DRIVERS OF PROJECT PORTFOLIO MANAGEMENT PRACTICES INFLUENCING PERFORMANCE OF COUNTY PROJECTS, A CASE OF ISIOLO COUNTY, KENYA

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DECLARATION

I declare that this Research Project Report is my original work and has not been submitted for a degree in any other university or college for examination or academic purposes.

Signature: é é é é é é é é é é é é é .

Date: é é é é é é é é é é é é é é é .

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L50/85534/2016

This research project has been submitted for examination with my approval as the University Supervisor.

Signedé é é é é é é é é é é é é Date é é é é é é é é é é é é é

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DEDICATION

The research project is dedicated to my mother Lydia David Smith for the understanding. Patience, prayers and financial support extended to me throughout the period of the study.

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This Research project would not have been possible without the help and expert knowledge of my colleagues. I must mention my supervisor Mr. Amos Gitonga for his continued guidance throughout the period.

Thanks to my God for giving me the synergy of compiling this paper for typing.

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ABBREVIATIONS AND ACRONYMS

ICT: Information Communications Technology

IFRC: International Federation of Red Cross

M&E: Monitoring and Evaluation

MIS: Management Information Systems

PMI: Project Management Institute

PPM: Project Portfolio Management

SCs: State Corporations

UNAIDS: Joint United Nations Programme on HIV/AIDS

UNDP: United Nations Development Programme

UNEP: United Nations Environment Programme

ABSTRACT

Project portfolio management is becoming established as a tool for prioritizing and managing multiple projects at the enterprise level and organizations are increasingly recognizing that portfolio management can help them make the decisions that was set them apart from their competitors. However, despite the quantifiable benefits of portfolio management, relatively few organizations have perfected the practice. The study established drivers of project portfolio management practices influencing performance of county projects. The study was guided by the following objectives; to establish the effect of communication systems, project evaluation process and management support on the drivers of project portfolio management practices influencing performance of county projects at Isiolo County Government. The study was grounded on the systemic theory. The target population for this study composed County representatives, Community Worker, Project Management team and Chiefs, assistants & area managers in Isiolo County Government. A sample population of 158 was arrived at by calculating the target population of 268. The study selected the respondents using stratified proportionate random sampling technique. Primary data was obtained using administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. After data cleaning, which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables and information presented inform of tables. The qualitative data from the open-ended questions were analyzed using conceptual content analysis and presented in prose. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The study found that there is a great influence by information base, communication timing and media types on drivers of project portfolio management practices influencing performance of county projects. It was clear that management support greatly influences performance of county projects. Further the study found that investment evaluation, final product evaluation and corrective actions greatly affect drivers of project portfolio management practices influencing performance of county projects. The study concluded that communication systems had the greatest effect on drivers of project portfolio management practices influencing performance of county projects, followed by management support, while project evaluation process had the least effect on the implementation of project portfolio management practices in Isiolo County. The study recommends that county governments should train staff on drivers of project portfolio management practices in order to enhance the performance of county projects. The study also recommends that that the project managers should provide the necessary resources and facilities for project management without under budgeting.

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Project management as a theorized discipline has trespassed its initial field of application and has been extended to so that the project-based approach is embraced by a vast number of organizations in different sectors (Brigman, 2015). Projects are initiated to achieve diverse objectives, ranging from organizational change, to technology innovation and value creation. Project Portfolio Management (PPM) is a particular form of portfolio management that is engaged in selecting, prioritizing and managing the optimum mix of projects or investments to achieve maximum benefit to the citizens in the public sector. In this decision-making process, management can focus their scarce resource on investment that is achievable and strategically aligned with public sector goals. The resulting portfolio drives to a balancing of what is possible and what is needed. It uses structured approach to make educated decision about a collection or portfolio of projects, their associated investment mix, and their contribution to the organizationôs business mission capabilities. The portfolio management method support organizations to secure the strategy alignment of projects, especially when the strategy shifts (Padovani & Carvalho, 2016).

Project Portfolio Management (PPM) is a dynamic decision process, whereby a public-sector list of active new product (and development) project is consistently updated and reviewed. In this process new projects are evaluated, selected and prioritized; existing projects may be accelerated, killed or de-prioritized; and resources are allocated and re-allocated to active projects. The portfolio decision process is characterized by uncertain and changing information, dynamic opportunities, multiple goals and strategic considerations, interdependence among projects, and multiple decision makers and locations. The portfolio decision process encompasses or overlaps a number of decision-making processes including periodic review of the total portfolio of all projects (looking at all projects holistically, and against each other), making decision on individual projects on an on-going basis, and developing a new product strategy for the public sector, complete with the strategic resource allocation decision (Too & Weaver, 2015).

Project Portfolio Management is a tool for effective resource allocation, for the selection of those projects with the highest potential to become tomorrowôs new product and service winners. The accurate implementation of project portfolio methodology is ultimately linked to

sound innovation management practices in public sector. The aim of PPM is to provide a methodology to transform strategy and goals into the most lucrative projects as well as deals. It also involves a focus on the management and implementation of projects so as to deliver the desired business goals and objectives. With the correct PPM practice, managers can understand how to prioritize their focus and efforts on various projects so as to get the maximum positive impact on accomplishing core objectives. The concept of project portfolio management appears in various guises. Program management and multi-project management are examples of closely related terms. PPM concept integrates operating activities and projects of an organization. Actually, it harmonizes projects, strategies and all other organizational activities. PPM is the art and science of applying a set of knowledge, skills, tools, and techniques to a collection of projects, in order to meet or exceed needs and expectations of an organizationôs investment strategy. As the PM, and much more, PPM is a specific junction of science and art (Oltmann, 2009).

Project Portfolio Management implementation as a phase of the PPM process is often faced up with a starting dilemma. Usually, organizations start with current projects evaluation, some projects delaying, some projects cancelling and other projects tuning with organizational resources and strategies. Whether you start with the current project evaluation or project new candidatesô prioritization you have to choose criteria for projects ranking. Project Portfolio Management implementation could be considered as a project itself. Moreover, it has to be treated as a very special and complex project. Notwithstanding, these projects can be chosen in a specially appointed way, at the impulse of a Government official, because of a need or open weight, or as a 'hallowed cow' These activities draw on assets that different tasks, which should experience a great deal more investigation, should vie for. It has likewise been remarked that "there are typically a larger number of undertakings accessible for choice than can be attempted inside the physical and money related requirements of a firm, so decisions must be made in making up a reasonable project portfolio in public sector (Archer & Ghasemzadeh 2015).

Project Portfolio Management implementation in organizations today confront an exceedingly environment defined by quick changes, expanding multifaceted nature, and dangers from worldwide rivalry. In their endeavors to secure their own particular position and all the more basically to enhance their intensity, satisfactory systems must be produced and executed in the public sector. From the corporate level, system can be delivered by project portfolio management utilizing projects and tasks of various sorts and sizes as effective instruments. All

the more critically, firms are inclined to assess their tasks from a portfolio's point of view in which a set or a sub-set of the projects are assessed together, in connection to each other. Portfolio management strategies (techniques) can help key chiefs in assessing whether an arrangement of project is satisfactory from the point of view of long haul achievement (West & Brereton, 2013).

In the developed countries, project portfolio management implementation point is to boost aggregate estimation of projects through accomplishing their most extreme adjust of cost, returns and the dangers inside the organization assets restricted in this way deciding the ideal asset for conveyance and to timetable exercises to best accomplish an organizationôs operational and budgetary objectives. An ideal project portfolio is a composed accumulation of activities that accomplish a higher esteem to the organizations than the aggregate whole of commitments of the people. Having a formal portfolio management handle helps officials figure out which extends most nearly adjust to the organizationôs key objectives, permits the organizations to stage activities to dodge asset bottlenecks, and enhances the checking of proposed project asks for that can be formally affirmed (Martinsuo, 2014).

In the United States of America, projects are designed, planned and implemented in tandem with the sequence displayed by the project cycle Chikati (2009). Advantages of a project portfolio management implementation handle incorporate better correspondence among project partners, enhanced data sharing over all levels of the organizations through status reporting, and upgraded basic leadership (extend supervisors can better respond and conform to changes that effect their activities). A very much characterized work process controlling a project through the project management life cycle empowers extend supervisors to concentrate on the projects and have certainty that management and partners know about the projectôs status (Project Management Institute, 2013). Extend portfolio management can be characterized as the management of numerous undertakings with an attention on single project commitment to the achievement of the endeavor (Dye & Pennypacker, 2011).

The Project Management Institute (PMI) characterizes a project, as a transitory attempt embraced to make an extraordinary item, management or result (Project Management Institute, 2008a) underscoring the brief way of the endeavor (implying that each project has a distinct start and end) and its non-tedious nature (project makes interesting deliverables). Then again, portfolio is an accumulation of projects held by a speculation organization, flexible investments, budgetary establishment or person. Portfolios incorporate the measurements of market freshness and specialized creativity. Facilitate, extend portfolio is a gathering of

activities that are done under the sponsorship and additionally management of a specific organizations (Archer and Ghasemzadeh, 2011).

In Japan, the implementation of public projects requires the execution of planned activities which converts human and physical resources into a product or service of value to the customers (Drucker 2014). Project portfolio management has for some time been the most used principle for managing the development of organizations (De Reyck, 2015), as organizations increasingly become multi-project environments more work is organized by projects. Now, organizations experience that effective management of single projects do not fulfill organizational objectives sufficiently. Thus, today project portfolio management is considered to be one of the most important areas for organizational development. However, research reveals that a large number of organizations are gaining below their potential in terms of creating value from their project portfolio and that insufficient management of the project portfolio is a significant reason. Furthermore, Jeffery and Leliveld (2014) show how organizationsô lack of a centralized overview of the portfolio results in bad investments and the development of redundant applications.

In African continent, Tobin (2017) contended that if public managers of state institutions are to prevail in what they do, they should distinguish needs, deal with the matter of project management and be watchful towards the organizations vision keeping in mind the end goal to stay away from low creation, dissatisfaction and an absence of inspiration in their representatives. In like manner, the journalists kept up that, in any event, it is not inaccurate to trust that the battles of open hirelings to effectively actualize and apply management culture and practice, obviously demonstrates how activities are seen and comprehended by project chiefs in broad daylight establishments. Be that as it may, these essayists were resolved to see more "firm, steadfast devoted units working, for example, those with right part character, those that can spur specialists to participate and interface well with each other. The Governments of many creating nations essentially are not effectively overseeing admirably their rare assets. The nations are still confronted with much insufficiency issues that are clear and all around settled in numerous open segments, Government organizations and offices (NPO, 2008).

African countries public project implementations are affected by the external or macro-economic which relates to high interest rates and prices, tariff barriers, embargoes and shipping restrictions, among other influences, of which the project manager have no control over. They guarantee that project management hones have advanced with time, and keeping in mind the end goal to enhance execution, a great deal of center is required in the nature of management

practice itself. Today, extends in broad daylight foundations are increasingly being consolidated into the organizationôs business structure as a major aspect of a general objective or mission and along these lines, state organizations and offices are relied upon to receive great project administration culture and practices, which will prompt to effective results. However, many still translate extends as recognizing undertakings that are exceptionally organized, and the sort that inherently includes a building approach. This is not generally genuine (Frigenti & Comninos, 2012).

Nations that are best have been found to have a ceaseless stream of activities in which thoughts are produced, assessed and executed. These different undertakings, when combined and incorporated for investigation and basic leadership turn out to be a piece of the nation's project portfolio. In South Africa, project intensive organizations depend on delivering every project successfully and profitably, but many public institutions have no standardized project management practices and have no enterprise level project management system in place (Leonore & Werner, 2013).

Nowadays many Africa nations are confronting some of the four greatest widespread issues, for example, excessively numerous dynamic projects, frequently twofold what an organizations ought to have; a number of these aren't right tasks that won't give esteem to the organizations; undertakings are not connected with the key objectives of an organizations and along these lines they don't meet the objectives of the organizations; besides, regardless of the possibility that each dynamic project is a positive one, there is a general unevenness in asset use both in short and long haul projects (Archer & Ghasemzadeh, 2011).

In Kenya devolution has been underway since March 2013; this is when the county Governments were formed under the 2010 constitution. The County Government have so far completed the first full budget cycle (2013 ï 2014 (RoK, 2015). The new constitution (2010) came up with a devolution structure which ensured power is taken to the people; in return the people would exercise the given power for development of their own good. Process of devolution has faced a number of challenges. Counties are entitled to 15% of the total National Revenue Collected. Though Counties are currently getting enough funding, still there is a desire to increase the budgetary allocations; the central Government is reluctant to do this. The constitution has given the National Government administrative power to reduce Counties financial control, by ensuring counties spend money in a certain way. The World Bank has urged Kenyan Government to come up with proper mechanism of sharing national resources between future Counties and the National Government so as to ensure the devolution promise

is achieved. Different levels of Government shift blame for service delivery when it comes to decentralization of systems. It is important for the Government to have broad discussion on how all resources flowing from the National Government to 5 Counties should be organized so as to ensure the inequality is eliminated not exacerbated by devolution (Schwab, 2017).

As a result of the rapidly expanding population, devolution into the 47 Counties and Kenyaôs quest for Vision 2030, project management demand is expected to grow further as different counties rush to meet the needs of its citizens through a myriad of different projects (RoK, 2015). Programs and projects by County Government have hit the headlines in the past few years due to poor management some stalling while others undertaken below the customersô expectations (World Bank, 2015). There are three vital questions that the management of the region ought to ask itself. As a matter of first importance the management ought to ask itself regardless of whether it is conveying the right projects and activities. Furthermore, it ought to ask itself regardless of whether senior management addresses client issues and whether there is conveyance of the vital targets. Finally, the management ought to ask itself whether the Government offices' vision and targets are accomplished by the different activities they embrace. This must be accomplished through great project portfolio management (RoK, 2015).

In Isiolo County, camels are traditionally kept under pastoral (nomadic) production systems, characterised by low production inputs and herd/household mobility. This is a subsistence-based system utilising large mobile herds grazing on vast rangeland pasture resources. In Isiolo County, politics manifests itself in all organizations as opinions and attitudes of the different stakeholders in these organizations. In addition, the stakeholders relied upon by the project may also have their own agenda and preferences for participating in the project. The relationships to the project by these stakeholders can vary from very supportive to antagonistic, but depending on their field of influence, must be considered and managed (Waswa, Kilalo, Mwasaru & Kennedy, 2014).

The portfolio management standards are the establishment where upon fruitful portfolio management is assembled; they give a favorable authoritative environment in which there is powerful standards operation of portfolio definition and conveyance. Doubts have been raised as to whether the Isiolo County development fund has met its stated objectives. For instance there is lack of transparency in allocation of funds for development projects; it is not clear how decisions are arrived at on what development projects to be implemented and the formation of project committees that are the center of decision making is characterized by political patronage. The organization of these standards ought to be custom fitted in a way that suits the

predominant conditions of the firm while likewise guaranteeing that the hidden reasons is kept up. Portfolio Management depends on adaptable standards which offer the establishment for fruitful portfolio management. There are some PPM implementation problems that should be stressed particularly; project risk estimation and risk management, project management ï operation management communication, organization for PPM and PPM model components and the overall model maturity level measuring (Wiersma, 2017).

1.2 Statement of the Problem

Project portfolio management is becoming established as a tool for prioritizing and managing multiple projects at the enterprise level and organizations are increasingly recognizing that portfolio management can help them make the decisions that will set them apart from their competitors. However, despite the quantifiable benefits of portfolio management, relatively few public sectors have perfected the practice. The problem of accurately estimating time and cost gets worse when multiple projects are being performed at the same time. Each project in the projects portfolio will have indirect effect on the other projects. Sometimes, this effect can be a kind of butterfly effect where all parameters start behaving chaotically. Every project in the portfolio has an arrangement of assignments to be finished. Every one of these errands has a cost and time allotment in light of its temperament. Poor management and the absence of a sound management culture and hardworking attitude is frequently reprimanded for the separate in the province's ability to convey open merchandise and projects to its nationals. Performance culture and great practice by open directors utilized in the district to handle projects have relapsed, and therefore, activities are viewed as neglecting to meet the objectives and goals of the province.

There has been a lot of criticism, from various quarters, on the way the Isiolo County projects are managed and implemented. According to Transparency International (2016), doubts have been raised as to whether the Isiolo County development fund has met its stated objectives. For instance, there is lack of transparency in allocation of funds for development projects; it is not clear how decisions are arrived at on what development projects to be implemented and the formation of project committees that are the center of decision making is characterized by political patronage. There are some drivers of PPM practices problems that should be stressed particularly; project risk estimation and risk management, project management ï operation management communication, organization for PPM and PPM model components and the overall model maturity level measuring. Project risk estimation and risk management seem to

be the greatest problems of the drivers of project portfolio management practices. Be that as it may, notwithstanding the quantifiable advantages of portfolio management, generally couples of open organizations have consummated the practice (Mateen et al., 2016).

Locally studies have been done on project portfolio management such as Kinanu (2016) who established project portfolio management practices on performance of county governments: the case of Nairobi County, Kenya. Ngatia (2016) determined the nexus between project portfolio management capabilities and performance of local road construction firms in Nairobi County, Kenya. However, none of the studies reviewed has studied factors influencing implementation of project portfolio management practices at Isiolo County Government. This study therefore bridged this gap by answering the question; what are the drivers of project portfolio management practices influencing performance of county projects.

1.3 Purpose of the Study

The study sought to investigate drivers of project portfolio management practices influencing performance of county projects at Isiolo County Government.

1.4 Objectives of the Study

The study was guided by the following objectives:

i. To assess how communication systems influence performance of county projects.
ii. To evaluate how project evaluation process influence performance of county projects.
iii. To determine how management support influence performance of county projects.

1.5 Research Questions

The study sought answers to the following research questions:

i. To what extent does a communication system influence performance of county projects?

ii. How does project evaluation process influence performance of county projects?

iii. To what extent does management support influence performance of county projects?

1.6 Significance of the Study

Isiolo County Government is bound to benefit as the study highlights key areas of implementation of project portfolio management practices. The findings might further be used as a pilot project by other Isiolo County Government hence promoting project portfolio management practices by tapping on indigenous knowledge therefore improving chances and status of performance of county projects.

The study findings would also be used by the government and particularly policy makers, planners and program implementers to formulate policies and strategies on project portfolio management practices in the Country more so in slums around the Country. The research findings lay some foundations for further research on implementation of project portfolio management practices at county governments in Kenya.

1.7 Delimitation of the Study

This study was on the drivers of project portfolio management practices influencing performance of County Government at Isiolo County Government. The study specifically focused on communication systems, project evaluation process and management support on drivers of project portfolio management practices influencing performance of county projects. The study targeted County Representative, Community Worker, Project Management team and Chiefs, assistants & Area managers in Isiolo County Government. The study was carried out in a period of three months.

1.8 Limitations of the Study

The study anticipates encountering some limitations that might hinder access to information that the study sought. The respondents targeted in this study might be reluctant in giving information fearing that the information being sought might be used to intimidate them or print a negative image about them. The researcher handled this by carrying an introduction letter from the University to assure them that the information they give would be treated with confidentially and would be used purely for academic purposes.

The other limitation that the study was based in Isiolo County the study did not include more counties around the Country owing to the amount of time and resources available. This study therefore suffered from generalizability of the results if the nature of projects undertaken is

significantly different from those in Isiolo County such as donor funded and implemented projects.

1.9 Basic Assumptions of the Study

The study assumed that there were no serious changes in the composition of the target population that affected the effectiveness of the study sample. This study also assumed that the respondents were honest, cooperative and objective in the response to the research instruments and was available to respond to the research instruments in time. Finally, the study assumed that the authorities in Isiolo County Government would grant the required permission to collect data from employees.

1.10 Definition of Significant Terms Used in the Study

The following are the definitions of terms that were used throughout this study:

Communication systems: is a collection of individual communications networks, transmission systems, relay stations, tributary stations, and data terminal equipment (DTE) usually capable of interconnection and interoperation to form an integrated whole.

Management support: This is when high level managers in a corporation seek to help lower-level employees to develop a certain behavior or assist them performing their duties.

Project portfolio management: Project portfolio management is an emerging aspect of business management that focuses on how projects are selected, prioritized, integrated, managed and controlled in the multi-project context that exists in modern organizations

Project evaluation process: is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability.

1.11 Organization of the Study

This study is organized into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the Study, delimitations of the study, limitations

of the Study and the definition of significant terms. On the other hand, chapter two reviews the literature based on the objectives of the study. It further looks at the conceptual framework and finally the summary. Chapter three covers the research methodology of the study. The chapter describes the research design, target population, sampling procedure, tools and techniques of data collection, pre-testing, data analysis, ethical considerations and finally the operational definition of variables. Chapter four presents analysis and findings of the study as set out in the research methodology. The study closes with chapter five which presents the discussion, conclusion, and recommendations for action and further research

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter provides an extensive literature and research related to drivers of project portfolio management practices influencing performance of county project. The chapter is thus structured into theoretical, conceptual and empirical review. The study also presents the knowledge gap the chapter seeks to fulfill.

2.2 Performance of County Projects

Implementation of a project is the step where all the proper planned activities are put into action. Usually project implementation process involves preparing, deployment, maintaining and use of the final product of the project. Project implementation process entails creation of a customizable framework that helps project managers to set up and manage project implementation stages. Organizations focused on growth rely upon technology to achieve business goals. For corporations to deliver goods and services quicker with higher quality, organizations rely on technology-based projects. These projects speed the development of products incrementally faster than human labor (Verzuh, 2015).

Many project managers are not versed in the art of persuasion with top management. Leveraging the political atmosphere within the organization is becoming increasingly necessary for project managers as they attempt to overcome unsupportive project sponsors. Politically savvy project managers are more effective in delivering successful projects. Project Managers who can negotiate and persuade, thus successfully navigating the political climate, can obtain easily key resources and strong commitments. Customization of project implementation process framework lets leverage the use of management standards, policies and procedures and ensures that management expectations and plans for project implementation stages are properly outlined and applied. When project implementation process is structured, customized and organized into consistent project implementation steps, all conditions required for creation of a responsive project management environment are met, and project manager can start implementing a project (Rudd, 2010).

If there are several projects to be implemented, project implementation steps should be adjusted with all projects involved to start common project implementation process. Project

implementation process entails creation of a customizable framework that helps project managers to set up and manage project implementation stages. Customization of project implementation process framework lets leverage the use of management standards, policies and procedures and ensures that management expectations and plans for project implementation stages are properly outlined and applied. When project implementation process is structured, customized and organized into consistent project implementation steps, all conditions required for creation of a responsive project management environment are met, and project manager can start implementing a project (Kerzner, 2013).

2.3 Communication Systems and performance of county projects.

An important but often overlooked method to help the project leader manage the transition from strategy to tactics is to make efforts to continually communicate the changing status of the project to the other members in project portfolio management implementation. When defining the project manager's role, strong communication and personal relation skills are required. There are several examples supporting the argument that communication in projects is essential for projects to succeed. More 95 per cent of all project problems are caused by poor communication and that the importance of being able to manage the skills of communication when presenting facts, details, status, project requirements, should be of high priority in project management. Communication re-emphasizes the importance of a joint, team effort in implementing the project. Despite good project planning and scheduling, poor or absent communication with team members and stakeholders can bring a project undone (Heagney, 2016).

Project managers need excellent communication skills and a comprehensive scheme that encourages formal and informal discussion of expectations, innovation, progress and results. Further, it reinforces the status of the project relative to its life cycle. The project team is kept aware of the specific stage in which the project resides as well as the degree of strategic versus tactical activities necessary to successfully sequence the project from its current stage to the next phase in its life cycle. The approved plan should be widely communicated and explained to project staff and partners. This communication process will mark the beginning of individual plans and inspire educated regular performance monitoring and reporting (Schwalbe, 2015).

Finally, communication helps the project manager keep track of the various activities performed by his or her project team, making it easier to verify that strategic vision is not lost in the project portfolio management implementation. The need for adequate communication

channels is extremely important in creating an atmosphere for successful project implementation. Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the client. As the factor communication has been developed for the model, it refers not only to feedback mechanisms, but the necessity of exchanging information with both clients and the rest of the organization concerning project goals, changes in policies and procedures, status reports, among others, (Schwalbe, 2015).

At first look, the suggestion that communication aspects should be emphasized in the project portfolio management implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within project implementation, communicating with employees concerning issues related to the project implementation is frequently delayed until the changes have already crystallized. A study on the links between project and communication aimed at identifying relationship that exists between project and communication in the organization. The study targeted 268 employees and used a sample size of 158 employees. It concluded that an entire discipline in organizations is devoted to the study of organizational project, including project implementation but they have paid little attention to the links between communication and project. This has made management not to communicate to the staff about the project making implementation difficult. The study suggested that effective communication about a project should take place (Ika, 2009).

A study on the important roles of communication in project portfolio management implementation aimed at role by the top management in strategy implementation. Project communication is a supporting activity, with which it is made possible to create an end product from the project, and transfer it to both customers and end users; In order to create a positive and reliable service profile, communication is needed for both profiling and being profiled; Project communication is an informative tool, which communicates to all relative groups what is happening in the project; Orientation activities rely strongly on communication. This is important when different specialists working with project are given proper orientation; by the social nature of people, interaction with each other is needed in order to satisfy the social needs of human nature (Misztal, 2013).

2.2 Project Evaluation Process and performance of county projects.

Evaluation can be characterized as the continuous way by method for which partners get ordinary input on the advance being made toward accomplishing their objectives and goals

while assessment is a thorough and autonomous assessment of either completed or progressing exercises to choose the degree to which they are accomplishing referred to destinations and adding to basic project portfolio management implementation (UNDP, 2009). Monitoring and evaluation is carried out for several reasons particularly to establish what works and what does not; to make informed decisions involving programme operations and provide service delivery based on objective data; to make certain efficient and environment friendly use of resources; to assess extent the programme is having its preferred impact; to create transparency and foster public trust and create institutional memory.

According to UNDP (2009), evaluation focuses on the project portfolio management implementation process and probes the key question on how well is the program being implemented while evaluation analyses the implementation process. Evaluation seeks to determine how well program activities have met objectives, examines extent to which outcomes can be attributed to project objectives and describes quality and effectiveness of program by documenting impact on participants and community. Monitoring generates periodic reports throughout the program cycle, focuses on project outputs for monitoring progress and making appropriate corrections, highlights areas for improvement for staff and tracks financial costs against budget.

State Corporations (SCs) have not been able to achieve their targets due to mismanagement, bureaucracy, wastage, pilferage, incompetence and irresponsibility by way of administrators and employees. Despite the government intervening to save the SCs by re-examining their objectives and targets, coaching employees, increasing their revenue and benefits, the state corporations companies still did not improve on their overall performance. Wholey, Hatry & Newcomer (2010) states that assessment is utilized as a part of government to project straight forwardness, bolster responsibility, and enhance execution, though general execution organization structures build up result arranged objectives and general execution targets, screen advance, fortify execution upgrades, and convey results to higher strategy levels and people in general.

Project portfolio management implementation additionally evaluates an establishment's general execution towards the accomplishment of the objectives and destinations. Hence M&E aptitudes ought to be viewed as a vital component of administration that tracks execution calendars and exercises towards the satisfaction of the institutional targets and mandates. In case of funded work, it will be essential to distinguish between monitoring and evaluation that are internal to the agency of the project, and that which relates to the expectations or

agreements with the funders or sponsors. An evaluation may also have more than one purpose; however it is essential for stakeholders to agree on the precedence purposes. Identifying stakeholders and making sure that they agree about the major purpose of an evaluation, is integral in order to figure out on the approach and methods to be used in carrying it out. Evaluation is conducted in order to generate specific details about the task implementation process and additionally to enhance the results in terms of why activities failed or succeeded (Ryus, 2010).

An evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets in project portfolio management implementation. It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the projectôs set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a projectôs life. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running. Efficiency of project planning improves overall Monitoring and evaluation of project, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region. The project information must be obtained in an orderly and sequential manner as the project is on-going (Amponsah, 2010).

2.3 Management Support and performance of county projects.

The project management as earlier noted is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals. The project management is the backbone of project portfolio management implementation, through their actions and moves they determine the direction of the project. They have the right and responsibility to know what is happening in the program or project, which aspects need corrective action, what the results are expected, and which lessons can be learned and shared with one another, but they should not simply be recipients of monitoring and evaluation reports. One effective way for management to contribute to the achievement of program or projectôs objectives is to be directly involved in the project portfolio management implementation process - in the formulation of critical questions and in the collection and analysis of data. This enables them to participate directly in

the assessment of the relevance, performance, and success of the program or project and in recommending how to improve the quality of current and future interventions (Kerzner, 2013).

Project management is the team in charge of the project and it includes: project manager, project staff, and project portfolio management implementation partners. To ensure the success of the PM&E system, the management needs to support it (World Bank, 2011). The project management is responsible for making decisions and strategic planning of the project. It also manages the project portfolio management implementation system by tracking indicators, producing quarterly project reports and annual strategic reports (IFRC, 2011). The project manager ensures that the project staffs carry out their jobs effectively. The project staff does the implementation role where they collect monitoring data and present it in weekly and quarterly reports (IFRC, 2011).

For a project portfolio management implementation process to function as a managing tool, the project management and PM&E staff need to identify and act on the project improvements. Also for the PM&E to be more effective it should be coordinated by a unit within the project management in order to facilitate managementôs quick use of the PM&E information. It is the project management also that decides when project evaluation should be done. If the project management fails to pay attention to the operations of the PM&E, it diminishes its importance to the rest of the project staff. The PM&E process hence provides useful information for decision-making to all levels of project management (Thinguri & Kihara, 2017). Ondoro (2015) states that there are eight major characteristics to good governance, which are: participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows rule of law.

Project portfolio management implementation is therefore a learning process that centers on efficiency, effectiveness and impact of the project. However, for PM&E to deliver proper planning has to be in place, by which progress and achievements are measured against (Shapiro, 2011). Monitoring and evaluation is also seen as an obligation imposed from exterior, with project staff mechanically completing forms and project managers seeing the task as merely the collection of data and writing of reports for donors (World Bank, 2014). At times irrelevant and poor-quality information is produced through monitoring and evaluation as it focuses only on the physical and financial aspects and ignores factors such as projectôs outreach, effect and impact. Choosing what to measure, collecting and analyzing the data necessary for improvement measurement is new to many managers. However, establishing relevant monitoring and evaluation indicators will set the standard to measure their

achievement. Indicators for use in monitoring and evaluation should be selected during the formulation stage of a program or project when the objectives are being established (UN-HABITAT, 2013).

Project portfolio management implementation indicators identified that should enable the assessment of processes, outcomes, and impact, providing a reliable evaluation of the success or failure of a project or a program. Ideally, indicators should highlight key elements of change that can be attributed to program activities. Indicators should be readily available from existing data sources or should be possible to obtain on a regular basis at low cost. Efforts should be made to ensure that the indicator is well defined, easy to collect, easy to interpret, and capable of demonstrating changes over time. Thus skills in monitoring and evaluation are vital in its implementation process (UNEP, 2011).

Research managers have to decide on how to gather and analyze the information as well as document a plan for an monitoring and evaluation system. Setting-up a monitoring and evaluation system in a participatory way is desirable because it helps to build stakeholdersô understanding of the project and creates a learning environment by sharing understanding of terminology and action, develop a framework, approach or system that is designed within the institutional context, standardize data collection to ensure that results are valid and comparable (Klemets, 2016).

Management participation in monitoring and evaluation implementation can produce effective communication for various other objectives. These include facilitating communication of œearly winsô to increase support and enlist engagement of those who are not yet engaged, ensure access of early products and services of initiatives for intended beneficiaries, mobilize additional resources to fill resource gaps, and ensure effective use of lessons learned in future decision-making . Management participation throughout the programming cycle ensures ownership, learning, and sustainability of results. Continued stakeholder participation in monitoring and evaluation cannot be assumed. It must be institutionalized. Specific measures have to be built into program and project management processes to ensure continued and effective involvement of stakeholders (UNDP, 2012).

Management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings. A strong results-management process aims to engage other stakeholders in thinking as openly and creatively as possible about what they want to achieve and encourage them to organize themselves to achieve what they have agreed on,

including putting in place a process to monitor and evaluate progress and use the information to improve performance (UNDP, 2009). The management plays a big role in budget allocation. Being the key decision makers in a project ,they contribute significantly in deciding what should be given a priority in the budget. It calls for their commitment to the implementation of monitoring and evaluation system. It it through this they will be able to look into it that adequate budget is set aside for this endeavor (World Bank, 2010).

According to WHO (2012), the management involvement is of paramount importance , though it has various challenges such as; Unequal importance placed on the value of monitoring and evaluation across stakeholders, Lack of consensus on important terminology, Difference in approaches to monitoring and evaluating, Asymmetry in interests for each monitoring and evaluating project, and Lack of proper funding and resources allocation. These challenges if not well managed may affect the implementation of effective monitoring and evaluation system. However, there are suggested strategies to overcome these challenges which are; Socialization, Coordination, Management of Political Interests, Development of User-Friendly Tools and Formalization (Ten Brink, 2017).

On the other hand, Makori (2015) did a study on the factors influencing the application of participatory monitoring and evaluation (PME) in community based projects: a case of IDPs in Mogadishu Somalia. He observed that sufficient time was needed to develop adapt and implement the agreed process of PME. Training was also found to be very important in PME and it needed a lot of time to be built into the stakeholders. Resources in form of finances and human resource was indeed necessary for PME for various activities such as planning, implementation, monitoring and mobilizing the community among other activities. Skills were also found to be necessary in the following area, planning, implementing, assessing and monitoring and for numeracy, literacy, interviewing and monitoring in qualitative and quantitative methods, for Management Information Systems (MIS) and for follow ups.

2.4 Theoretical Framework

The study will adopt the systemic theory to clearly indicate the relationship between the independent and dependent variable.

This study is anchored on the systemic theory by Hagel (1991). The systems theory tries to explain the dynamics of complex and dynamic systems. Systems Theory leads onto Systems Thinking that teaches us to look at the total system performance and the relationships between systems. Project management systems are plagued with misunderstanding of interdependence

versus independence, finite versus limited capacity and strategic versus individual safety (Mikkola, 2011). Every project is a ósystemô in that it consists of many interrelated and interconnected parts or elements which must function together as a ówholeô. Project Managers need to be concerned with the óbig pictureô, and as such, they must be systems thinkers and allocate adequate attention to every part of the project management system (Jim, Shankar & Tim 2012).

It is necessary to understand how each element fits in the whole scheme of things and how it will impact if we change it. This is what risk management is all about. The systems theory postulates that the project portfolio management implementation complex system tries to reach a state of equilibrium and then resists any significant change. This is due to the fact that the parts are connected and their connections define the system properties. But when the change occurs, it can be sudden and dramatic. With complex systems the effect may not be proportional to the cause. Many a times a small change in key part introduces a dramatic effect in the whole system (Koskinen, 2010).

2.8 Conceptual Framework

The conceptual framework of the study can be summarized in the figure 2.1. It shows the relationship between independent variable and dependent variable. Furthermore it also shows other factors, moderating and intervening variables that can play in and affect both independent and dependent variables in this study.

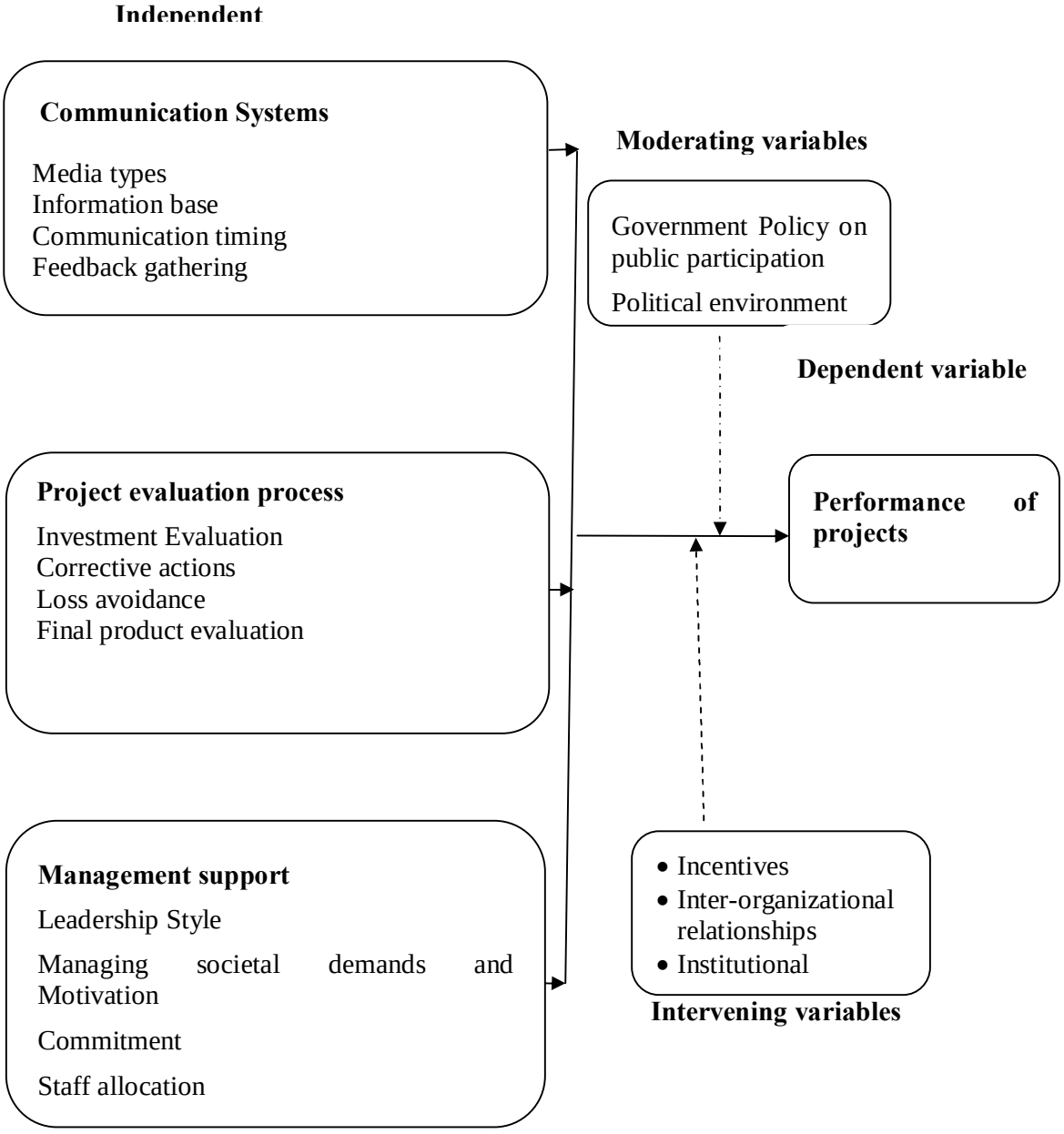

Figure 1: Conceptual Framework

2.9 Summary and Research Gaps

This study is grounded on systemic theory. Portfolio management is accomplished through processes, applying knowledge, skills, tools and techniques (methods) based on received inputs and generating outputs. The standard presumes that the organization has a strategic plan, along with mission and vision statements as well as strategic goals and objectives. According to

Levine, there are five distinct phases in the project portfolio process, as portfolio inventory, portfolio analysis, planning, tracking and review and re-planning. Nevertheless of the divisions and names of the phases or processes, they are agreed on that the project portfolio process is dynamic, iterative, and ongoing and must be managed artfully depending on project life cycles as well as organizational issues, like budget cycle. Success of portfolio management is the portfolioôs contribution to the strategic measures of the organization. Project portfolio management as a managerial activity relates to the initial screening, selection and prioritization of proposals, the concurrent reprioritization of projects in the portfolio, and the allocation and reallocation of resources to the projects according to priority. The process is dynamic and involves a continuous scanning of active and new entry projects. In doing so, a framework for decision making might be establish to do the right projects and to commit resources to them. The previous studies reviewed have focused on PPM in profit making institutions and not the public sector. Further, majority have been conducted in developed countries whose strategic approach and financial footing is different from that of Kenya. This study therefore established drivers of project portfolio management practices influencing performance of county projects.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures and techniques that was used in the collection, processing and analysis of data. Specifically, the following subsections are included; research design, target population and sampling, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

The study adopted a descriptive research design. A descriptive design is concerned with determining the frequency with which something occurs or the relationship between variables (Bryman & Bell, 2011). Thus, this approach is suitable for this study, since the study intends to collect comprehensive information through descriptions which was helpful for identifying variables. Bryman and Bell (2011) assert that a descriptive design seeks to get information that describes existing phenomena by asking questions relating to individual perceptions and attitudes.

3.3 Target population

According to Sekaran and Bougie (2010), a population is the total collection of elements about which we wish to make inferences. The target population for this study composed County representatives, Community Worker, Project Management team and Chiefs, assistants and village elders in Isiolo County Government as shown in Table 3.1.

Table 3. 1: Target Population

Category	Target Population	Percentage
County representatives	24	9
Community Worker	64	24
Project Management team	113	42
Chiefs, assistants & area managers	67	25
Total	**268**	**100**

Source: Isiolo County (2017)

3.4 Sample size and Sampling Procedures

Sampling is a deliberate choice of a number of people who are to provide the data from which a study drew conclusions about some larger group whom these people represent. The section focused on the sampling size and sampling procedures.

3.4.1 Sampling Size

The sample size is a subset of the population that is taken to be representatives of the entire population (Kumar, 2011). A sample population of 158 was arrived at by calculating the target population of 268 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2 . N . \partial_p^2}{(N-1)e^2 + z^2 \partial_p^2}$$

Where; n = Size of the sample,

N = Size of the population and given as 268,

e = Acceptable error and given as 0.05,

∂p = The standard deviation of the population and given as 0.5 where not known,

Z = Standard variate at a confidence level given as 1.96 at 95% confidence level.

The sample size fits within the minimum of 30 proposed by Saunders, Lewis and Thornhill (2012).

Table 3. 2: Sampling Frame

Category	Ratio	Ratio	Sample
County representatives	24	0.59	14
Community Worker	64	0.59	38
Project Management team	113	0.59	67
Chiefs, assistants & area managers	67	0.59	40
Total	**268**		**158**

3.4.2 Sampling Procedures

The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or

less represented in the sample (Kothari, 2004). The study used simple random sampling to pick the respondents in each stratum.

3.5 Research Instruments

Primary data was obtained using administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Saunders (2011), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form.

3.6 Pilot Testing

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Kumar, 2005). Pilot testing of the research instruments were conducted using staff working in Isiolo County. 15 questionnaires were administered to the pilot survey respondents who were chosen at random. After one day the same participants were requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. This is very important in the research process because it assists in identification and correction of vague questions and unclear instructions. It is also a great opportunity to capture the important comments and suggestions from the participants. This helped to improve on the efficiency of the instrument. This process was repeated until the researcher is satisfied that the instrument does not have variations or vagueness.

3.7 Validity of Research Instruments

According to Golafshani (2012), validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study used content validity which draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Card (2017) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills. Expert opinion was requested to comment on the representativeness and

suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This helped to improve the content validity of the data that was collected. Content validity was obtained by asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

3.8 Reliability of Research Instruments

Instrument reliability on the other hand is the extent to which a research instrument produces similar results on different occasions under similar conditions. It's the degree of consistency with which it measures whatever it is meant to measure (Bell, 2010). Reliability is concerned with the question of whether the results of a study are repeatable. The questionnaire was administered to a pilot group of 29 randomly selected respondents from the target population and their responses used to check the reliability of the tool. This comprises 10% of the sample size. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, is considered to be adequate for this study (Rahman, Al-Emad & Nagapan, 2016). Reliability coefficient of the research instrument was assessed using Cronbachôs alpha (Ŭ) which is computed as follows:

ȷ =k/k-1× [1-× (S^2)/× S^2sum]

Where:

Ŭ= Cronbachôs alpha

k = Number of responses

× (S^2) = Variance of individual items summed up

× S^2sum = Variance of summed up scores

3.9 Data Collection Procedures

The researcher obtained an introduction letter from the university which was presented to each stakeholder so as to be allowed to collect the necessary data from the respondents. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents. This enables the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear (Sekaran & Bougie, 2016).

3.10 Data Analysis Techniques

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0). All the questionnaires received were referenced and items in the questionnaire was coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented inform of tables. The qualitative data from the open-ended questions were analyzed using conceptual content analysis and presented in prose

Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression was used because it is the procedure that uses two or more independent variables to predict a dependent variable. Since there are four independent variables in this study the multiple regression model generally assumed the following equation;

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

Where: -

Y= PM&E implementation

$б_0$=constant

$б_1$, $б_2$, $б_3$ and $б_4$ = regression coefficients

X_1= Staff competence

X_2= Communication Systems

X_3= Project Evaluation Process

X_4= Management support

ὐ=Error Term

3.11Ethical Considerations

The researcher observed the following standards of behaviour in relation to the rights of those who become subject of the study or are affected by it: First, in dealing with the participants, they were informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Once consent is granted, the participants maintained their right, which entails but is not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they have

provided. Caution was observed to ensure that no participant is coerced into taking part in the study and, the researcher seeks to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher. While conducting the study, the researcher ensured that research ethics are observed. Participation in the study was voluntary. Privacy and confidentiality was also observed. The objectives of the study were explained to the respondents with an assurance that the data provided was used for academic purpose only.

3.12 Operationalization of Variables

The operationalization of variables is shown in Table 3.3.

Table 3.1: Operationalization of variables

Objectives	Type of Variable	Measuring of Indicators	Measurement scale	Tools of analysis	Type of analysis
To assess the effect of communication systems on the implementation of project portfolio management practices at Isiolo County Government	Independent	Media types Information base Communication timing Feedback gathering	Nominal Nominal Interval Interval	Percentages Mean score	Descriptive statistics Regression analysis
To evaluate the effect of project evaluation process on the implementation of project portfolio management practices at Isiolo County Government	Independent	Investment Evaluation Corrective actions Loss avoidance Final product evaluation	Interval Ordinal Nominal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis
To determine the effect of management support on the implementation of project portfolio management practices at Isiolo County Government	Independent	Leadership Style Managing societal demands and Motivation Commitment Staff allocation	Nominal Interval Ordinal Nominal	Percentages Mean score	Descriptive statistics Regression analysis
	Dependent	portfolio review portfolio analysis portfolio planning portfolio tracking	Interval Interval Interval Interval Interval	Mean score	Descriptive statistics Regression analysis

		portfolio inventory			

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the study findings which have been discussed in line with themes and sub thematic areas based on the study objectives. The main themes include questionnaire response rate, reliability analysis, demographic information and drivers of project portfolio management practices influencing performance of county projects based on a case of Isiolo County.

4.2 Response Rate

A sample of 158 respondents was used for the study. However, the responses were received from 113 respondents. The respondents in the sample represented the whole population. The results represented a response rate of 71.5 percent of the sampled 158 respondents. Some of the respondents that did not return their questionnaires cited reasons of misplacement of questionnaires and lack of time to fill them. The return rate in the current study is justified by Bryman and Bell (2011) when they stated that 50% and above return rate is regarded as an acceptable response rate in social research surveys.

Table 4.1: Response Rate

	Number of informants	Percent
Response	113	71.5
Non- Response	45	28.5
Total	**158**	**100.0**

4.3 Reliability Analysis

Reliability analysis was subsequently done using Cronbachôs Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Saunders (2011) established the Alpha value threshold at 0.7. The results were as shown in Table 4.2.

Table 4.2: Reliability Analysis

	Cronbach's Alpha	Decision
Communication Systems	0.872	Reliable
Project Evaluation Process	0.713	Reliable
Management support	0.831	Reliable

Cronbach Alpha was established for every objective which formed a scale. The communication systems were the most reliable with an alpha value of 0.872, then management support with an alpha value of 0.831 while project evaluation process was the least reliable with an alpha value of 0.713. This shows that all the variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Saunders, 2011). This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

4.4 Demographic Information

In this study, data was collected from different groups of respondents based on their gender, working experience, their highest level of education and their age bracket. This was important for the researcher to assess how eligible the respondents were to participate in the study.

4.4.1 Gender of the Respondent

The data was collected based on the respondentsô gender. This data was then summarized and presented in Table 4.3.

Table 4.3: Gender of the Respondent

	Frequency	Percent
Male	73	64.6
Female	40	35.4
Total	**113**	**100**

According to the results in Table 4.3, most of the respondents were male at 64.6% while the rest were female at 35.4%. This infers that majority of the respondents were males due to the nature of the job since itôs most of the project portfolio management practices are undertaken by men. However, those who participated in the study gave reliable information.

4.4.2 Working Experience with Isiolo County Government

The researcher further explored how long the respondents have been working with Isiolo County Government. The results are in Table 4.4.

Table 4.4: Working Experience with Isiolo County Government

	Frequency	Percent
Less than 1 years	8	7.1
1 to 2 years	34	30.1
3 to 4 years	54	47.8
Above 5 years	17	15
Total	**113**	**100**

Majority of the respondents indicated that they had a working experience with Isiolo County Government of 3 to 4 years as shown by 47.8%. The remainder indicated they had working experience with Isiolo County Government of 1 to 2 years as shown by 30.1%, above 5 years at 15% and less than 1 year at 7.1%. Most of the respondents had adequate experience in implementation of project portfolio management practices making most of them to be familiar with what researcher was studying and hence they availed reliable information.

4.4.3 Highest level of Education

The respondents were required by the researcher to indicate their highest level of education. Their responses were presented in Table 4.5.

Table 4.5: Highest level of Education

	Frequency	Percent
Certificate	26	23
Diploma	35	31
Degree	23	20.4
Masters	26	23
PhD	3	2.7
Total	**113**	**100**

On analysis of the highest level of education of the respondents, 31% of the respondents had a diploma, 23% of the respondents had certificate and masters, 19.4% had degree and 2.7% had certificate. This shows that most of the respondents had basic education to be able to respond to the questionnaires effectively and hence the information they gave could be relied upon.

4.4.4 Respondents Age Bracket

Respondents age bracket was also explored in this study where the respondents indicated to which age bracket do they belong. Table 4.6 shows the results.

Table 4.6: Respondents Age Bracket

	Frequency	Percent
20-30 years	24	21.2
31-40 years	30	26.5
41-50 years	40	35.4
51 ï 60 years	19	16.8
Total	**113**	**100**

On the age of the respondents, the study found that the majority of the respondents were between 41 to 50 years at 35.4%, 26.5% were aged between 31 to 40 years, 21.2% were aged between 20 to 30 years while 16.8% were aged between 51 to 60 years. This infers that

majority of respondents interviewed are in between 41 to 50 years. Older respondents have seen and participated in implementation of project portfolio management practices for long. This made the information they provided to be reliable.

4.5 Drivers of Project Portfolio Management Practices

The sought to investigate the drivers of project portfolio management practices influencing performance of county projects at Isiolo County Government. The findings were presented in subsequent sections.

4.5.2 Communication Systems

There was also an enquiry on the extent to which communication systems affect the implementation of project portfolio management practices at Isiolo County Government. Respondents gave their opinions on the same and they were summarized in Table 4.7

Table 4.7: Influence of Communication Systems on performance of county projects

	Frequency	Percent
Low extent	17	15
Moderate extent	35	31
Great extent	48	42.5
Very great extent	13	11.5
Total	**113**	**100**

Majority of the respondents indicated that communication systems affect the implementation of project portfolio management practices at Isiolo County Government in a great extent as shown by 42.5%, in a moderate extent as shown by 31%, in a little extent as shown by 15% and in a very great extent as shown by 11.5%. This implies that communication systems greatly affect the implementation of project portfolio management practices at Isiolo County Government.

In regard to the same, the researcher was interested in knowing the extent to which various aspects of communication systems affect the implementation of project portfolio management practices at Isiolo County Government. Their opinions were as illustrated in Table 4.8

Table 4.8:Influence of Communication Systems aspects on performance of county projects

	Mean	Std. Dev.	CV
Media types	3.690	0.780	0.211
Information base	4.053	0.854	0.211
Communication timing	3.965	0.876	0.221
Feedback gathering	2.549	0.582	0.229

From the findings, the respondents indicated that information base as shown by a mean of 4.0531, communication timing as illustrated by a mean of 3.9646 and media types as indicated by a mean of 3.6903 greatly affect implementation of project portfolio management practices at Isiolo County Government. Moreover, the respondents indicated that feedback gathering as expressed by a mean of 2.5487 moderately affect implementation of project portfolio management practices at Isiolo County Government.

On the respondentôs opinion on the ways in which communication systems affect the implementation of project portfolio management practices at Isiolo County Government, the respondents indicated that communication re-emphasizes the importance of a joint, team effort in implementing the project, that encourages formal and informal discussion of expectations, innovation, progress and results and that communication process will mark the beginning of individual plans and inspire educated regular performance monitoring and reporting.

4.5.3 Project Evaluation Process

In this section, the study required the respondents to indicate the extent to which project evaluation process affect the implementation of project portfolio management practices at Isiolo County Government. The responses were as shown in Table 4.9

Table 4.9: Influence of Project Evaluation Process on performance of county projects

	Frequency	Percent
Low extent	14	12.4
Moderate extent	38	33.6
Great extent	49	43.4
Very great extent	12	10.6
Total	**113**	**100**

Table 4.9 shows that majority of the respondents indicated that project evaluation process greatly affects the implementation of project portfolio management practices at Isiolo County Government (43.4%). Project evaluation process further, in a moderately extent (33.6%), in a low extent (12.4%) and in a very great extent (10.6%) affected the implementation of project portfolio management practices at Isiolo County Government. This made it clear that project evaluation process factors greatly affect the implementation of project portfolio management practices at Isiolo County Government.

On the same case, the study sought the respondentsô opinions on the extent to which various aspects of project evaluation process factors affect the implementation of project portfolio

management practices at Isiolo County Government. The opinions were as shown in Table 4.10

Table 4.10: Influence of Project Evaluation Process Aspects on performance of county projects

	Mean	Std. Dev.	CV
Investment Evaluation	4.097	0.866	0.211
Corrective actions	3.690	0.846	0.229
Loss avoidance	2.487	0.584	0.235
Final product evaluation	4.027	0.871	0.216

From the results, the respondents indicated that investment evaluation as indicated by a mean of 4.0973, final product evaluation as shown by a mean of 4.0265 and corrective actions as expressed by a mean of 3.6903 greatly affect implementation of project portfolio management practices at Isiolo County Government. Moreover, the respondents indicated that loss avoidance as illustrated by a mean of 2.4867 lowly affect implementation of project portfolio management practices at Isiolo County Government.

On respondentsô opinions on the ways in which project evaluation process affect the implementation of project portfolio management practices at Isiolo County Government, the respondents indicated that it tracks execution calendars and exercises towards the satisfaction of the institutional targets and mandates, that it is essential for stakeholders to agree on the precedence purposes and that it generate specific details about the task implementation process and additionally to enhance the results in terms of why activities failed or succeeded

4.5.4 Management Support

The respondents were asked to tell the extent to which management support affect the implementation of project portfolio management practices at Isiolo County Government. The opinions were as shown in Table 4.11.

Table 4.11: Influence of Management Support on performance of county projects

	Frequency	Percent
Low extent	7	6.2
Moderate extent	33	29.2
Great extent	51	45.1
Very great extent	22	19.5
Total	**113**	**100**

Most of the respondents indicated that management support influence implementation of project portfolio management practices at Isiolo County Government in a great extent as shown by 45.1%. Further the respondents indicated that management support influence implementation of project portfolio management practices at Isiolo County Government in a moderate extent as shown by 29.2%, in a very great extent as shown by 19.5% and in low extent as shown by 6.2%. This infers that management support greatly influence implementation of project portfolio management practices at Isiolo County Government.

On the same note, enquiries were made on the extent of influence of various aspects of management support on affect the influence implementation of project portfolio management practices at Isiolo County Government. The replies were as shown in Table 4.12.

Table 4.12: Influence of Management Support Aspects on performance of county projects

	Mean	Std. Dev.	CV
Leadership Style	2.735	0.641	0.234
Managing societal demands and Motivation	2.319	0.723	0.312
Commitment	3.726	0.735	0.197
Staff allocation	4.168	0.767	0.184

As per the findings, the respondents indicated that staff allocation as illustrated by a mean of 4.1681 and commitment as expressed by a mean of 3.7257 greatly influence implementation of project portfolio management practices at Isiolo County Government. Moreover, the respondents indicated that leadership Style as shown by a mean of 2.7345 moderately affect implementation of project portfolio management practices at Isiolo County Government while managing societal demands and motivation as indicated by a mean of 2.3186 lowly affect implementation of project portfolio management practices at Isiolo County Government.

Moreover, on the respondentôs opinions on how management support affect the implementation of project portfolio management practices at Isiolo County Government, they indicated that it enables the stakeholders to enables them to participate directly in the assessment of the relevance, performance, and success of the program or project and in recommending how to improve the quality of current and future interventions and that it helps the project managers to manage the project portfolio management implementation system by tracking indicators, producing quarterly project reports and annual strategic reports.

4.5.5 Implementation of Project Portfolio Management Practices

Finally, the respondents were to indicate the trend for the last 5 years of the various aspects of implementation of project portfolio management practices Isiolo County. The responses were as shown Table 4.13.

Table 4.13: Influence of Implementation of Project Portfolio Management Practices

	Mean	Std. Dev.	CV
Portfolio review	4.204	0.847	0.201
Portfolio analysis	3.841	0.819	0.213
Portfolio planning	3.204	0.734	0.229
Portfolio tracking	4.159	0.819	0.197
Portfolio inventory	3.920	0.857	0.219
Portfolio analysis	3.761	0.816	0.217

From the findings, the respondents indicated that portfolio review as indicated by a mean of 4.2035, portfolio tracking as shown by a mean of 4.1593, portfolio inventory as indicated by a mean of 3.9204, portfolio analysis as expressed by a mean of 3.8407 and portfolio analysis as indicated by a mean of 3.7611 affect implementation of project portfolio management practices at Isiolo County Government in a great extent. Moreover, the respondents indicated that portfolio planning as illustrated by a mean of 3.2035 affect implementation of project portfolio management practices at Isiolo County Government moderately.

4.6 Regression Analysis

Multiple regression analysis was used to test the relationship between the variables where it shows how the dependent variable is influenced by the independent variables. The findings were presented in Table 4.14, 4.15 and 4.16.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.844	0.712	0.702	1.117

From the results, the adjusted R square for the regression of staff competence, communication systems, project evaluation process and management support on implementation of project portfolio management practices Isiolo County was 0.702. This means that staff competence, communication systems, project evaluation process and management support explain 70.2% of the variations in implementation of project portfolio management practices Isiolo County.

Table 4.15: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	342.907	4	85.727	66.803	.000
	Residual	138.594	108	1.283		
	Total	**481.501**	**112**			

The ANOVA tests whether the model is fit for data. The study found that the p-value was 0.000 and the calculated F was 66.803. Since p-value of 0.000 was less than 0.05 and calculated F (66.803) was greater than 2.4558, then the overall model was significant and fits the data.

Table 4.16: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.231	0.112		10.991	.000
Communication Systems	0.617	0.246	0.745	2.508	.014
Project Evaluation Process	0.531	0.054	0.586	9.833	.000
Management support	0.788	0.278	0.881	2.835	.005

From the findings in Table 4.18, the equation derived using the regression coefficients was:

$$Y= 1.231 + 0.617X_1 + 0.531X_2 + 0.788X_3$$

Where: -

Y= Implementation of project portfolio management practices

$ɓ_0$=constant

X_1= Communication Systems

X_2= Project Evaluation Process

X_3= Management support

From the regression equation it was clear that if all variables are kept constant then implementation of project portfolio management practices will be 1.231. The findings presented also show that taking all other independent variables at zero, a unit increase in the Communication Systems would lead to a 0.617 increase in implementation of project portfolio management practices. Thus, variable was significant since 0.014<0.05. Moreover, the findings show that a unit increase in Project Evaluation Process would lead to significant 0.774 increase in implementation of project portfolio management practices since p-value (0.000) is less than 0.05.

The study also found that a unit increase in management support would lead to a significant 0.733 increase in implementation of project portfolio management practices since p-value (0.005) is less than 0.05. Generally, management support had the greatest effect on implementation of project portfolio management practices, then communication systems while project evaluation process had the least effect on the implementation of project portfolio management practices in Isiolo County.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives summary of the data findings, discussion of the data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of the Findings

The study further sought to influence of communication systems on the performance of county projects in Isiolo County Government. The study revealed that communication systems greatly affect the implementation of project portfolio management practices at Isiolo County Government. The study revealed that information base, communication timing and media types greatly affect implementation of project portfolio management practices at Isiolo County Government. Moreover, the study found that feedback gathering moderately affect implementation of project portfolio management practices at Isiolo County Government.

Further, the study sought to influence of project evaluation process on the implementation of project portfolio management practices at Isiolo County Government. The study found that project evaluation process factors greatly affect the implementation of project portfolio management practices at Isiolo County Government. It was also clear that investment evaluation, final product evaluation and corrective actions greatly affect implementation of project portfolio management practices at Isiolo County Government. Moreover, it was clearly revealed that loss avoidance lowly affect implementation of project portfolio management practices at Isiolo County Government.

The study sought to influence of management support on the implementation of project portfolio management practices at Isiolo County Government. It was clear that management support greatly influences implementation of project portfolio management practices at Isiolo County Government. The study revealed that staff allocation and commitment greatly affect implementation of project portfolio management practices at Isiolo County Government. Moreover, the study found that leadership Style moderately affect implementation of project

portfolio management practices at Isiolo County Government while managing societal demands and motivation lowly affect implementation of project portfolio management practices at Isiolo County Government.

5.3 Discussion of the Findings

The study linked the findings derived with basis of the study objectives with relevant literature review. The findings discussed were for communication systems, project evaluation and management support.

5.3.2 Communication Systems and Project Portfolio Management Practices

The study revealed that communication systems greatly affect the implementation of project portfolio management practices at Isiolo County Government. This concurs with Ika (2009) who notes that communication helps the project manager keep track of the various activities performed by his or her project team, making it easier to verify that strategic vision is not lost in the project portfolio management implementation. The need for adequate communication channels is extremely important in creating an atmosphere for successful project implementation. Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the client.

The study revealed that information base, communication timing and media types greatly affect implementation of project portfolio management practices at Isiolo County Government. These findings are in line with Schwalbe (2015) who argues that project managers need excellent communication skills and a comprehensive scheme that encourages formal and informal discussion of expectations, innovation, progress and results. Further, it reinforces the status of the project relative to its life cycle. The project team is kept aware of the specific stage in which the project resides as well as the degree of strategic versus tactical activities necessary to successfully sequence the project from its current stage to the next phase in its life cycle. The approved plan should be widely communicated and explained to project staff and partners. This communication process will mark the beginning of individual plans and inspire educated regular performance monitoring and reporting.

Moreover, the study found that feedback gathering moderately affect implementation of project portfolio management practices at Isiolo County Government. These findings correlate with UNDP (2009) which indicates that evaluation focuses on the project portfolio management implementation process and probes the key question on how well the program is being

implemented while evaluation analyses the implementation process. Evaluation seeks to determine how well program activities have met objectives, examines extent to which outcomes can be attributed to project objectives and describes quality and effectiveness of program by documenting impact on participants and community.

5.3.3 Project Evaluation Process of Project Portfolio Management Practices

The study found that project evaluation process factors greatly affect the implementation of project portfolio management practices at Isiolo County Government. This is in line with Kerzner (2013) who argues that an evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets in project portfolio management implementation. It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the projectôs set goals and objectives.

It was also clear that investment evaluation, final product evaluation and corrective actions greatly affect implementation of project portfolio management practices at Isiolo County Government. This agrees with Amponsah (2010) findings that monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running. Efficiency of project planning improves overall Monitoring and evaluation of project, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region. The project information must be obtained in an orderly and sequential manner as the project is on-going.

Moreover, it was clearly revealed that loss avoidance lowly affect implementation of project portfolio management practices at Isiolo County Government. These findings concur with Wholey, Hatry and Newcomer (2010) who states that assessment is utilized as a part of government to project straight forwardness, bolster responsibility, and enhance execution, though general execution organization structures build up result arranged objectives and general execution targets, screen advance, fortify execution upgrades, and convey results to higher strategy levels and people in general.

5.3.4 Management Support and Project Portfolio Management Practices

The study that management support greatly influences implementation of project portfolio management practices at Isiolo County Government. This is consistent with Kerzner (2013) who notes that one effective way for management to contribute to the achievement of program

or projectôs objectives is to be directly involved in the project portfolio management implementation process - in the formulation of critical questions and in the collection and analysis of data. This enables them to participate directly in the assessment of the relevance, performance, and success of the program or project and in recommending how to improve the quality of current and future interventions.

The study revealed that staff allocation and commitment greatly affect implementation of project portfolio management practices at Isiolo County Government and that leadership Style moderately affects implementation of project portfolio management practices at Isiolo County Government while managing societal demands and motivation lowly affect implementation of project portfolio management practices at Isiolo County Government. These findings correlate with UNEP (2011) which notes that project portfolio management implementation indicators identified that should enable the assessment of processes, outcomes, and impact, providing a reliable evaluation of the success or failure of a project or a program. Ideally, indicators should highlight key elements of change that can be attributed to program activities. Indicators should be readily available from existing data sources or should be possible to obtain on a regular basis at low cost. Efforts should be made to ensure that the indicator is well defined, easy to collect, easy to interpret, and capable of demonstrating changes over time.

5.4 Conclusions

The study concluded that communication systems influence performance of project portfolio management practices at Isiolo County Government significantly. There is a great influence by information base, communication timing and media types on implementation of project portfolio management practices at Isiolo County Government. Itôs clear that feedback gathering moderately affect implementation of project portfolio management practices at Isiolo County Government.

Further, the study concluded that project evaluation process significantly influence performance of project portfolio management practices at Isiolo County Government. It was clear that investment evaluation, final product evaluation and corrective actions greatly affect implementation of project portfolio management practices at Isiolo County Government. Further loss avoidance was found to lowly affect performance of project portfolio management practices at Isiolo County Government.

Finally, the study concluded that management support influence performance of project portfolio management practices at Isiolo County Government significantly. It was clear that management support greatly influences implementation of project portfolio management practices. Staff allocation and commitment was further found to greatly affect implementation of project portfolio management practices. Leadership Style also affects implementation of project portfolio management practices moderately and managing societal demands and motivation lowly affect implementation of project portfolio management practices at Isiolo County Government.

5.5 Recommendations

Based on the findings, the study recommends that county governments should train staff on the use of project portfolio management practices in order to enhance the implementation of project portfolio management practices. The institutions should also employ qualified staff and avail them with technical expertise and assist in the implementation of project portfolio management practices. Similarly, the institution should also establish an information and communication technology section with competent staff in order to provide technical support during the implementation of project portfolio management practices.

The study recommends that the project managers should provide the necessary resources and facilities for project management without under budgeting. This will facilitate effective implementation of implementation of project portfolio management practices. The study further recommends that the qualified staff should be recruited and trained on project management. This will give them the skills and knowledge in project management and increase innovativeness among employees.

The management team of County Governments should consider portfolio inventory in their projects. Component identification should take a lead in regard to proposed, delayed and ongoing projects. The management team should also establish strong project categorization which is used to match organizational resources.

In addition, projects evaluation should be done to determine optimal mix as well as to determine resource required for the project. In relation to portfolio analysis the study recommends that the management team should always perform Portfolio analysis to ensure good portfolio balance that will enable the County to achieve growth objectives.

The study further recommends that in order to facilitate time planning management team should establish proper portfolio planning. This will result in to organizational stability and

flexibility. The study also recommends that the management team should prioritize components selection based on evaluation scores. The study also recommends that County Government should aim to have a strong portfolio tracking which will enhance process of communicating changes once they are identified and approved. Portfolio tracking implemented in the institution should ensure that non-viable projects are identified and removed from the portfolio.

Top managements should devote their support to the projects to ensure that all the resources needed for implementation of the project are available. The top management must continue to communicate with all the stakeholders during implementation of the project so as to get their support. The top management has a major role in motivating and directing the project team so that they can work towards the attainment of project goals.

The study recommends that communication should flow freely both upward and downward. Emails, status meeting and verbal communication should be frequently used. In case of technical projects emails should be used in order to give the respondent time to think before replying.

5.6 Recommendations for Further Research

The study was limited to implementation of project portfolio management practices at Isiolo County Government. Therefore, the study needs to be done to explore the drivers of project portfolio management practices influencing performance of all county projects based in the other counties in Kenya.

From the above findings, conclusion and recommendation the study suggests that an in-depth study should be carried out to determine the challenges faced by County Governments in implementing the portfolio management practices. A further study should also be carried out to establish the effects of portfolio management practices on performance of County governments in Kenya.

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APPENDICES

Appendix I: Letter of Transmittal

LENNA NKATHA MURIUKI

P.O BOX 437

ISIOLO

Dear Sir/ Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a Master of Arts in Project Planning and Management student at University Of Nairobi. I wish to conduct a research entitled drivers of project portfolio management practices influencing performance of county projects at Isiolo County Government. A questionnaire has been designed and will be used to gather relevant information to address the research objective of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject from your organization.

Please note that the study will be conducted as an academic research and the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

LENNA NKATHA MURIUKI

L50/85534/2016

Appendix II: RESEARCH QUESTIONNAIRE

Instructions: *Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

SECTION A: DEMOGRAPHIC INFORMATION

SECTION A: Background Information (Please tick (ã) appropriate answer)

1) Please indicate your gender: Female [ ] Male [ ]
2) For how long have you been working with Isiolo County Government?

    Less than 1 year [ ] 1 to 2 years [ ]

    3 to 4 years [ ] Above 5 years [ ]

3) State your highest level of education

    Certificate [ ] Diploma [ ] Degree [ ] Masters [ ] PhD [ ]

Others (Specify) --

4) Please Indicate your age bracket 20-30 yrs [ ] 31-40 yrs [ ]

    41-50 yrs [ ] 51 ï 60 [ ]

5) To what extent do the following affect the implementation of project portfolio management practices at Isiolo County Government?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Number of training					
Professional and academic qualification					
Experience					
Technical Expertise					
Knowledge on policies guiding project portfolio management					

6) In your view how do the above aspects of staff competence affect the implementation of project portfolio management practices at Isiolo County Government?

    é

    é

    é é é é é é é é é é

Communication Systems

7) To what extent does communication systems affect the implementation of project portfolio management practices at Isiolo County Government?

Not at all [ ]

Low extent [ ]

Moderate extent [ ]

Great extent [ ]

Very great extent [ ]

8) To what extent do the following affect the implementation of project portfolio management practices at Isiolo County Government?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Media types					
Information base					
Communication timing					
Feedback gathering					

9) In what way does communication systems affect the implementation of project portfolio management practices at Isiolo County Government?

é é
é é
é é é é é é é é é é

Project Evaluation Process

10) To what extent does project evaluation process affect the implementation of project portfolio management practices at Isiolo County Government?

Not at all [ ] Low extent [ ]

Moderate extent [ ] Great extent [ ] Very great extent [ ]

11) To what extent do the following affect the implementation of project portfolio management practices at Isiolo County Government?

	Very	Great	Moderate	Low	Not

	great extent	extent	extent	extent	at all
Investment Evaluation					
Corrective actions					
Loss avoidance					
Final product evaluation					

12) In what way does project evaluation process affect the implementation of project portfolio management practices at Isiolo County Government?

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é é
é é é é é é é é é é

Management support

13) To what extent does management support affect the implementation of project portfolio management practices at Isiolo County Government?

Not at all [ ]
Low extent [ ]
Moderate extent [ ]
Great extent [ ]
Very great extent [ ]

14) To what extent do the following affect the implementation of project portfolio management practices at Isiolo County Government?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Leadership Style					
Managing societal demands and Motivation					
Commitment					
Staff allocation					

15) In your view how does management support affect the implementation of project portfolio management practices at Isiolo County Government?

é é
é é
é ..

Implementation of project portfolio management practices

16) What is the trend of the following aspects of Implementation of project portfolio management practices in your County for the last 5 years? Where, 5 = greatly improved, 4= improved, 3= constant, 2= decreased, 1 = greatly decreased

	1	**2**	**3**	**4**	**5**
Portfolio review					
Portfolio analysis					
Portfolio planning					
Portfolio tracking					
Portfolio inventory					
Portfolio analysis					

Thank you for participating