

**FACTORS INFLUENCING PERFORMANCE OF COUNTY GOVERNMENT
PROJECTS: A CASE OF GATUNDU MODERN MARKET, KIAMBU
COUNTY, KENYA**

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**A Research Project Report Submitted in Partial Fulfilment of the Requirement for the
Award of the Degree of Master of Arts in Project Planning and
Management of the University of Nairobi**

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DECLARATION

This research is my original work and has not been presented for award of any degree in any other University.

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DEDICATION

I wish to dedicate this work to my parents Joseph Kamau and Miriam Wanjiku

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ABBREVIATIONS AND ACRONYMS

CBEF:	County Budget and Economic Forum
CDF:	Constituency Development Fund
CGA:	County Government Act
CIDP:	County Integrated Development Plan
COG:	Council of County Government
CPMF:	County Performance Management Framework
ESP:	Economic Stimulus Plan
IGRA:	Intergovernmental Relations Act
IPMA:	International Project Management Association
M & E:	Monitoring and Evaluation
MCA:	Member of County Assembly
NDP:	National Development Plan
PFMA:	Public Finance Management Act
PMF:	Performance Management Framework
SPSS:	Statistical Packages for Social Sciences

ABSTRACT

Performance of projects is a concern for most project managers since this will guide in accounting for the resources provided and leads to customer's satisfaction. The purpose of the study was to investigate the factors influencing the performance of County Government projects, a case of Gatundu modern market, Ng'enda Ward, Gatundu South Sub-County, Kiambu County, Kenya. The objectives of the study were; to explore the influence of management competencies on performance of County Government projects, to determine the influence of public participation on the performance of County government projects, to examine the influence of monitoring and evaluation on the performance of County Government projects and to assess the influence of political interventions on the performance of County Government projects. The study was specifically carried out at the Gatundu modern market, in Ng'enda Ward, Kiambu County Kenya. The study used the theory of change as used in monitoring and evaluation. The study adopted descriptive research designs. The target population comprised of County Government staff in Gatundu Sub-County, local leaders in Ng'enda Ward, Gatundu market traders, and the shoppers in Gatundu modern market. The study adopted a probabilistic sampling technique where the stratified random technique targeting 269 respondents from the target population of 895. The primary data was collected using structured questionnaires. A pilot study was conducted to test the reliability and validity of the research instruments used. The collected data was later be analysed using SPSS, the study computed percentages, frequencies, mean, standard deviation, Coefficient of Variation, correlation analysis, regression analysis, ANOVA and Coefficients of determination to help analyse the data. Frequency tables, means, standard deviation (STD) and Coefficient of Variation (CV) were used to present the result of analysis, multivariate regression analysis was used to determine the factors influencing performance of County Government Managed projects. The study found out that, management competencies is an important factor for the performance of projects, management experience, skilled staff, team's expertise proper planning and effective communication were key. Public participation was also an important factor for performance of County projects with respondent feeling that there should be more forums to express their views and their opinions should be considered. Monitoring and evaluation was found to be important factor for performance of County Government projects, poor monitoring and evaluation was observed to be a limiting factor and the need for consistency for monitoring and evaluation in County Government projects. Political intervention was observed to negatively affect performance by demoralising workers, internal leadership conflict may lead to poor performance and political goodwill is necessary for performance of the project. The findings show only 54% of the respondents were satisfied with the performance of Gatundu Modern market. The study recommends that competent, skilled staff should be employed; the management should undertake risk management, effective planning and efficient communication, there should be more productive public participation and the County Government should share information on performance. The monitoring and evaluation needs to be enhanced and be more consistent.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The promulgation of a new constitution on 27th August 2010 in Kenya ushered a new era in Kenya that introduced two-tier system of administration; the National government and the County government leading to decentralization of power and functions (Kenyan Constitution, 2010). The post-independent Kenya was characterised by centralised political and economic power with uneven and unfair resources distribution and social inequalities. The 2010 constitution which ushered the two forms of government was born of a political opportunity that occurred during the 2008 post-election violence and the grand coalition government (Maxon 2011).

The origin of the devolved system of government in Kenya can be traced back to 1962 when Ronald Ngala, Kenya African Democratic Union (KADU) Chairman lobbied for the establishment of the post-independent senate (1963-1966) that would lead to decentralization of power. This would have led to regional governments then known as *Majimbo*. The 2010 constitution thus carried with it the spirit and heart of Ngala. (Hon, David EkweeEthuro, Message from the senate, advancing the Devolution Agenda, 2016). The *Majimbo* constitution lobbied for regional autonomy in bid to empower the local communities for their own governance; however this developed a negative connotation from those who did not agree with it terming it as an attempt by the colonialists to create division among the African people in Kenya aimed at protecting the white minority in Kenya. (Mukabi, 2015).

Devolution was aimed at the decentralization of the state organs, functions and services hence equitable resource sharing. This would in turn stir creation of space for participation in decision making and the consideration of citizens in the developmental part. Key functions that were devolved to the County governments includes: County health facilities, pre-primary education, agriculture, administrative functions, maintenance of roads and infrastructure, water and sanitation and cooperatives. The Central government has the exclusive functions in pollution control, tourism policy and development, national betting and casinos, public investment, National elections, National referral health facilities, transport, labour standards, monetary policy, police service, immigration, National defence, use of international waters, and foreign policy. Some of the shared and concurrent functions between the County and Central governments include; international trade, language and policy, national statistics and data on population, Intellectual property rights, University and Tertiary institutions, Education policy,

housing, land, and environment, disaster management and the Historical monuments of national importance. (Mzalendo, *Distribution of Functions under new Constitution of Kenya*, retreat of the Task Force on Devolved Government in Kenya, 5th – 8th December 2010).

It is the responsibility of the Central Government to share of part the national revenue to the County Governments at the same time; the Counties are tasked with revenue collection through taxes and entertainment. The Kenya Commission on Revenue Allocation (CRA) is responsible for giving recommendations to the National Assembly on the basis of revenue allocation hence equitable sharing. The revenue from the Central Government is used for recurrent expenditure and annual development (30% of the budget).

Kenya is a diverse country with ten major and thirty four minor ethnic groups; the County Governments' formulation was hence better placed as compared to the National Government to deliver social services such as health. In the Chairman's remark on the 3rd annual devolution conference 2016, chair County of Governors, Governor Peter Munya indicated that devolution had provided guarantees including; sharing equitably the national and local resources, community empowerment in managing their own development, enhanced protection of the rights and interest of the marginalised and enhancement of public participation in the decision making process and effectiveness of service delivery (Article 174 of the Kenyan Constitution). The Kenyan Constitution, Article 6(2) indicates that the National and County government levels are distinct and interdependent and should conduct their mutual relations based on consultation and cooperation. The Intergovernmental Relations Act, 2012, (IGRA) created two main bodies that would facilitate intergovernmental relations between the National and County government, and amongst County governments, the bodies are County Government Coordinating Summit and the Council of County Governors (COG) respectively. Devolution in Kenya is governed by the following legal frameworks; the constitution of Kenya (2010), The county Government Act (2012),

1.1.1 Performance of Projects

According to the Business dictionary (2017), performance is described as the accomplishment of a given task and measured against the pre-set understood standards of completeness, accuracy, cost and speed. It has also been explained as the fulfilment of an obligation as per the stipulated conditions of excellence. The Business Dictionary (2017) describes a project as a set of interrelated tasks that should be executed within a fixed time period within the cost and other limitations. Performance of a project can then be interpreted as the accomplishment of a

set interrelated task against conditions of accuracy, completeness, cost, time period and other limitations. The measurement of performance has become important for the public and private sectors and this was seen to begin in the 1970s where and was associated with the decline of the economy, an increase in the international competition and the need to cut budgets and increase efficiency and effectiveness. (Taylor, 2015)

Globally the performance of projects have been poor in the recent years (PWC, 2012). There are only a few projects that can be recommended for exemplary performance while most of the projects have performed below the expectations (Shenhar, 2012). There has been an increased global spending on projects that amounts to billions of dollars annually, and this has trend has continued with an upward progression unabated (Williams, 2005). Anantamula (2010) notes that it is the responsibility of the manager to have skills in planning, organizing, directing and controlling of activities in the project and motivating the personnel for effective and excellent performance.

Aguins (2009) describes performance management as the process of continuously identifying, measuring and development of individuals, and the alignment of performance with the strategic goals of the organization. Navon (2005) defined performance measurement as the comparison between the desired and the actual performance. The measure of project and organizational performance can be done using Key Performance Indicators (KPI) which include, cost, time quality, clients satisfaction, clients changes, safety, business performance, all these geared toward best practices (DETR, 2000) The key performance indicators are however the cost, time and quality. Key performance Indicators facilitate the process of tracking the processes and potentials that need to be distinctive and competitive, and the others that need to be maintained or improved. Pheng & Chuan (2006) notes that, project performance could also be evaluated through two common set of indicators, the first set being the owners, assets stakeholders and the public (macro viewpoint), the second set is composed of the developer and the contractor who look at the project performance from a macro point of view. The performance of a project is greatly influenced by the project stakeholders. These are individuals or groups of people that have stake in the projects or in its final outcome. Caroll and Buchholtz, indicate the shareholders and investors, employees and managers, customers and local communities, suppliers and business partners as the primary social stakeholders.

Koelmans (2004) urges that, different stakeholders have different viewpoints on the performance of the projects, the clients look into the outcomes of the project and the deliverables including the quality and scope, time and costs of the project also play a great role in assessing the project performance. Performance in costs and time is measured similar to scope vis a vis the final value and the degree of variance. A key performance Area in the Council of County Governors' strategic plan 2017 – 2022, is good governance under which a key focus area is the performance management and accountability mechanisms. Some of the strategies' key issue under the performance management is; the support for the implementation of the performance management framework, and the implementation of the stakeholder's participation mechanism. This is a clear indication that there have been evident gaps in determining and verifying the performance of county programs and projects and in the meaningful involvement of the stakeholders in decision making. (Council of County Governors strategic Plan 2017-2022).

1.1.2 Performance of County Government Projects in Kenya

Devolution has been described by Merriam Webster (2017) as the transfer of powers, functions, authority and resources guided by the constitutional and legal provisions to lower levels of authority. Decentralization however is a broader term that enjoins devolution, delocalization, delegation and deconcentration power, authority and resources. Cyprian (2015) established that the main drivers for the demand of devolution in Kenya were to facilitate development realization in the entire country and the transfer of functions. Devolution created three platforms; spurring social-economic development, democratic governance and guaranteed security for the people. The devolved governments' promise, in Kenya, to bring services to the people heightened the expectations of the people and hence the initiations of flagship projects and adoption of other government ran projects in many counties with the aim of spurring economic and social growth. During first term of the County Governments in Kenya (2013 - 2017) and thereafter the governments have been under pressure from the citizens to demonstrate development results from the collected taxes, fulfil their political manifesto, electoral pledges and also the international commitments. The citizens have become more knowledgeable and demand transparency and a demonstration of the impacts of the County Government's intervention in improving their quality of life PMCF, 2017).

The County Governments in Kenya are under the obligation of the County Performance Management Framework (CPMF) that comprises of; Vision 2030 which is the National Development Plan (NDP), 10 year Sector and Spatial Plans outlined in Section 109 and 110 of the County Governments Act 2012 respectively, 5 year County Integrated Development Plan (CIDP) outlined in section 108 of the County Government Act 2012, Annual Development Plan as outlined in Section 126 of the Public Finance Management Act, Performance Contracting and Staff Appraisal an accountability tool and Monitoring and Evaluation, Reporting and Learning. (Performance Management Framework for County Governments, 2017).

The National Development Plan (NDP) known as the Vision 2030 outlines long-term plans and the priorities of the County development should be aligned to this under the economic, social and political governance. The 10 years County Spatial and Sector plans give guidance on the utilization and management of land in the county and the foreseen land investment needs. The County Integrated Development Plan (CIDP) is a 5-years plan that shows the development vision for the county with the strategies to achieve this and in line with the 10-years spatial and sector plans. The CIDP has key components which are; vision for the county, clear goals and objectives, implementation plan with resource mobilization and utilization strategies, institutional framework to actualize the plans, monitoring and evaluation framework and a clear mechanism for reporting. (Performance Management Framework for County Government, 2017).

In bid to ensure that County Government's functions are implemented effectively, various legislative provisions exist as guidelines to determine performance. These are provided in various sections of the County Government Act 2012 (CGA) and the Public Finance Management Act 2012 (PFM). The development and institutionalization of the Performance Management Framework (PMF) in the county government was intended to show the results of county government's interventions and how they have impacted on the lives of citizens. Wanyonyi (2016) when studying the factors influencing the completion of County Government Funded projects established that funds allocation play a vital role in project completion since resources is a key project factor. It was also noted that political intervention particularly MCA's intervention led to faster project completion.

Chepkoech (2016) when assessing factors that influence performance of Uwezo fund supported projects in Bomet County noted that, in bid to empower the youth, the program faced challenges such as inadequate or lack of training, key skills on record keeping and financial management had been limited, loan processing duration and public awareness on the program had also been limiting.

1.1.3 Devolved Governance in Africa

Crook and Manor (1998), Agrawal and Ribot (1999) have described decentralization as the transfer of powers from the central government to lower levels in the territorial hierarchy and political-administrative authorities. They further describe administrative decentralization (deconcentration) as the transfer of functions to lower central government authorities but still accountable to the central authority. Ferguson and Chandrasekharan describe devolution as the transfer of responsibility for specific functions to sub-national level that is in direct control of the central government. Decentralization of governance has in the last few decades gained admiration from many African countries with the greater aim of poverty reduction, community participation in problem identification and analysis, projects identification, implementation and sustainability. Decentralization in Africa has been observed in countries such as South Africa, Uganda, Kenya, Ghana, Nigeria, Rwanda, Namibia, Senegal, Ethiopia, Cote d'ivoire, Madagascar, Zambia, Mali et cetera. (Kauzya, 2007). Rwanda is among African countries that have adopted a decentralised system of governance following the adoption of the Decentralised Policy in May 2000. Kauzya (2007) observes that, decentralization aimed at integrated efforts by the Government and the people to fight poverty and enhance reconciliation and empowerment of the local pollution, this followed the trauma of the 1994 genocide. Key objective of devolution in Rwanda were to enhance public participation, strengthen accountability and transparency, enhance sensitivity and responsiveness of the public administration, and the development of sustainable economic planning. A lot has been achieved leading to increase citizen participation in decision making and this has propelled Rwanda to be the leading country in Africa in women and youth empowerment and gender equity representation in the legislature. Other gains following decentralization has been good governance, service delivery and national development. (Republic of Rwanda, Ministry of Local Government, National Decentralization Policy, 2012).

In South Africa, Kauzya (2007) notes that, decentralization of power and the promotion of local Governments had the aim of rebuilding the local communities and environments, to enhance democratic, prosperous, integrated and non-racial society, this followed the prolonged era of apartheid. Devolution had several objectives; sustainable service delivery to the community, democratic and accountable Governments, promotion of social economic development and provision of safe and health environments. Kauzya (2007) observes that, in Uganda, decentralization was termed as democratic reforms seeking the transfer of political, administrative, financial and the authority to plan from a centralized Government to local government. This envisioned the participation and empowerment of the people in decision making following the brutal regime of Idi Amin (1971- 1979) and the Obote regime (1981- 1886). Devolution had several objectives; transfer of real power to the people, political and administrative control in service delivery, improve financial accountability and capacity development of local authorities.

1.1.4 Gatundu Modern Market

The market stands at the heart of Gatundu town, it is a two-storey market that was commissioned by H.E William Ruto on 28th November 2013, it is in Ng'enda ward, Ng'enda location, Kirangari Sub location, in Gatundu South Sub-county. The Ksh 327 Million modern market was financed by the World Bank and was part of one of the many projects initiated under the Economic Stimulus Plan (ESP) that had been initiated by H.E President Mwai Kibaki. The County Government of Kiambu later adopted the project in bid to oversee its operations, management and efficient and effective performance. Gatundu market occupies an estimated ground area of 12, 800 square feet, it has three equal floors; the ground floor, the first floor and the second floor. The initial projected cost of the market construction was Ksh 250 million, however due to scope creep; the total project cost was Ksh 327 Million. Construction of the Gatundu modern market began in November 2011 and was completed in September 2013, the project was however commissioned on 28th November 2013. The market has the capacity to shelter more than 800 traders, with 500 stalls and 300 open spaces. The ground floor consists of food stuff and edible products mainly from the farm with short lifespans, the first floor has traders whose merchandise consists of utensils and house hold goods, shoes and electronics. The second floor has traders who deal with clothes, beddings, and curtains.

Gatundu modern market has a market committee of 26 people who are pooled to represent the various groups who deal in different merchandise. The main roles of the market committee are; dispute resolution, maintaining orderliness in the market, welfare of members, representation, and oversight of the operations of the market, they also form a link between the traders, shoppers, and the county government administration. Key areas that the market committee has been involved in championing for are: the enhancement of security for their merchandise, emergency exits, and extension of the operating hours to maximise business and economic growth.

The County government manages the market in revenue collection, water and sanitation, electric installations and maintenance, and work closely with the market committee in policy implementation and public participation. The market has been designed with stairs and walk paths to access different floors of the market for the shoppers and in the ferrying of merchandise to different areas. The market facility hosts the county revenue offices, adequate parking space, clean sanitary block and enough water. The market has an estimated 1,200 shoppers on a good day.

1.2 Statement of the Problem

County Governments in Kenya received a total of Ksh 696.97 billion from the National Government between 2013 and 2017, with this knowledge there has been a public outcry on the management of these funds with most of the counties deemed to be lacking the capacity to prudently utilise the allocated resources. (4th Annual Devolution Conference 2017). A report from the National Tax Payers Association (NTPA, 2010) indicated that currently in the 21st century, the enlightened public has continually demanded for good governance, proper monitoring and evaluation of projects, prudent public funds management and complete compliance with the law for the state officer's mandate to manage public funds.

The government through the offices of the Auditor general and the Controller of Budget have raised alarm over the wasteful and imprudent management of resource leaving little or no money for development. There have been some prosecutions following investigations by the Ethics and Anti-Corruption Commission (EACC) though few cases have gone past the trials. With the launch and operationalization of many development projects and adoption of newly completed project under the Economic Stimulus Plan (ESP), aimed at stimulation of social economic growths and poverty elevation, questions emerge as to what extent the projects have

achieved their mandate, how well the county has taken the projects previously ran by the National Government and how they are currently performing against the pre-set standards.

Ng'enda ward in Gatundu Sub-county is the main administrative centre in the Sub-county and also have key amenities that bring people from the entire constituency together. Most of these government facilities are managed by the County Government of Kiambu. Key among them are; Gatundu Level five Hospital, Gatundu modern Market, Gatundu modern bus terminus, and the Sub-county administrators office. Being the central point in Gatundu and the adoption of key programs previously ran by the national government raises concern on how well the County Government has them taken up, and their current performance under its dispensation. Studies carried out by scholars have raised questions on the performance of government implemented projects in the country; most have been grossly underperforming and mismanaged. Wambugu (2008) when doing a study in Dagoretti Constituency observed that political interference on the implementation of Constituency Development Funds (CDF) had led to underperforming of CDF initiated projects in the area as indicated by the poverty index, infrastructure, education facilities and health care. Mutunga (2010) reported that most of the CDF funded projects had stalled though the government kept pumping money into the kitty.

An assessment of the construction of Karatina Open air market in 2017 revealed that one of the largest open air markets in Kenya had not been completed in eight years since its commencement in 2010 though the project was estimated to take three years. This has in turn led to revenue loss, employment opportunities loss and discontent among the traders and shoppers. In a research conducted on the redevelopment of Muthurwa market, Maina (2014) observed that space use conflict and the use of public paths had resulted in heightened insecurity, lower returns, and high congestion hence affecting market functionality. The performance, revenue collection by the county Government, sanitation had been grossly affected and hence the need for redevelopment. This study aims at finding the factors that are likely to influence performance of county government implemented in a case of Gatundu South Sub – County, Nge'nda Location.

1.3 Purpose of the study

The purpose of the study was to investigate the factors influencing the performance of County Government managed projects, a case of Gatundu South Sub- County, Ng'enda Ward, Kiambu County.

1.4 Objectives of the Study

The study was guided by the following objectives;

1. To examine the influence of management competencies on the performance of County Government projects.
2. To determine the influence of public participation and performance of County Government projects.
3. To examine the influence of monitoring and evaluation on the performance of County Government projects.
4. To assess the influence of political intervention on the performance of County Government projects.

1.5 Research Questions

The study sought to examine the following research questions.

1. What is the influence of management competencies on the performance of County Government projects?
2. What is the level of influence of public participation on the performance of County Government projects?
3. What is the influence of monitoring and evaluation on the performance of County Government projects?
4. What is the level of influence of political intervention on the performance of County Government projects?

1.6 Significance of the Study

The research findings are intended to enrich the management of County Government projects, offer insight and inform the development of policies and program and the design and implementation of projects. The findings will also be significant to the public, private sectors and donor community, for they will be able to understand and appreciate the factors that are likely to affect the performance various projects and the extent of effect. From the finding of

this research, scholars and research organizations would make reference to and make further research in this area. It will provide opportunities for other researchers to identify gaps in this area with the aim of addressing them.

1.7 Basic Assumptions of the Study

The study made assumptions that; the participants would volunteer by giving correct and unbiased responses to the questionnaires provided and that there would be relevant documents available for this topical area.

1.8 Limitations of the study

The research faced several challenges; Some County Government employees, traders and shoppers were reluctant to reveal factors affecting the performance of county projects for fear of victimization, confidentiality of the respondents was however be assured. Due to the high mobility of the some of the participants, questionnaire return rate was affected. Negative attitude by some respondents towards the research due to the subject of research may have led to inaccurate responses. To address this, the researcher used the management's assistance to seek for cooperation.

1.9 Delimitations of the Study

The study will focus only on factors influencing performance of County Government managed projects Ng'enda Location in Gatundu South Sub-county in Kiambu County. The research was executed on the Gatundu Modern market in Gatundu town. Most of the public facilities in Ng'enda ward are managed by the County Government of Kiambu. Key among them are; Gatundu Level five Hospital, Gatundu modern Market, Gatundu modern bus terminus, and the Sub-county administrators office. Gatundu Modern market offers an ideal opportunity for most members of the immediate community to interact and conduct business.

1.10 Definition of Significant Terms Used in the Study

Performance of County Government Projects: Are circumstances that have the capacity to have an effect on the level of success of a projects

Management Competencies:	These are the skills, knowledge and expertise of the management team to meet the organizational objectives using the available resources maintaining high levels of employee performance and professionalism.
Monitoring and Evaluation:	This is regular observation and recording of activities occurring in a project, it involves the routine information gathering on all aspects of the project while this is a structured process of assessing the success of a project in meeting its goals and to reflect on the lessons learned.
Political Intervention:	These are the regulatory actions taken by a government in aimed at affecting or interfering with the decisions made by individuals, groups or organizations
Public Participation:	This is process of engaging the members of the public in decision making and giving full consideration to the public when making that decision.

1.11 Organization of the study

This research project has been organised into five chapters. The first chapter presents the background of the study, the statement of the problem, purpose of the study, research objectives, research question, research hypothesis, limitations of the study, definition of key terms. Chapter two details the literature review and expounds on the study's dependent and independent variables on the factors influencing the performance of County Government funded projects.

Chapter three discusses the research methodology, research design, the target population, sample size determination, data collection instruments and procedures, assessment of validity and reliability of data collection tool, data analysis techniques used, ethical considerations, and a table on the operationalization of variables. Chapter four covers the data analysis, presentation and interpretation; Chapter five provides the summary of the study findings, the discussions, conclusions and the study recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two provides illustrations of the relationship between each of the independent variable and the dependent variable it also indicates studies that have been conducted by other scholars in providing justification for the relationship between the independent and the dependent variables. In this chapter a theoretical basis for the study is also described. Performance of projects is a concern for most project managers since this will guide in accounting for the resources provided. This is indicative that for the expected results and surpassing of the expectation, then a project should have a leader who can direct and guide the team towards a similar direction of achievement.

2.2 Management Competencies and Performance of County Government Projects

Competence has been defined by the International Project Management Association (IPMA, 2002) as the knowledge, experience and personal attitude, where both knowledge and experience are related to the function while the attitude relates to the behaviour. Hogg (1993) describes competencies as characteristics of a manager that demonstrate their skills, abilities and results in effective performance within the occupation area. Management Competencies are the skills, knowledge and expertise of the management team to meet the organizational objectives using the available resources maintaining high levels of employee performance and professionalism.

Nyanjom (2013) notes that the development of staff through training and improving their knowledge base has great effects on the organization performance. Through training and development, knowledge and expertise is improved and by extension the attainment of project goals. When the capacity of employee is developed, the morale is raised, the cost of production goes down, and their confidence improves. All these have positive impacts on the organization. The ability to manage and direct people towards the achievement of set goals and objectives depends on the competencies, capacity, experience, character, motivation and remuneration of the team tasked to accomplish the task. County Performance Management Framework (2017) provides for staff performance appraisal which is the assessment or evaluation on employees performance against some pre-determined and agreed upon targets. The appraisal aims at measuring compliance, documentation of lessons learnt, capacity gap identification, staff

replacement, and provision of feedback. (Performance Management Framework Council of Governors, 2017). Planning is a key management competency that every manager should possess; planning has many benefits in project management but the most being able to meet the deadlines and stay organised. Planning underpins the efforts of a management team that does not shy away from the challenges of change and proactively seeks to find better ways of doing things (IPMA, 2011).

Belout (2008) noted that keeping the right mix of skills and promotion of the flexibility of employees complement each other and had a direct consequence of a more unstable business environment. Communication is a key management skill in delivering, receiving and reacting to information. It has been urged that communication should be seen as both a tool and a resource (Ruuska, Project Communication, 1996) when viewed as a resource, communication could be weighed along time, money, people and equipment. Just like the other area require efficient planning, communication systems should be put in place and resource for that set aside. It has been noted that communication is one of the area which have been taken for granted yet time and again, the lack of or poorly done communication may cost the organization hence it is key area that needs improvement (Project Management Communication , 2002). Communication within the project should be systematic, well planned, continuous, and informative in the right manner. This will lead to enhanced performance and rapid response and rectification of variances.

Project risk management as a skill plays a key role in enhancing project performance. A risk can be described as an event or situation that may become a threat to the performance and execution of laid out plans. Competencies in identification, analysis, and effective response to possible risk averts possible disastrous occurrence on the project. The management of project risks is considered in project management handbook to be an example of rational problem solving (Kutsch& Hall, 2005). The ability to manage is therefore an important factor in determining the success of a project. Increasing the team's skills and employing successful practices reduces the risk and contributes to successful implementation (Belout, 2008).

Monitoring and control as a management function should elucidate skills and competencies during project management. Grant (1996) urges that, project control is the element that keeps project on-track, on-time and within the budget, he continues and asserts that project control should begin with project planning and end with post-implementation review. Projects should be reviewed/audited during implementation to assess compliance and conformity to the set

statutes. Project control should involve but not limited to, quality, communication, cost, risk, change, time procurement and human resource.

Nyaga (2014) while studying the role of project management skills on performance of construction projects noted that inadequate planning was a drawback for the success of the projects since it required skills that the management ought to be in possession of. This has been supported by Tero (2014) who, while studying the factors influencing performance of constituency development funded dispensary projects in Kenya, noted that the team competence of the implementers played a great role on the performance of the dispensaries. Competence of the management is further enhanced by team work. Jonas (2010) observes that teamwork and competency during the process of project implementation is a key determinant of the successful project implementation. Investment by the top management on enhancing the capacity of the employees has been shown to increase performance, Cheboi (2014), asserts that the commitment of the management to improve the employee's abilities, skills, knowledge, and competencies has positive influence on the performance of projects.

2.3 Public Participation and Performance of County Government Projects

Democratic governments will be meaningless if governments do not ensure an effective and fully informed public participation Bastidas (2004). Fox and Meyer (1995) define citizen (public) participation as the process of involving the public in the wide range of administrative activities such as policy formulation, service levels determination, priorities in the budget; construction projects so that the government programmes are oriented towards the needs of the community. Brynard (1996) looks at community participation as the process where common amateurs in the community put into use their power to make decisions related to the affairs of the community. The amateurs in this case are the non-elite citizens that lack paid offices, special information, wealth, or any other source of power other than their numbers. Brynard (1990) identifies the role of community engagement as; information provision to the citizens, obtaining information from the citizens which will in turn improve decision making in programmes, projects and services. In addition to this, Okafor (2005) outlines the benefit of involving the community as; empowered communities with increased efficiency, it leads to better results and outcome, and it also enhances accountability and transparency, it also leads to enhanced service delivery and it encourages donors harmonization. Public participation however is not particularly easy in developing countries since most of the people shy away

from responsibility. Thomas & Thomas (1999) is in the opinion that, for the development programmes to be a success, then the development of elaborate strategies that enhance the participation of the public should be incorporated in the planning.

The County Government Act 2012 (CGA), Public Finance Management Act 2012 (PFMA) and the Urban and Cities Act (2011) provide guidelines on public participation for the implementation by the county government. The acts require public participation in development of new legislations, budget priorities setting, review of performance and expenditure of the public sector, and in the submission of complains and grievances. The law provides that the County assemblies should develop laws and regulations that support effective citizen participation in development planning and performance management (CGA 47, 115). The County Governments is also responsible for the promotion and facilitation of citizen participation in policy and plans development, service delivery, submission of annual reports to county assembly on citizen participation in County affairs. (CGA 30, 92). The counties are also obliged to form County Budget and Economic Forum (CBEF) to provide consultation with the inhabitants on the budget process. (PFMA, 137).

Some of the key focus area in the constitution that will lead to efficiency, accountability, inclusiveness and equity in government's service delivery are accountability, public participation and transparency (Kenya Devolution working paper, 2015). The Kenyan constitution in the 1st and 2nd chapter places the citizens at the centre of governance. The constitution's objective was to give the power of self-governance and participation in the exercise of power and decision making. (Kenya's Constitution, 2010). Strengthening public participation and governance is necessary in accelerating growth and dealing with inequalities in economic opportunities, service delivery and investments in different parts of the country. Section 47 of the County Government Acts 2012 (CGA) provides for the design of a performance management plan to evaluate performance of county public service and implementation policies and provides for citizen participation in the evaluation of performance of county governments.

The county governments have the role of ensuring that the citizens are engaged and trained and hence facilitate informed decision making more so governance issues. (3rd Annual Devolution Conference Report, 2016). Mr Demes in the 3rd Annual Devolution conference however noted

that public participation was only a ‘tokenism’ with little public involvement in policy formulation or decision making but only in the endorsement of government decisions. Public participation in the policy formulation programmes and projects design will inclusivity in the decision making process and enhance ownership of the county initiatives and plans. Article 118(1) and 196(1) (b) of the constitution directs the national and county legislature to respectively facilitate public participation. For this to be effective however, it will not only require the constitutionals foundation but also the political goodwill.

Public participation in Kenya however, as it emerged during the 3rd Annual Devolution conference 2016, faced framework challenges with the ministry of Devolution having not yet operationalized the framework for civic education. Though the County Government Act (CGA, 2012) provides processes for public participation in county governments, there lacked specific modalities for citizen participation. Mbevi (2016) when studying the influence of Community participation on performance of development projects in Makueni observed that the involvement of members of the community (public) through information sharing, contribution of resources, collective decision making and project governance contributed immensely towards development projects performance.

2.4 Monitoring & Evaluation and Performance of County Government projects

Monitoring is the on-going collection and analysis of data that is used to inform projects managers on the progress towards the realization of the goals. Evaluation is an appraisal tool that examines the long-term impacts of a programme and provides lessons learnt, effectiveness, efficiency and sustainability. According to Organization for Economic Cooperation and Development (OECD, 2002), monitoring is described as the continuous function of the systematic collection of data with the help of specific indicators to provide information to the management and other key stakeholders on the progress and achievement of the projects. Evaluation has been described as the periodic assessment of an on-going or finalised policy, program or project. Key functions of monitoring and evaluation are to determine effectiveness, efficiency, impacts, and sustainability which guide the decision making process and bring out the lessons taught (Armstrong & Baron, 2013). Gyorkos (2003) opines that monitoring and evaluation is a key function in the cycle of management which also includes the functions of planning and design of projects.

Globally, organizations are being forced to contend with the internal and external demand for continuous improvements in project management (PM) with the aim of enhancing project performance and remain competitive (Kusek&Rist, 2004). As such according to Kusek and Rist (2004), a key element in the performance of a policy, program and project is Monitoring and Evaluation. Other scholars emphasize on the importance of Monitoring and evaluation on performance, Shapiro (2004) notes that monitoring and evaluation helps one examine the quality and impact of the project in comparison to the goals and objectives. Monitoring has been seen to be descriptive in nature and provides real time information on what is happening relative to the set targets and outcomes (Nyonje, Ndunge&Mulwa 2012). Evaluation however has been observed to be systematic and objective in the assessment of a project and provides information on contributing factors to the achievement or lack of achievement for these targets (Ogula, 2002).

Monitoring, evaluation and reporting in the performance of county projects involves the systemic and continuous process of data collection and analysis providing meaningful information that is based on targets, indicators and provision of feedback from stakeholders. It is expected that all components of the County Performance Management Framework (CPMF) should be annually monitored and evaluated. This should be done against pre-set targets and objectives and is collectively known as the County Integrated Monitoring and Evaluation System (CIMES). For Monitoring and evaluation of county policies, programs, and projects a logical framework that clearly indicates the inputs, the activities to be undertaken, the expected outputs, indicators to track progress. Each project should also have a performance matrix that identifies the outcome to be achieved, indicators to measure the outcomes, and the expected change. (Performance Management Framework (PMF) Council of Governors, 2017) Roberto Mosse and Leigh Ellen Sontheimer, (1996), describe the need for performance monitoring. They observe that a lot of emphasis has been placed on the physical and financial mechanics of project implementation, realization of objectives and poor identification of risk factors that may affect projects outcome being poorly identified. They further state that monitoring of performance involves measurement of project's progress towards the short and long-term objectives and provision of feedback to the decision-makers. The use of performance indicators is of paramount importance in strategic planning, performance accounting, forecasting and early warning, measuring program results, benchmarking, and quality management.

Monitoring and evaluation of project performance has to be supported by systematic data collection, analysis and hence inference and deductions made. Data is collected from indicators that should be specific, measurable, achievable, and realistic and time bound (SMART). Presence of indicators enhances the value of monitoring and evaluation since then it becomes objective and free from bias raised through personal judgement and poor description. Monitoring is done for the inputs and outputs with evaluation carried out mainly for the outcomes and impacts of the project. (Watts, 2008) Mosse (1996) notes that indicators should be based on the underlying logical framework which provides and link between the project objectives and components with the accompanying inputs, activities, and outputs at the different stages of the project. Indicator for different categories should also be indicated as input indicators, output indicators, risk indicators et cetera.

Phiri (2015) when assessing the influence of Monitoring and Evaluation (M & E) on project performance at African Virtual University (AVU) observed that monitoring and evaluation as a management function has influence on project performance as demonstrated in M & E planning, where appropriate indicators are identified and data collection devised. Nabulu (2015) when studying the factors influencing performance of monitoring and evaluation in government projects observed the level of training had the greatest influence of the performance of monitoring and evaluation as compared to the time allocated and the cost of training.

2.5 Political Intervention and Performance of County Government Projects

The Business dictionary (2017) defines political interventions as the regulatory actions that are taken by the government aimed at affecting or interfering with the decisions made by individuals, groups or organizations in regard to the economic and social matters. The political environment is concerned with the government policies that may positively or negatively affect development projects that may affect their performance. The government is the regulator of the national economy and that of developmental interventions by providing the laws that guide ethics in development projects including the budgetary and monetary policies. The government has the powers to initiate or stop developmental projects based on the political, social and environmental grounds. Thomas and Martin (2004) urge that projects cannot exist in isolation but rather are subjected to regulatory influences by the political class, as such the managers should be aware of the environment that would lead to uncertainty including an unpredictable shift in the economy, unstable government and a change in customer demand.

Intervention of the government in the initiation, design, appraisal, implementation and commissioning of projects has resulted in a structured and systematic way though the quality of accuracy and transparency of the procedures remains a night mare for the common citizen. (Author 2018). Interventions from the political class may affect the performance of a project from the initial stages of project design through legislative procedures, taxation policies, and extension of property rights. Government intervention in developmental projects result in even income distribution, removes social injustices, provides security for the public goods and services and offers property rights and welfare opportunities for the people that cannot afford (UK Essays, 2017)

Some political interventions may lead to failure of projects due to political self-interest where the government may be influenced by influential political lobbying, poor value for money leading to high wastage and low productivity this in turn makes spending less effective. Conflicting objectives and prioritization of developmental projects have also had effects on the performance of projects. Bureaucracy within government has also led to project delay, scope creep and a rise in the cost of enforcement which may lead to poor performance. (Walker, 2012).

Waithera and Wanyoike (2015) noted that there was a lot of political interference for the youth groups during their Monitoring and evaluation of government funded projects. They opine that more than half of the respondents felt that external political interference was affecting their youth funded agribusinesses but their very nature of business made them susceptible to manipulation. Muller and tuner (2007) asserts that the most powerful, but frequently overlooked influencer of project success is the role politics play in project execution. Politics infiltrates the work of the project manager leading to the authority gap that leaves the project manager without much power (Jowah, 2012). This leads to absence of power and authority that may affect the power base. Jowah further notes that the departmentalization and absence of clear leadership leads to uncertainty on the 'correct way' leads divergent political formations. Political interference poses as a risk for the project and can occur at any stage of the project cycle. Kapila and Hendrickson (2001) defined political risk as the possibility that the political forces may result in drastic changes in a country's business environment affecting a firm's profit and other goals. Key political risks in the performance of county projects include corruption, change in legislations, and delays in the approval processes (Wang et al, 1999). In Kenya corruption has emerged to be the greatest risk to project design, appraisal, planning, implementation and performance after completion. Corruption has been defined as the misuse

of power, aimed at private gain as a result of inducements it includes bribery, kickbacks, embezzlement and even fraud.

In any group of people, politics occur from the need to exert power and control. Politics is closely linked to power since it involves activities where individuals or groups of individuals acquire, develop or control their resources to realise the expected outcome. Pinto (2000) asserts that it is necessary for project managers to understand the critical role played by politics in the success of the project. Though not formal, politics influence the distribution of resources and the outcome of the organization. In a study on the effects of macroeconomics elements and political events on the Nairobi Securities Exchange performance in Kenya, Amoro (2015) regression analysis showed that treasury bills, exchange rates and political events had effects on inflation rates. This research was supported by Koonjal and Fowdar (2008) who observed that political events had effects on returns.

2.6 Theoretical Framework

This study is grounded on the theory of Change. A theory of change provides an explanation on how set activities undertaken through and intervention (such as policy, program or project) contribute to the cascade chain of results and outcome that later lead to the intended impacts. The theory of change is usually developed during the planning stage and has shown to be instrumental in monitoring and evaluation. The theory seeks to identify the key monitoring indicators, seek answers for the key questions in evaluation, data prioritization and an avenue for data reporting and analysis. Some of the key labels used by stakeholders, evaluators, and team players would include; the results chain, outcome mapping, program theory and impact pathway. The transition of governance from a centralised to a devolved system brought a shift in the distribution of power, resources, and functions all aimed at enhancing the living standards of the common man and ensure efficient, cost effective and satisfactory service delivery. Five years after operationalization of the devolved system in Kenya is an ideal time to assess milestones reached and enquire as to why performance of initiated projects are not performing to optimally.

2.7 The Conceptual Framework

The interrelationships amongst the study variables is as shown in Figure 1

Independent Variables

Dependent Variable

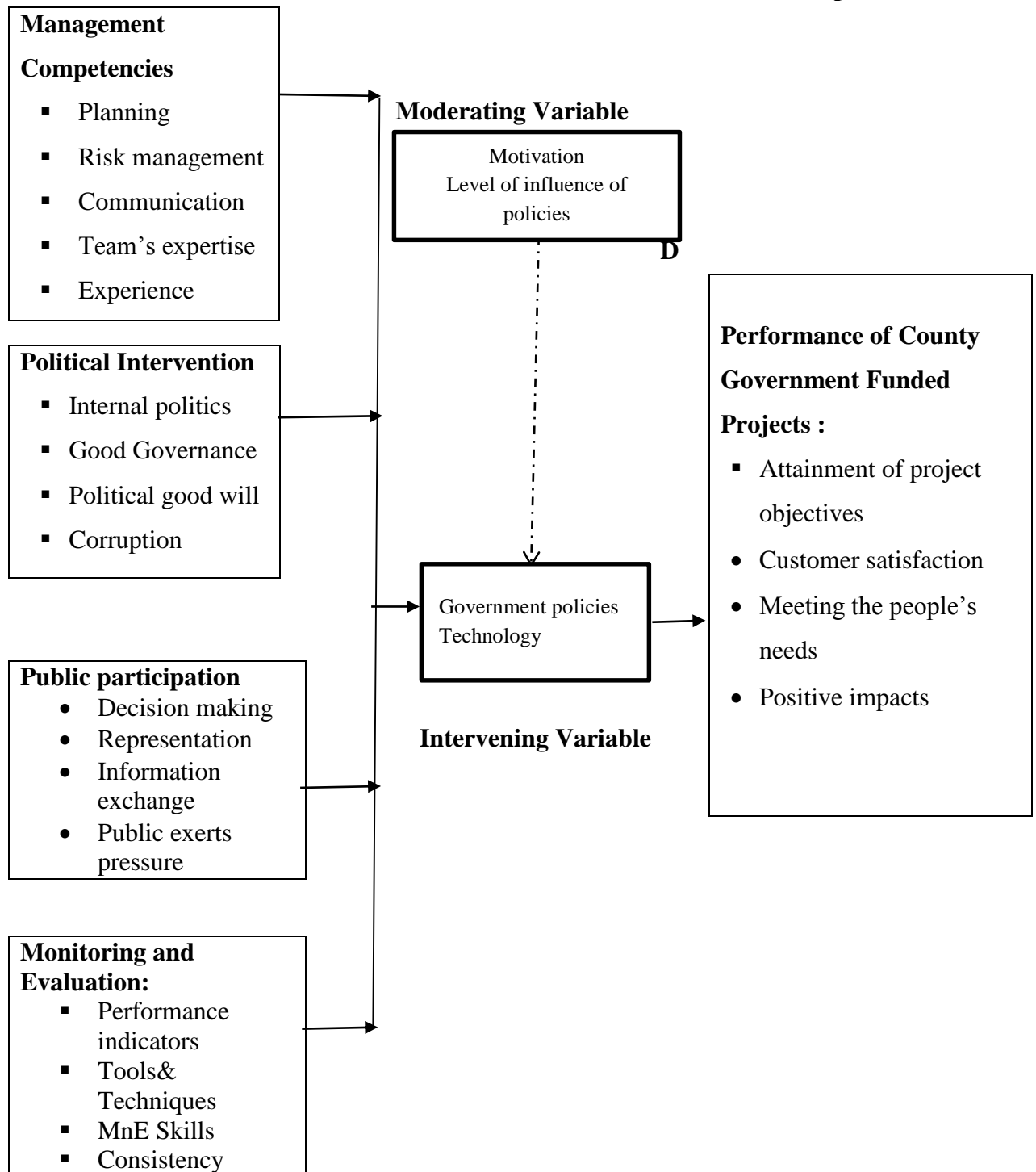


Figure 2.1: Conceptual Framework

The conceptual framework above illustrates a linkage between the independent and dependent variables in the study. The independent variables are the factors that are likely to affect/manipulate performance (dependent variable) of County Government managed projects. The independent factors considered for this study are management competencies, public participation, monitoring and evaluation, and political intervention. The moderating variable behave like independent variables in that they may have significant contributory effect on the association between the independent and dependent variables, however, in this study, they will not be considered but the effects are appreciated. The intervening variable might affect the relationship of the dependent and independent but their effect may be difficult to see the nature of influence or even measure, in this study, they will not be considered.

2.8 Knowledge Gap

Table 2.1: Summary of Knowledge Gap

Variable	Year	Author	Finding	Knowledge Gap
Management Competencies	2014	Tero	Team competencies of implementers of Constituency development Funds (CDF) played a great role on the performance of dispensaries	The influence of the various team and management competencies such as experience, retention of skilled workers, staff motivation, risk management, proper planning and effective communication
Public participation	2016	Mbevi	Involvement of the members of the community contributed immensely towards development of projects performance in development projects	The influence of public participation on County Government projects with considerations on; the extent of exerting pressure for better results, views of the public being taken into consideration, public being involved at all levels of implementation
Monitoring and evaluation	2015	Phiri	Monitoring and evaluation as a management function has influence on project performance	The influence of monitoring and evaluation on County Government projects with considerations on the consistency, effects of poor monitoring and evaluation skills, and the need for enhancing the skills at the County Government level
Political intervention	2015	Waithera & Wanyoike	There was a lot of political interference for the youth groups during their monitoring and evaluation of Government funded projects	The influence of political intervention on the performance of County Government projects with consideration on the political leaders interference, the effect of interference, the influence of internal leadership conflict, corruption within County Government projects and the influence of good governance on performance.

2.9 Summary of Literature Reviewed

The chapter has presented a review of the literature developed by scholars that relates to the factors that influence of performance of projects with special consideration on management competencies, public sharing of information, public participation, monitoring and evaluation, and political interference. The performance of any project is a key concern for all the stakeholders since it helps determine the immediate outcomes and the long lasting impact of the project's intervention. Project performance has been used as a baseline for replication of projects, learning lessons, documenting evidence, decision making and planning. According to Aguins (2009) performance management involves the continuous process of identifying, measuring and the development of individuals, and the alignment of performance with the strategic goals of the organization. For efficient management of the performance of a project, key areas of concern include; productivity, cost of quality, customer satisfaction, employee satisfaction and return on investment (Packer, 2005).

The performance of a project is greatly influenced by the stakeholders. This represents individuals or groups of people who have a particular interest in the final outcome of the project and how this will fulfil their interests. The key stakeholders according to Carroll and Buchholtz include the shareholders and investors, employees and managers, customers and local communities. The study was based on the theory of change as applied to monitoring and evaluation which provides a foundation for the assessment of performance in relation to the expectation, perceived performance, disconfirmation, and satisfaction. The study evaluates factors that are likely to contribute to the performance or lack of performance on County Government implemented projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three describes the research methodology that were adopted by the researcher, the research design, target population, sampling procedure, description of the research instruments, validity and reliability of the research instruments, data collection methods used, data analysis procedures applied, operationalization of variables, and ethical considerations.

3.2 Research Design

Kothari (2004) describes research design as the arrangement of the conditions of that are to be collected and analysed aimed at the combination of the relevance of the research purpose with economy in procedure. Orodho (2003) Descriptive survey design was used as with the application of both the quantitative and qualitative approaches. Descriptive survey has been identified to be ideal for the study since the researcher is interested with information on the factors influencing the performance of county projects. Kothari (2004) further urges that the descriptive research is most appropriate when describing characteristics of particular individuals, or of a group. Cooper and Schinder (2003) opines that descriptive research provides definition and reports on the current position of issues, and attempts to describe behaviour, values, attitudes and characteristics. Survey research uses only a portion of the population and the findings could be generalised back to the population.

3.3 Target Population

Ngechu (2004) defines a population as a well-defined set of people, elements, events or group of things that are under scrutiny by the researcher. Mugenda and Mugenda (2003) describe a target population as a group to which the researcher intends to generalize the results of the study. The target population for this study was the; County Government staff and management of the Gatundu Market, traders in the market, and shoppers in Gatundu Modern market, and local leaders in Ng'enda Ward, Gatundu South Sub-county, Kiambu County.

Table 3.1: Target Population

Particulars	Target population
County Government staff	35
Traders in the market	350
Shoppers in the market	500
Local leaders	10
Total	895

3.4 Sample Size and Sampling procedure

This section aims to describe the sample size determination methods and the sampling procedures to be applied.

3.4.1 Sample Size

A sample size as described by Kothari (2004) is a representative section of the entire population. According to Krejcie and Morgan (1990), a sample size of 269 will be appropriate for a target population of 895 respondents.

Table 3.2: Sample Size

Particulars	Target population	Sample size
County Government Staff	35	11
Traders in the market	350	105
Shoppers in the market	500	150
Local leaders	10	3
Total	895	269

3.4.2 Sampling Procedure

Ngulube (2003) asserts that a sampling procedure is the process that involves the selection of a specified number of respondents for the study. Schindler and Cooper (2004) urges that sampling techniques are the methods to be utilised to select the most appropriate sample of respondents. This study adopted a probabilistic sampling technique where the research employed the stratified random technique to select respondents from a target group (strata). After the stratification of the respondents into groups, simple sampling was adopted to pick up the respondents.

3.5 Data Collection Instrument

The research used semi-structured questionnaire as the main data collection tools. The questionnaire was used to collect both the quantitative data and qualitative data, Kothari (2008) notes that questionnaire are more objective in comparison to the observation since the responses are collected in a standardised manner and it also allows for confidentiality. The instruments was be developed by the researcher and approved by the supervisor. The questionnaire consisted of both open and closed ended questions that include questions for the independent and the dependent variables. The closed ended questions facilitated the collection of precise answers for easy and efficient analysis and interpretation; the questionnaire was e used for all the respondents; on the County government staff, the traders in the market, the shoppers in the market and local leaders in Ng'enda Ward, Gatundu South Sub-County, Kiambu County. The questionnaire was organised into two main sections; general information from the respondents and the section for the targeted questions on the five objectives. This tool proved to be sufficient in addressing the five research objectives.

3.5.1 Pilot-testing of the Instrument

The researcher carried out a pilot study at Kamwangi Market, Chania Ward, Gatundu North Sub-County since it is also a County Government managed project in Kiambu County. This was a mini version of the full scale study and it was undertaken to assess the feasibility, validity and reliability, cost, time and any unforeseen adversaries that may have significant effect on the final study (Upgrade &Shende, 2012). The pilot study was carried out on 45 respondents which represent 10% of the study as recommended by Mugenda (2003). The randomly selected respondents represented 10% of the respondents from each of the selected strata.

3.5.2 Validity of the Research Instruments

Validity of a research instrument refers to the degree to which a research instrument measures what it is supposed to measure (Kombo and Troump, 2009). Content validity was used for this purpose where the content, comprehensiveness and format of the research instruments were assessed. The instrument was reviewed and agreed upon by the supervisor. Content validity enabled drawing conclusions on the instrument's ability to cover all that it is supposed to. Further assessment was done during the pilot study that was conducted in Kamwangi Market, Chania Ward, Gatundu North Sub-county, Kiambu County.

3.5.3 Reliability of the Research Instrument

The test for reliability is an important criterion that was used to assess the level of consistency of the tools to be used. Poilt & Hunger, 1985, noted that reliability is the degree of consistency that measures the attribute, it is to measure. Reliability can be equated with stability, consistency, or dependability of a measuring tool. The study used the Cronban's alpha coefficient to determine internal consistency of the questionnaire and hence the reliability of the instrument (Cronbach, 1951). The alpha value range from 0 and 1 with 0 being least reliability and 1 as the highest level of reliability. Mugenda (2008) notes that an alpha coefficient of 0.6 to 0.7 is acceptable while a 0.8 or higher coefficient is indicated as good reliability. A Cronbach's Apha of 0.826 was obtained from the pilot study. This result showed that the variables being studied were reliable. The Cronbach's Alpha was conducted for the entire tool, and for each of the research objectives reviewed. .

3.6 Data Collection Procedures

Data collection from the respondent was led by the lead researcher with the three assistants who aided in questionnaire distribution and administration where literacy levels were low. Prior to the commencement of the data collection, the research assistants were guided till comprehension of the objective of the study and the research instruments, purpose of the study, possible measurement errors, and ethics that guide the research process were ascertained. Questionnaires were administered to the respondents with those able to fill themselves given time to do it while the research assistants waited (mainly for the shoppers, traders and local leaders), guide through using a language common to the researcher and respondent (mainly the shoppers and traders) while some(mainly County Government staff) were dropped and collected later. The data collection exercise was carried out in one week.

3.7 Data Analysis Techniques

The study generated both the quantitative and qualitative data. The collected data was filtered, sorted and cleaned in line with the research objectives. Data was later coded, entered and analysed using statistical software, Statistical Packages for Social Scientists (SPSS, Version 20). The choice of the software was made due to it efficiency in analysis, flexibility, accuracy leading to dependable conclusions. The following data analysis were carried out; descriptive statistics (mean, frequency distribution, standard deviation, Co-variance), Inferential statistics (Regression analysis, coefficient of variation, correlation, ANOVA). The qualitative data was analysed based on the content matter form the responses provided. The responses with a common theme or pattern were grouped together into coherent categories.

The regression equation was as follows

$$Y = \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \varepsilon$$

X₁ is Management competencies

X₂ is Public participation

X₃ is Monitoring and Evaluation

X₄ is Political Intervention

3.8 Ethical Considerations

Ethical guidelines according to Social Research Association (2003) provide useful guides for the researcher to make individual ethical judgements and decisions that adhere to the principles of research. Some of the basic principles of research are informed consent, privacy, justice, autonomy, confidentiality and respect for persons. A breach may lead to loss of employment, degrading their reputation, civil or even criminal suits (Singer, 2008).

The researcher sought authorization from NACOSTI and the County Government of Kiambu to conduct research. During data collection, the researchers first introduced themselves and their objective, sought consent and time from the participant to get information for academic purposes only. No names were required when administering the questionnaire; this ensured confidentiality and anonymity. Only those who accepted to participate gave their opinions on various subject matters. The researcher sought to uphold high levels of integrity and professionalism during the entire process and all the respondents treated with dignity and respect.

3.9 Operational Definition of Variables

Table 3.3: Operational Definition of Variables

Objectives	Types of variable	Indicator	Methods of data collection	Scale of measurement	Type of analysis
1. To explore the role of management competencies on the performance of County Government projects	<p><u>Independent variable</u> Management competencies</p> <p><u>Dependent variable</u> Performance of County Government projects</p>	<ul style="list-style-type: none"> ▪ Experience ▪ Planning ▪ Communication ▪ Risk management ▪ Team’s expertise 	Questionnaire	Ordinal	<p>Descriptive statistics (mean, frequency distribution, standard deviation, Co-variance)</p> <p>Inferential statistics (Regression analysis, coefficient of variation, correlation, ANOVA)</p>
2. To determine the role of public participation on performance of County Government projects	<p><u>Independent variable</u> Public participation</p> <p><u>Dependent Variable</u> Performance of County Government projects</p>	<ul style="list-style-type: none"> ▪ Representation ▪ Decision making ▪ Level of participation ▪ Ownership of the project 	Questionnaire	Ordinal	<p>Descriptive statistics (mean, frequency distribution, standard deviation, Co-variance)</p> <p>Inferential statistics (Regression analysis, coefficient of variation, correlation, ANOVA)</p>

Objectives	Types of variable	Indicator	Methods of data collection	Scale of measurement	Type of analysis
3. To examine the influence of monitoring and evaluation on the performance of County Government projects	<p><u>Independent Variable</u> Monitoring and Evaluation</p> <p><u>Dependent variables</u> Performance of County Government projects</p>	<ul style="list-style-type: none"> ▪ Project objective goals ▪ Personal skills ▪ Frequency ▪ Consistency 	Questionnaire	Ordinal	<p>Descriptive statistics (mean, frequency distribution, standard deviation, Co-variance)</p> <p>Inferential statistics (Regression analysis, coefficient of variation, correlation, ANOVA)</p>
4. To assess the role of political interference on the performance of County Government project	<p><u>Independent Variable</u> Political Interference</p> <p><u>Dependent Variable</u> Performance of County Government projects</p>	<ul style="list-style-type: none"> ▪ Good governance ▪ Political goodwill ▪ External and internal politics ▪ Corruption 	Questionnaire	Ordinal	<p>Descriptive statistics (mean, frequency distribution, standard deviation, Co-variance)</p> <p>Inferential statistics (Regression analysis, coefficient of variation, correlation, ANOVA)</p>

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, presentation and interpretation of the findings based on the research objectives for the study. The study sought to examine the factors influencing performance of County Government projects on Gatundu modern market, Ng'enda Ward, Gatundu South Sub-county, Kiambu County.

4.1.1 Questionnaire Return Rate

The study had a target sample size of 269 respondents drawn from the four strata of respondents from which 233 responses were obtained; this presents an 86.62% response rate. The researcher observes this is excellent in drawing conclusions from the study as it is deemed to be representative of the population. This response rate is supported by Mugenda & Mugenda (2003), who indicates that a response rate of 70% and above is an excellent representation of the population. The finding is represented in Table 4.1

Table 4.1: Questionnaire Return Rate

Category of target	Target sample	Actual	Percentage of actual	Percentage
County Staff	11	10	4.3	
90.91				
Traders	105	96	41.2	
91.43				
Shoppers	150	124	53.2	
82.67				
Local leaders	3	3	1.3	
100				
Total	269	233	100	86.62

4.2 Demographic Characteristics of Respondents

The study sought to determine the relevant profile information of the respondents in the study. The section focused on the gender, age category, marital status, level of education, work experience for the traders and county government staff. The study determined the gender distribution of respondents. The results are shown below in Table 4.2

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	104	44.6
Female	129	55.4
Total	233	100

Table 4.2 presents the gender distribution of the respondents. The findings show that there were 104 male respondents representing 44.6% and 129 female representing 55.4% of the respondents. This indicate that there was a slightly higher female representation that the male.

4.2.1 Distribution of Respondents by Age

The respondents were required to indicate their age bracket as provided. This was based on the assumption that respondents from different age groups would hold varied opinions on the study. The results are shown in the table 4.3

Table 4.3: Distribution of Respondents by Age

Age bracket	Frequency	Percentage
20 – 24	61	26.2
25 - 29	39	16.7
30-34	38	16.3
35 – 39	23	9.9
40 – 44	27	11.6
45 – 49	16	6.9
50 – 55	15	6.4
55 and above	14	6.0
Total	233	100

The research finding show that the majority of the respondents 26.2% were aged between 20-24 years, there is an observed gradual decline in the numbers of respondent as the age increase. This is shown when 16.7% are between 25-29 years, 16.3% are between 30-34 years, 9.9% are between 35-39 years, 11.6% are between 40-44years, 6.9% are between 45-49 years, 6.4% are between 50-55 years, while 6.0 % are 55 years and above.

4.2.2 Distribution of Respondents by Marital Status

The study sought to establish the marital status of the respondents. Marital status of the respondent would offer insight on commitment of the respondents to the immediate nuclear family. The result are shown in Table 4.4

Table 4.4: Distribution of Respondents by Marital Status

Marital Status	Frequency	
Percentage		
Single	91	39.1
Married	121	51.9
Separated	13	5.6
Divorced	2	0.8
Others	6	2.6
Total	233	100

Results on the marital status indicated that a majority, 51.9% were married, 39.1% were Single, 5.6% of were separated, 2.6 % were in a status not indicated, while only 0.8% of the participants were divorced.

4.2.3 Distribution of Respondents by Highest Level of Education

Information in regard to the participant's highest level of education was sought. This was necessary to deduce the respondent s aptitude and knowledge in providing meaningful responses to the research instrument used. The findings are shown in Table 4.4

Table 4.5: Highest level of Education

Highest level of Education	Frequency	
Percentage		
Primary school	42	18.0
Secondary school	85	36.5
College certificate/ diploma	79	33.9
University degree	26	11.2
Post Graduate degree	1	.4
TOTAL	233	100

The findings on the highest level of education showed that the majority had secondary school education 36.5%, this was closely followed by those that had College certificate/diploma at 33.9%, and this was followed by those with Primary school education at 18.0%, those with University degrees closely followed at 11.2% while only 0.4% of the respondents had Post

graduate degrees. This shows that a majority (54.5%) only had primary and secondary education while 45.5 % of the population has postsecondary training.

4.2.4 Distribution of Respondents by Work Experience

The length of time of service has been known relate positively with the extensive knowledge in a particular subject matter in the line of work. The researcher hence sought to know the length of time served to enhance the chances of the study’s success. Data was obtained from the traders in the market and the County Government staff. The results are indicate in Table 4.6

Table 4.6: Distribution of Respondents by Work Experience

Work Experience	Frequency	Percentage
1 month - 5 years	38	16.3
6 – 10 years	19	8.2
11 – 15 years	17	7.3
16 – 20 years	8	3.4
20 years and above	28	12.0
Total	110	47.2

The study noted that participants represented 47.2% of the entire population. From which, the largest population 16.3% had worked 1month - 5years, 12.0% had worked 20 years and above,8.2% had worked 6 - 10 years 7.3% had worked 11 - 15 years, 3.4% had worked 16-20 years.

4.3 Descriptive Statistics

4.3.1 Descriptive Statistics on Management Competencies

Statements on the role of the management competencies on the performance of County Government managed projects were identified and the respondents were asked to indicate their position using the scale of: 1=strongly disagree (SD), 2=Disagree (D), 3= neutral (N), 4= Agree (A), 5= Strongly Agree (SA). From the responses, descriptive measures, mean, standard deviation (STD), and coefficient of variation were used to enhance interpretation and generalization. The results are shown on Table 4.7

Table 4.7: Management Competence

Management competence	SD	D	N	A	SA	Mean	STD	CV %
Management experience is an important factors for performance	23	13	28	102	67	3.75	1.21	32.26
Management competence leads to prompt plan execution	23	24	36	96	51	3.55	1.22	34.36
Retention of highly qualified staff enables high performance	56	24	29	68	55	3.18	1.51	47.48
Team’s expertise has a big influence on project performance	8	22	25	117	60	3.85	1.01	26.23
Staff motivation leads to enhanced project performance	21	12	34	106	60	3.73	1.16	31.10
I have confidence in the management Competencies of the County Government Staff	62	43	60	56	12	2.62	1.25	47.71
Management undertaking risk management leads to better performance	39	27	33	93	41	3.30	1.34	40.60
Proper planning has great benefit on project performance	8	13	13	115	83	4.08	.97	23.77
Effective communication leads to better performance	13	10	18	100	92	4.06	1.07	26.35

As observed form the table above, for the statements; ‘management experience is an important factor for performance’ mean = 3.75, standard deviation=1.21, ‘management competencies leads to prompt plan execution’ mean= 3.55, standard deviation of 1.22, ‘retention of highly qualified staff enables high performance’ mean= 3.18, standard deviation 1.51, ‘Team’s expertise has a big influence on project performance’ mean =3.85, standard deviation=1.01, ‘staff motivation leads to prompt plan execution’ mean =3.73, standard deviation=1.16, ‘I have confidence in the management competencies of the County Government’ mean=2.62, standard deviation=1.25, ‘management undertaking risk management leads to better performance’ mean= 3.30, standard deviation= 1.34, ‘proper planning has great benefit on project performance’ mean=4.08, standard deviation= 0.97, ‘effective communication leads to

better performance' mean=4.06, standard deviation = 1.07. The mean for the influence of management competencies on the performance of County Government projects, the mean is between 2.62- 4.08 his is an indication of the extent to which the respondents agree with the statements.

The coefficient of variation analysed the variation/ spread of responses from the participants; the bigger the Co-variance, the larger the spread, the smaller the Co-variance, the more concentrated the responses are and the thinner the spread. As such the eighth statement has the lowest Co-variance (26.35%) hence concentrated agreement on responses/ thin spread, the sixth statement has the highest (47.71%) Co-variance hence the larger the spread in responses/ variation in responses.

4.4 Descriptive Statistics on Public Participation

Statements on the role of public participation on the performance of County Government managed projects were identified and the respondents were asked to indicate the extent to which they agreed with them using the scale of: 1=No Extent (NE), 2=Little Extend (LE), 3= Moderate Extent (ME), 4= great extent (GE), 5= Very great extent (VGE). From the responses, descriptive measures, mean, standard deviation (STD), and coefficient of variation were used to enhance interpretation and generalization. The results are shown on Table 4.8.

Table 4.8: Public Participation

Public Participation CV%	NE	LE	ME	GE	VGE	MEAN	STD	
Public participation positively impacts project performance	15	20	30	98	69	3.80	1.14	30.00
The public exerts pressure on the County Government to have better performance	63	38	48	54	30	2.78	1.39	50.00
The views of the public are usually taken into consideration to enhance performance	98	58	43	23	11	2.10	1.19	56.67
The members of the public feels well represented in the governance of County projects	93	50	29	45	16	2.31	1.35	58.44
The public feels sense of responsibility on the performance of the project	53	37	45	67	30	2.93	1.37	46.75
The County government has involved the public at all levels of implementation	104	84	26	15	3	1.83	.95	51.91
I have participated in a public participation gathering organised by the County Government	129	39	17	20	28	2.05	1.43	9.75

Based on the research findings, majority of the respondents felt that public participation positively impacts project performance with a mean of 3.80 and standard deviation of 1.14, there were varied views of the extent to which the members of the public exerted pressure on the County Government to have better performance with a mean of 2.78 and a standard deviation of 1.39, on the extent to which the views of the public are taken into consideration to enhance performance most felt that they were taken into little or no extent, a mean of 2.10 and standard deviation of 1.19, on extent to which the members of the public felt well represented in the governance of County projects most felt that this was at little or no extent and hence the mean of 2.31 and a standard deviation of 1.35, on the extent to which the public feels a sense of responsibility on the performance of the projects, a mean of 2.93 and a standard deviation of 1.37 was obtained, on the extent to which the county government has involved the public at

all levels of implementation, most felt that little or no extent had been done with a mean of 1.83 and a standard deviation of .95, on the participation of members in public participation gatherings organised by the County government, most felt that they had not attended with a mean of 2.05 and a standard deviation of 1.43. The mean value on the influence of public participation on the performance of County Government projects, the mean is between 1.83 – 3.80. The coefficient of variation analysed the variation/ spread of responses from the participants; the bigger the Co-variance, the larger the spread, the smaller the Co-variance, the more concentrated the responses are and the thinner the spread. As such the first statement has the lowest Co-variance (30%) hence concentrated agreement on responses/ thin spread, the seventh statement has the highest (69.75%) Co-variance hence the larger the spread in responses/ variation in responses.

4.5 Descriptive Statistics on Monitoring and Evaluation

Statements on the role of monitoring and evaluation on the performance of County Government managed projects were identified and the respondents were asked to indicate the extent to which they agreed with them using the scale of: 1=No Extent (NE), 2=Little Extend (LE), 3= Moderate Extent (ME), 4= great extent (GE), 5= Very great extent (VGE). From the responses, descriptive measures, mean, standard deviation (STD), and coefficient of variation were used to enhance interpretation and generalization. The results are shown on Table 4.9

Table 4.9: Monitoring and Evaluation

Monitoring and Evaluation	NE	LE	ME	GE	VGE	Mean	STD	CV %
To what extent does monitoring and evaluation influence performance of County managed projects	24	30	37	77	64	3.54	1.29	36.44
Poor monitoring and Evaluation skills affects project performance	12	12	10	81	117	4.20	1.08	25.71
The Monitoring and Evaluation skills in the County Government need to be enhanced	13	6	25	73	116	4.17	1.09	26.14
There is consistency in monitoring and Evaluation of County Government projects	76	65	49	26	17	2.32	1.24	53.44

Based on the research findings on the various statements on Monitoring and evaluation, on 'to what extent monitoring and evaluation influence performance of County Managed projects, the mean was 3.54 and standard deviation of 1.29, on 'poor monitoring and evaluation skills affect project performance' the mean of 4.20 and standard deviation of 1.08 was observed, on the need to enhance monitoring and evaluation, most respondents found it necessary to a great and very great extent with a mean of 4.17 and standard deviation of 1.09, on the extent to which they felt there was consistency in monitoring and evaluation of county government projects, most felt that there was little or no extent with a mean of 2.32 and standard deviation of 1.24. The mean on the influence of monitoring and evaluation on performance of County government projects is between 2.32 to 4.20

The coefficient of variation analysed the variation/ spread of responses from the participants; the bigger the Co-variance, the larger the spread, the smaller the Co-variance, the more concentrated the responses are and the thinner the spread. As such the second statement has the lowest Co-variance (25.71%) hence concentrated agreement on responses/ thin spread, the fourth statement has the highest (53.44%) Co-variance hence the larger the spread in responses/ variation in responses.

4.6 Descriptive Statistics on Political Intervention

Statements on the role of political intervention on the performance of County Government managed projects were identified and the respondents were asked to indicate the extent to which they agreed with them using the scale of: 1=No Extent (NE), 2=Little Extent (LE), 3=Moderate Extent (ME), 4= great extent(GE), 5= Very great extent(VGE). From the responses, descriptive measures, mean, standard deviation (STD) and coefficient of variation were used to enhance interpretation and generalization. The results are shown on Table 4.10

Table 4.10: Political Intervention

Political intervention	SE	LE	ME	GE	VGE	MEAN	STD	CV %
Political leaders interfered with the running of the project leading to poor performance	26	22	34	64	87	3.70	1.34	36.22
Political interference demoralise workers	25	19	31	84	72	3.68	1.29	35.05
Internal leadership conflict may affect performance of County projects	12	14	28	84	95	4.01	1.11	27.68
Corruption within the County Government has affected performance	13	11	19	40	150	4.30	1.15	26.74
Good governance enhances the project performance	9	9	13	79	123	4.28	1.00	23.36
Political good will is necessary for performance of the project	24	15	27	61	104	3.89	1.32	33.93
Without political interference, the County projects would perform better	22	17	36	55	103	3.85	1.31	34.02

Based on the research findings on political intervention on the performance of County Government projects, on the extent to which political leaders interfered with the running of the project leading to poor performance most participants felt this was the case to a great and very great extent and hence a mean of 3.70 and standard deviation of 1.34, on political interference demoralise the workers, a mean of 3.68 and a standard deviation of 1.28 was obtained, on the extent to which internal leadership conflict may affect performance of county Projects, most felt this to a great and very great extent, a mean of 4.01 and standard deviation of 1.11, on the extent to which corruption within the County Government has affected performance, a mean of 4.30 and standard deviation of 1.15 was obtained, on the extent to which the good governance enhances project performance, a mean of 4.27 and a standard deviation of 1.00 was obtained, on the extent to which political goodwill is necessary for performance of the project, a mean of 3.89 and a standard deviation of 1.32, on the extent to which without political

interference county projects would perform better, a mean of 3.85 and a standard deviation of 1.31 was obtained.

The mean for the influence of political intervention on performance of County Government projects, the range is between 3.68 – 4.30. The coefficient of variation analysed the variation/ spread of responses from the participants; the bigger the Co-variance, the larger the spread, the smaller the Co-variance, the more concentrated the responses are and the thinner the spread. As such the fifth statement has the lowest Co-variance (23.36%) hence concentrated agreement on responses/ thin spread, the first statement has the highest (36.22%) Co-variance hence the larger the spread in responses/ variation in responses.

4.7 Descriptive Statistics on Performance of the project

Statements on performance of County Government managed projects, with a focus on Gatundu Modern market, the respondents were asked to indicate the extent to which they agreed with them using the scale of: 1=No Extent (NE), 2=Little Extend (LE), 3= Moderate Extent (ME), 4= great extent (GE), 5= Very great extent (VGE). From the responses, descriptive measures, mean, standard deviation (STD) and coefficient of variation were used to enhance interpretation and generalization. The results are shown on Table 4.11

Table 4.11: Performance of the project

Project Performance	NE	LE	ME	GE	VGE	MEAN	STD	CV %
The project was completed on Schedule/ set time	56	36	41	32	64	3.05	1.55	50.82
The project is achieving the set objectives	51	50	53	54	23	2.77	1.29	46.57
I am satisfied with the County Government managed projects	85	54	44	34	15	2.34	1.39	59.40
County Government projects meet the needs of the people	67	56	53	37	19	2.50	1.28	51.2
Positive impacts have been realised from the County Government projects	34	42	71	64	21	2.98	1.18	39.60

Based on the research finding, on the extent to which the participants agree that the project was completed on schedule/set time, a mean of 3.05 and standard deviation of 1.55, on the extent to which the project is achieving the set objectives, a mean of 2.77 and a standard deviation of

1.29 was obtained, on the extent to which the participants were satisfied with the County Government managed projects, a mean of 2.34 and a standard deviation of 1.39 was obtained, on the extent to which the county government projects meet the need of the people, a mean of 2.50 and a standard deviation of 1.28 was obtained, on the extent to which the participants felt that positive impacts have been realised from the County Government projects, a mean of 2.98 and standard deviation of 1.18. The range on the statements on means of the performance of the County government projects is between 2.34 to 3.05.

The coefficient of variation analysed the variation/ spread of responses from the participants; the bigger the Co-variance, the larger the spread, the smaller the Co-variance, the more concentrated the responses are and the thinner the spread. As such the fifth statement has the lowest Co-variance (39.60%) hence concentrated agreement on responses/ thin spread, the third statement has the highest (59.40%) Co-variance hence the larger the spread in responses/ variation in responses.

4.8 Qualitative Analysis

4.8.1 Challenges limiting performance of County Government Managed projects

As part of the research, the study sought from the respondents the factors that they felt were limiting the performance of County Government managed projects, the written responses were grouped in order of similarity

Leadership;

Traders felt that they was bad/poor leadership, high corruption and nepotism, lack of public participation ,lack of strict adherence to the law, poor planning, disunity among the traders and lack of a market day were limiting. In terms of the structure, most on the first and second floor felt that there should be interconnecting paths around the market to ensure equal business opportunities for all, lack of emergency exits, water and electricity shortage, poor garbage collection and a severely cold market had led to chest related complications. Shoppers felt that Corruption was at the top, lack of public participation, nepotism, misuse of public funds, poor leadership, tribalism, and lack of transparency were limiting. County government workers felt that corruption, failure to prioritise projects, poor understanding of people's needs, poor planning, and poor governance lack of public participation, unfulfilled campaign pledges, and limited project funding limited performance. Local leaders felt that nepotism, corruption,

tribalism, indifference among the leaders, lack of public participation and lack of political good will in the project was limiting performance

Management:

Traders felt that key among them was hawkers within the town were denying them business opportunities and the county government was doing nothing to avert this, they felt that the market was poorly managed, the County government ignored their plight, insecurity and theft of their property, and incompetence among the County Government staff was limiting. The shoppers felt that mismanagement of public resources, poor, incompetent management, lack of monitoring, poor staff remuneration, poor workmanship, delay in funds release, out-dated information, delays in project completion, and lack of enough funds were limiting performance. Local leaders felt that incompetent staff, lack of commitment to excellence and poor management.

Political Intervention

Most of the respondents felt that the prolonged electioneering period in the previous year, high political temperatures, political interference in running the market and petty politics were limiting.

Socially

Traders felt that limited business opportunities due to hard economic times and high standards of living had limited performance. Shoppers felt that too many needs of the people, high price of commodities, youth unemployment, and lack of civic education on the jurisdiction of the County and National Government was limiting.

4.8.2 Ways to Enhance Performance of County Government Managed Projects

The research sought to get the opinion of the respondent on the various measures if put in place would enhance the performance of County Government managed projects.

Leadership

Traders felt that enhanced and more practical public participation, eradication of corruption, listening to the plight of traders, unity among traders, high integrity for leaders, better infrastructure, specific markets days, better governance, eradication of nepotism and

favouritism, market generators and solar panel installation together with fulfilling the campaign pledges would enhance project performance.

Shoppers felt that; to enhance fight on corruption, punishing corruption, better public participation, accountability and transparency, good leadership, teamwork, unity among people, youth employment , timely funds allocation, and equal opportunity for all would enhance performance. County government workers felt that; promotion of unity, community participation, fight corruption, avoiding tribalism, objective leadership, involvement of project beneficiaries, and enhanced communication skills would enhance project performance. Local leaders felt that; public participation, eradication of corruption, lowering of politics and enhance development, transparency and accountability, ending nepotism and being more responsive to the needs of the people would enhance project performance.

Management

Traders felt that all hawkers should be removed from the street and brought to the market to create a fair playing ground, there should be emergency exit door,, competent County Government staff, operational market committee, more entry points, security for their merchandise, proper communication, extension of the closing time, and revenue collection from the traders would enhance project performance. Shoppers felt that the County Government should collect revenue from the traders, motivate county government workers, have effective and efficient management team, integrity among the staff, prudent financial utilization, better monitoring and evaluation, competent and skilled County Government staff, and County Government services automation would enhance performance of County Government managed projects.

County government staff felt that the management should provide better working conditions and terms of service, consistent monitoring and evaluation, compliance with the monitoring and evaluation standards, improvement on the planning systems, and proper and trusted workmanship would enhance performance of County Government managed projects . Local leaders felt that the use of competent staff and contractors rather than favouritism and reward of political loyalty together with the use of professionals who were non-partisan would enhance the performance of County Government managed projects.

4.9 Inferential Statistics

Correlation analysis was carried out using the Pearson product moment correlation analysis to establish the relationship between the variables. Multiple regression were carried out to establish the predictive power of factor influencing performance of County Government managed projects.

4.9.1 Correlation Analysis

Data presented earlier on management competencies, public participation; monitoring and evaluation, political intervention and project performance were each computed into a single variable per factor by obtaining an average of each factor. Pearson correlations analysis was performed at 95% confidence interval and 5% confidence level 2-tailed. The results are analysed in Table 4.12

Table 4.12: Correlation Matrix

	Project performance	Management competencies	Public participation	Monitoring & evaluation
Political intervention				
Project performance (r)	1			
(p)Sig. (2 tailed)				
Management Competencies (r)	.174**	1		
(p)Sig. (2 tailed)	.008			
Public participation (r)	.463**	.189**	1	
(p)Sig. (2 tailed)	.000	.004		
Monitoring and evaluation (r)	.124	.332**	.075	1
(p)Sig. (2 tailed)	.058*	.000	.257	
Political Intervention (r)	-.010	.233**	.098	.231**
(p)Sig. (2 tailed)	.881	.000	.134	.000

From the table above, a correlation matrix has been shown between the dependent and the independent variables (management competencies, public participation, monitoring and evaluation, political intervention) and the projects performance of County Government managed projects respectively. The results show that; public participation has the highest

significant positive relationship with project performance $r(233) = .463$, $p=.000$, management competencies follows with a significant positive relationship with project performance $r(233) = .151$, $p= .008$, monitoring and evaluation follows with a significant positive relationship with project performance $r(233)=.124$, $p= .058$. There is an insignificant negative relationship between political intervention and project performance $r(233)=-.010$, $p=.881$. The positive relationship signifies a correlation between the factors and the performance of County Government managed projects, with public participation having the highest correlation, the negative relationship obtained for the political intervention shows that the correlation is not statistically significant and it just occurred by chance, this is not enough evidence to show that this occurs in the population.

The first three factors had a significant p-value ($p<.05$) at 95% confidence level. The significance values for the relationship between performance of County Government managed projects and management competencies, public participation, and monitoring and evaluation were .008, .000, .058 respectively. This implies that public participation is the most significant factor followed by management competencies and the least is monitoring and evaluation. The last factor, political intervention had a negative correlation (-.010) no significance relationship with project performance, the p value of .881 shows that there is no statistical significance in this research and it occurred only by chance however this is not enough evidence that this is the case in the population.

4.9.2 Regression Analysis

A multiple regression analysis was conducted to test the relationship between variables (independent) on the performance of County Government managed projects. SPSS version 20.0 used. Coefficients of determinations provide a view on how magnitude of change in the dependent variable (project performance) can be explained by a change in the independent variables (management competencies, public participation, monitoring and evaluation and political intervention

Table 4.13: Model Summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	.484	.234	.221	.79518

From the findings in Table 4.12 above, it shows that .474 was R showing that there was a positive relationship between the independent and the dependent variables. R^2 was .234 indicating that only 23.4% of the dependent variable was explained by the independent variable while 76.6% was explained by other factors, this suggests that the regression model weakly provides an explanation and predictor of the ground.

Table 4.14: ANOVA Analysis

Model	Sum of square	df	mean square	F
Regression	44.044	4	11.011	17.414
Residual	144.168	228	.632	
Total	188.212	232		

$F(4,232) = 17.414, p < .05$

From the finds in Table 4.13, the ANOVA statistics resulting from the data have helped establish that the regression model gave significance level of 0.000 this is less than the value of significance (p-value) 0.05 therefore the model is statistically significant in foreseeing the factors affecting performance of County Government managed projects. The F critical value at 5% level of significance is 2.40. Since the F calculated (Value= 17.414) is greater than the F critical (2.40) this indicates that the overall model was significant. As such, Management competencies, public participation, monitoring and evaluation and political intervention all have a significant effect on performance of County Government managed projects.

Table 4.15: Coefficients of Determination

Model	Unstandardized		Standardized Coefficients Beta	t	sig
	Coefficients				
	B	Std. Error			
(Constant)	.979	.407		2.405	.017*
Management competencies	.102	.078	.083	1.315	.190
Public participation	.577	.076	.450	7.608	.000**
Monitoring and Evaluation	.108	.080	.085	1.359	.175
Political Intervention	-.119	.077	-.093	-1.538	.125

The SPSS generated the outputs as presented in Table 4.15 and using the regression equation,

$$Y = \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \varepsilon$$

The established regression equation becomes

$$Y = 0.979 + 0.102X_1 + 0.577X_2 + 0.108X_3 - 0.119X_4 + \varepsilon$$

From the regression equation, Y = performance of County Government managed projects, X₁= management competencies, X₂= public participation, X₃=Monitoring and evaluation, X₄= political intervention and ε = Error Term. Taking all factors into account (management competencies, public participation, monitoring and evaluation, and political intervention) held constant at zero, Performance of County Government Managed projects will be at 0.979. A unit change in management competencies will positively affect project performance by only 10.2% (.102), a unit change in public participation will positively affect project performance by 57.7% (.577), a unit change in the monitoring and evaluation will positively affect project performance by 10.8 % (.108), a unit change in political intervention will negatively affect project performance by 11.9% (.119) leading to a decrease in performance.. From the findings, public participation was the most significance (p<.05) while political intervention, management competencies and monitoring and evaluation were not observed to be significant (p>.05).

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, discussions, conclusions, and recommendations for future research. The chapter also contains suggestions of related studies that may be carried out in the future. The study sought to examine the factors influence performance of County Government managed projects.

5.2 Summary of Findings

The research aimed at examining the factors influencing the performance of County Government projects, a case of Gatundu Modern market, Ng'enda ward, Gatundu South Sub County, Kiambu County. The study was guided by the following objectives, the influence of management competencies on the performance of County Government managed projects, the influence of public participation on the performance of County Government managed projects, the influence of monitoring and evaluation on performance of County Government managed projects, the influence of political intervention on the performance of County Government managed projects. Performance of County Government managed projects was the dependent variable.

In the first objective that sought to determine the influence of management competencies on performance of County Government projects, 71.47% of the respondents felt that management competencies is an important factor for project performance. Areas that most participants agree and/or strongly agreed were; management experience is an important factor of performance, management competence leads to prompt plan execution, team's expertise has a big influence on performance of projects, staff motivation would leads to enhanced performance, effective communication leads to better performance and proper planning has great effect on project performance, this has also been extensively mentioned at some of the factors limiting performance of County Managed projects in the qualitative analysis. However, most participants moderately expressed confidence in the management competencies of the County Government staff and this can be evidenced by the responses on measure to enhance performance. Inferential statistics using the Pearson product moment correlation analysis

revealed a positive and significant correlation (.174) between management competencies and project performance.

From the research, over 50.91% of the respondents felt that public participation was an important factor for project performance. Based on the findings, majority agreed to a great and very great extent that, public participation positively impacts project performance, the public exerts pressure on the County Government to have better performance and that the members of the public feel a sense of responsibility on the performance of the project. The findings also show that, most participants agreed to a moderate extent and low extent that; the views of the public are usually taken into consideration to enhance performance, and the members of the public feel well represented in the governance of County projects. Most participants also felt to no extent and low extent that the County Government has involved the public at all levels of implementation. Inferential statistics using the Pearson product moment correlation analysis revealed a positive and significant correlation (.463) between public participation and project performance.

The research showed that over 71.18% of the respondents felt that monitoring and evaluation was an important factor for project performance. A majority of the respondent felt to a great and very great extent that; monitoring and evaluation influence performance of County managed projects, poor monitoring and evaluation skills affects project performance, and that the monitoring and evaluation skills in the County Governments need to be enhanced. Most of the participants however felt too little or no extent that; there is consistency in monitoring and evaluation of County Government managed projects.

Inferential statistics using the Pearson product moment correlation analysis revealed a positive and significant correlation (.124) between monitoring and evaluation and project performance. Information for the research indicated that over 79.22% of the respondents felt that political intervention affected the performance of County Government managed projects. Majority felt to a great and very great extent that; political leaders interfered with the running of the project leading to poor performance, political interference demoralise the workers, internal leadership conflict may affect performance of County projects, corruption within the county government has affected performance, good governance enhances the project performance, political goodwill is necessary for performance of the projects, and without political interference, the County projects would perform better. Inferential statistics using the Pearson product moment

correlation analysis revealed a negative and insignificant correlation (-.010) between political intervention and project performance. From the research findings, more than 54.58% of the participants felt that the project was performing. Majority felt to a moderate extent that the projects was completed on schedule or the set time, majority however felt too little and moderate extent that; the project was achieving the set objectives, they were satisfied with the county Government managed projects, the county government projects meet the needs of the people and that positive impacts have been realised from the County Government.

5.3 Discussion of Findings

5.3.1 Management Competencies and Performance of County Government Projects

The research findings indicated that up to 71.4% of the respondents felt that the management competencies affect the performance of County Government managed projects. Key areas such management experience, management competence and prompt plan execution, retention of highly skilled workers, team's expertise, staff motivation, risk management, proper planning and proper communication had high rating in their influence on performance. This is consistent with the findings of Tero (2014) who while studying factors influencing performance of CDF projects noted that team competence of implementers had a great role on performance of dispensaries. The results have also been supported by Nyaga (2014) who noted that project management skills such as adequate planning were necessary for the success of projects.

The finding also collaborate with the participants response on what should be done to enhance the performance of County government projects where, employment of competent and skilled staff, proper communication, motivation of County government staff, improvement of planning systems were made. This is consistent with the findings of Nyanjom (2013) who noted that development of staff through training and improving their knowledge base has great effect on the organization performance.

5.3.2 Public Participation and Performance of County Government Projects

The information generated on the public participation revealed that, over 50.91% felt that public participation was an important for performance of County Government managed projects, though most agreed and strongly agreed that public participation positively impacts project performance, there was a feeling to a moderate extent that, the public exerted pressure on the County Government to have better on and the felling from the public that there was a sense of responsibility of project performance. Most participants however agreed to a little and

moderate extent that, the views of the public were put into consideration to enhance performance, the feeling of well public representation in the governance of County Government managed projects and little to no extent on the involvement of the public of the public at all levels of project implementation.

Lack of or inadequate public participation, lack of transparency and accountability were mentioned as some of the limiting factors to project performance. As part of the ways to enhance project performance, there was a feeling that there should be an enhanced and more practical public participation, traders also felt that that their plight should be heard better, they also felt that there should be more transparency and accountability. The results are consistent with Kenya's constitution, 2010, which seeks to strengthen public participation and governance aimed at accelerating growth and dealing with economic inequalities. The research outcomes are supported by a study by Mbevi (2016) that found that when community members was involved through information sharing, collective decision making lead to immensely to development and project performance. The results are consistent Okafor (2005) who identifies the benefits of public participation as empowered communities, increased efficiency, enhanced accountability and transparency.

5.3.3 Monitoring and Evaluation and Performance of County Government Projects

Information from the study revealed that, 72% of the respondents felt that monitoring and evaluation was an important factor for project performance. A majority of the participants felt to a great and very great extent that monitoring and evaluation influence performance of County managed project, poor monitoring and evaluation skills affect project performance, and that the monitoring and evaluation skills in the County Government needs to be enhanced. Most participants felt to a little or no extent that there is consistency in monitoring and evaluation of County Government managed projects. These has been supported by the respondents who wrote on factors limiting performance of County Government managed projects where inadequate monitoring was noted. As part of the recommendation better monitoring and evaluation was adversely mentioned. The results are consistent with those of Phiri (2015) who observed that monitoring and evaluation as a management function has influence on project performance demonstrated in M&E planning, indicators and data collection devised. The results complement those of Nabulu (2015) who noted observed that the level of training has great influence on the performance of monitoring and evaluation of government projects. The results emphasize on the importance monitoring and evaluation in

County Government programs and projects where the Performance Management Framework, (2017) outlines the need for a performance matrix that identifies the outcome to be achieved, indicators to measure the outcomes and the expected change.

5.3.4 Political Intervention and Performance of County Government Projects

The research findings indicated that over 79% felt that the political intervention had influence on performance of County Government managed projects. Majority felt to a great and very great extent that; political leaders interfered with the running of the project leading to poor performance, political interference demoralise the workers, internal leadership conflict may affect performance of County projects, corruption within the County Government has affected performance, good governance enhances the project performance, political goodwill is necessary for performance of the project and without political interference the County projects would perform better. This collaborates with responses on factors limiting performance of County Government managed projects where extended electioneering period, high political temperatures, and political interference were mentioned.

The findings are consistent with those of Waithera & Wanyoike (2015) who noted that more than half of the respondents in the study felt that external political interference was affecting the youth funded agribusiness. The findings also collaborate with Muller & Muller (2007) who asserts that the most powerful but frequently overlooked influencer of project success is the role politics play in project execution. The findings are consistent with those of Wang et al(1999) who observed that key political risks for project performance were corruption, change in legislation and delay in the approval processes. The findings are supported by Tero (2014) who urges that low levels of accountability and transparency had resulted from political leader's interference.

5.4 Conclusion

This study has shown that for County Government managed projects to be effective, then management competencies is a necessity. Key among the competencies is; experienced and skilled staff, team's expertise, there should be staff motivation, risk management measures, proper planning, and effective communication. The study also revealed that the participant had moderate confidence on the management competencies of the County Government. Public participation has been shown to be a key factor for the performance of County Government

managed projects, and has also been mentioned as a factor limiting performance of county government managed projects and as a measure to enhance performance of County Government managed projects. The participants felt that their views should be put into consideration in decision making, the County Government should organize forums where the public gives their views on County Government managed projects managements and areas of improvement.

From the research, it can be concluded that, monitoring and evaluation influences the performance of Count Government projects, poor monitoring and evaluation skills affects project performance, there is moderate consistency in monitoring and evaluation for County Government projects, and the monitoring and evaluation skills within the County Government needs to be enhanced. Political intervention has been observed to negatively affect project performance since; it has demonstrated the potential to demoralises workers, internal leadership conflict has the potential to affect performance, corruption within the County Government has affected performance, and there should be less politics since the projects will be affected adversely.

5.5 Recommendations

Based on the research finding, the researcher recommends that;

1. The top management of the County Government should seek to have staff that are competent, skilled, and support teamwork and team's expertise, motivate the staff through proper working conditions and prompt payment, undertake risk management, effective planning and efficient communication strategies.
2. Corruption, nepotism, favouritism, tribalism, mismanagement of public funds, youth unemployment within the County Government should be addressed by the leadership of the County Government. The County Government should ensure transparency and accountability and automation of systems in service delivery to ensure fast service delivery.
3. The County Government should enhance public participation, seek to understand and accommodate the needs, opinions, and priority projects of the community they serve. The elected leaders should fulfil their campaign pledges. Information on performance of programmes and projects managed by the County Government should be shared to the public on a regular basis.

4. Within Gatundu Modern market, the County government should; create more entry points and emergency exits together with interconnecting paths in the first and second floor, it should address insecurity and theft of merchandise and the hawking menace that is depriving the traders within the market revenue. There needs to be consistent; garbage collection, electricity and water supply. The market traders should seek to be more united; the market committee should also be operational, efficient and effective in addressing the needs of the traders. The County Government should re-evaluate the decision not to collect revenue from the traders.

5.6 Suggestion Areas for Future Study

The study sought to investigate the factors influencing the performance of County Government managed projects, a case of Ng'enda ward, Gatundu South sub county, Kiambu County, Kenya. Similar studies should be carried out in other counties with similar or different variables to evaluate other important factors that may influence the performance of County Government managed projects. The effect of the moderating and intervening variables, on this study, on the performance of County government managed projects should also be studied.

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APPENDICES

APPENDIX I

LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

Dear Sir/Madam,

RE: INTRODUCTORY LETTER – RESEARCH PROJECT

I am a graduate student in the School of Continuing and Distance Education at the University of Nairobi. In partial fulfilment of the requirements of the degree of Master of Arts in Project Planning and Management, I am conducting a research on ***“Factors influencing performance of County Government managed projects, a case of Ngénda Ward, Gatundu South Sub-County”***.

I kindly request your input through filling this questionnaire. Please note that your honest responses will be strictly confidential and purely for academic purpose.

Your acceptance to complete this questionnaire is greatly appreciated.

Thanking you in advance for your co-operation.

Yours faithfully,

Kamau James Mwangi

L50/88511/2016

Tel: +254 727148342

**APPENDIX II:
QUESTIONNAIRE (FOR ALL RESPONDENTS)**

Section A; Bio Data

1. Indicate your gender: Male { } Female { }

2. Age bracket: 20-24 { } 25- 29 { } 30-34 { } 35-39 { }
40-44 { } 45-49 { } 50-55 { } 55 and above { }

3. Indicate your marital status: Single { } Married { } Separated { } Divorced { }
Others { }

4. Highest level of education: Primary certificate{ } Secondary certificate { }
College certificate/diploma { } University degree{ } Post Graduate
degree { }

5. What is your position: County Government staff { } Trader { }
Shopper { } Local leader { }

6. Work experience (County Government Staff and Traders only) :
1month – 5 yrs { } 6-10 yrs{ } 11-15 yrs { } 16-20 years { } 20 yrs and
above { }

Section B: Management competencies

7. Below are a number of factors influencing performance of County projects?
Indicate your position using the scale of: Strongly Disagree = 1, Disagree = 2, Neutral
= 3, Agree = 4, Strongly Agree = 5.

No	Management Competencies	1	2	3	4	5
1.	Management experience is an important factors for performance					
2.	Management competencies leads to prompt plans execution					
3.	Retention of highly qualified staff enables the County Government obtain high performance					
4.	Team’s expertise has a big influence on performance of projects					
5.	Staff motivation by the management leads to enhanced project performance					

6.	I have confidence in the management competencies of the County Government workers					
7.	Management undertaking risk management leads to better performance					
8.	Proper planning has great benefit on project performance					
9.	Effective communication leads to better performance					

Section C: Public Participation

8. Below are statements on public participation and its influence on performance on of county Government projects.

Kindly indicate the extent to which you agree with them: **1=** No extent, **2=**Little extent, **3=** Moderate extent, **4=** Great extent, **5=** Very Great extent.

No	Public participation	1	2	3	4	5
1.	Public participation positively impacts the project performance					
2.	The public exerts pressure on the County Government to have better performance					
3.	The views of the public are usually taken into consideration to enhance performance					
4.	The members of the public feel well represented in the governance of county projects					
5.	The public feels a sense of responsibility on the performance of the project					
6.	The county government has involved the public at all levels of implementation					
7.	I have participated in a public participation gathering organised by the County Government					

Section D: Monitoring and Evaluation

9. Below are statements on Monitoring and Evaluation and its influence on performance on of county Government projects

Kindly indicate the extent to which you agree with them: **1=** No extent, **2=**Little extent, **3=** Moderate extent, **4=** Great extent, **5=** Very Great extent.

		1	2	3	4	5
1.	To what extent does monitoring and evaluation influence performance of county projects					
2.	Poor monitoring and evaluation skill affects project performance					
3.	The monitoring and evaluation skill in the county government needs to be enhanced					
4.	There is consistency in Monitoring and evaluation of County Government projects					

Section G: Political Intervention

10. Below are statements on the influence of political intervention on performance of County Government projects.

Kindly indicate the extent to which you agree with them: **1 =** No extent, **2=** little extent, **3=** Moderate extent, **4=** Great extent, **5 =** Very great extent.

No	Political intervention	1	2	3	4	5
1.	Political leaders interfered with the running of the project leading to poor performance					
2.	Political interference demoralise the workers					
3.	Internal leadership conflict may affect performance of the county projects					
4.	Corruption within the county government has affected performance					
5.	Good governance enhances the project performance					
6.	Political goodwill is necessary for performance of the project					
7.	Without political interference the County Projects would perform better					

Section H: Performance of the Project

11. Below are statements on the performance of County Government projects.

Kindly indicate the extent to which you agree with following statements, **1** = No extent, **2**= little extent, **3**= Moderate extent, **4**= Great extent, **5** = Very Great extent.

NO	Project Performance	1	2	3	4	5
1.	The project was completed on schedule /set time					
2.	The project is achieving the set objectives					
3.	I am satisfied with the County Government Managed projects					
4.	County Government projects meet the needs of the people					
5.	Positive impacts have been realised from the County Government projects					

12. What are the challenges limiting performance of County Managed projects?

.....

.....

.....

13. What ways can be used to enhance performance of County Managed projects?

.....

.....

.....

APPENDIX III

KREJCIE AND MORGAN TABLE

TABLE I
Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

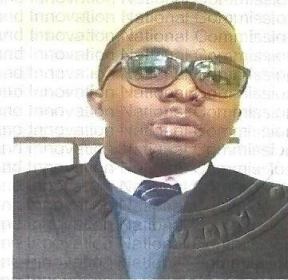
**APPENDIX IV
RESEARCH PERMIT**

**THIS IS TO CERTIFY THAT:
MR. KAMAU JAMES MWANGI
of UNIVERSITY OF NAIROBI , 0-1030
Gatundu ,has been permitted to conduct
research in Kiambu County**

**Permit No : NACOSTI/P/18/50445/23790
Date of Issue : 19th July,2018
Fee Received :Ksh 1000**

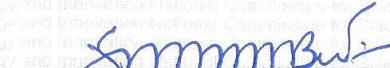
**on the topic: FACTORS INFLUENCING
PERFORMANCE ON COUNTY MANAGED
PROJECTS, A CASE OF NGENDA WARD,
GATUNDU SOUTH SUB COUNTY, KIAMBU
COUNTY, KENYA**

**for the period ending:
19th July,2019**





**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.
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APPENDIX V
RESEARCH PERMIT



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P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/18/50445/23790**

Date: **19th July, 2018**

Kamau James Mwangi
University of Nairobi
P.O. Box 30197 – 00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Factors influencing performance on county managed projects, a case of Ngenda Ward, Gatundu South Sub County, Kiambu County, Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **19th July, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu 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.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kiambu County.

The County Director of Education
Kiambu County.

NACOSTI is a member of the National Commission for Science, Technology and Innovation (NACOSTI) 2005. Certified

APPENDIX VI
AUTHORIZATION LETTER UNIVERSITY OF NAIROBI



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
N A I R O B I

19th June, 2018

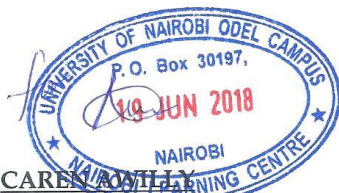
REF: UON/ODeL/NLC/28/391

RE: KAMAU JAMES MWANGI - REG NO.L50/88511/2016

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 has successfully completed his course work and currently working on his research entitled "Factors Influencing Performance of County Government Managed Projects: A Case of Ngenda Ward, Gatundu South Sub-County., Kiambu County, Kenya."

Any assistance given to him will be appreciated.



CAREN ROSSILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

APPENDIX VII
RESEARCH AUTHORIZATION LETTER

COUNTY GOVERNMENT OF KIAMBU
GATUNDU NORTH SUB-COUNTY



Sub-County Administrator's Office
Gatundu North Sub - County
Kiambu County
P.O. Box 246 - 01004
KANJUKU.
KIAMBU-KENYA

Telegraphic Address

E-mail: gatundunorth@kiambu.go.ke
When replying Please quote refno. & Date

Our Ref: GNSC/ADM/ED/VOL.1/3

DATE: 28TH JUNE 2018

KAMAU JAMES MWANGI,
M.A. STUDENT LSO/88511/2016,
UNIVERSITY OF NAIROBI,

**RE: AUTHORITY TO CONDUCT RESEARCH ON FACTORS INFLUENCING
PERFORMANCE OF COUNTY GOVERNMENT MANAGED PROJECTS. A
CASE STUDY OF KAMWANGI MARKET, CHANIA WARD, GATUNDU
NORTH SUB COUNTY**

Your request for authorization to conduct research on factors influencing performance of County Government managed projects to the County Government of Kiambu and specifically on Kamwangi market in Gatundu North Sub County refers.

This is to inform you that you have been granted permission to go ahead.

Kindly note that we are also available to offer any assistance you may require in the course of your research.

Thank you.

W.M.Gachogu
SUB COUNTY ADMINISTRATOR

APPENDIX VIII
RESEARCH AUTHORIZATION LETTER, KIAMBU COUNTY

REPUBLIC OF KENYA
COUNTY GOVERNMENT OF KIAMBU

Telegraphic Address
'Governor' Kiambu
E-mail: info@kiambu.go.ke
When replying please Quote Ref No. & Date



County Secretary's Office
Kiambu County
P.O Box 2344-00900
KIAMBU, KENYA

OUR REF: KCG/ED/11/VOL.1/57

26TH JUNE, 2018

**KAMAU JAMES MWANGI,
MA STUDENT,
L50/88511/2016,
UNIVERSITY OF NAIROBI,**

RE: AUTHORITY TO CONDUCT RESEARCH ON "FACTORS INFLUENCING THE PERFORMANCE OF COUNTY GOVERNMENT MANAGED PROJECTS, A CASE OF NG'ENDA WARD, GATUNDU SOUTH SUB-COUNTY (KIAMBU COUNTY)

This is in reference to your request to the County Government of Kiambu to conduct research on " **Factors influencing the performance of County Government managed projects**", a case of Ng'enda Ward, Gatundu South Sub-County (Kiambu County)

This is to let you know that you have been allowed to conduct the research.

Kindly ensure you give a copy of your research findings to my office after completion of this research.

A handwritten signature in blue ink, appearing to read 'Benson M. Mbari', written over a horizontal line.

BENSON M. MBARI
For: COUNTY SECRETARY & HEAD OF PUBLIC SERVICE