

**ROLE OF PROJECT MANAGEMENT PRACTICES ON COMPLETION OF  
GOVERNMENT FUNDED PROJECTS: A CASE OF NAKURU WEST  
CONSTITUENCY'S CDF PROJECTS- KENYA.**

**BY  
JOB NYAKUNDI MANGARIA**

**A Research Project report Submitted In Partial Fulfilment of the Requirements  
for the Award of a Degree of Masters of Arts in Project Planning and  
Management of the University of Nairobi.**

**2018**

## **DECLARATION**

This project is my original work and has not been presented for a degree in any other University or any other award.

**Signature .....**

**Date .....**

**JOB NYAKUNDI MANGARIA**

**REG: L50/5862/2017**

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

**Signature .....**

**Date .....**

**DR.OURU J.NYAEGAH**

**LECTURER: ODeL CAMPUS**

**UNIVERSITY OF NAIROBI.**

## **DEDICATION**

This work is dedicated to my loving family for encouragement, unequivocal support consideration made throughout my academic studies which made me reaching this goal truly attainable. I also dedicate this research proposal to my classmates for their support and guidance throughout this period. I will not forget my supervisor who gave me guidance on how to write this project proposal. Dedication also goes to all lecturers who thought me at Department of Open and Distance Learning University of Nairobi

## **ACKNOWLEDGEMENT**

In the process of writing this research project, many people have provided me with invaluable help and support. First of all, I would like to express my greatest gratitude to my supervisor Dr Ouru J. Nyaegah. Thanks for taking the role as my supervisor and for generously giving of your time to provide me with in depth and constructive comments, regularly reading through, discussing with me numerous drafts, and providing suggestions for improvements.

My appreciation also goes to the lecturers of School of Continuing and Distance Education and staff at the Department of Extra Mural Studies Nakuru for their support in retrieval sections provided the needed help in the in-literature review process, which facilitated the process and my sincere gratitude goes to them.

I wish to express my gratitude to my parents Mr. and Mrs. Mangaria and to my brothers and sisters for their continued support and encouragement throughout my study. They have been a source of motivational and always there to offer support whenever I needed them.

My gratitude also goes to my colleagues at master class of 2017/18 who through their encouragement, teamwork and support made life and learning enjoyable during the programme duration. The knowledge and ideas exchanged in our interactions is highly appreciated. Special thanks go to my various group members for their worthy contributions and my colleague and willingness to share learning materials to advance the course God bless you.

Finally and most importantly this research proposal study could never have come together without the grace of our mighty God.

## TABLE OF CONTENT

<b>TITLE.....</b>	<b>PAGE</b>
<b>DECLARATION .....</b>	<b>II</b>
<b>DEDICATION.....</b>	<b>III</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>IV</b>
<b>LIST OF FIGURES.....</b>	<b>VIII</b>
<b>LIST OF TABLES.....</b>	<b>IX</b>
<b>ACRONYMS &amp; ABBREVIATIONS.....</b>	<b>X</b>
<b>ABSTRACT .....</b>	<b>XI</b>
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.2 Statement of the Problem .....	3
1.3 Purpose of the Study .....	4
1.4 Objectives of the Study .....	4
1.5 Research questions.....	5
1.6 Significance of the Study .....	5
1.7 Limitations of the Study.....	5
1.8 Delimitations of the Study .....	6
1.9 Basic Assumptions of the Study.....	6
1.10 Definitions of Significant Terms .....	7
1.11 Organization of the study .....	8
<b>CHAPTER TWO.....</b>	<b>9</b>
<b>LITERATURE REVIEW .....</b>	<b>9</b>
2.1 Introduction .....	9
2.2 The Concept of Planning.....	9
2.3 Project planning and management Knowledge Areas as Practices .....	9
2.3.1 Project Scope Management .....	9
2.3.2 Project Cost Management .....	10
2.3.3 Project Communications Management .....	11

2.3.4 Project Risk Management .....	11
2.4 Project planning and Management Practices and Completion of Government Funded Projects. ....	12
2.4.1 Project Scope Planning and Management Relevance in Implementation of Government Funded Projects. ....	13
2.4.2 Project Cost Management and Completion of Government Funded Projects....	13
2.4.3 Project Communication Management and Completion of Projects. ....	13
2.4.4 Project Risk Management and Completion of Government Funded Projects....	14
2.5 Project Performance Measurement.....	14
2.5.1 Time Performance.....	15
2.5.2 Cost Performance.....	15
2.5.3 Quality Performance .....	15
2.6 Conceptual Framework.....	16
2.7 Knowledge Gap.....	17
2.8 Summary of Literature Reviewed.....	17
<b>CHAPTER THREE.....</b>	<b>19</b>
<b>RESEARCH METHODOLOGY.....</b>	<b>19</b>
3.1 Introduction .....	19
3.2 Research Design .....	19
3.3 Target Population .....	19
3.4 Sample size and sample Selection. ....	20
3.5 Research Instruments.....	20
3.5.1 Piloting of the Instruments .....	20
3.5.2 Validity of the Study Instruments.....	21
3.5.3 Reliability of the study Instruments.....	21
3.6 Data Collection Procedure .....	22
3.7 Data Analysis Techniques.....	22
3.8 Operationalization of Variables.....	23

3.9 Ethical Considerations .....	24
<b>CHAPTER FOUR .....</b>	<b>25</b>
<b>DATA ANALYSIS, PRESENTATION AND INTERPRETATION .....</b>	<b>25</b>
4.1 Introduction .....	25
4.2 Response Rate .....	25
4.3 General Information.....	25
4.4 Descriptive Data Analysis.....	27
4.4.1 Significance of involving various project management on completion of government funded projects.....	27
4.4.2 Project management practices influence on completion of government funded projects.....	27
<b>CHAPTER FIVE.....</b>	<b>37</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>37</b>
5.1 Introduction .....	37
5.2 Summary of Findings.....	37
5.3 Conclusions .....	39
5.4 Recommendations.....	40
5.5 Suggestion for Further Research .....	41
<b>REFERENCES.....</b>	<b>42</b>
<b>APPENDICES .....</b>	<b>44</b>
Appendix I: Letter of transmittal.....	44
Appendix II: Questionnaire to the Respondents. ....	45
Appendix III: Plagiarism Report .....	51
Appendix IV: University Letter of Introduction .....	52
Appendix V: NACOSTI Research Authorization Letter.....	53
Appendix V: Research Permit.....	54

## LIST OF FIGURES

	<b>PAGE</b>
<b>Figure 2.1:</b> Conceptual Framework .....	16



## LIST OF TABLES

	<b>PAGE</b>
Table 3.1: Rule of Thumb (Reliability Test) .....	22
Table 4.1: Respondents classification .....	25
Table 4.2: Respondent composition According to gender.....	25
Table 4.3: Range of the ages of the Respondents .....	26
Table 4.4: Respondent’s Educational Qualifications .....	26
Table 4.5: Experience Level .....	26
Table 4.6: Project Scope Management Rating.....	28
Table 4.7: Project Cost Management Rating .....	29
Table 4.8: Project Communication Rating .....	30
Table 4.9: Project risk parameter .....	31
Table 4.10: Cost Performance Trend of Projects .....	32
Table 4.11: Project Management Practices and Completion of Government funded projects.....	33
Table 4.12: Cross Tabulation Analysis - Scope Management and Constituency Performance .....	33
Table 4.13: Cross Tabulation Analysis - Cost Management and Government funded projects Performance .....	34
Table 4.14: Cross Tabulation Analysis - Communication Management and Government funded projects Performance .....	34
Table 4.15: Cross Tabulation Analysis – Risk Management and Government funded projects Performance .....	34
Table 4.16: Reliability Statistics for Project Management Practices .....	35
Table 4.17: Results of Reliability for All Dimensions of Project Management Practices .....	35
Table 4.18: Constituency Performance Indices Reliability Statistics .....	36

## **ACRONYMS & ABBREVIATIONS**

- CDF:** Constituency Development Fund
- CDF:** Constituency Development Fund Committee
- CFO:** Chief Finance Officer
- ICT:** Information Communication Technology
- LDC:** Location Development Committee
- MCA:** Member of County Assembly
- PM Bok :** Project Management Body of Knowledge
- PM:** Project Management
- PMCs:** Project Management Committees
- PMI:** Project Management Institute

## ABSTRACT

The study sought to explore the Role of planning on completion of Government funded projects a case of Nakuru west constituency's CDF Projects. This study was motivated by the need to examine how planning and management practices influence on completion of government funded projects. The significance of the study is that the findings of the study will be of importance to several stakeholders who will benefit directly or indirectly from the timely completion of community projects. The communities at large need these projects either as social amenities as vital projects like schools and health centres. Because it will highlight the role and need for good planning for the success of various projects they handle. The conceptual framework shows how project management practices carried out are for the purposes of successfully administration of projects to realize completion of government funded projects through better triple constrain of time, cost and quality resulting in better completion of projects. The study adopted a survey research design. The study targeted 60 employees', committee members of selected CDF in Nakuru Town West constituency. A sample size of 30 respondents was selected. The study used a structured questionnaire to collect data with regard to completion of government funded projects data in a drop and pick later method. The questionnaire was adopted because it permits detailed and in-depth information which makes clarification possible without wasting time the instrument will be designed in line with the study's objectives. An introduction letter was presented to Nakuru town west constituency informing them of the aim to conduct a field study and sought authority to proceed with the same. Once the authority was granted, the researcher distributed the questionnaire to the selected staff and picked later in addition data analysis was done using the SPSS version 21 and analysed through the descriptive and inferential statistics. The study ultimately provided recommendations and suggestions for improvement in project management practices. The study was also help to the groups like; national and local governments on role planning, management practices, on practical solutions from a global viewpoint on best planning and management practices. The conclusions and recommendations were also made on areas for further Research on adoption of project management practices in all sectors of the cost-cutting measure including national government in addition to the Nakuru West constituency's CDF projects.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

The background of the study will examine the Role of project planning, statement of the problem, research objectives, research questions and significance of the study. Planning and organization of projects is one of the oldest and mainly appreciated happenings of human being. This is highlighted by the accomplishment of the builders of pyramids, the architects of ancient cities, the mason and craftsmen of Great Wall of China and other wonders of the World (Peter, 2001). Project consist around 60% percent of all work carried out and as anend result deemed the medium for the implementation of institutional growth. The execution of project from beginning to end through the phase's of initiation, planning, executing, monitoring, controlling and closing, is known as project management. Project management integrates these functions gradually all the way through the project life cycle with the plan of fulfilling the stakeholders and a constituent according to the project's established purpose. Stakeholders are those who are directly or indirectly affected by the project outcome and consequences of the project. Project accomplishment is usually generated when the stakeholders and constituents convey their joint satisfaction according to the level of their contribution. Project planning and management also includes planning, organizing, directing and controlling activity in addition to encouraging what are usually the most expensive resources on the project.

On the other hand, this conservative approach to project management seems not to be a satisfactory provision for project accomplishment. This possibly is a result of the escalating density of project, huge capital investment, widely dispersed project participants, stringent quality standard, increasing cost, environment shocks, increasing stakeholders' power and progression in technology. The previous challenges presented have the ability to muscle project success in different ways. Nevertheless the capacity to take up the shocks thus created may depend fundamentally on project management strategies and plans. In the view of Harvey(1999), good project planning management framework should take cognizance of cultural, structural, practical and personal fundamentals. Expectedly it should reflect good orientation, non-repetition activity and a particular evaluation mechanism to measure output/performance.

Planning also called (forethought) is the process of thinking about organizing activities required to achieve a desired a goal (Appley,2004). Plans take place in two levels- strategic planning and operational planning; strategic planning is long time and provides broad goals and directions for the entire project.(Everard and Burrow,2000) Plans can be formal or non-informal; structured and formal plans used by multiple people are more likely to occur in projects, diplomacy, games and military campaigns or in the conduct of other business. In most cases, the absence of a well-laid plan can have adverse effects for example on non-robust project plan can cost organization time and money. (Everard and Burrow,2000)

Planning involves the process of determination of the desired future destination and direction Hein terms of objectives and aspirations of the organization. it involves the visualization of the likely future conditions in the environment relevant for the purposes of making decisions on the desired objectives as also courses of action required to attain them. For an ongoing enterprise, planning involves analyzing and assessment of past performance, present position, future expectations, and aspirations, status of resources strengths and weakness, present and likely future conditions in the behavior of relevant variables in external environment. (Everard and burrow,2000)

Planning can sometimes fail despite precautions because of environment and external limitations, government policies, regulations, laws statutory obligations, and rapid social and technological changes pose any external limitations on the company cumbersome procedures, capital, inflexibilities, inadequate or inaccurate information (Appley,2004).

Planning is a conscious blue- printing of the desired degree of continuity, stability and change in the future functioning of the organization backed by adequate commitment of resources, efforts and action initiatives to ensure that a plan is effective and success in achieving its objective must start from top then percolate through the organization.(Appley,2004).

Planning is the most basic of the managerial functions, it determines the organizations objectives and purposes so that everyone understands what they have to accomplish. Managers are occupied in planning but the nature of the policies and plans set out by the superiors will differ with each manager's authority. While senior executives plan the direction of the organization managers at various levels prepare plans for their own sections which are part of the overall organization. Planning

involves selecting enterprise goals and departmental objectives, then finding ways of achieving them. Plans depend upon the existence of alternatives, and then decisions have to be made regarding what to do and how to do it and by whom it is to be done (Appley,2004).

Projects in Nakuru town West Constituency under CDF funds are not an exception. Planning is the most important management activity; it set the direction for the projects and establishes specific goals. By planning, project managers have guidance for making decisions for various projects they manage. They use their plans to determine whether progress is being made. Planning also helps project managers to communicate with each other and to coordinate the various activities.

## **1.2 Statement of the Problem**

The Constituency Development Fund (CDF) is one of the devolved funds in Kenya. Prior to the establishment of CDF the constituency was solely a unit of political representation in Kenya of which there were 210 constituencies in the country. CDF provides that at least 15% of government revenue will be allocated to the fund which is geared towards the alleviation of poverty and promotion of local development at the county level. Over Ksh.100 billion has been channelled through CDF to since its inception. CDF contributes 10% to all developments in Kenya. In Nakuru town west CDF funds a total of 90 projects in the education sector, followed by water with 5 projects, roads/bridges with 3 projects and security and Agriculture with 5 projects each respectively. The sector with the least projects is youths and micro markets with 5 and 6 projects respectively. It is for this reason that the Role of project planning of CDF projects cannot be ignored. In the education sector, CDF is expected to increase enrolment in secondary schools through financial support by reduction of the fees required and also provision of bursaries to needy students. In the primary education it is expected to improve infrastructure through the construction of classrooms, toilets, administration blocks and water tanks and this will contribute to a better learning environment and improved capacity for teaching and learning activities. Some of the benefits expected in the health sector due to CDF are: availability and affordability of drugs, improved accessibility to health care services and improved quality of healthcare due to ease of follow-up to initial treatment. Other CDF benefits are expected in the security sector, water, energy, environment, youth empowerment and sports, community micro markets, road and bridges as well as

agriculture and livestock. In their own right, each of these sectors plays a significant role in the country's economic growth. However, an analysis of CDF allocation over the years indicates that among them the sectors share a paltry 23% of the total disbursement. It was also noted that the level of utilization of projects under these sectors was in most cases low or delayed. These and other critical challenges facing the fault spurred the cabinet secretary of Devolution, National Development and Vision 2030 to establish a taskforce to review the fund concurs with findings in Orero (2012). In this case Nakuru Town west CDF Projects have been well implemented and completed while others are ongoing. Those which are ongoing have been embroiled in conflicts usually run by membership groups, the projects have become centres of corrupt practices and scramble for resources. There are some which have collapsed or stagnated. Those which have stagnated have resulted in wastage of tax payers' money Githongo (1998) and (The CDF Transition Report, Nakuru County,2013 ).Thus this study seeks to find out the Role of Planning on Completion of Government Funded Projects A case of Nakuru West Constituency's CDF projects-Kenya.

### **1.3 Purpose of the Study**

The purpose of this research was to establish the Role of planning on Completion of Government funded projects. Performance measured in terms of time, cost and quality performances of projects, of CDF Nakuru Town West constituency

### **1.4 Objectives of the Study**

The study sought to achieve the following objectives;

1. To assess the influence of project communication practices on completion of government funded projects in Nakuru west constituency.
2. To assess the effect of risk management practices on implementation of government funded projects in Nakuru town west constituency.
3. To determine whether project cost management practices significantly influence project completion of government funded projects in Nakuru west constituency.
4. To establish whether project scope affect project completion of government funded projects in Nakuru west constituency.

### **1.5 Research questions**

In order to carry out the study effectively, the researcher used the following research questions:

1. What project communication management practices used by Nakuru Town West constituency significantly impact on its completion of government funded projects?
2. What is the effect of risk management practices on completion of government funded projects in Nakuru town west constituency?
3. How effective are cost management practices on completion of government funded projects in Nakuru town west constituency?
4. What is the impact of project scope management practices on completion of government funded projects?

### **1.6 Significance of the Study**

Research in the field of project planning and management is of high significance to policy makers in both the public and the private sector. The application of project management approaches in both private and public sector is steadily becoming an important issue in developing countries economies, where projects of different magnitude, size and structures are implemented. The study sought to reveal that application of project management practices a critical management approach for policy makers in both public and private sector to realize better performance.

The findings of research are important to several stakeholders who will benefit both directly or indirectly from the timely completion of community projects. The communities at large need these projects either as social amenities as vital projects like schools and health centres.

The government of Kenya will find the study of interest as a source of information for evaluating its efforts in implementing projects for its people.

The study also increases the knowledge gap in the study area and thus be useful to the future scholars in the subject area of project planning.

### **1.7 Limitations of the Study**

The study may be prone to the following limitation which includes the unwillingness of respondents to participate. Respondents in senior positions would



pose the greatest challenge as they may be unwilling to participate, citing lack of time to fill the questionnaire hence hampering the expected response rate.

Accessing the managers, getting appointments of the funded projects may be the greatest limitation of this study due to the fact that projects are “one-off” events and the team usually disbands after completing the projects. But after accessing a few, the researcher was able to get contacts of the others. Monetary resources required to carry out this study were inadequate as well as time to conduct the study.

### **1.8 Delimitations of the Study**

There are several factors that made the study successful. The researcher works at the Constituency and therefore was able to help with insights into the Role of project planning on completion of government funded projects in Kenya. This insight was able guide this research as to how the research data was be collected and analyzed appropriately.

For this study to be successful, questionnaires were phrased clearly to get the required responses. Also, there was assured of privacy that the information gathered was for study purposes and also to get all questionnaires returned, a Letter was made available prior to the collection of data in the Constituency.

### **1.9 Basic Assumptions of the Study**

The study was done with the assumption that the sample was representative of the population in Nakuru County.

The researcher assumed that the respondents were to provide information that will be accurate and reliable in conducting research.

### **1.10 Definitions of Significant Terms**

<b>Time</b>	The degree to which a project objective is achieved, measured on the basis of a before and after effect.
<b>Cost</b>	The degree to which a project cost objective is achieved measured as the unit cost.
<b>Quality</b>	The degree to which a project quality objective is attained which is subjectively measured on a ranking scale.
<b>Project management</b>	Application of knowledge, skills, tools and techniques to project activities to meet project requirements.
<b>Impact</b>	an expression of the ultimate development changes brought about as a result of a programme/project which was specifically undertaken to produce these changes
<b>Project cost management</b>	A series of activities for estimating, allocating and controlling costs within the project.
<b>Youth</b>	a person who has attained the age of eighteen years but has not attained the age of thirty five years.
<b>Organization</b>	Institution that permit society to pursue goals that could not be achieved by individuals acting alone.

### **1.11 Organization of the study**

The first chapter give a beginning, reasons for the study, research objectives, research questions, significance of the study, and an outline of the research proposal. The chapter two reviewed literature review, relevant studies, both local and international, which were done and identified what the objectives of these studies, were, the results and gaps was identified; these studies will inform the current study. The chapter Three looked at research design, methodology, research design, target population, samples size, Research instrument, data collection procedure, Data analysis procedure, and Ethical Considerations. Further, this chapter give insights as to how the research study data was collected and analyzed and the appropriateness of the research methods in addressing the objectives of the study.

Chapter four examined the outcome of the research conducted, focusing on the problem of this research. Tables were used to present the findings, descriptive and inferential statistics was used to illustrate and interpret the findings. Chapter five summarized the all project by highlighting the key findings of this research and included recommendations and suggestions on areas for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The study was based on the theoretical framework, conceptual framework, summary of reviewed literature, and research gaps.

#### **2.2 The Concept of Planning**

Planning is working out in broad outline the things that need to be done and the methods for doing them to accomplish the purpose (Gulick, 1936).

Goetz(1949) defines planning as “fundamentally choosing” and “without plans, action must become merely random activity producing nothing but chaos”.

Mintzberg (1994) describes planning as the effort to formalizing decision making activities through decomposing, articulation and rationalization. We may take a page from the terminology used in the industry. in construction, pre- project planning is defined as the phase after business planning where a deal is initiated and prior to project execution, Gibson and Gebken(2003)

PMBOK (PMI, 2008) has a similar definition for the planning phase. “The planning process Group consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.” The greatest difference between the definitions is the construction project planning specifically includes analysis and evaluations steps.

#### **2.3 Project planning and management Knowledge Areas as Practices**

The study, focused on four knowledge areas including project cost management, project scope management, project communication management and project risk management as key project management practices affects Completion of Government funded projects.

##### **2.3.1 Project Scope Management**

Kerzner (2009) sees project scope as an outcome of identifying the needs why project has been established and prioritizing those needs; sum of needs for the project. Although scope can be investigated from the originating reasons for the project, it must also consider the expected work, outcomes and deliverables. Brandon (2006) defines scope a description of the project work to be performed in terms of the desired results. On very comparable lines is Cuganesan et al. (1997) scope definition states

that every project is executed with a set of deliverables, and has an expected completion time and prior to this closure period, there are prearranged set of tasks and activities to complete the project successfully. These responsibilities constitute the scope of the project. The Project Management Institute (PMI) (2004), a provider of detailed project methodology, defines scope as the sum of the products, services and results to be provided as a project. The PM I (2004) defines scope management as the sum of processes needed to ensure a project containing all the work required, and only the work required, to complete the project successfully. It further states project scope management is primarily concerned with defining and controlling what is and what is not included in the project. PMI (2004), indicates that the following items can be considered as project scope building blocks: project and product objectives, product or service requirements and characteristics, product acceptance criteria, project boundaries, project requirements and deliverables, project constraints, project assumptions, initial project organization, initial defined risks, schedule milestones, initial Work Breakdown Structure (WBS), order of magnitude cost estimate, project configuration, management requirements and approval requirements.

### **2 3.2 Project Cost Management**

According PMI (2004) argues that project cost management as the processes required to make sure that the project is completed within an approved budget including resource planning, cost estimation, cost budgeting and cost allocating and controlling within the project. Lang field-Smith et al (2006) describe project cost management as the improvement of an organization's cost effectiveness by understanding and managing the real causes of cost during a project's life cycle. They contend that although the predominant focus in cost management is on costs, it also endeavors to improve other aspects of performance such as quality and delivery. Drury (2008) Argues that project cost management as those actions that project managers take to reduce costs in projects leading to a process that is more effective and efficient, which has obvious cost reduction outcomes, process improvements and where the ideal situation is to take action that both reduces project costs and enhances customer satisfaction. Hilton et al (2001) state that project cost management is a philosophy of seeking increased customer value at a reduced cost, an attitude that all project costs are caused by management decisions and a reliable set of techniques that increases value and reduces project costs. According to Hansen and Mowen (2003),

cost management identifies, collects, measures, classifies and reports information that is useful to managers in costing, planning, control and decision making.

For the objective of this study, project cost management is defined as those events taken by the project managers for estimating, allocating, and controlling costs within the project environment.

### **2.3.3 Project Communications Management**

Knowledge are like Project Communication Management employs the processes essential to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information, PMI (2004). Gould (2009) defines it as the institution and control of information transmitted by whatever means to satisfy the needs of the project and includes the processes of transmitting, filtering, receiving, interpreting or understanding information using skills appropriate to the application of the project environment.

According to PMI (2004), project communications consists of planning, executing and controlling the acquisition and dissemination of all information significant to the needs and wants of all projects, accomplishments, events that may affect other stakeholder or projects and so on. According to Heerkens (2001) the major project communication management involves communications planning - determining the information and communications needs of the stakeholders; who needs what information, when will they need it and how will it be given to them.

PMI (2004) introduces five processes for project communication management which include identifying stakeholders, planning communication, distributing information, managing stakeholder expectation and reporting performance.

### **2.3.4 Project Risk Management**

Risk management is one of the actions within project management that is gaining popularity and importance because businesses are increasing completion due to globalization (Ahmed et al., 2007). The risk management process consists of a series of steps, which are establishing the context, and communicating risks, which allow continuous improvement of decision-making (Standards Australia, 1999). Project risk management is a structured approach for the identification, assessment, and prioritization of risks followed by planning of resources to minimize, monitor, and control the probability and impact of undesirable events (Smith and Merritt,

2002). PMBOK (2000) defines risk management as the systematic process of identifying, analyzing, and responding to project risk. It includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of events adverse to project objectives (PMI, 2004).

#### **2.4 Project planning and Management Practices and Completion of Government Funded Projects.**

Project success by tradition has been considered completion on time, cost, and quality performance. As projects are accomplished by project team members, one of the actions of success is how much the work team was fulfilled in working together (Doolen et al., 2003). Efficiency is found to be loaded highest on meeting scheduled goals and on meeting budget goals; effectiveness, on the other hand, is associated with satisfaction measures (Dvir et al., 2006). Based on these studies, project success is measured by two constructs: project efficiency and project effectiveness as follows: Project efficiency: meeting time and budget targets While Project effectiveness's Meeting customer expectations, team satisfaction.

Institution success adopted from Nahm et al. (2004) measured an institution success by overall competitive position. Furthermore, Dvir et al. (2006) used similar measures for project success, such as whether a project resulted in a new line of products or services: Internal institution success factors: Savings benefits of projects, projects resulting in sales growth, and overall business performance compared with the previous year.

Project management has become a distinguishing way to administer business activities nowadays (Filippov and Mooi, 2010). Project management practices adoption is becoming a key strategy for improving institutional success of execution of projects (Rooij, 2009). Most of all, project managers are in the front-line when it comes to assuring client satisfaction (Kirsila et al., 2007) therefore the importance of the role of project management practices in the success of projects is emphasized.

Dvir et al. (2006) position out that institutions have reached the position where the process of increasing institution success requires the concentrated management attention that can be provided only by competent, committed, well-organized and knowledgeable project teams adopting project management practices.

Mounting pressure for institutions performance and the need for more useful ways to apprehend institutions strategies are important reasons for a growing interest and capability of project managers by adopting project administration practices.

#### **2.4.1 Project Scope Planning and Management Relevance in Implementation of Government Funded Projects.**

Defining and managing the project scope influences the project's overall success (PMI, 2004). On process area of controlling the project scope, the PMI argues that it is concerned with influencing the factors creating project scope changes and the impacts of these changes. Further the PMI maintains scope management being responsible for ensuring that proposed changes are processed through change control process. An important function of scope management, by the PMI, is scope management processes responsibility to manage actual project changes, not related to organizational change management, and integrating the changes with other controlling processes. The PMI states that uncontrolled changes are often referred as "scope creep". Scope creep is the undesired by-product of a badly managed project scope, often leading to major difficulties in projects or being a reason for project failure resulting in lost customers and reduced profits for SMEs (Dekkers & Forselius, 2007).

#### **2.4.2 Project Cost Management and Completion of Government Funded Projects.**

According to Drury (2008), project cost management has a positive influence on CDF funded projects. Cost is seen as a major metric of successful project management and increased speed and completion of projects in terms of increased profits (Mullay, 2005). Project cost management improves organization performance in terms of increase in resources control and transparency, decrease in risk (Cicmil et al., 2009).

#### **2.4.3 Project Communication Management and Completion of Projects.**

Sixty percent of a project fails because of a lack of good, organized communication management (PMI, 2004). Projects having poor communication among project participants always fail to meet their aim or purpose, which can be due to overrun costs, and/or being late with delivery. As a result, project communication management is one solution that can be used to accomplish this project goal leading to



better organization performance arising from timely project completion within the budget (PMI, 2004).

Heerkens (2001) mentions that communication and documentation are natural combination as they and the project together from start to finish and asserts that information distribution makes needed information available to project stakeholders in a timely manner. Constant and effective communication between all the stakeholders of the projects is considered as the most vital and crucial factors in order to ensure the success of the project. It is considered as the requirement of getting the right things done in the right manners. As knowledge is considered as power, it is also important to consider that the process of sharing knowledge helps to empower every each and every stakeholders of the project for the support resulting in greater organization performance (Kerzner, 2009). At the end of the project, a close-out reporting will be presented in order finalize the project in the eyes of all the stakeholders as well as serve as a reference for future development.

Kerzner (2009) stresses that project success depends greatly on effective project communication management with most project management time spent in some form of communication within the project team or with the customers which is critical for greater organization performance.

#### **2.4.4 Project Risk Management and Completion of Government Funded Projects.**

Risk and risk management is a major concern for all companies, especially small and medium sized enterprises which are particularly sensitive to business risk and competition (Watt, 2007)

According to Howell et al., 2010, effective management of risks involved in projects ensures all the aspects like successful completion of the project, customer satisfaction and it improves financial performance of the organization. To manage a project properly, by ensuring on time completion is crucial by identify, analyze, and control risks involved in this regard (Howell et al., 2010).

#### **2.5 Project Performance Measurement**

In this study, project success is an approximation for measuring organizational results by using project management practices in the organization in a flexible manner by finding out which practices are best for a given organization. Overall

organizational performance will be determined based on the performance of the individual project objectives; time, cost and quality performances.

### **2.5.1 Time Performance**

Time performance refers to the duration for completing a project and often, projects experience delays.

Although delayed progress payment has been identified as a major cause of construction time overrun, the ability of the contractor's project manager to deal with the issue is also important to the time performance of the project. The kind of practices that contractors engage in to manage time aspect of the project therefore requires to be identified. In an investigation into construction time performance of construction projects in Australia, Walker (1995) identified the following as broad factors affecting construction time performance; effectiveness of client's representative team, effectiveness of construction management team and the scope of works. This gives rise to the need to highlight certain characteristics of the project management team members; their competence, experience, knowledge and skills.

### **2.5.2 Cost Performance**

Cost performance has been defined as the degree to which the general conditions promote the completion of a project within the estimated budget (Bubashit and Almohawis, 1994). It covers overall costs incurred from project inception to completion. This highlights the importance that has to be attached to every project management activity carried out through every stage of the project development up to completion. Chan and Chan (2004) also argues that cost is not only confined to the tender sum and that it is the overall cost that a project incurs from inception to completion, which includes any cost arising from variations, modifications during construction Period. These cost variables give indication of certain additional practices that when engaged during the project management process would have both direct and indirect implications for the Project cost performance and completion.

### **2.5.3 Quality Performance**

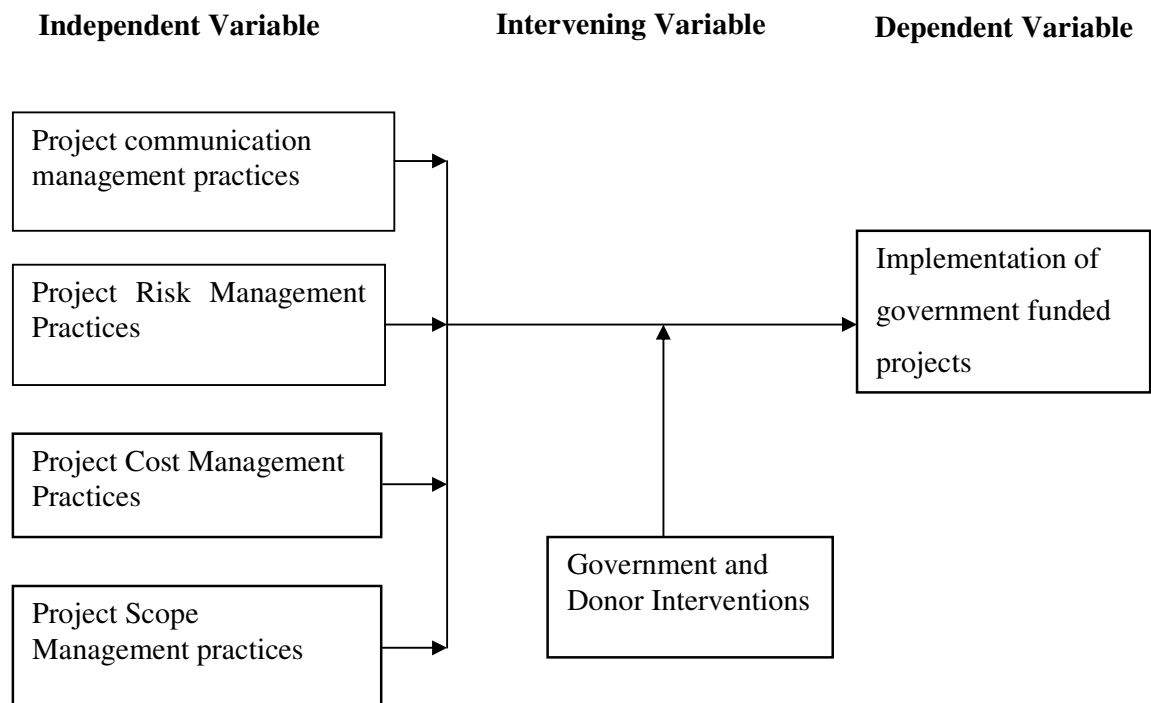
Quality performance is defined as "the totality of the features required to satisfy a given need; fitness for purpose (Parfit and Sanvido, 1993). The extent to which projects are monitored, the experience of project consultants, quality and past

performance record of contractors (Kashiwagi and Parmar, 2004) and the number of variation orders issued all have effect on quality. How all these factors can be competently coordinated would be relevant to achieving satisfactory quality performance.

The project management team leader has the responsibility to ensure that these factors combine well to yield good quality performance.

## 2.6 Conceptual Framework

Project management practices were presumed to be the project management knowledge areas (PMI, 2008) as the independent variables. The framework focuses on four knowledge areas namely: project scope management, project cost management, project risk management and project communication management and how these practices influence completion of government funded projects the dependent variable.



**Figure 2.1: Conceptual Framework**

According to the proposed framework, project management practices including scope management, cost management, communication management and

risk management carried out are for the purposes of effectively managing projects to achieve completion of government funded projects through better time performance, cost performance and quality performance resulting in improved completion of projects. Each project team member has a function to within the project management process. A combination of these practices results in a set of evolved practices within a project's life time. Through these practices adopted, an environment is created where each person on the project understands what must be delivered and how performance will be measured. This avoids the uncertainty that often permeates a project as it approaches critical delivery times. This approach integrates the project deliverables and clearly demonstrates contribution towards completion of projects.

## **2.7 Knowledge Gap**

Government funded projects vary in magnitude and the mode of implementation especially with the new concept of devolution where projects are implemented at grass root level such as the constituency development fund, the youth and women enterprise funds. Other projects still remain to be coordinated by the national government through ministries whereas others have been set with independent entities for the sourcing of funds and implementation.

CDF projects are of benefit to the community as they promote local development and also help in alleviating poverty. The research found out that many CDF projects are not completed in time due planning, financial, political and community factors surrounding them. There is need for the Government of Kenya to come up with effective and efficient strategies to ensure that projects are completed in due time, so as to avoid wasting tax payers' money and denying the community their development rights. Hence, this study tries to find out the Role of Planning on Completion of Government funded projects. A case of Nakuru West Constituency's CDF projects in Kenya.

## **2.8 Summary of Literature Reviewed**

Project planning and management entail carrying out the day-to-day administration activities and decisions to meet lay down project objectives. These management activities may vary from institution to institution, as emphasized by (Hobday, 2000), one dimension doesn't fit all. This is mainly so for large institutions.

Project performance is considered to be tied to project success and this also is associated with institution objective. Institution therefore considered success using certain criteria developed based on the project objectives. Project success has been measured with dimensions such as cost, time, and quality, benefits to end users, and benefits to national infrastructure, environmental impact, and health safety requirements amongst other criteria. In this study, three basic project objectives, time, cost and quality, were selected as the criteria for measuring project success. These are well thought-out to be the overarching criteria for assessing project success.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research methodology that was utilized in the study. In particular, it provides descriptions of the research design, target population, sample and sampling technique, data collection instruments. It also elaborates on the procedures for the data collection and analysis.

#### **3.2 Research Design**

A research design is a framework for conducting the business research project. It details the procedures necessary for obtaining the information needed to structure or solve business research problems.

This study utilized the descriptive study. Mugenda (2003) describes descriptive research design as a systematic, empirical inquiring into which the researcher does not have a direct control of independent variable as their manifestation has already occurred or because they inherently cannot be manipulated. The descriptive study is used to generate explanatory information about the phenomenon under study and describes the characteristics of certain events, situations, possible behavior, attitudes, values and characteristics of persons, a number of objects or events (Cooper & Schindler, 2003). The descriptive study is concerned with finding out what, where and how of a phenomenon and assists the researcher to gather information, summarize, present and interpret them for the purpose of clarification (Orodho, 2008). The ultimate aim of the descriptive study is therefore to secure evidence on existing situations and conditions and to identify standards or norms with which to compare, present and hence plan for a way forward (Mugenda, 2003).

#### **3.3 Target Population**

According to Cooper and Schindler (2000), a population is the total collection of elements about which we wish to make some inferences.

The population is a well-defined or set of people, services, elements and events, group of things or households that are being investigated (Mugenda & Mugenda, 1999). Population refers to the set of all elements, units, objects or subjects in the universe of interest for a particular study and when the population is clearly defined it is often referred to as the target population. The target population of this study was the CDF staff within Nakuru west constituency. This choice of the target population was well-

versed by the fact that it these officials who are normally in contact with implementation of CDF projects in Nakuru town west constituency and environs.

### **3.4 Sample size and sample Selection.**

From a population of 60 employees, the researcher used a sample size of 30 employees from the project management department. For this study, purposive sampling was used as the most suitable of the non-probability sampling techniques. It is because the researcher has the opportunity to decide what needed to be known and to find people were willing to provide the information by virtue of knowledge or experience (Bernard 2002, Lewis & Sheppard 2006). The project management department was crucial and the sample was drawn from it and it included project team members, consultants, project leaders and project members working on certain projects undertaken by Nakuru town west constituency

### **3.5 Research Instruments**

The study used questionnaires to collect raw data from the respondents. The questionnaires were guided by objectives and research questions in this study. The questionnaires adopted both open ended and closed ended questions. They were administered on a drop and pick later basis where respondents were given four days to go through the questions at their own pace and respond. This ensured that correct information was given and also increased on the study's response rate.

The validity of the research instruments was achieved through the expert guidance of the research supervisor who ensured that the instrument was in line with the objectives of the study. The reliability of the instrument was determined by conducting a pilot study in Nakuru Town East Constituency which was outside the area of study. This area was chosen because it has homogenous characteristics as the study area. 6 questionnaires were given to six project managers who completed them. The results were found to be consistent and reliable and therefore the instrument was adopted for the study.

#### **3.5.1 Piloting of the Instruments**

The pilot study is the administration of the questionnaires to subjects that are similar in all ways to the subjects that was eventually studied and in a similar environment (Mugenda, 2003). The objective of the pilot study was to make

amendments on the questionnaires dependent on the feedback from the pilot study. The required feedback was show whether there were any ambiguous questions, use of jargon and technical terms not understandable to the respondents, and the relevancy of the set questions. The pilot study was undertaken in Nakuru east constituency. At least 10% of the sample size that is 6 respondents will be used for the study.

### **3.5.2 Validity of the Study Instruments.**

Validity of the data collection instruments is the degree to which an instrument measures what it is supposed to measure for a particular purpose and a particular group (Orodho, 2008). The validity of this questionnaire was determined through the content validity. The content validity refers to the capacity of the instrument to provide adequate coverage of the topic. The content validity uses professional judgment of the subject matter experts such as lecturers or industry practitioners. This study established the content validity by talking with the project consultants who are experts in issues of project planning and management. The content validity was afterward calculated using the Content Validity Index (CVI). In this situation, five professionals were to examine the questionnaire and rank the individual questions based on 4 ordinal scale; 1=*Not Relevant*, 2=*Somewhat Relevant*, 3= *Quite Relevant*, and 4=*Highly Relevant*. Both the content validity for individual Items (I-CVI) and the content validity for the overall scale (S-CVI) were calculated. The I-CVI was calculated as the number of experts giving a rating of either 3 or 4 divided by the total number of professionals. A threshold of 0.7 is required for the I-CVI. On the other hand, the S-CVI was calculated through the addition of individual I-CVIs and dividing by the number of items.

### **3.5.3 Reliability of the study Instruments**

According to Mugenda & Mugenda (2003), reliability measures the degree to which a particular measuring technique gives related results over a number of repeated trials. The internal consistency of the questionnaire was tested using the Cronbach's alpha coefficient. Researchers often use 0.6 as a minimum level (Cortina, 1993), and was the case in this study. This is due to the fact that a high coefficient implies that the items correlate highly among themselves that is there is consistency among the items in measuring the concept of interest.



**Table 3.1: Rule of Thumb (Reliability Test)**

<b>Cronbach's Alpha</b>	<b>Coefficient</b>	<b>Strength of Association</b>
<b>Range</b>		
Less than 0.6		Poor Reliability
0.6-0.7		Moderate Reliability
0.7-0.8		Good Reliability
0.8 and above		Excellent Reliability

**Source:** Mugenda (2003)

### **3.6 Data Collection Procedure**

A structured questionnaire was used to collect data in a drop and pick later method. The questionnaire was adopted because it permits detailed and in-depth information which makes clarification possible without wasting time. The instrument will be designed in line with the study's objectives. An introduction letter was presented to Nakuru town west constituency informing them of the intention to conduct field study and seeking authority to proceed with the same. Once the authority has been granted, the researcher distributed the questionnaire to the selected staff and picks the same later

### **3.7 Data Analysis Techniques.**

The questionnaire which is the data collection instrument has structured (close ended) questions that was to produce quantitative data. Quantitative data is information about quantities; that is, information that can be measured and written down with numbers. The data was analyzed using SPSS Version 21 software. The results of the research after data collection were presented through the descriptive statistics such as frequency distributions, means and standard deviations. In order to make conclusions from the results presented through the descriptive statistics, the inferential statistics was undertaken. In this context, the factor analysis (principal component analysis) was used to identify inherent latent factors in each independent research objective on competitive advantage. This test is used because each of the independent variable was represented by a set of five questions. This test was to examine on whether among the five questions there are emerging themes in which the five questions (components) can be grouped/categorized into and to what extent do they account for the variance in the competitive advantage. The Kaiser-Meyer-Olkin

Measure of Sampling Adequacy and the Bartlett's Test of Sphericity tests was done as pre requisites of the factor analysis to test on whether the collected data meets the minimum requirements for undertaking the factor analysis. The bivariate linear correlation was used to test on whether there is any correlation between an independent variable and a dependable variable. All the information was presented in tables.

### **3.8 Operationalization of Variables**

The project management practices including scope management, cost management, communication management and risk management are the independent variables. In this study, on the Role of Planning on Completion of Government funded projects measure impact of project, a 5-point Likert scale illustrated below will be used.

To measure ranking of significance of project planning and management practice to completion of government funded projects a 5-point scale on the stated practices where (1) = Not Significant (2) = Slightly Significant (3) = Moderately Significant (4) = Very Significant (5) = Exceedingly Significant. To measure importance of linking project scope management, project cost management, project communication management and risk management to realize completion government funded projects, the respondents will use a scale where (1) = Not important (2) = Slightly important (3) = Average importance (4) = Important (5) = Very Important. To measure the impact of project planning and management practices on projects completion, the benefits will be evaluated using a 5 - point scale where (1) = strongly disagree (2) = Disagree (3) = Neutral (4) = Agree (5) = Strongly agree. The employees will be asked to evaluate each statement in terms of their perception and expectation in relation to performance of the organization being measured.

In this study, level of project and organizational performance will be measured using cost performance, time performance and quality performance of projects. The method developed involved the use of 10 -point scale, 0 - 0.5, indicating the index achieved by a project. Each respondent will be required to indicate the time and cost performance achieved by a selected project on the respective scale of indices. The indices will be developed based on the time performance index (ratio of planned construction period to actual construction period) developed in a study into project time performance by Walker (1995). Based upon the same trend, cost performance

index will be developed allowing respondents to indicate the cost performance of the project by dividing initial cost of the project by final cost of the project. Quality performance was similarly measured on an 10-point scale where each respondent will indicate the extent to which the expected quality of the project was achieved whether the quality was below expectation, as expected or above expectation. The quality performance measurement method is subjective and will be adopted based on Chan and Chan's (2004) work in which respondents were required to indicate their satisfaction with quality on a 7-point scale. These indices have been illustrated in tables.

### **3.9 Ethical Considerations**

According to Berg (2011), the ethical and more desires for 'informed consent' in research require prospective respondents officially giving knowing consent to take part in a research project as an activity of their choice, free from any element of fraud, deceit, duress, or similar unfair inducement or manipulation. Possible participants were well-versed in writing about the intention of the research project and consent was established before filling the questionnaires.

The Research was carried out according to the moral and ethical code of the University as well as ethical practice necessary of any trustworthy of university study (Kellehear, 1993). Involvement in research was voluntary, informed consent form was sought after reading out to the respondents.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

The results of the research conducted were examined in this chapter, focusing on the problem of this research, which was to establish the role of planning on completion of government funded projects a case of Nakuru west constituency. Data collected from the field was analysed, summarized and presented in form Tables and percentiles, were, descriptive and inferential statistics were used to illustrate and interpret the findings.

#### 4.2 Response Rate

A total 30 respondents were contacted, however only 28 filled in and returned their questionnaires, hence a response rate of 91% percent was achieved.

**Table 4.1: Respondents classification**

<b>Roles of respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Project Consultant	2	7.1%
Project Leader	8	28.6%
Project team member	18	64.3%
<b>Total</b>	<b>28</b>	<b>100%</b>

Regarding to Table 4.1 there were 30 respondents consisting of 2 project consultants, 8 project leaders and 18 project team members which represented 7.1%, 28.6% and 64.3% in that order of respondents.

#### 4.3 General Information

From the questionnaire, questions 1, 2, 3 and 4 aimed at giving general information of the respondents regarding their experience level, value and number of projects they had worked on as shown in tables 4.2, 4.3 and 4.4

**Table 4.2: Respondent composition According to gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	20	71.4
Female	8	28.6
<b>Total</b>	<b>28</b>	<b>100</b>

Table 4.2 showed that majority of the respondents were male comprising 71.4 percent while female were 28.6 this implies more males are employed than females

**Table 4.3: Range of the ages of the Respondents**

<b>Age (years)</b>	<b>Frequency</b>	<b>Percentage (%)</b>
21-30	3	10.7
31 – 40	4	14.3
41 – 50	9	32.1
51-60	12	42.8
<b>Total</b>	<b>28</b>	<b>100</b>

Table 4.3 showed that most respondents were in the age group 51-60 comprising 42.8 percent followed by age bracket of 41-50 and above with 32.1 percent , the age bracket 31-40 with 14.3 percent and 21-30 comprising 10.7 percent, this implies that most of the employees are aged 51years and above. This gave the implication that the majority were able with enough experience in matters of project planning and management

**Table 4.4: Respondent’s Educational Qualifications**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage %</b>
Certificate	0	0
Diploma	10	35.7
Degree	12	42.9
Post Graduate	6	21.4
<b>Total</b>	<b>28</b>	<b>100</b>

Table 4.4 showed that the level of education was as follows; none had a certificate, 35.7 percent of the respondents were diploma holders while majority of the respondents were degree holders 42.9 percent with 21.4 percent being post graduates. This gave the implications that majority of project officers learned

**Table 4.5: Experience Level**

<b>Projects worked on</b>	<b>Frequency</b>	<b>Percentage</b>
0-1 projects	5	17.9%
1-5projects	10	35.7%
5-10 projects	13	46.4%
<b>Total</b>	<b>28</b>	<b>100</b>

Level of Experience of the respondents was presented in Table 4.5. It showed that greater part of respondents had worked between 5 and 10 years representing 46.4% of the respondents.

#### **4.4 Descriptive Data Analysis**

Descriptive data analysis was used to study relationship of variables using mean and standard deviations of both dependent and independent variables.

##### **4.4.1 Significance of involving various project management on completion of government funded projects**

The aspect of concern for question 5 which provided an answer for the first research question was the proportion of respondents rating the level of importance of linking various project management practices in order to realize completion of government funded projects. The level of importance ranged from 1 to 5 where (1) = not important and (5) = very important.

##### **4.4.2 Project management practices influence on completion of government funded projects.**

In order to rate the findings of level significance of project scope management, 7 determinants were highlighted as shown on table 4.6.

**Table 4.6: Project Scope Management Rating**

<b>Project scope management parameter</b>	<b>Mean</b>	<b>Standard Deviation</b>
Project consent confirmed with higher ability	4.55	2.70
Identifying project objectives, deliverables, constraints and most important work activities	4.7	2.21
Establishing the selected considerable project benefits and outcomes to enable quantify evaluation of project success.	3.7	1.82
Developing the scope management plans and implementing them to ensure precision of thoughtful and current supervision of project	3.65	1.88
supervision the impact of scope change within established time, cost and quality constraints to meet project objectives	4.3	2.53
Review advancement and the results recorded.	3.8	2.5
Ensuring scope management issues and recommended improvement are celebrated, accepted and passed on to higher project authority for appliance in potential projects	3.0	2.18
<b>Grand Mean</b>	<b>4.04</b>	

Table 4.6 illustrates that the respondents commonly agreed that project scope was significant; this was seen from the grand mean score of 4.04. The parameters that were seen to be most significant in scope were project authorization established with higher authority with the maximum mean score of 4.55 followed by identifying project objectives, deliverables, constraints and principal work activities with a mean score of 4.7

To establish the significance of project cost management, 8 parameters were considered as shown below on table 4.7

**Table 4.7: Project Cost Management Rating**

<b>Project cost management parameter</b>	<b>Mean</b>	<b>Standard deviation</b>
Determining resource requirements for individual tasks to provide a basis for attributing expenditure	4.25	2.41
Ensuring project costs are estimated to enable budgets to be developed and agreed cost management processes implemented at an appropriate level throughout the project life cycle	4.8	3.77
Ensuring cost management plans are developed and implemented to ensure clarity of understanding and ongoing management of project finances	3.45	1.06
Implementing agreed financial management procedures and processes to monitor actual expenditure and to control costs	3.65	2.14
select cost analysis methods and tools to spot cost variations, evaluate options and suggest measures to higher project authority	4.7	2.94
Implement established actions, monitoring and modifying them, to sustain financial and general project objectives, all through the life cycle project	3.15	3.15
Conducting activities to suggest financial completion	4	1.84
Review project outcome to find out the usefulness of cost running processes and procedures	4.3	4.33
<b>Grand mean</b>		<b>4.62</b>

With a grand mean of 3.62 from the findings, this showed that project cost is very significant in realizing project success and completion of government funded projects. The most critical parameter was ensuring project costs are anticipated to enable budgets to be generated and developed as agreed. In general cost management as implemented at an proper level all through the project life cycle scored a mean of 4.62 In Project communication 8 parameters were studied as shown below on table 4.8.



**Table 4.8: Project Communication Rating**

<b>Project communication management parameter</b>	<b>Mean</b>	<b>Standard Deviation</b>
identify Information requirements and ensure they are filed and analyzed as the foundation for communications preparation	3.5	2.69
Implementing the selected project management information system, organization and procedures to ensure the quality, validity, timeliness and information	3.55	1.82
Running the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders within recognized systems and procedures to assist in decision making processes in the project life cycle	4.6	2.59
Ensuring selected information justification processes are monitored and controlled, and approved modifications executed to optimize quality and accuracy of data	3.4	2.22
Implementing processes to encourage uninterrupted development of staff and in general project effectiveness	3.7	1.58
<b>Grand mean</b>	<b>3.77</b>	

Project communication was seen to be fairly significant with a grand mean score of 3.77 the least important determinant in communication was ensuring selected information justification processes are monitored and controlled, and approved modifications executed to optimize quality and accuracy of data scoring a mean of 3.4.

To order the significance of project risk 8 determinants were studied.

**Table 4.9: Project risk parameter**

<b>Project risk parameter</b>	<b>Mean</b>	<b>Standard Deviation</b>
Identifying likely, alleged and authentic risk events as the foundation for risk planning	3.6	2.5
Using well-known risk techniques and tools to examine risk events, assess options and recommend prefer risk approaches	3.75	2.23
Developing plans agreed with stakeholders and communicating to ensure precision of understanding about continuing management of risk factors	3.75	2.58
Ensuring the project is managed in harmony with recognized project and risk plans	3.7	2.35
Monitoring progress alongside project plans to identify variances and recommend responses to higher project authority for corrective action	3.25	2.37
Maintaining customer relations within well-known guidelines to ensure clarity of understanding of objectives and to lessen conflict all through the life cycle of the project	3.9	2.62
Ensuring finalization activities are carried out to ascertain agreed possession of and accountability for information	3.45	1.62
Ensuring project outcome are reviewed to establish the effectiveness of managing information and communications processes and procedures	3.65	1.93
<b>Grand Mean</b>	<b>3.72</b>	

Source: research data, 2018

From table 4.9 the Findings indicate that the respondents found that risk to be reasonably important as per the grand mean score of 3.72

In general the project practices that were found to be most important to realise completion of government funded projects were project cost management followed by project scope management with grand mean of 4.62 and 4.04 in that order.

**Table 4.10: Cost Performance Trend of Projects**

Quality performance index	Number of projects	Percent (%)	General trend performance		
0.5	2	40.0	Status	Number of projects	Percent (%)
0.6	1	10.0	Below expected	17	85
0.7	7	5.0			
0.8	7	10.0		3	15
0.9	0	25.0	As expected		
1.0	3	10.0			
1.1			Above expected		
Total	20	100		20	100
Mean time index				0.755	

Source: Research data, 2018

Time lagged behind with a mean time index of 0.77 where as the cost and quality trends were generally as expected with a mean of 1.035 and 1.055 in that order.

#### **4.4.4 Impact of project management practices on completion of government funded projects.**

In order to evaluate the impact of project management on completion of government funded projects, question on the questionnaire was used. Respondents were asked to rate the importance of engaging in project management practices to realize increased completion of government funded projects. According to table 4.13 below 55% of the respondents strongly agreed to the statement and 40% agreed. A mean score of 4.5 indicated that the respondents were in strong agreement that engaging in project management practices increase completion of government funded projects.

**Table 4.11: Project Management Practices and Completion of Government funded projects.**

Extent of agreement	Rank	Frequency	Percent (%)
Strongly disagree	2	0	0
Disagree	4	0	0
Neutral	8	1	5
Agree	8	8	40
Strongly agree	6	11	55
Total	28	4.5	100
Mean			

Source: Research data, 2018

According to table 4.13 a grand mean score of 4.1 shows that the respondents generally agreed that there were benefits accruing from engaging in project management practices leading to completion of government funded projects. The benefit were ranked highest was reduced project delivery cost ensured completion of projects with a mean score of 4.65. The least benefit according to the respondents was that it led to better understanding of project requirement leading to motivated staff which had a mean score of 3.4.

#### 4.5 Inferential Data Analysis

Correlation coefficients (Pearson Product Moment Correlations) were computed using SPSS to determine relationship between the project management practices and completion of government funded projects. Cost, time and quality indices were used for measuring completion of government funded projects. Tables 4.12, 4.13, 4.14 and 4.15 illustrate the findings of the relationship between the variables. A positive correlation coefficient gives an indication that there is a positive relationship between the project management practice and completion of government funded projects and a negative correlation coefficient negative relationship. Variables are said to be very highly correlated, if the correlation coefficient magnitude lies between 0.9 and 1.0.

**Table 4.12: Cross Tabulation Analysis - Scope Management and Constituency Performance**

	Time index (Y1)	Cost Index (Y2)	Quantity index (Y3)
Mean (X1)	4.35	4.35	4.35
Standard deviation(X1)	0.75	0.75	0.75
Standard deviation (Y)	0.14	0.15	0.11
Correlation coefficient (Pearson product movement correlation)	0.56	0.87	0.36

Source: Research data, 2018

**Table 4.13: Cross Tabulation Analysis - Cost Management and Government funded projects Performance**

	Time (Y1)	index	Cost Index(Y2)	Quantity index (V3)
Mean (X1)	4.55		4.55	4.55
Mean (Y)	0.76		1.04	1.06
Standard deviation(X1)	0.69		0.69	0.69
Standard deviation (Y)	0.14		0.15	0.11
Correlation coefficient (Pearson product movement correlation)	0.64		0.91	0.83

Source: Research data, 2018

**Table 4.14: Cross Tabulation Analysis - Communication Management and Government funded projects Performance**

	Time (Y1)	index	Cost Index(Y2)	Quantity index (V3)
Mean (X1)	4.55		4.55	4.55
Mean (Y)	0.76		1.04	1.06
Standard deviation(X1)	0.69		0.69	0.69
Standard deviation (Y)	0.14		0.15	0.11
Correlation coefficient (Pearson product movement correlation)	0.64		0.91	0.83

Source: Research data, 2018

Table 4.17 shows there was a low relationship between communication management and time, cost and quality performances. The least correlated variables were communication management and quality performance with a correlation coefficient of 0.01.

**Table 4.15: Cross Tabulation Analysis – Risk Management and Government funded projects Performance**

	Time (Y1)	index	Cost Index(Y2)	Quantity index (V3)
Mean (X1)	4.55		4.55	4.55
Mean (Y)	0.76		1.04	1.06
Standard deviation(X1)	0.69		0.69	0.69
Standard deviation (Y)	0.14		0.15	0.11
Correlation coefficient (Pearson product movement correlation)	0.64		0.91	0.83

Source: Research data, 2018

Table 4.18 illustrates that there was a positive relationship between risk management and time cost and quality performances as shown with a correlation coefficient of 0.69, 0.51 and 0.35. Risk management was highly correlated with time performance scoring a correlation coefficient of 0.69. There was low relationship between quality performance and risk management having a correlation coefficient of 0.35, whereas there was a moderate relationship between risk management and cost performance with a correlation coefficient of 0.51.

#### 4.6 Assessing Reliability

Cronbach's Alpha coefficient is a statistic for internal reliability that together cover the specific factor, values ranging from 0 to 1, and higher values indicate greater reliability. Researchers commonly use 0.6 as a minimum level, and which was used this study. This is a gauge of internal reliability of items to the concept. It was used to measure the reliability of items in this study.

##### 4-6.1 Project Management Practices Reliability Statistics

**Table 4.16: Reliability Statistics for Project Management Practices**

Project management practice	Number of items	Cronbach's Alpha
Scope management	7	0.711
Cost management	9	0.797
communication management	8	0.630
Project risk management	8	0.613

Source: Research data, 2018

**Table 4.17: Results of Reliability for All Dimensions of Project Management Practices**

Cronbach's Alpha	Number of Items
0.688	30

Source: Research data, 2018

Table 4.19 shows the results of reliability test for each project management practices. It was observed that all of the alpha values are more than 0.6. According to table 4.19, alpha value for project cost management was 0.797 which was the highest alpha value among project management practices. Computed alpha values results showed that Cronbach's alpha was 0.688 for all the 32 dimensions of project management practices as per table 4.14. These statistics reveal that internal consistency of items to the concept was good.

**Table 4.18: Constituency Performance Indices Reliability Statistics**

<b>Performance Indicator</b>	<b>Cronbach's Alpha</b>
Cost performance	0.911
Time performance	0.752
Quality performance	0.630
<b>Cronbach's Alpha (All 3 indicators)</b>	<b>0.764</b>

Source: Research data, 2018

Table 4.17 shows the Cronbach's alpha values for each project performance indices including cost performance, time performance and quality performance. It was observed that the all alphas were more than 0.630; therefore, internal consistency of items to the concept was acceptable.

Table 4.6.2 further indicates the alpha value for all the dimensions of the constituency was 0.764.

#### **4.7 Summary**

In this chapter, key points addressed the research objectives outlined in chapter one. The results further showed that it was important to link the various project management practices for completion of government funded projects. Project scope management and project cost management were the practices that impacted most on completion of government funded projects from the grand mean scores realized. The research revealed that there was underperformance in terms of time taken to complete projects. Finally there was general agreement amongst respondents that engaging in project management practices led to accrued benefit; the most highlighted benefit was seen as reduced project delivery costs that led to increased benefits and hence better and faster completion of government funded projects.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a brief report on summary of findings, answers to research questions conclusions, recommendations and suggestion for further studies.

#### **5.2 Summary of Findings**

Finding from the empirical study it was important to connect the project management practices in order to realize completion of government funded projects. Table 4.5 showed that 65% of the respondents indicated that involving of the project management practices was very important and critical.

In large project management practices were found to be enormous in realizing completion of government funded projects during improved project delivery results. Project cost management followed by project scope management was found to be significant with a grand mean score of 4.02 and 4.01 respectively. Project communication management and project risk management were seen to be additional or insignificant with grand mean scores of 3.72 and 3.76 in that order.

An inclination of project presentation was obtained from working out of time, cost and quality performance of the projects within the constituency as criterion for measuring completion of government funded projects. With regard to time performance 85%, out of the 28 projects obtained from the constituency, were lower than inclination as these projects were completed behind schedule. Also, 20% of the projects were completed over budget and thus performed less than trend. With regards to quality performance 90% of the projects performed above trend. Satisfaction with the general quality of the projects was found to be high.

A summary concerning the impact of project management practices was presented in part 4.7 and 4.8. 55% of the respondents strongly agreed and 40% that engaging in project management practices improved completion of government funded projects. Additional, results showed that greater part of the respondents, from a grand mean of 4.1, were in concurrence to benefits accrued from engaging in project management practices which resulted in completion of government funded projects.`



The target sample size for this research was 30; however the actual sample size achieved were 28. The respondent types within the sample were well distributed and there is no reason to believe that results of the survey would have been considerably affected by the 2 respondents who failed to participate. In general the respondents exhibited moderate to high experience levels with majority of the respondents having works on between 8 and 12 projects with an average value of between 11 and 50 million Kenya Shillings. This moderate to high experience levels offers depth to findings of this research within this sector.

Importance of involving the various project management practices was found to be very significant from the results with 85% of the either strongly agreed or agreed. Kerzner (2009) asserts that Project management practices and processes must be allied to realize successful completion of projects.

Project scope management was seen to be important in impacting completion of government funded projects. Greater part of the respondents agreed that the most significant scope management practice was managing the impact of scope change within established time, cost and quality constraints to meet project objectives; a mean score of 4.65 was realized in this practice. Theory reviewed (PMI, 2004) evidently indicated that project scope management is largely concerned with controlling and managing scope changes to avert scope creep.

In view to cost management, the majority of the respondents agreed that the most important practice was ensuring project costs were projected to enable budgets to be developed and agreed cost management processes implemented at suitable levels all through the project life cycle. Dury (2008) confirms results as he asserts that economically successful projects depend on stiff project cost control.

Project communication management was commonly seen to be reasonably importance towards completion of government funded projects. Nevertheless, communication practice of gathering storage retrieval analysis and dissemination of information by project staff and stakeholders within established systems and procedures to aid in decision making processes throughout the project life cycle was agreed by majority of the respondents to be exceedingly significant (mean of 4.9) towards successful projects. These results are supported by literature from (Kerzner, 2009) insinuating

the constant and effective communication amongst all project stakeholders is crucial for project success.

Ensuring risk issues and recommended improvements were identified and documented was seen as the most significant project risk management practice by most respondents with the highest mean score of 4.25. These results concur with literature (Howell et al. 2010) reviewed! That indicates that it is crucial to identify, analyze and control risks to realize successful completion of project that drive improved organizational performance.

According to results 55% of the respondents strongly agreed that engaging in project management practices increases completion of government funded projects and 40% agree. Furthermore it was seen that majority of the respondents agreed that engaging in project management practices accrued benefits and the most significant benefit was that it led to reduced project delivery costs leading to increased profits. The Results of correlation analysis computed to determine relationship between the project management practices and completion of government funded projects showed cost management was highly correlated to time, cost and quality performances with correlation coefficients of 0.64, 0.91 and 0.83 respectively. The utmost relationship was between cost management and cost performance that had the highest correlation coefficient of 0.91. According to Chan and Chan (2004) weight has to be attached to every project management activity carried out through every stage of the project implementation and development up to completion. The correlation analysis results match to this theory and show that most practices are positively correlated to project success which ultimately drives institutional performance.

### **5.3 Conclusions**

The purpose of this research was to establish the role of planning on completion of government funded projects.

The first research question posed was “to what extent is it important to link the various project management practices in order to realize greater organizational performance?” The key finding from the research was that it was important to link the various project management practices to realize successful completion of projects leading to better organizational performance.

The second research question posed was “what extent CDF projects have been implemented within Nakuru west constituency?” All project management practices were found to be significant to realize completion of government funded projects however project cost management followed by project scope management were the most significant.

The third research question posed was “what is the impact of project planning and management practices on completion of government funded projects?” The findings show that time performance lagged behind where as the cost and quality performance trends were generally as expected and very important in realizing improved organizational performance.

The fourth question posed was “What project management practices used by Nakuru west constituency significantly impacts on its completion of government funded projects?” The key finding was that engaging in project management practices had a positive impact on completion of government funded projects.

#### **5.4 Recommendations**

The objective of this section is to highlight recommendations, applicable to the scope of this research, to improve the effectiveness of project management practices on completion of government funded projects.

It is recommended that project management practices should be applied systematically to the project cycle from initiation to the close out stage of projects in constituencies, to realize greater benefits.

It is recommended that more attention be placed on organizing project management practices according to their impact and influence. Project cost management and project scope management practices should receive immediate priority due to their great on project completion. More emphasis should be put on communication and risk management by developing plans for effective communication and risk handling when carrying out projects.

The government should ensure that proper planning is done .This includes good project scope plan, good resource utilization planning and proper scheduling. It’s a matter of fact that “If you fail to plan, you plan to fail”.

More organization performance metrics recently developed in other research works like benefit to end users, benefit to national infrastructure should be included for performance Measurement. With this, the projects should not necessarily be organization based and will be more useful to all stakeholders.

Assumption of planned approach to engaging in project management is recommended through implementing customer satisfaction surveys, meetings and communication effectiveness evaluation forms and analyzing the turnaround time for outstanding issues and informally through listening observing and conversing with relevant parties.

### **5.5 Suggestion for Further Research**

All through this research certain areas have been acknowledged for probable prospect research including

1) Little research material is available for assessing the role of planning on completion of government funded projects. Future research in this field would help would help project management to modify the project plans to fit small organizations with less resources.

2) Further research if needed to explore the concept of improving project management practices in the areas big business strategy integration, plans and evaluation.

3) Finally more research is needed to examine and evaluate project management practices impact on completion of government funded projects across all sectors in Kenya.

4) The researcher recommended that a replication of the study should be done in other constituencies to allow for generalization of the research findings

## REFERENCES

- Belassi, W. and Tukel, O. (1996). A New Framework for Determining Critical Success/Failure Factors in Projects. *International Journal of Project Management*, 14 (3), 141-151.
- Cooper, R., & Schindler, P. (2003). *Business Research Methods*. New Delhi: Tata Mc Graw Hill Publishing Company.
- Chandra Prasanna (2005) projects: planning analysis, financing implementation and review (5<sup>th</sup>ed). Tata Mc Graw – Hill publicity Company Limited, New delhi.
- Dvir, D., Sadeh, A. & Malach-Pines, A. (2006). Project and Project Managers: The Relationship between Project Manager's Personality, Project Types and Project Success. *Journal of Project Management*, Vol. 37: 36- 48.
- Gathuru, L. (2012). Marketing Strategies Adopted in Serving the Bottom of the Pyramid Customer of the Kenya Power & Lighting Company Limited. *Journal of Business and Management*, 1(2), 74–80.
- Githika, M. (2013). Influence of Project Management Practices on Implementation of HIV and Aids Projects: A Case of Civil Society Organization in Imenti North Subcounty, Meru County Kenya. *Journal of Management and Business Studies*, 2(3), 45–50.
- Heerkens, G. (2001): Project management. McGraw-Hill, New York.
- Hobday M. (2000). The Project-Based Organisation: An Ideal Form for Managing Complex Products and Systems? *Research Policy* 29(7-8), pp. 871-893.
- Kamau, T. (2013). Information Technology Project Management Methodologies and Information Technology Projects Performance in Kenyan Commercial Banks. *Journal of Management and Business Studies*, 1(2), 36–40.
- Kitoto, A. (2012). An Evaluation of the Level of Performance of Construction ProjectManagement in Kenya. *Journals in Business & Management*, 2(3), 25–30.
- Kohli, U. T Chitkara, KK (2008). Project management Handbook. Tata McGraw-Hill Publishing company Limited, New Delhi
- Muema, L. (2014). Influence of Web Based Project Management Systems on Organizational Performance: A Case of Nokia Solutions and Networks Kenya. *International Journal of Humanities and Social Sciences*, 2(3), 36–40.
- Mugenda, O. (2003). *Research Methods: Quantitative and Qualitative Approaches*.
- Mugenda, O., & Mugenda, A. (1999). *Research Methods;Quantitative and*

- Qualitative Approaches*. Nairobi: Acts Press.
- Mukhwana, A. (2013). Challenges facing Implementation of Telehealth projects in Kenya. *International Journal of Business and Social Research*, 2(3), 29–35.
- Office of Government Commerce (OGC) (2002). Project Management Maturity Model (PMMM) OGC-Release Version 5.0 Retrieved June 11, 2003, from <http://www.ogc.gov.uk/sdtoolkit/reference/tools/techniq.html>
- Pritchard, C. (2006) Learning Project Management: Do We Really Need Advanced Practice? Arlington: ESI International.
- Project Management Institute (2008) *A Guide to the Project Management Body of Knowledge (PMBOK Guide)* (4 Edition) Newton Square, PA: Project Management Institute.
- Project Management Institute. (2004). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)* (3rd Edition). Newton Square, PA: Project Management Institute.
- Rooij, S. (2009) Scaffolding project-based learning with the project management body of knowledge. *Journal Computer. Education* 52(1): 210-219.
- Thomas, J. and Mullaly, E. (2005) “What's the Benefits? Challenges In Demonstrating The Value of Project Management”, *PMI Global Congress North America*, Newton Square OA: PMI.
- UNCRD (1998) “Introduction to project cycle (PMC)” Fourth African Training course on local and regional development planning and management: module 7 training material, Nairobi UNCRD
- Filippov S, Mooi H, (2010). Innovation project management: *A research agenda Journal Innovative Sustainability*, 1(1): 1-15.
- Ogutu, J. (2014). Enterprise Resource Planning Systems and Performance of Power Sector in Kenya. *International Journal of Humanities and Social Sciences*, 1(1), 7–13.
- Oketch, J. (2013). An Analysis of the Challenges that Affect Performance of Utility Regulators in Kenya; A Case Study of Energy Regulatory Commission. *International Journal of Business and Public Management*, 2(1), 29–35.
- Orodho, A. (2008). *Techniques of Writing Research Proposal & Reports in Educational and Social Sciences*. Maseno, Kenya: Kanezja HP Publishers.

## APPENDICES

### Appendix I: Letter of transmittal

Date: 20th April 2018

#### TO WHOM IT MAY CONCERN

Dear Sir/Madam:

#### **RE: PARTICIPATION IN DATA COLLECTION FOR RESEARCH STUDY**

This study is being conducted by Job Nyakundi, a student undertaking Masters of Arts in Project Planning and Management at the University of Nairobi. The aim is to better understand: **The Role of Project Management Practices on Completion of Government Funded Projects** and Nakuru West constituency's CDF project has been selected for the case study.

Please complete the enclosed questionnaire which I will collect after one week. The questionnaire will take approximately 40 - 60 minutes to complete. The validity of the results depends on obtaining a high response rate therefore your participation is crucial to the success of this study. Returning of the questionnaire indicates your consent to participate in this study. All information supplied will be treated in strict confidence and you will not be identify able in any report of the research.

Your assistance and cooperation will be highly appreciated towards this study which will be of invaluable importance to policy makers both in the private and public sector and academicians for further research in the project management field.

Yours Faithfully,

Job Nyakundi Mangaria

Student Researcher

University of Nairobi

P.O. Box 30197 - 00100

Nakuru-Kenya

Phone: 0715693474

## **Appendix II: Questionnaire to the Respondents.**

### **Introduction**

I am Job Nyakundi Mangaria a student of Nairobi University undertaking Masters of Arts in Project Planning and Management and I will be taking my research as part of the requirement of the programme offered by the university. My research topic is on Role of Project Management Practices on Completion of Government Funded projects in Kenya and the results of the project will only be used for university and educational purposes. I kindly request you to fill in the below questionnaires.

Please tick or answer appropriately for each of the Question provided.

### **PART A: Background Information-Respondent's**

1. Which of the following describe your position in the project in Nakuru west constituency? Please tick (√)

project consultant  project team member  project leader.

2. Years of experience; Please tick (√)

0 – 5  6- 10  11-20  Above 20 years.

3. How long have you been Managing CDF projects?

Less than 1 year  1-5 years  5 – 10 Years

### **PART B: TIME, COST, AND QUALITY PRESENTATION OF PROJECTS PLANNING ON SUCCESSFUL COMPLETION OF GOVERNMENT FUNDED PROJECTS.**

#### **4) Cost**

Please choose one project, executed within Nakuru West Constituency, satisfying the following criterion and provide the succeeding information on it; the project should be considerably completed (should be practically completed or handed over).(Alternatively you may provide the figures in the formula below).



**Cost Index**= (Initial Project Cost) / (Final Project Cost)

Project cost Status achieved	Completion above initial estimated cost	Completed as estimated	Completed below initial estimated cost
Index	1-5	5	6-10
Please tick			

**5) Time performance**

In the table below, please indicate the time performance of the selected project by ticking its corresponding cost performance index obtained. (Alternatively you may provide the figures in the formula below).

**Time Performance Index** = (Initial Project Cost) / (Final Project Cost)

Project cost status achieved	Completion above initial estimated cost	Completed as estimated	Completed below initial estimated cost
Index	1-5	5	6-10
Please tick			

**6) Quality Performance of Project**

In the table below, please indicate the quality performance of the selected project by ticking its corresponding quality performance margin obtained. Please note that quality performance margin is, in your own estimation, extent to which the quality of the project deviated from what was expected.

Project cost Status achieved	Below expected by	As expected	Above expected by
Index	0-0.5	5.0	6.0-10
Please tick			

**PART C: The Impact of Project Planning and Management on Completion of Government Funded Projects Nakuru West Constituency.**

For each of the following parts, please tick where applicable the extent to which you agree with the statement using the following likert scale.

SA= Strongly Agree A=agree U=Uncertain D=Disagree SD=Strongly

Statement	SA	A	U	D	SD
Please order importance of the following project management Practices					
Reduce project deliverance costs and ensures completion of projects					
Higher degree of project successes increases the competitive advantage and economy of scale					
Enhanced understanding of project requirements contributes to staff motivation					
Produce quality deliverables					
Offer customer advantage arising from meeting customer needs and expectations					

**PART D: Ranking significance of project Planning and management to completion of government funded projects. Please tick (√) the relevant value (number) adjacent to the practice**

(1) = Not Significant (2) = Slightly Significant (3) = Moderately Significant (4) = Very Significant (5) = Exceedingly Significant

SCOPE MANAGEMENT	1	2	3	4	5
Developing scope management plans and implementing them to ensure clarity of understanding and ongoing management of project scope					
Managing the impact of scope change within established time, cost and quality constraints to meet project objectives					

Reviewing progress and the results recorded to assess the effectiveness of scope management procedures					
Ensuring scope management issues and recommended improvements are identified, documented and passed on to higher project authority for application in future projects					
Identifying project objectives, deliverables, constraints and principal work activities					
Establishing designated measurable project benefits and outcomes to enable quantified evaluation of project performance					

**PART E: Project Cost Management**

(1) = Not Significant (2) = Slightly Significant (3) = Moderately Significant (4) = Very Significant (5) = Exceedingly Significant

<b><u>Cost management</u></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Determining resource requirements for individual tasks to provide a basis for attributing expenditure					
Ensuring project costs are estimated to enable budgets to be developed and agreed cost management processes implemented at an appropriate level throughout the project life cycle					
Conducting activities to signify financial completion					

Ensuring cost management plans are developed and implemented to ensure clarity of understanding and ongoing management of project finances					
Implementing agreed financial management procedures and processes to monitor actual					
Selecting cost analysis methods and tools to identify cost variations, evaluate options and recommend actions to higher project authority					
Selecting cost analysis methods and tools to identify cost variations, evaluate options and recommend actions to higher project authority					

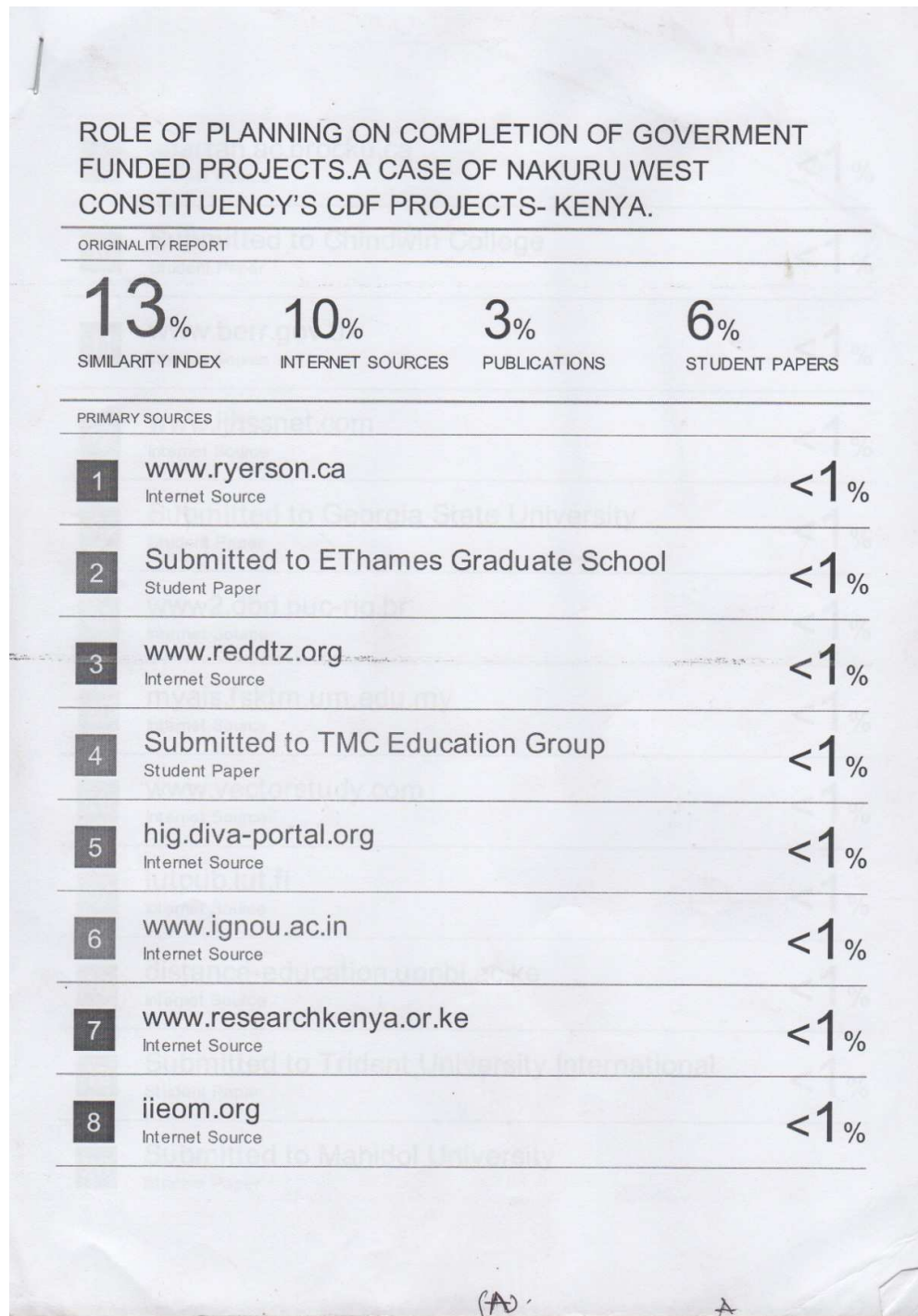
**PROJECT COMMUNICATION MANAGEMENT**

(1) = Not Significant (2) = Slightly Significant (3) = Moderately Significant (4) = Very Significant (5) = Exceedingly Significant

<b>PROJECT COMMUNICATION MANAGEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Ensuring selected information validation processes are monitored and controlled, and approved modification implemented to optimize quality and accuracy of data					
Administration the generation, gathering, storage, retrieval, analysis and dissemination of information by project team members and stakeholders in recognized system and procedures to aid decision making processes all through the life cycle of the project					
Ensuring project outcomes are reviewed to determine the effectiveness of management information and communications processes and procedures					
Ensuring finalization activities are					

conducted to ascertain agreed ownership of and responsibility for information					
Maintaining customer relationships within established guidelines to ensure clarity of understanding of objectives and to reduce conflict throughout the project life cycle					
Implementing processes to encourage continuous improvement skill of staff and overall project effectiveness					

### Appendix III: Plagiarism Report



## Appendix IV: University Letter of Introduction

**UNIVERSITY OF NAIROBI**  
**Open, Distance & e-Learning Campus**  
**SCHOOL OF OPEN AND DISTANCE LEARNING**  
**DEPARTMENT OF OPEN AND DISTANCE LEARNING**  
**NAKURU LEARNING CENTRE**

Tel 051 – 2210863  
*Our Ref: UoN/ODeL/NKRLC/1/12*

P. O Box 1120, Nakuru  
*11<sup>th</sup> June 2018*

### **To Whom It May Concern:**

**RE: JOB NYAKUNDI MANGARIA – L50/5862/2017**

The above named is a student of the University of Nairobi, Nakuru Learning Centre Pursuing a Masters degree in Project Planning Management.

Part of the course requirement is that students must undertake a research project during their course of study. He has now been released to undertake the same and has identified your institution for the purpose of data collection on **“Role of Planning on Completion of Government Funded Projects. A Case of Nakuru West Constituency’s Cdf Project in Kenya.”**

Any assistance accorded to him will be highly appreciated.

Yours Faithfully

**DR. JOHN OURU NYAGAH**  
COORDINATOR NAKURU LEARNING CENTRE



## Appendix V: NACOSTI Research Authorization Letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

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

Ref. No. **NACOSTI/P/18/25680/24301**

Date: **18<sup>th</sup> August, 2018**

Job Nyakundi Mangaria  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Role of planning on completion of government funded projects. A case of Nakuru West Constituency’s CDF Projects Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **17<sup>th</sup> August, 2019.**

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

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

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nakuru County.

The County Director of Education  
Nakuru County.

*National Commission for Science, Technology and Innovation is ISO9001:2008 Certified*




## Appendix V: Research Permit

**CONDITIONS**

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

**REPUBLIC OF KENYA**



**National Commission for Science, Technology and Innovation**

**RESEARCH CLEARANCE PERMIT**

**Serial No.A 20162**

**CONDITIONS: see back page**

**THIS IS TO CERTIFY THAT:**


**MR. JOB NYAKUNDI MANGARIA**  
of UNIVERSITY OF NAIROBI, 0-20100  
**NAKURU, has been permitted to conduct research in Nakuru County**

**on the topic: ROLE OF PLANNING ON COMPLETION OF GOVERNMENT FUNDED PROJECTS. A CASE OF NAKURU WEST CONSTITUENCY'S CDF PROJECTS- KENYA.**

**for the period ending:**  
**17th August,2019**

.....  
**Applicant's Signature**

**Permit No : NACOSTI/P/18/25680/24301**  
**Date Of Issue : 18th August,2018**  
**Fee Received :Ksh 1000**



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