irrigation
28. Establishment of automatic rain gauges