

**INFLUENCE OF PROJECT IDENTIFICATION PROCESS ON PROJECT
PERFORMANCE: A CASE OF AFRICAN INLAND CHILD AND COMMUNITY
AGENCY FOR DEVELOPMENT, VOCATIONAL TRAINING PROJECT, KIBRA
CONSTITUENCY, KENYA**

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Award of the Degree of Master of Arts in Project Planning and Management of the
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DECLARATION

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

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

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DEDICATION

This work is dedicated to my wife Jessica Awuor Muga and daughter Treasure Charis Henry, your support and encouragement played a great role in this achievement, you understood my long absence from the family due to studies and never complained.

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ABBREVIATIONS AND ACRONYMS

AICCAD	Africa Inland Child and Community Agency for Development.
CCCD	Community Centered Child Development.
CSP	Child Support Program
GDP	Gross Domestic Product.
MSE	Micro Small Enterprises.
M&E	Monitoring and Evaluation
QM	Quality Management.
SPSS	Statistical Package for Social Science.
TVET	Technical Vocational Education and Training.
TVETA	Technical Vocational Education and Training Authority
VfM	Value for Money
VTC	Vocational Training Centre

ABSTRACT

The main problem with most projects is that the selection process of the project idea is grossly mishandled leading to the formulation of wrong interventions that do not address the needs of the major stakeholders, most project practitioners present their own perceived problems and interventions that do not reflect the realities on the ground. This study therefore sought to establish the influence of the Project Identification Process on the Performance of the AICCAD TVET Project in Kibra Constituency, Nairobi County, Kenya. The four main objectives of the study were; (1) to determine the influence of stakeholder involvement on the performance of the AICCAD TVET project, (2) to determine the influence of problem analysis process on the performance of the AICCAD TVET project (3) To determine the influence of objectives analysis on the performance of the AICCAD TVET project and (4) To determine the influence of risk management analysis on the performance of the AICCAD TVET project. This study adopted the case study design with the AICCAD TVET project as the case of study, the population of study was one hundred and thirty five respondents composed of one hundred project beneficiaries, fifteen project staff and twenty programme management staff. The purposive sampling approach was used for the programme management staff while the Krejcie and Morgan model was applied for project staff and beneficiaries, this generated a sample of ninety four respondents. A questionnaire was used to collect the required data from the respondents; the questionnaire was physically administered to the programme management staff, project staff and beneficiaries. The data analysis technique utilized for this study was descriptive and inferential statistics, by use of measures of central tendency and measures of dispersion since the data clustered around statistical averages. The study revealed that stakeholders were always involved throughout the life of the project. However, most respondents disagreed that stakeholder participation was always encouraged at the project initiation stage and stakeholder mapping was always done during project initiation. The study found that effective problem analysis during AICCAD TVET Project identification process would have a positive impact on the TVET project performance. The study revealed that risk management during project identification process influenced TVET project performance. The study established that existence of plan on how to monitor and control the potential risk to the project influences project performance to a moderate extent. The study concluded that stakeholder's involvement has a significant influence on project performance. The study concluded that effective objective analysis during the AICCAD TVET Project identification process had a positive impact of TVET project performance while poor project problem analysis would hinder conversion of problems into desired situation for the community. The study concluded that project risk management during project identification process influenced TVET project performance. The study concluded that project identification process influenced completion of project within the provided budget and scheduled time to a moderate extent and completion of the project within the desired quality, and meeting customer satisfaction and sustainability of TVET project to a moderate extent. The study recommends that management in project management should enhance stakeholder involvement during project initiation stage, enhance stakeholder mapping as well as stakeholder analysis tool as this would influence project management. The study recommend that management in project should enhance problem analysis process through proper project problem analysis, assessing factors contributing to community problem and involve stakeholder forum in problem analysis and identifying the community problems. This study further recommend that in management of community projects, management should enhance project risk management during project identification process as it impacts positively on project performance

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Recent studies show that many organizations have been trying to implement their corporate strategies through projects (Englund & Graham, 1999; Gardiner, 2005; and Srivannaboon & Milosevic, 2006), and that projects under implementation commonly have little or no apparent link to the corporate strategies and goals (Englund & Graham, 1999). Hence, identifying right projects and right mix of projects for the organization is considered as one of the most important tasks for the organization to ensure the achievement of the results within limited resources and capabilities of the organization (Englund & Graham, 1999). Many discussions in the literature reveal that the right sets of projects for implementation of corporate strategies are importantly resulted from successful identification of project portfolio (Archer & Ghasemzadeh, 1999; Combe, 1999; Bridges, 1999; Sommer, 1999; Cooper, Edgett, & Kleinschmidt, 2000; Rădulescu1 & Rădulescu, 2001; Yelin, 2005; Better & Glover, 2006; and PMI, 2006).

Project identification is a process of evaluating individual project or group of projects, and then choosing them so that the objectives of the organization will be achieved (Meredith and Mantel, 2003). Projects should be linked to the right goals and impact at least one of the major stakeholders' issues, e.g. growth acceleration, cost reduction, social impact or cash flow improvement. (Kumar, Saranga, Nowicki & Ramírez-Márquez, 2007). A good project identification is a process itself, if properly carried out, potential benefits to beneficiaries can improve substantially (Pande, Neuman, & Cavanagh, 2000). Project identification may also be related to the project implementation; by contributing to project success and not only to efficiency of the project processes, and supports development of the project culture in the organization. Studies from researchers have proposed project selection process models, tools, and key elements in six sigma project selection producing a variety of models (Breyfogle, Cupello, & Meadows, 2001).; (Adams, Gupta, & Wilson, 2003); (Pyzdek, 2003). Because of dynamics of business environment directing us to manage business activities as projects, it often occurs that many of projects are managed parallel at the same time.

Successful organizations do not focus only on results but also on processes (Gošnik, 2008). The lack of market aspects of products can lead to defining wrong project objectives which are not focused on beneficiaries and consequently to unsuccessful end products (Gošnik, 2005). Partial views on the project are related with many risks, as well. Organization's management has a crucial role in customer focused project management. It enables us to manage projects empowered by high degree of information exchange and to connect different key elements aiming at project performance. According to Thomas, Delisle, Jugdev, and Buckle (2001), 30% of all projects are canceled midstream, while over 50% of completed projects end in up to 190% over budget and 220% late because of the poor handling of the project identification process. This study therefore shall seek look into the link between the project identification process and the performance of the projects, by studying the performance of the AICCAD TVET project as the dependent variable and the stakeholder involvement, the problem analysis process, objectives analysis and the risk management analysis as the independent variables. Other intervening variables are expected to play a crucial role in the performance of the AICCAD TVET project including TVET infrastructure in the area of study.

1.2. Statement of the Problem

A problem well stated is a problem half solved.” (Charles Kettering, U.S. engineer, inventor), as noted by Thomas, Delisle, Jugdev, and Buckle (2001) that 30% of all projects are canceled midstream, and over 50% of completed projects end in up to 190% over budget and 220% late because of the poor handling of the initial process of identification, there is a link between the project identification process and the performance of the project. Key issues that arise during the identification process include; stakeholder analysis and involvement in the identification process, which if properly managed, enable projects to utilize the knowledge base of the stakeholders (Mitropoulos and Howell 2002), In addition, there is need to create integrated project teams which would have a positive influence on project outcomes (Lahdenperä, 2012, Cohen, 2010). Problem analysis process, risk management analysis and the identification of the right objectives form the other major areas of interest in the project identification process. Projects are meant to address problems. The identification of a wrong project will cause a waste of valuable time, energy and resources. If the problem is not effectively defined, the project executed will be wrong, objectives and goals wrong and will never address the intended problem. The effort to complete the project within the allowable budget, time and to the required specifications will be

fruitless. Due consideration therefore, must be taken into account before implementation. This study analyzed the influence of the project identification process on the performance of the project.

1.3. Purpose of the Study

The Purpose of this Study was to establish the influence of the Project Identification Process on the Performance of the AICCAD TVET Project in Kibra Constituency.

1.4. Research Objectives

The objectives of this study were:

1. To determine the influence of stakeholder involvement on the performance of the AICCAD TVET project.
2. To establish the influence of problem analysis process on the performance of the AICCAD TVET project.
3. To assess the influence of objectives analysis on the performance of the AICCAD TVET project.
4. To determine the influence of risk management analysis on the performance of the AICCAD TVET project.

1.5. Research Questions

This study was guided by the following research questions:

1. How does stakeholder involvement influence the performance of the TVET project?
2. What is the influence of proper problem analysis process on the performance of the TVET project?
3. How does objectives analysis influence the performance of the TVET project?
4. What is the influence of risk management analysis on the performance of the TVET project?

1.6. Significance of the Study

It is hoped that the results of this study may contribute to knowledge and inform policy formulation in the Department of Technical Education under the Ministry of Education Science

and Technology. Donor agencies involved in youth development and employment promotion may also benefit from the findings that will be generated from this study. Moreover, the study will also benefit TVET providers and other project practitioners in the country with valuable information in the area of project design. This study could also make a positive contribution in projects performance in project planning and management. In addition, this study could be of great benefit to other researchers in this area or other developmental areas of studies. Therefore, this study was worth the time and resources that were dedicated to it based on the benefits.

1.7. Delimitation of the Study

This research study focused on the African Inland Child and Community Agency for Development (AICCAD) Technical Vocational Education and Training (TVET) Programme in Kibra constituency of Nairobi County. The targeted respondents were young people aged between 16years to 25years who are currently undergoing various vocational trainings at the AICCAD TVET Centre in Kibra, staff of the TVET project in Kibra and the national program management of AICCAD at the AICCAD head office. Due to time restriction and inadequate resources, the research study could not cover the AICCAD TVET project sites in the entire country. Kibra constituency being surrounded by Dagoreti North Constituency, Lang'ata Constituency and Starehe Constituency was considered because of the following reasons: Kibra Constituency is situated in the centre of Nairobi city where the level of awareness among project stakeholders is presumably above average. Kibra constituency is presumed to be having fairly large population especially of young people within the target group who seek both wage and self-employment.

1.8. Limitations of the study

Most of the targeted respondents in the study had demanding schedules hence, they had time constraints in filling the questionnaire, however the drop and pick method of gathering of the questionnaires was employed so that they filled the questionnaire at the respondents' own time.

1.9. Assumptions of the Study

In this study, it was assumed that the targeted respondents would be willing to participate in answering the questions, to address this assumption; a good rapport was created with the respondents. It was also assumed that the respondents would provide accurate and reliable

information. To address this assumption a pilot study was conducted to counter check for validity and reliability of the research instrument.

1.10. Definition of Significant Terms used in the study

Cause and effect: Is the connection between one process (the cause) with another (the effect), where the first is understood to be partly responsible for the second, and the second is dependent on the first.

Objectives analysis process: The description of the situation in the future once the problems as analyzed by stakeholders have been resolved, and to illustrate the means-end relationships in the planned interventions

Performance Specifications: These are the issues that include schedule, cost and quality in a project.

Problem analysis process: Is the identification of the negative aspects of an existing situation and establishment of the “cause and effect” relationships among the problems that exist

Project identification process: A collection of linked activities that are carried out in an organized manner by the AICCAD organization to identify project concepts and plan for interventions.

Project Performance The degree to which projects by the AICCAD organization in Nairobi achieve the goals for which they were set up for with regard to the short term and long term requirements of the stakeholders.

Socio economic Issues: These are the social and economic factors that have an influence on the projects undertaken by an organization.

Stakeholder involvement: Is the deliberate action of the AICCAD organization to solicit for the active participation of the people affected by their projects in the project decisions.

Sustainable development: Is the ability to continue with the benefits of a project long after the expiry of the project duration.

Risk management analysis: The assessment of the uncertain events or conditions that, if it occurs, has a positive or negative effect on a project's objectives

1.11. Organization of the Study

This research report is organized into five chapters. Chapter one includes the background to the study, formulation of the research problem, purpose of the study, research objectives, research questions, significance of the study, delimitation, limitation, and assumptions of the study. The definition of terms is also included here. Chapter two covers literature review on the various themes including, the concept of project performance, stakeholder involvement and project performance, problem analysis process and project performance, objectives analysis and project performance and risk management analysis and project performance, it also includes the theoretical framework and the conceptual framework of the study. Chapter three presents the research design, target population and sampling procedure utilized in the study. In addition, it provides description of data collection tools, validity and reliability of the research instruments, data processing and analysis, ethical considerations of the study and the operationalization of variables. The report also includes chapter four which presents the study findings and their analysis and interpretation and discussions. And finally, chapter five which presents the summary of the findings, conclusion, and recommendations and also the areas suggested for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents an analysis of existing literature on the topic of study. It also includes the findings of related studies on performance of projects and programs undertaken by other researchers. The literature is organized into sub sections that include, the thematic areas of the concept of project performance, stakeholder involvement and project performance, problem analysis process and project performance, risk management analysis and project performance, and objectives analysis and project performance. The theoretical framework, where the Structural Contingency Theory of Performance, Goal-Attainment theory of effectiveness, Strategic Constituencies (stakeholder) theory of performance and the Systems Resource Theory are also discussed in this chapter; in conclusion, the literature review includes the conceptual framework and summary of literature matrix.

2.2 The concept of project performance

Current literature highlights the importance of project portfolio management in evaluating, prioritizing, and identifying projects in line with strategy (e.g. Archer and Ghasemzadeh, 2004; Cooper, Edgett, Kleinschmidt, 2001; Englund and Graham, 1999). It is pre-eminent in choosing the “right projects” and therefore an important part of strategic management in organizations (Morris and Jamieson, 2005; Shenhar, Dvir, Levy, Maltz, 2001). According to Crawford (2002) project success is an important project management issue, it is one of the most frequently discussed topics and there is a lack of agreement concerning the yard sticks by which success is measured (Pinto and Slevin 1988; Freeman and Beale 1992; Shenhar, Levy, and Dvir 1997; Baccarini 1999). A review of the literature further reveals that there is, in fact, a high level of agreement with the definition provided by Baker, Murphy, and Fisher (1988), that project success is an issue of perception and that a project will be most likely to be viewed to be an “overall success” if:the project meets the technical performance specifications and/or mission to be performed, and if there is a high level of satisfaction concerning the project outcome among key people on the project team, and key users or customers of the project effort. There is also a general agreement that although schedule and budget performance alone are considered inadequate as measurement of project success, they are still important components of

the overall construct. Quality is intertwined with issues of technical performance, specifications, and achievement of functional objectives and its achievement against these criteria that will be most subject to variation in perception by multiple project stakeholders.

2.3 Stakeholder involvement and project performance

Many of the issues facing development today cannot be tackled by one agency or organization alone. They are complex and require multiple actors such as donors who finance projects, recipient governments who have authority over the area where the projects are taking place, and national and local stakeholders who best understand the local interests and can assist in empowering local communities to be informed and participate, or who, absent effective integration, may spoil the project and its success. Consequently, any successful development project must seek to engage national and local stakeholders. Engagement in this context means the ability to identify key local stakeholders, recruit them, involve them in project-related activities, and sustain their participation for the project duration through constant communication and often beyond. According to Freeman (1984) “A stakeholder is any group or individual who can be affected or is affected by the implementation of the organization’s objectives”. According to the Project Management Institute (PMI) Standards Committee, project stakeholders are individuals and organizations who are actively involved in a project activity or whose interests may be affected by the execution of the project objectives or by successful project completion (PMI).

Chinyio and Olomolaiye (2010) stated that stakeholders can affect an organization’s functioning, goals, development and even survival and sustainability. They also mentioned that stakeholders are beneficial when they help to achieve the organizations goals while they are antagonistic when they oppose to the mission and objectives of an organization. Stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail. Successful engagement of stakeholders involves actively giving and getting their support and working together to devise, plan and develop new development initiatives in their respective areas of interest (Persson, Olander, 2004). Ayuso, Rodríguez, Castro and Ariño, 2011) combined stakeholder engagement and knowledge management (KM) which are elements of organizational capacity that deals with stakeholder-related innovation, in the context of sustainable community development. They

found that knowledge sourced from engagement with stakeholders affects firm's sustainable innovation orientation positively.

When implementing a participatory process, stakeholder participation should be considered right from the outset, from concept development and planning, through implementation, to monitoring and evaluation of outcomes. Engagement with stakeholders as early as possible in decision making has been frequently cited as essential if participatory processes are to lead to high quality and durable decisions (e.g. Mazmanian and Nienaber, 1979; Stewart, Dennis, Ely, 1984; Blahna and Yonts- Shepard, 1989; Gariepy, 1991; Beltson, 1995; Chess and Purcell, 1999; Reed et al., 2006). In most cases, stakeholders only get involved in decision-making at the implementation phase of the project cycle, and not in earlier project identification and preparation phases. Increasingly they may also be involved in monitoring and evaluating the outcomes of the decision-making in projects (Estrella and Gaventa, 2000).

However, unless flexibility can be built into the project design, this can mean that stakeholders are invited to get involved in a project that is not in line with their own needs and priorities. This may make it a challenge to mobilize stakeholders to engage with the decision-making process, and those who are involved may be placed in a reactive position, where they are called upon to respond to proposals that they perceive to have already been finalized and their cannot be any change (Chess and Purcell, 1999). Prell et al. (2007) present one of the few documented examples of stakeholder engagement right from the development of the initial concept in the case of seed-corn funding from the Rural Economy and Land Use programme where stakeholders developed a project proposal with development researchers in a Scoping Study. A review of the programme's seed-corn funding showed that it played a crucial role in catalyzing interdisciplinary collaborations to tackle complex problems, and recommended wider use of such funding mechanisms (Meagher and Lyall, 2007). Reed et al. (2006, 2008) showed how stakeholders could be actively engaged in sampling design, data collection and analysis, in addition to more traditional roles. It is in this light that this study shall seek to find out how stakeholder involvement affects the performance of the AICCAD TVET project.

2.4 Problem analysis process and project performance

A problem is a specific negative situation related to a person or group's well-being. For example, a high pregnancy rate among teenage girls and an increased rate of HIV/AIDS among young people are problems. Every project aims to help solve a problem that affects the target group or groups. The problem analysis identifies the negative aspects of an existing situation and establishes the "cause and effect" relationships among the problems that exist. Wanjohi, (2010) on a study of Sustainability Issues facing Community Based Projects in Rural Areas of Mbeere District in Kenya revealed that poor pre-project management processes, local and team leadership and financing issues influenced projects success either way. Similar sentiments were echoed by Kerzener (2001) who reported that the project manager or leader must possess skills, knowledge and competences that help facilitate smooth and efficient design and operations in projects. The two studies however did not analyze the problem analysis process, despite playing a critical role in the project success. Ndou (2013) revealed that lack of funds, poor project management, poor management of funds, lack of commitment and motivation, low level of education of project members, lack of youth involvement in community-based projects, lack of monitoring and evaluation by government officials and community leaders, lack of training and unavailability of workshops for project members and lack of government involvement in addressing project challenges were the reasons for failure of community-based projects. The study however failed to discuss how to deal with the proper analysis of the problem at the design stage of the project and its contribution to project success.

When analyzing the problem, McKnight and Kretzmann (1986) have noted that planners often focus on problems or negative situations in the community rather than on the community's strengths. McKnight and Kretzmann argue that communities are often put in a "prison" of negative images or associations. Labels, "loaded" with one meaning, prevent the labeled (person or community) from seeing other aspects of their identity. In order to begin community building, it is imperative that development practitioners also recognize the potentials in the communities. *How* a problem is understood also dictates possible solutions. They suggest making inventory lists of assets and resources, as well as needs assessing the situation in a community. Labonte (1993) introduces two typical planning models: a community-based planning model and a community development planning model. These differ, he says, because in contrast to

community-based planning, the community development model allows individuals and groups to name their own development concerns or issues and analyze their cause and effects. “*A problem well stated is a problem half-solved.*” –Charles Kettering. How we frame a problem affects the range of solutions we can see. Take, for example, electronic medical records. For years the situation, “increased risk of improper care due to inaccessible records” has been framed in such a way that the “digitizing and centralization of records will solve the problems associated with paper records”. Systems were accordingly designed to provide a central place for patient data. However, Wears & Berg, (2005) showed such systems actually increased the risk of improper medication at 22 different hospitals. The reason: the systems failed to take into account the ways in which doctors and nurses worked together to determine the care of patients in the hospital. The way the problem was framed did not allow for this consideration, and the systems have so far been generally ineffective at increasing efficiency and safety in patient care at the hospital.

Project management remains a highly problematical subject in the development world. Mir and Pinnington (2014) argue that despite the current developments in project management processes and tools, project success has failed to significantly improve. For example the Standish Group International survey (2009) shows that in the year 2008, only 32% of all the projects surveyed succeeded (i.e., were delivered on time, on budget, with required quality; and customer satisfaction); 44% were challenged (late, over budget, and/or with less than the required quality); and 24% of projects failed (cancelled prior to completion or delivered and never used). These results highlight the great importance of improving project management practices right from the identification stage and specifically a thorough look at the prevailing problem. Geraldi, Rodney, Maylor, Söderholm, Hobday, and Brady (2008) raised the question: How do we better develop and apply the knowledge of project management as practitioners and to improve the success in projects? Cooke-Davies (2001) studied a similar research question: What can be done to improve project management practices among project practitioners and thus project performance? As argued by Shi (2011), how to implement and improve problem analysis in the “right way” is still a relevant topic to study if projects have to succeed. Although the literature on project management provides some advice on how to improve project management practice, organizations need guidance on which key project management improvement initiatives they should concentrate their efforts (Thomas & Mullaly, 2008; Shi, 2011), and one of these practices is the proper analysis of the problem that the project intends to address. In this research,

improving project success in organizations is assumed to be made through project management improvement initiatives, which include the process of analyzing the main problems in the community and project organizations using various available tools and techniques including the problem tree technique and the fish bone analysis among others.

2.5 Analysis of the Objectives and project performance

The analysis of objectives is a participatory approach used to describe the situation in the future once the problems as analyzed by stakeholders have been resolved, and to illustrate the means-end relationships in the planned interventions. In a study by the author of program performance audits, a sample of 390 audits conducted in the United States were examined, determining the following (Nalewaik, 2012): 100% of the performance audits evaluated compliance with funding source requirements, 85% of the performance audits reviewed expenditures for compliance with the contract, 80% of the performance audits included a comparison of policies, procedures, controls and management against a checklist of industry best practices and None of the performance audits explicitly evaluated the efficiency, or effectiveness of projects. The efficiency and effectiveness aspect of a project is directly a result of sound and smart objectives which are developed at the selection process of a project to establish its viability. A critical question that project practitioners must address while setting the objectives of a project is value-for-money (VfM), which is always thought to be a proxy for government performance auditing (Glynn & Murphy, 1996). The objective of VfM is to assure stakeholders that resources (inputs) are being expended in the right way but also in the least wasteful way with the highest return on investment (Glynn & Murphy, 1996).

There are three assessment stages of the process: program, project, and procurement (Ismail, Takim, & Nawawi, 2011). The VfM process includes identifying program objectives and outputs, anticipated impact, their strategic relationship to the organizational entity, and then evaluating the validity, and economy, efficiency & effectiveness with which resources (inputs) are utilized and the objectives met. “Value for money in projects is more than delivering a project to time, schedule, customer satisfaction and cost”, it focuses more on the quality of outputs and outcomes of the project. Within the field of project management (PM) the concepts of efficiency and effectiveness are commonly used, in the field of quality management (QM), the concepts are applied in a more defined way. In QM, efficiency refers to doing things right, i.e.

whatever is performed, it is performed in the most suitable way, given the available resources (high efficiency). Effectiveness, on the other hand refers to doing the right things, i.e. selecting and focusing on producing an output that there is a demand for. Projects and processes are interrelated to each other. One example is in the PMBOK Guide (PMI, 2008), which describes the different stages of a project as processes.

Within the fields such as quality and operations management, processes are central. Extensive literature within these fields focuses on improvements of processes regarding its output, the process itself, and its alignment to the customer (DeToro & McCabe, 1997). DeToro and McCabe (1997) exhibit a clear application of the concepts related to processes, when rating the condition of processes based on efficiency and effectiveness of the project objectives. In this regard Parast (2011) applies both effectiveness and efficiency in discussions of the effect of Six Sigma projects on innovation and firm performance which lays emphasis on the proper analysis of objectives before implementation of a project commences. However efficiency, in comparison to effectiveness, is even more scarcely used in project management literature. One example, however, is by Martinsuo and Lehtonen (2007), who both use and define efficiency from a PM perspective as the capability of projects in fulfilling their set objectives.

In this regard it is of utmost importance that project designers pay a keen attention to efficiency and effectiveness while designing the project objective both in the short term and the long term. For the project to be successful there is need for a thorough analysis of the proposed approach and product so as to make the right interventions in the project. This is because project success is measured against a project's overall achievement of the project's objectives whereas project management success is measured using the traditional and often used measures of time (schedule), cost (budget), customer satisfaction and quality (Cook Davies 2002). It is important for project practitioners to note that the primary emphasis of any project is to achieve all of the project objectives while adhering to the limitations of a project (Harrison and Lock, 2004). However, there are many cases where projects are executed as planned, on time, on budget and achieve the planned performance goals, but turn out to be complete failures because they failed to produce actual benefits to the customer or adequate revenue and profit for the projects intended beneficiary (Andersen, Grude, Haug 1995). In analyzing the benefits to the customer all the necessary and sufficient situations (also called means or objectives) that are necessary to

obtain the desired situation must be comprehensively looked into. Andersen, Grude, Haug, (1995) proposes to replace the standard planning approach with milestone planning, where a milestone is defined as a result to be achieved. Since a milestone describes what is to be done, but not the way it should be done, milestone planning promotes result-oriented planning rather than activity-oriented planning. Posten (1985) found out that 55% of all defects in projects occur during strategy analysis and specification stage whereas 43% of all defects are not found until after the testing stage.

The importance of the objectives analysis at the initiation phase of a project stands out relative to other phases in the project management life cycle (Meyer, Utterback 1995). Dvir, Lipovetsky, Shenhar, Tishler, (1999) in a recent study of development projects in Israel indicate that the conceptualization and initiation phase, in which major decisions on strategy are made, such as deciding the project's objectives and planning the project's activities, has the most influence on the project's success. They also found that although the preparation of formal design and planning documents has a strong positive effect on meeting the project's time and budget objectives, it also contributes to a great extent to the customer's benefits from the end-product. According to Jackson, Morgan (1978) the concept of a hierarchy of objectives is useful for the understanding of the relationship between organization objectives and project objectives. Each objective is linked to the others in a means-end chain. In this process, every objective or end requires a decision about the means or strategy by which it will be attained. In such a chain, the strategy for accomplishing the next higher-level objectives becomes the objective of the level below. Based on this theoretical discussion, this study aims to enhance the understanding of how the concept of analysis of objectives is applied among project practitioners.

2.6 Risk Management analysis and project performance

Identifying and mitigating project risks are a crucial step in managing successful projects. The future is uncertain, but it is certain that these questions will be asked about our projects: (1) How much will it cost? (2) How long will it take? And, of course, the obvious follow-up question: Why? (Why that much and why that long?). These questions are posed in the future tense, and we are being asked to predict an uncertain future. To determine an accurate estimate range for both cost and schedule, risk and uncertainty must be quantified. Today, effectively managing risk is an essential element of successful project management. Proper risk management can assist

the project manager to take precaution against both known and unanticipated risks on projects of all kinds. Failure to perform effective risk management can cause projects to exceed budget, fall behind schedule, miss critical performance targets, or exhibit any combination of these troubles. According to Datta and Mukerjee (2001) “successful project completion is subject to a great extent on the early identification of immediate project risks.” While Jiang, James J, Gary Klein, and T. Selwyn Ellis, (2002), using factor analysis, confirmed their hypothesis that project risks adversely affect project success for software development projects.

Certainly there are a number of factors that determine whether a project will be a success, but it seems likely that failing to perform adequate risk management will increase the possibility of failure. The old axiom, “failing to plan is planning to fail,” appears to apply to risks. Having an effective method to plan for and manage project risks that are easy for the project team to understand, use, and apply is critical. As projects increase in complexity and size, taking a multidisciplinary approach to project management requires giving proper attention to risk management. While the literature on risk management is plentiful, the definitions and meanings of a few key similar terms within the field are inconsistent. A Guide to the Project Management Body of Knowledge PMBOK® Guide (PMI, 2000) defines the risk management process as being comprised of six steps: risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control. A *project risk* is defined as “an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives” (PMI, 2000). Authors have used various terms for depicting the probability attribute of a risk event such as, “probability,” “likelihood,” “probability of occurrence,” and “occurrence frequency.” Scales used for these probability ratings range from low, medium, and high, 1 to 10, 0 to 1.0, or some other nonlinear or linear scale. A second attribute typically associated with a risk event is what is called the “impact,” “severity,” “consequence,” or the “amount at stake.” The impact attribute is defined as “the effect on project objectives if the risk event occurs” (PMI, 2000). It is apparent that there are many ways to capture the effect of project risks. The method an organization chooses depends on the situation. The risk management process in an organization must become part of the culture. Organizations should apply risk management processes and tools as they apply to their specific projects. The risk management knowledge area is crucial to the project management process, and

organizations must make a concerted effort to ensure the tools they are using are providing them with the required level of insight and value.

Risk and uncertainty can potentially have damaging consequences for ongoing development projects (Flanagan, Norman, & Chapman, 2006). Therefore, risk analysis and management continue to be a major feature of the management of projects in an attempt to deal effectively with uncertainty and unexpected events and to achieve the required project success. Mitigating risk by lessening their impact is a critical component of risk management. Implemented correctly, a successful risk mitigation strategy should reduce adverse impacts. In essence a well-planned and properly administered risk mitigation strategy is a replacement of uncertain and volatile events with a more predictable or controlled risk response in development projects (Chapman & Ward, 2007). A decision is made under conditions of risk if the decision maker in a project is able to assess rationally or intuitively, with a degree of certainty, the probability that a particular risk event in the project will take place, using as a basis his information about similar past risk events or his personal experience in projects (Ceric, 2003). With effective project risk management as an integral and required part of effective project management, we can not only predict possible future outcomes, we can take action to shift the odds for project success in our favor. The planning stage provides the greatest opportunity in the project life cycle to govern and control scope, costs, customer satisfaction and schedule through sound and effective project risk management practices (Wallace & Blumkin, 2007).

The project risk analysis and management tools and techniques have been described in detail by many authors (Ahmed, 2007, Cretu, 2011; Chapman, 2003; Klemetti, 2006; Smith, 2006). A typical project risk management process includes project risk identification; project risk assessment; project risk mitigation; and project risk monitoring. Project risk identification process attempts to identify the source and type of project risks. Project risk identification involves the recognition of potential risk event conditions in the project and the clarification of project risk responsibilities (Wang, Dulaimi, & Aguria, 2004). Project risk identification is the basis for analysis and control of risk management and ensures project risk management effectiveness. The identification and mitigation of project risks are crucial steps in managing

successful projects that meet the performance specifications and satisfy the customers and stakeholders for whom the project was intended (Carbone & Tippet, 2004).

2.3 Theoretical framework

This study is grounded on the Structural contingency theory of performance, Goal attainment theory, Systems resource theory and strategic constituencies' theory.

2.31 The Structural Contingency Theory of Performance

According to Donaldson (2001), Project organization's performance results from a balance between characteristics of structural organization and the project's environmental aspects that is the contingency factors. The core elements of Structural Contingency Theory are the environment, the organizational structure, and organizational performance. Unlike earlier theories such as Weber's Bureaucracy, the Structural Contingency theory recognized that project management and organizational structures of project organizations were influenced by various aspects of the environment that is, the contingency factors as shown in diagram 1.0 below,

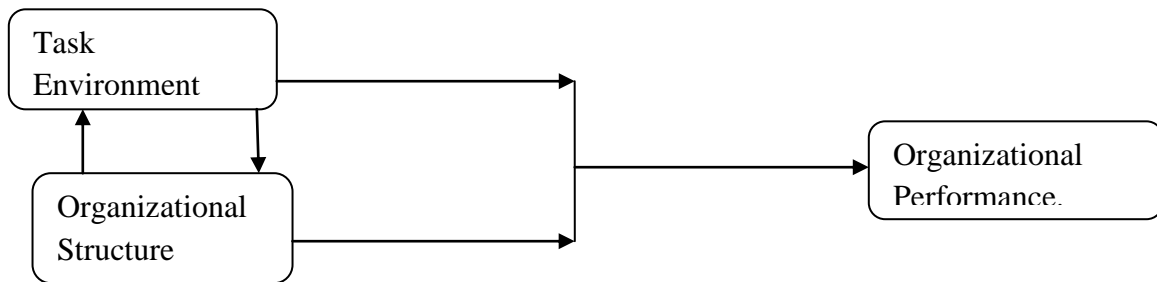


Figure 1.0: Basic concept of Structural Contingency Theory

Based on the Theory of Structural Contingency, this study will look into the influence of environmental factors during the project selection process on the performance of projects. The factors in the project environment where the project shall operate to be investigated under this theory are community participation, stakeholder involvement and project risk factors and their influence on the project performance. The examination of the variables in the environment of the project namely: community participation, stakeholder involvement and project risk factors is in consideration to the deduction from the theory that the environment influences performance of any project organization and projects hence this theory is used to investigate how the various factors in the environment which they operate affect the performance of development projects.

2.3.2 Goal-Attainment Approach

The goal-attainment approach to project effectiveness has been the most widely discussed approach in the evaluation of effectiveness in project organizations (Molnar & Rogers, 1976). This approach assumes that project organizations are deliberate, rational, goal-seeking entities and are created to achieve one or more specified goals within limitations of resources (Perrow, 1961; Etzioni, 1964; Price 1968; Perrow, 1970). This approach views project effectiveness in terms of its internal project organizational objectives and performance. Consequently, a project organization's effectiveness is ranked in terms of the accomplishment of ends rather than means (Perrow, 1961). An example of a goal-attainment criterion includes profitability and productivity maximization in project organizations. Some researchers insist that goals are indispensable to the understanding of organizations; while others question whether goals perform any function other than to justify past actions.

According to Scott (1987) project goals are concepts of desired ends, conditions that participants attempt to meet through their performance of project tasks and activities. Project organizational goals can be determined using either official four goals or operative five goals (Perrow, 1961). As such, successful goal accomplishment becomes an appropriate measure of project effectiveness. Nevertheless, the use of goals implies other assumptions that must be valid if project goal accomplishment is to be a viable measure. Ideologically it is assumed that an organization should have ultimate goals, have identifiable and defined goals, manageable goals, a general consensus or agreement on its goals; and the ability to measure its goals within a specified duration of time. This approach has several limitations (Cameron, 1980). When this approach is applied to measure project effectiveness, we have to ask whose goals are to be measured. The project organization's goals? Or the project staff individual goals? (Gaertner & Ramnarayan, 1983; Scott, 1987).

What a project organization states as its official goals do not always reflect the project organizations actual goals as it conducts its business (Warriner 1965; Bardach, 1977; Kahn, 1977). Hence, project organizations official goals are generally influenced by its standards of social desirability. Bardach (1977) and Kahn (1977) suggest that project goals are dynamic; therefore they are likely to change over time, primarily because of the political make-up of an

organization. Yet, an important question in the study of complex project organizations eludes the organizational researcher, that is, how to determine the degree to which an organization is achieving its goals or purposes. The use of goals as a standard for evaluating the project organization's effectiveness is a problematic and difficult task (Molnar & Rogers, 1976). Statements about goals, "whether obtained from written documents or decision makers, may be misleading when those who develop statements about goals, distort, omit, or otherwise misrepresent the real purpose of the goals" (Katz & Kahn, 1966:150).

In addition, Warner (1967) suggests that project goals may be difficult to determine whether the goals are multiple, transitional, intangible, or part of a means-end chain. A project organizations short term goals are actually very different from their long term goals (Etzioni, 1964). The fact that organizations have multiple goals creates difficulties. The goal attainment approach assumes consensus on goals. Given that there are multiple goals and diverse interests within an organization, consensus, may not be possible unless goals are stated in such ambiguous and vague terms as to allow the varying interest groups to interpret them in a way they consider to be favorable. In this regard this study shall investigate the effectiveness of goal setting in project organizations and specifically analysis of problems and objectives before a project is initiated in the project organization.

2.3.3 Systems Resource Approach

The systems resource approach to effectiveness views the organization as an open system. Where the organization acquires inputs, engages in transformation processes, and generates outputs. It has been argued that defining the effectiveness of a project organization solely in terms of the goals achieved is only a partial an inadequate measure of effectiveness (Molnar & Rogers, 1976). A systems approach to organizational effectiveness assumes that the organization is composed of interrelated departments (Kast & Rosenzweig, 1985). If any of these sub-systems performs inadequately, it will affect the performance of the whole organization. Consequently, effective project organizations are those that receive greater resource inputs from their environment. The project organizations survival is dependent upon having good relations with its constituencies, as they have the power to disrupt the operation of the organization. For the project organization to survive it is necessary that it acquires a steady flow of inputs from its environment as they are

consumed (Kast & Rosenzweig 1985). Failure to acquire these resources may result in the project organization tending toward a state of collapse.

The systems perspective examines various variables such as: relations with the environment to assure continued supply of inputs and favorable acceptance of outputs; flexibility of response to environmental changes; the efficiency with which the project organization changes inputs to outputs; the clarity of internal communications; the level of conflicts among groups; and the level of employee job satisfaction (Robbins, 1990). In contrast to the goal attainment approach, the systems proponents do not negate the importance of specific goals as determinants of project organizational efficiency (Yutchman & Seashore, 1967). Rather, they question the validity of the goals selected and the measures used for assessing the progress toward these goals. The systems resource approach to organizational effectiveness does not ignore end goals; but views them as one element of a set of complex criteria, that will increase the long term survival of the project organization in the long run period (Yutchman & Seashore, 1967).

In essence, the systems approach focuses not so much on specific ends, but on the means needed for achieving these ends. Yutchman and Seashore (1967) suggest that there are five advantages of the system resource approach: (1) the project organization is the frame of reference; (2) relations between the project organizations are a component of its definition; (3) the general framework for the project organization can be used in different types of organizations; (4) variability of measurement techniques in comparative evaluation is allowed; and (5) guidelines for selecting empirical measures of organizational performance are provided.

The limitations of this approach relate to its measurement of means. Robbins (1990) suggests that measuring specific project organizational goals may be easy compared with trying to measure process variables such as “flexibility of response to environmental changes” or “clarity of internal communications”. While each of these terms may be simple to understand, the development of valid and reliable measures may not be possible (Robbins, 1990). Whatever measures are used they may be constantly open to question. If for example the ends are met, are the means important? The critics of systems resource approach suggest that its fundamental limitation is that it focuses on the means necessary to achieve performance rather than

organizational performance itself. Based on this theory this study shall look into the link between the TVET project performance and the selection component of the project.

2.3.4 Strategic Constituencies Approach

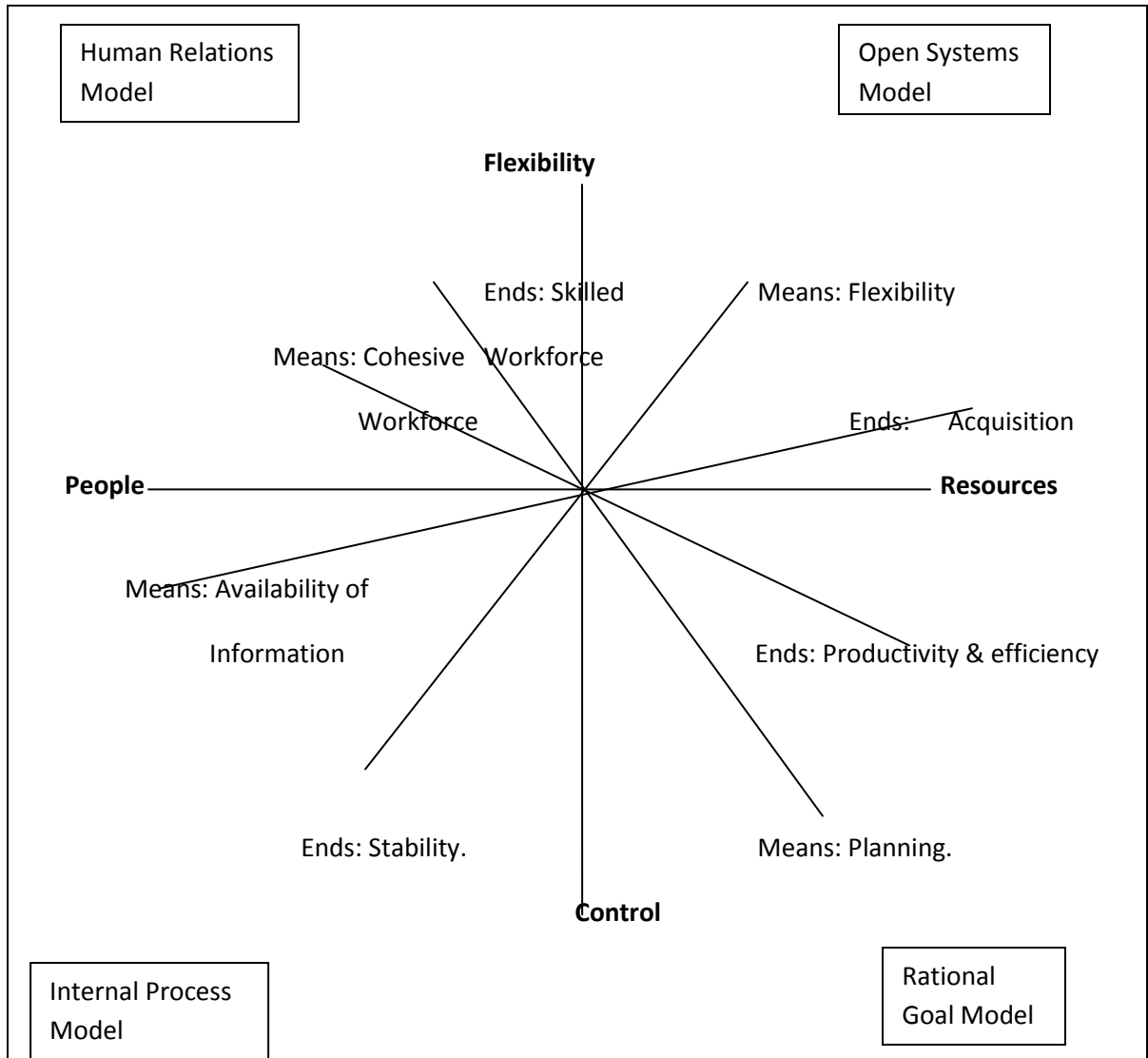
The strategic constituencies' approach of project organizations effectiveness proposes that an effective project organization is one that satisfies the demands of those stakeholders in its environment from whom it requires support for its continued existence (Pfeffer & Salanick, 1978). Under this approach, the organization is assumed to be an association of political activities, where vested interests compete for control over resources. Consequently, it is assumed that the organization has a number of constituencies, with different degrees of power, each trying to satisfy its demands. The approach seeks to satisfy only those in the environment who can threaten the organization's survival and sustainability (Robbins, 1990). Therefore, effectiveness is defined in terms of the degree to which the needs and expectations of the key stakeholders are met by the project organization (Keeley, 1978).

Cameron (1981c) states that this theory can be viewed either as a summary measure of the project organization's goals or as a series of different weighting's for specific goals for a variety of components. Furthermore, it is assumed that the project organization pursues specific goals which are representations of particular interest groups that control the resources necessary for the organization to survive and succeed. Robbins (1990:64) states that "no goal or set of goals, that are selected are value free. Each implicitly, if not explicitly, will favor some stakeholders more than others in the project organization". Researchers who plan on implementing this perspective may ask members of the dominant coalition to identify the constituencies they consider to be critical to the project organization's survival. If survival is important for an organization, then the most important stakeholders that affect the project organization's survival should be identified. It is argued by Quinn and Rohrbaugh (1981;1983) that by implementing this approach, the impact that key stakeholders have on the organization's operations may be minimized to the advantage of the organization.

The task of separating the strategic constituencies from their environment within which they operate is a difficult and problematic task. As the environment rapidly changes, what was a critical objective today may not be so tomorrow, Cameron & Quinn, (1981). Robbins (1990)

suggests that even if the strategic stakeholders in the environment can be identified and are assumed to be relatively stable, then what separates the stakeholders from the almost strategic stakeholders? Furthermore, Hitt (1988) suggests that different stakeholders are likely to rate an organization in different ways. Separate constituents may develop vastly different ratings of organizations effectiveness. These constituents may use different criteria or weight the same criteria differently (Hitt, 1988). Although, to overcome this difficulty Hitt (1988) suggests that constituents ratings must be weighted according to their importance to the organization. Quinn and Rohrbaugh (1983) recommend a methodology for undertaking this task in which managers' judgments of each constituent's importance are captured and combined into an overall model. Under this theory this study shall look into the involvement of the stakeholders in the AICCAD TVET project in Kibra and how it affected the performance of the project.

The diagram below summarizes the concept of the stakeholder model in the strategic constituencies approach;



Source: Robbins(1990:72)

Figure 1.1: Stakeholder model

2.4 Conceptual Framework

The interrelationship of variables in this study is as shown in figure 1.2 below;

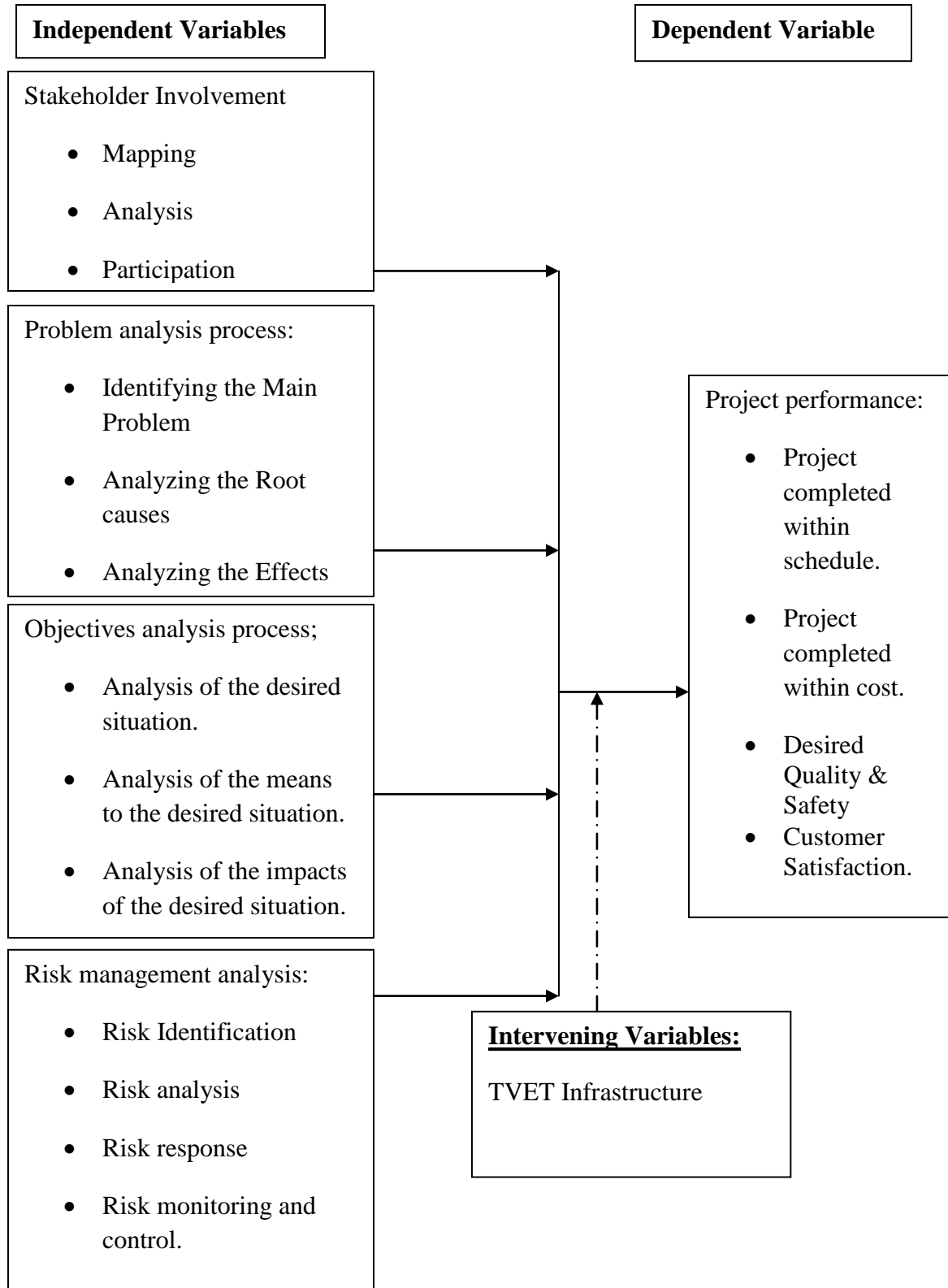


Figure 1.2: Conceptual framework

In this study, the independent variables were: Stakeholder Involvement, Problem Analysis process, objectives analysis and Risk management analysis while the dependent variable is Project Performance. A conceptual framework is a hypothesized model identifying the concepts under study and their relationships (Mugenda and Mugenda, 1999). A conceptual framework provides an outline of the preferred approach in the research and also outlines the relationships and the desired effects, forming independent and dependent variables respectively.

The performance of the TVET project is directly dependent on the four independent variables as indicated by the arrows, each variable in the framework has its own indicator of measurement which helps to measure its effectiveness. The stakeholder involvement is measured by, stakeholder mapping, stakeholder analysis, stakeholder participation and stakeholder communication management. The problem analysis process is measured by the identification of the main problem, analysis of the root causes of the problem and the analysis of the effects of the problem. The objectives analysis indicators include; analysis of the desired situation, analysis of the means to the desired situation and analysis of the impacts of the desired situation while the indicators of the risk management analysis are risk identification, risk analysis, risk response and risk monitoring and control. The indicators of the project performance on the other hand are; schedule, cost, quality and safety and customer satisfaction. Other intervening variables also come into play to impact the performance of the project this includes the TVET infrastructure as indicated in the conceptual framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the methodology that was used in conducting the study. This includes: the research design, target population, sample size and sampling procedure, research instrument, data collection procedures, and data analysis techniques. This chapter also included the ethical considerations and the operational definition of variables.

3.2 Research Design

This study adopted the case study research design because the study aims at establishing the cause effect relationship of the project selection process on the project performance. The main feature of a case study research design is to explain the presumed causal links in real-life interventions that are too complex for the survey or experimental strategies. In evaluation language, the explanations would link program implementation with program effects (Yin,2003). This design was used to inquire into the contribution of the project identification process on project performance of the AICCAD TVET Project in Kibra Constituency, Nairobi County. Robson (2002) defines a case study as ‘‘a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’’. The data collection methods used in case studies may include; questionnaires, interviews, observation, documentary analysis, (Saunders, Lewis, and Thorn-hill, 2003) case study research design is a method of collecting information by administering a questionnaire either physically or electronically to a sample of individuals (Orodho, 2003). Hence, this study employed questionnaires to collect information of the contribution of the project selection process on project performance.

3.3 Target Population

The target population of this research was the AICCAD TVET Project in Kibra, Nairobi County. The Kibra project has got one hundred project beneficiaries, fifteen project staff and twenty programme management staff at the head office (source: AICCAD TVET Project office June 2016). This population helped the research obtain answers to the research question.

Table 1.1 summarizes the target population in terms of the gender distribution and the departments in the AICCAD organization.

Table 3.1: Target population

Segment	Population No.	Male	Female
Project Beneficiaries	100	45	55
Project Staff	15	6	9
Programme Management staff	20	9	11
Total	135	60	75

Source: AICCAD TVET Project office Kibra (June 2016)

3.4 Sample size and Sampling Procedure

This section describes the sample size and sampling procedure.

3.4.1 Sample Size

The sample size for this study was ninety four respondents, in reference to purposive sampling for the head office managers and the Krejcie and Morgan Model for the program workers and beneficiaries. This model was utilized due to its appropriateness because it ensures that an adequate sample is chosen for the study. Purposive sampling was used for the managers at the head office to ensure that there was no bias and all the programs are represented.

3.4.2 Sampling Procedure

A sample of eighty nine respondents shall be drawn from the project beneficiaries and staff population of one hundred and fifteen using the Krejcie and Morgan model and five respondents from the programme management staff according to purposive sampling, to select a sample from each category of the population simple random sampling shall be applied. Hence, the total sample size for the study was ninety four respondents that included seventy nine project beneficiaries, ten project staff and five programme management staff. Hence, 5 managers shall be picked; the head of programs, the TVET program manager, M&E manager, the CSP manger and the CCCD manager.

According to Krejcie and Morgan, (For Project staff and beneficiaries)

$$n = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

Where n = desired sample size

N = Target population (115)

P = Population proportion (0.5)

d = degree of accuracy expressed as a proportion (0.05)

$X^2 = 3.841$ at 95% confidence level

$$\text{Hence } n = \frac{3.841 * 115 * 0.5 * (1 - 0.5)}{(0.05^2 * 114) + (3.841 * 0.5 * 0.5)}$$

$$n = 88.6799839$$

Hence $n \approx 89$ respondents

Table 1.2 shows the random distribution of the sampled respondents per department in the AICCAD organization.

Table 3.2: Target Population and Sample

Segment.	Population No.	Sample size
Project Beneficiaries	100	79
Project Staff	15	10
Programme Management staff	20	5
Total	135	94

3.5 Research Instruments

The study used a questionnaire to collect data. A questionnaire is a data collection tool that has a series of questions and other prompts whose purpose is to gather information from respondents (Brace, 2008). A questionnaire was preferred to other data collection instruments because it is affordable; it does not need much effort on the side of the researcher and always has consistent answers. Its weakness is that it gives the respondent a limited opportunity of expressing any

feeling outside the guide. In addition given that it is in written form, it necessitates the user to read before giving answers (Kothari, 2008). This study used a questionnaire because it was easy to distribute to the respondents. The sampled population was 94 hence use of questionnaires enabled the researcher to collect the data within the shortest time possible. The questionnaire had open and close ended questions. The open ended questions helped in the collection of qualitative data.

3.5.1 Pilot Testing of Research Instruments

The questionnaires were administered randomly to 4 staff and 6 beneficiaries which is 10% of respondents of the sample population for pre testing. Pre testing allows errors to be discovered before the actual data collection and 10% of the sample size is considered adequate for piloting (Mugenda and Mugenda, 2003). The pilot testing was done in Kibra area as it has similar characteristics. Comments made by the respondents during piloting were used to improve on the instrument. The respondents in the main study were exempted from the pilot to avoid bias due to foreknowledge. After the piloting, the questions in the questionnaire were assessed and those found not to be clear were reframed for clarity.

3.5.2 Validity of Research Instruments

In this study, construct validity was used to check how the questions were phrased to ensure that they convey the intended meaning. In addition, content validity was used to check that the questions were in line with the objectives. This ensured that the questionnaire measures what it was intended to measure. Validity is the accuracy and meaningfulness of inferences which is based on research results. It is the degree to which results obtained from the analysis of data actually represent the variables of the study (Mugenda and Mugenda, 1999). The questionnaire was given to other professionals including my supervisor to critique it and assure both content and construct validity of the instrument. It was ensured that the questionnaire remains focused, accurate and consistent with the study objectives.

3.5.3 Reliability of Research Instruments

Reliability refers to the consistency of the scores obtained; it is a measure or degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 1999). Reliability is concerned with consistency, dependability or stability of a test (Nachmias, and Nachmias, 1996). The test re-test technique was used to estimate the reliability of the

instruments in this study. This is because it was assumed the respondents were accessible. The test was administered twice to the same group of respondents identified for piloting. The research instrument that is the questionnaire was tested on the population during the pilot testing before the actual survey within a time lapse of two days. This ensured that the consistency of the respondents' answers was assessed. The questionnaires were administered to respondents in the pilot study afterwards; the questions were then corrected and rephrased until the respondents were able to answer without any difficulty. Further to establish the reliability of the instrument, Cronbach alpha method was used. This method was considered appropriate since it involves a single administration of the instrument therefore it might yield greater internal consistency. The most commonly used measure of reliability is Cronbach's alpha (Cortina, 1993). It has values in between 0 and 1 where zero indicates no consistency at all and 1 perfect consistency. This is rare in practical situation and values close to 1 will indicate internal consistency in studies. In this study the project performance test yielded a reliability value of 0.702, stakeholder involvement yielded a reliability value of 0.734, problem analysis process yielded a reliability value of 0.858, objectives analysis was at a reliability value of 0.853 while the risk management analysis was at 0.711; this was good enough since all the values are nearer to 1. Reliability, regardless of the strategy used to obtain it, is not a characteristic inherent in the test itself, but rather is an estimate of the consistency of a set of items when they are administered to a particular group of population at a specific time under particular conditions for a specific purpose (Brown, 2002). Alpha is an important concept in the evaluation of assessments and a questionnaire according to Dennick (2011). It is mandatory that researchers should estimate this quantity to add validity and accuracy to the interpretation of their data (Dennick & Tavakol 2011).

3.6 Data Collection Procedure

Prior to the commencement of data collection, the researcher obtained all the necessary documents including an introduction letter from the University and a research permit for data collection from the National Council for Science, Technology and Innovation. The questionnaires were administered to the program staff and project beneficiaries. Use of questionnaires eased the process of data collection as all the respondents were reached in time. The questionnaires were dropped at the offices of the various respondents and at the project site for the beneficiaries, and then the questionnaires were collected after two days. During the distribution of the instruments, the purpose of the research was explained to the respondents.

3.7 Data Analysis Techniques

The data analysis technique utilized for this study was inferential and descriptive statistics, by use of measures of central tendency and dispersion. The arithmetic mean is the measure of central tendency that was used in this study since data clustered around statistical averages. The standard deviation is the measure of dispersion used in this study because Mugenda and Mugenda, (1999) states that standard deviation is the best measure of dispersion. Frequency and percentages tables were used to present descriptive analysis for the demographic data. After the data collection, data was organized and classified according to the research questions and objectives. Data was edited to ensure accuracy and uniformity. This was done with the help of the Statistical Package for Social Scientists (SPSS version 21) to have a summary statement of statistical findings, and interpretation of findings. Data was presented systematically according to the research questions in frequencies and percentages by use of tables.

3.8 Ethical Considerations

Mugenda and Mugenda (2003) emphasizes on the need for conducting research in an ethical manner, therefore, the researcher sought consent from the respondents to participate in the research. It was explained to the respondents that the study was for academic purposes only; the respondents were reassured of confidentiality of the information given also the information collected in this study is treated with propriety. In addition, the aim of the study was explained to all potential participants and permission to include them in the study was sought. The participants were informed that they shall be free to withdraw at any time without giving reasons. Further, the decision not to participate was respected and made clear that the participation was voluntary.

3.9 Operationalization of variables

Table 3.1 shows the variables and their operational indicators in the study.

Table 3.3: Operationalization of variables

OBJECTIVES	VARIABLES	INDICATOR	MEASUREMENT SCALE	DATA COLLECTION TOOL	TOOL OF ANALYSIS
Project performance	Dependent Schedule Cost Quality	Number of recruited beneficiaries. Number of youths equipped with relevant employable skills Number of youths graduated. Number of youths employed. Number of relevant networks on youth issues established	Ordinal	Questionnaire	Arithmetic mean and standard deviation Correlation Regression
To determine the influence of stakeholder involvement on the performance of the AICCAD TVET project.	Independent Stakeholder Involvement:	Number Identified Analysis Frequency of communication Participation.	Ordinal	Questionnaire	Standard deviation, mean, Correlation Regression
To determine the influence of the problem analysis process on the performance of the AICCAD TVET project.	Independent Problem analysis:	Main Problem Root causes Effects	Ordinal	Questionnaire	Standard deviation, mean, Correlation Regression

To determine the influence of risk management analysis on the performance of the AICCAD TVET project.	Independent Risk management Analysis:	Identification Analysis Response planning Monitoring and control	Ordinal	Questionnaire	Standard deviation, mean, Correlation Regression
To determine the influence of objectives analysis process on the performance of the AICCAD TVET project.	Independent Analysis of objectives:	The desired situation Means to the desired situation Impacts	Ordinal	Questionnaire	Standard deviation, mean, Correlation Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter focused on data analysis, interpretation and presentation and presents the discussion and conclusion of the study. The results are presented on the subject of, to establish the influence of the Project identification process on the performance of the AICCAD TVET Project in Kibra Constituency. The questionnaire was designed in line with the objectives of the study. To enhance quality of data obtained, Likert type questions were included whereby respondents indicated the extent to which the variables were practiced in a five point likerts scale.

4.1.1 Response Rate

Table 4.1 shows a summary of the response rate for the questionnaires.

Table 4. 1: Response Rate

Response	Frequency	Percentage
Returned questionnaires	76	81
Unreturned questionnaires	18	19
Total	94	100

The study sample size was 94 respondents. From the study, 76 out of 94 sampled respondents filled in and returned the questionnaire constituting to 81%. This commendable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires. Mugenda and Mugenda (2003) indicated that a response rate of 50%, 60% or 70% of the response rate was sufficient for a study.

4.1.2 Reliability Results

Table 4.2 gives a summary of the reliability results for questionnaire per variable in the study.

Table 4. 2: Reliability Results

Variables	Reliability Statistics Cronbach's	No of items
Schedule, cost and quality	.702	4
Stakeholder Involvement	.734	6
Problem analysis	.858	4
Risk management Analysis	.853	5
Analysis of objectives	.711	5

Table 4.2 illustrates the findings of the study concerning the reliability analysis. In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of 10 respondents, who were not included in the study. The 10 respondents were selected from other TVET organizations in Kibra. From the findings, the Cronbach Alpha coefficients for Schedule, cost and quality, Stakeholder Involvement, Problem analysis, Risk management Analysis and Analysis of objectives were 0.702, 0.734, 0.858, 0.853 and 0.711. These Cronbach Alpha coefficients were above 0.70 implying the instrument was very reliable.

4.1.3 Validity Outcomes

Validity is the accuracy or meaningfulness and technical soundness of the research. It was the degree to which a test measures what it purports to measure. Mugenda and Mugenda (1999), stated that to enhance validity of a questionnaire, data should be collected from reliable sources, the language used on the questionnaire was kept simple to avoid any ambiguity and misunderstanding. The validity of data collected was made through collecting data from the relevant respondents having obtained consent to collect data through a letter to the AICCAD organization. The validity of the instrument was established by being given to experts with experience and the supervisor who approved the instrument for data collection.

4.2. General information

4.2.1 Department of the Respondents

Table 4.3 gives a summary of the questionnaires that were returned by the respondents.

Table 4. 3: Department of the Respondents

	Frequency	Percent
Programme Management Staff	10	13
Project Staff	12	16
Beneficiary	54	71
Total	76	100

The study sought respondent's department. From the findings, majority 71% of the respondents were indicated that they were beneficiaries of the TVET project , 16% of the respondents indicated that they were project staff while 13% of the respondents indicated they were working in program management department. This implied that data was collected from different people who were in a position of providing relevant information to answer the research questions hence validating the data.

4.2.2 Respondents Designation in the Organization

Table 4.4 gives a summary of the designation of the respondents in the AICCAD organization.

Table 4. 4: Respondents Designation in the Organization.

Respondent Designation	Frequency	Percent
Programme Manager	7	9
Project Staff	12	16
Support staff	5	7
Total	24	32

The respondents were requested to indicate respondent's designation in the organization. From the findings, 16% of the respondents indicated that they were project staff, 9% of the respondents indicated that they were project managers while 7% of the respondents

indicated that they held a supportive staff level in management. This implied that information of project identification process was collected from relevant individual who were in a position of offering correct information on influence of project identification process on TVET project performance.

4.2.3 Period Respondents had working at TVET Organization

Table 4.5 gives a summary of the duration of time that the respondents had working at the AICCAD organization.

Table 4. 5: Period Respondents had working at TVET Organization

	Frequency	Percent
Less than 1 year	4	5
Between 1 and 3 years	6	8
More than 3 years	10	13
Total	20	26

The respondents were requested to indicate the period they had been working in the organization. From the findings, 13% of the respondents indicated that they had worked in the organization for more than 3 years, 8% of the respondents indicated that had worked in the organization between 1 and 3 years while 5% of the respondents indicated that they had worked in the organization for less than 1 year. This implied that the officers at the AICCD TVET project had relevant information on influence of project identification process on TVET project performance having worked in the organization for at least 1 year

4.3 Project Selection process

The respondents were asked to rate their opinions on the indicators of the project selection process, their responses are analyzed in the sections that follow.

4.3.1 Stakeholder involvement

Table 4.6 gives the analysis of the indicators of stakeholder involvement in the AICCAD organization using descriptive statistics.

Table 4. 6: Stakeholder involvement

Statement	Mean	Std dev
Stakeholder mapping is always done during project initiation	2.33	.99
Stakeholder analysis tool is always used during project initiation	2.26	.90
Stakeholder participation is always encouraged at the project initiation stage	2.42	.99
Stakeholders are always involved throughout the life of the project	2.50	1.15

The study sought the extent to which stakeholder involvement in project identification influenced the TVET project performance. From the findings, most respondents moderately agreed that stakeholders are always involved throughout the life of the project as indicated by a mean of 2.50 with a standard deviation of 1.15. The results indicated that most respondents disagreed that stakeholder participation is always encouraged at the project initiation stage as indicated by a mean of 2.42 with a standard deviation of 0.99. The respondents disagreed that stakeholder mapping was always done during project initiation as indicated by a mean of 2.33 with a standard deviation of 0.99. The results further indicated that majority of the respondent strongly disagreed that stakeholder analysis tool was always used during project initiation at TVET project management. This implied that stakeholder involvement during TVET project identification process was not effective and this was likely to affect TVET project performance.

4.3.2 Stakeholder Involvement in Project Identification

Table 4.7 summarizes the findings on the stakeholder involvement in the problem identification process using descriptive statistics.

Table 4. 7: Stakeholder Involvement in Project Identification

Parameters	Mean	Stad Dev
Does stakeholder participation lead to identification of relevant gaps in the community	3.87	.70
Does stakeholder involvement throughout the project life lead to better performance of the project	4.14	.83
Does stakeholder participation lead to sustainability of the project	4.08	.62

The study sought the extent to which stakeholder involvement contributed in TVET project performance. From the finding respondents agreed that stakeholder involvement throughout the project life leads to better performance of the project as indicated by a mean of 4.14 supported by a standard deviation of 0.83. Respondents also agreed that stakeholder participation leads to sustainability of the project as indicated by a mean of 4.08 with a standard deviation of 0.62. The respondents further agreed that stakeholder participation leads to identification of relevant gaps in the community as indicated by a mean of 3.87 with a standard deviation of 0.70. This implied that stakeholder's involvement in TVET project identification influences success of the project to a great extent. The finding concurred with Chinyio and Olomolaiye (2010) stated that stakeholders can affect an organization's functioning, goals, development and even survival. They also mentioned that stakeholders are beneficial when they help to achieve its goals and they are antagonistic when they oppose to the mission. The findings also concurred with Persson, Olander, (2004) who found that stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail. Successful engagement of stakeholders involves actively giving and getting their support and working together to devise, plan and develop new development solutions.

4.4 Problem Analysis Process and Project Performance

Table 4.8 summarizes the findings of the study on problem analysis process and project performance in the AICCAD organization using descriptive statistics.

Table 4. 8: Problem Analysis Process and Project Performance

Statement	Mean	Std Dev
The main problem is always selected among other community problems	2.13	.98
The factors contributing to the problem are always analyzed	2.45	.93
The effects of the problem to the community are always analyzed and noted	2.58	.84
The analysis above is always done by a forum of stakeholders	2.21	.87

The respondents were requested to indicate the extent to which they agreed on the influence of problem analysis process statement on project performance. Respondents moderately agreed that effects of the problem to the community were always analyzed and noted as indicated by a mean of 2.58 with a standard deviation of 0.84. The results also indicated that most respondents disagreed that the factors contributing to the problem were always analyzed and that problem analysis is always done by a forum of stakeholders as indicated by a mean of 2.45 and 2.21 with a standard deviation 0.93 and 0.87 respectively. Most respondents disagreed that the main problem is always selected among other community problems as indicated by a mean of 2.13 supported by a standard deviation of 0.98.

4.5 Problem analysis process and project performance

Table 4.9 gives the findings of the study on problem analysis process and project performance in the AICCAD TVET project using descriptive statistics.

Table 4. 9: Problem analysis process and project performance in projects

Statement	Mean	Stand dev
Identifying the right problem contributes to the performance of the project	3.74	.74
Identifying the causes of the main problem leads to the success of the project	3.69	.69
Identifying the effects of the main problem contributes to the performance of the project	4.28	.67

On the extent to which respondents agreed on influence of the problem analysis process and influence on project performance, respondents agreed that identifying the effects of the main problem contributes to the TVET project performance as indicated by a mean of 4.28 with a standard deviation of 0.67. Respondents agreed that Identifying the right problem and causes of main problem contributes to the TVET project performance as indicated by a mean of 3.74 and 3.69 supported by a standard deviation of 0.74 and 0.69. This implied that effective problem analysis process during project identification process influence success of the project to a great extent. The findings, concurred with Thomas & Mullaly, Shi, (2011) proper analysis of the problem that the project intends to address and that improving project success in organizations is assumed to be made through project management improvement initiatives, which include the process of analyzing the main problems in the community and project organizations using various available tools and techniques including the problem tree technique and the fish bone analysis among others.

4.6 Objectives analysis process and project performance

The respondents were asked to indicate their opinions on the objectives analysis process and project performance on the questionnaire; the results are as presented in Table 4.10

Table 4. 10: Objectives analysis process and project performance

Statement	Mean	Std Dev
The main problem is usually converted into the desired situation for the community	2.24	1.04
The means to the desired situation are always identified	2.51	.86
The impacts of the desired situation are always analyze	2.53	.97
The project strategy is always drawn from the analysis	2.63	.98

The respondents were requested to indicate the extent level of agreement on influence of objective analysis process on project performance. From the findings, most respondents moderately agreed that the project strategy was drawn from the problem analysis and, analysis of the impact of the desired situation and identification of means to the desired situation was always done as indicated by a mean of 2.63, 2.52 and 2.51 with a standard deviation of 0.98, 0.97 and 0.86 respectively. The respondents agreed to disagree that conversion of project problem to the desired situation is achieved through project identification process as indicated by a mean of 2.24 with a standard deviation of 1.04. This implied that effective problem analysis during project identification process would have a positive impact on the TVET project performance while poor project objectives analysis would hinder conversion of desired situation for the community. The finding concurred with Martinsuo and Lehtonen (2007), found out that efficiency from a PM perspective is the capability of projects in setting and fulfilling their set objectives. In this regard it is of utmost importance that project designers pay a keen attention to efficiency and effectiveness while designing the project objective both in the short term and the long term.

4.7 Risk Management analysis and project performance

The study sought to determine the influence of the risk management analysis on project performance; the findings are indicated in table 4.11 below.

Table 4. 11: Risk Management analysis and project performance

Statement	Mean	Std Dev
The project team identified all potential risks that posed a threat to its success	2.44	.99
Each risks identified was properly analyzed to assess its impact on the project	2.25	.98
There was adequate planning for risk response during the life of the project	2.42	.96
There was a plan on how to monitor and control the potential risks to the project	2.51	1.01
risk management is vital to project performance the trend of performance of the TVET project	1.17	.68

The study sought the extent to which risk management during project identification process influenced the TVET project performance. From the findings, most respondents indicated that existence of plan on how to monitor and control the potential risk to the project influence project performance to a moderate extent as indicated by a mean of 2.51 supported by a standard deviation of 1.01. The respondents indicated that project team identification of potential risks that posed a threat to project success, adequate planning of risks, for potential risk during project cycles influence TVET project performance to a significant extent as indicated by a mean of 2.44 and 2.42 supported by a standard deviation of 0.99 and 0.96 respectively. The results also indicated that analysis of indentified TVET project risks influenced the TVET project performance to a significant extent as indicated by a mean of 2.25 with a standard deviation of 0.98. The result further indicated that risk management is vital to TVET project performance trend to a moderate extent as indicated by a mean of 1.17 with a standard deviation of 0.68. This clearly demonstrated that ineffective risk management in the identification of the TVET project

would affect performance of the project to a great extent. The findings concurred with Ceric, 2003) who found that with effective risk management as an integral and required part of project management, influences success of project. Further, Wang, Dulaimi, & Aguria, (2004) indicated that project risk identification is the basis for analysis and control of risk management and ensures project risk management effectiveness impact on project performance.

4.8 Influence of risk management is vital to project performance

The study sought to examine the influence of risk management analysis on project performance; the findings are indicated in table 4.12.

Table 4. 12: Influence of risk management is vital to project performance

Statement	Frequency	Percent
Yes	72	95
No	4	5
Total	76	100

The respondents were requested to indicate whether risk management was vital in influencing project performance. From the findings, majority, 95% of the respondents indicated that risk management in project identification process influence project performance while 5% indicated otherwise. This implied that risk management during project identification influence project performance.

4.9 Performance of Projects

Item 7 sought to assess the level of success of the AICCAD TVET project in Kibra, the findings are indicated in table 4.13.

Table 4. 13: Trend of performance of the TVET project in organization

Statement	Mean	Stand Dev
Projects completed within the provided budget.	3.45	.89
Projects completed within the scheduled time	2.66	.97
Projects completed within the desired quality	2.42	.99
Projects met customer's satisfaction.	2.53	1.03
The project is sustainable	2.26	1.09
Overall the TVET project has been very successful	2.50	1.05

The respondents were requested to indicate the extent to which project identification process influenced the performance of the TVET project. From the finding project identification process influence completion of project within the provided budget to a moderate extent as indicated by a mean of 3.45 with a standard deviation of 0.89. The findings indicated that project identification process influence completion of project within scheduled time to a moderate extent as indicated by a mean of 2.6 supported by a standard deviation of 0.93. The results also indicated that project identification process influence completion of the project within the desired quality to a moderate extent as indicated by a mean of 2.42 supported by a standard deviation of 0.99. The result further indicated that project identification process influence project meeting customer satisfaction to a moderate extent as indicated by a mean of 2.53 with a standard deviation of 1.03. The finding also indicated that project identification process led to project sustainability to a moderate extent as indicated by a mean of 2.26 with standard deviation of 1.09 while project identification process influence overall TVET project success to a moderate extent as indicated by a mean of 2.50 with a standard deviation of 1.05. This implied that effective project identification process influence project success while poor project identification hinders project performance. The findings concurred with Dvir, Lipovetsky, Shenhar, Tishler, (1999) who found that development projects in Israel indicate that the origination and initiation phase, in which major decisions on strategy are made, such as deciding the project's objectives and planning the project's execution, has the most influence on the project's success.

4.10 Regression Analysis

A multiple regression model was applied to establish whether there exists a significant relationship between stakeholders' engagement on performance and performance of the TVET project. The multiple regressions model used in this study was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu \text{ Where:}$$

Y=Performance of the TVET project α = Constant, β = Coefficient factor, X_1 = stakeholder involvement, X_2 = problem analysis, X_3 = objectives analysis, X_4 = risk management analysis and μ = Error Term.

Table 4.14 gives a summary of the regression model

Table 4. 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.695 ^a	.483	.432	0.05	.01(a)

a. Predictors: (Constant) stakeholder involvement, problem analysis process, objectives analysis and risk management analysis

b. Dependent: Performance of AICCAD TVET project

Adjusted R^2 is called the coefficient of determination which indicates how the Performance of AICCAD TVET project varies with variation in stakeholder involvement, problem analysis process, objectives analysis and risk management analysis. From table above, the value of adjusted R^2 is 0.483. This implies that, there was a variation of 48.3% of performance of the AICCAD TVET project varied with variation in project identification process at a confidence level of 95%.

Table 4.15 gives the summery of the analysis of variance established in the study.

Table 4. 15: ANOVA (b)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.996	4	3.499	5.565	.001^b
	Residual	45.288	72	.629		
	Total	59.284	76			

a. Predictors: (Constant) stakeholder involvement, problem analysis process, objectives analysis and risk management analysis

b. Dependent: Performance of AICCAD TVET project

The Total variance (59.284) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit between variable as F-test ($F=5.565$, $P=0.01 < 0.05$). The calculated $F=5.565$ far exceeds the F-critical of $F_{cr} 3.214$. This implied there the level of variation between independence and dependent variable was significant at 95% confidence level. This indicated that the model formed between stakeholder involvement, problem analysis process, objectives analysis and risk management analysis and Performance of AICCAD TVET project had a good fit for the data. The strength of variation of the predictor values performance of Performance of AICCAD TVET project was significant at $P= 0.02 < 0.05$.

Table 4.17 summarizes the regression coefficients of the variables in the study.

Table 4. 16: Regression Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error			
1	(Constant)	1.765	.428		4.125	.000
	Stakeholder involvement	.243	.113	-.046	2.381	.0075
	Problem analysis process	.355	.136	.349	2.875	.006
	Objectives analysis	.189	.156	.163	3.215	.023
	Risk management analysis	.426	.117	.444	3.639	.001

a. Predictors: (Constant) stakeholder involvement, problem analysis process, objectives analysis and risk management analysis

b. Dependent: Performance of AICCAD TVET project

The established regression equation was;

$$Y = 1.765 + .243X_1 + .355X_2 + .189X_3 + .426X_4 + e$$

Where:

Y= Performance of AICCAD TVET project, α = Constant, β = Coefficient factor, X_1 = stakeholder involvement, X_2 = problem analysis process, X_3 = objectives analysis, X_4 = risk management analysis and μ = Error Term

From the above regression model, it was found that Performance of AICCAD TVET project would be at 1.765 holding stakeholder involvements, problem analysis process, objectives analysis and risk management analysis constant at zero.

The study established that stakeholder involvement significantly influence Performance of AICCAD TVET project ($r=.243$, $p=0.0075 < 0.05$). The results in Table 4.19 shows that

problem analysis process would significantly influence performance of AICCAD TVET project ($r=.355$, $p=0.006<0.05$). From the regression results in Table 4.19, Objectives analysis significantly influence Performance of AICCAD TVET project ($r=.189$, $p=0.023<0.05$).

From the regression results in Table 4.19 on, the study found that risk management analysis significantly influence Performance of AICCAD TVET project ($r=.426$, $p=0.001<0.05$). This clearly indicated that project identification process has a significant positive influence on Performance of AICCAD TVET project.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the purpose of this study which was to establish the influence of the Project Identification Process on the Performance of the AICCAD TVET Project in Kibra Constituency.

5.2 Summary of Findings

The summary of findings of this study is presented in this section. The study focused on four main variables influencing the performance of the AICCAD TVET project in Kibra Constituency; namely, stakeholder involvement, problem analysis process, objectives analysis and the risk management analysis.

5.2.1 Stakeholder involvement

The study established that stakeholders were always involved throughout the life of the project. However, most respondents disagreed that stakeholder participation was always encouraged at the project initiation stage and stakeholder mapping was always done during project initiation. The study established that stakeholder analysis tool was not always used during project initiation at the TVET project management as majority of the respondents disagreed that stakeholder tools were used in project identification process.

The study revealed that stakeholder involvement throughout the project life led to sustainability of the project and that stakeholder participation lead to identification of relevant gaps in the community indicating that stakeholder's involvement influence success of TVET project to a great extent. The study established that there exist a significant relationship between stakeholder involvement and Performance of the AICCAD TVET project.

5.2.2 Problem analysis process and project performance

The study revealed that problem analysis process had an influence on project performance. From the findings, effects of the problem to the community was always analyzed and noted, factors contributing to the problem were always analyzed though not to a greater extent and that problem analysis was not always done by a forum of stakeholders. It was also revealed that the main problem was always selected among other community problems which affected effectiveness of project identification process.

The study establishes that effective problem analysis process during project identification process influence success of AICCAD TVET Project to a great extent. The study established that identifying the effects of the main project problem, identifying the right project problem and causes of main problem contributes to the TVET performance. Regression results indicated that there existed a significant positive relationship between project problem analysis processes and performance of the AICCAD TVET project.

5.2.3 Objectives Analysis Process and Project Performance

The study revealed that effective objectives analysis during AICCAD TVET Project identification process would have a positive impact of TVET project performance while poor project objectives analysis would hinder conversion of desired situation for the community. This study revealed that drawing project strategy from the problem analysis, analysis of impact of desired situation and identification of means to the desired situation influences project performance. Most respondents disagree that conversion of project problem to the desired situation was achieved. Further regression results establish that there exists a significant relationship between Objectives analysis significantly influence Performance of AICCAD TVET project.

5.2.4 Risk Management analysis and project performance

The study found out that risk management during project identification process influenced the TVET project performance. The study established that existence of plan on how to monitor and control the potential risk to the project influences project performance to a moderate extent. This study also revealed that project team identification of potential risks that posed a threat to project success and adequate

planning of risks for potential risk during project cycles influence TVET project performance. This study also revealed that analysis of identified TVET project risks influence TVET project performance to a moderate extent and that risk management is vital to TVET project performance trend though to a moderate extent. Effective risk management in the identification of TVET project would affect performance of the project to a great extent. The study established that risk management in project identification process influences project performance.

The study further concluded that project identification process influence completion of project within the provided budget, completion of project within scheduled time to a moderate extent and completion of the project within the desired quality and project identification process influence project meeting customer satisfaction to a moderate extent. This study revealed that project identification process led to project sustainability to a moderate extent and that project identification process influence overall TVET project success to a moderate extent. The finding clearly indicated that effective project identification process influenced the AICCAD TVET Project performance. Regression results revealed that there exists a significant positive relationship between risk management analysis and Performance of AICCAD TVET project.

5.3 Conclusions

The study found that stakeholder's involvement has a significant influence on project performance. Further the study found that stakeholder's involvement during project initiation stage and stakeholder mapping as well as stakeholder analysis tool influence TVET project management. This was due to stakeholder involvement along project life led to sustainability of the project and identification of relevant gaps in the community indicating that stakeholder's involvement influence success of TVET project to a great extent.

As a result the study concluded that problem analysis process influenced TVET project performance. Through project problem analysis, factors contributing to the problem were always analyzed and involve stakeholder forum in problem analysis identifying the community problems. This study concluded that effective problem analysis process enhances identification of the project problem, identifying the right project problem and

causes of main problem contributing to the TVET project performance. Regression results emphasized that there is significant positive relationship between project problem analysis processes would and performance of s AICCAD TVET project.

The study found that effective objective analysis during AICCAD TVET Project identification process has a positive impact on the TVET project performance while poor project problem analysis would hinder conversion of desired situation for the community. Project objective analysis influence drawing of project strategy from the problem analysis, analysis of impact of desired situation and identification of means to the desired situation influence project performance and led to conversion of project problem to the desired situation is achieved through project objective analysis an indicator of the need to enhance objective analysis of the problem facing the community. Further regression results establish that there exists a significant relationship between objectives analysis significantly influence Performance of the AICCAD TVET project.

It was concluded that project risk management during project identification process influenced the TVET project performance. The existence of plan on how to monitor and control the potential risk to the project and that project team identification of potential risks that posed a threat to project success and adequate planning of risks for potential risk during project cycles influences the TVET project performance. The study concluded that effective risk management in the identification of TVET project had significant effects on performance of the project.

The study found out that project identification process influence completion of project within the provided budget, completion of project within scheduled time to a moderate extent and completion of the project within the desired quality and project identification process influence project meeting customer satisfaction and sustainability of TVET project success to a moderate extent.

5.4 Recommendations

The study recommends that project practitioners should enhance stakeholder involvement during project initiation stage, enhance stakeholder mapping as well as use of stakeholder analysis tools as this would influence project management and success. Stakeholder

involvement along project life impact on sustainability of the project and led to identification of relevant gaps in the community hence measures are taken to achieve success of community project to a great extent.

The study further recommends that management in project should enhance problem analysis process through proper project problem analysis, assessing factors contributing to community problem and involve stakeholder's forum in problem analysis and identifying the community problems. Efficient problem analysis process would enhance identifying of main project problem, identifying the right project problem and causes of main problem contributing to the project performance.

The study recommends that management in community projects should effectively undertake objective analysis during Project identification process as it has positive impact on project performance. Through project objective analysis the influence drawing of project strategy from the problem analysis, analysis of impact of desired situation and identification of means to the desired situation influences project performance and led to conversion of project problem to the desired situation through project objectives analysis, an indicator of the need to enhance objective analysis of the problem facing the community.

It is also recommended that in management of community projects, project managers should enhance project risk management during project identification process as it impacts positively on project performance. Risk management influence project risk planning, monitoring and controlling of potential risk to the project and promote development of project team in identification of potential risks that posed a threat to project success and adequate planning of risks for potential risk during project cycles influence project performance. The management in community projects should emphasize on project identification process as it led to completion of project within the provided budget, completion of project within scheduled time to a moderate extent and completion of the project within the desired quality and project identification process influence project meeting customer satisfaction and sustainability of project success.

5.6 Suggested areas for further research

Based on the conclusions and findings of the study, the following areas were suggested for further research:

1. To investigate the contribution of the project teams technical capacity to the performance of the project.
2. To investigate the contribution of the project selection process to the sustainability of the project.

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APPENDICES

Appendix I: Letter of Introduction

15th July, 2016.

Wera Henry

P.O. Box 55189 -00200

Nairobi, Kenya

To: Whom It May Concern

Dear Sir/Madam,

REQUEST FOR DATA COLLECTION

My name is Wera Henry, Reg. No. L50/69380/2013. I am a post-graduate student at the School of Continuing and Distance Education, University of Nairobi. I am conducting a Research titled “**The influence of the project selection process on the performance of projects**”. I kindly seek your assistance in filling in the attached questionnaire. The information given will be treated in strict confidence and will be purely used for academic purposes. Do not indicate your names or details on the questionnaire.

Your assistance and cooperation will be highly appreciated

Yours sincerely,

.....

Wera Henry

REG NO: L50/69380/2013

Appendix II: Letter of transmittal



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:
Our Ref:
Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

19th July, 2016

REF: UON/CEES//NEMC/23/516

TO WHOM IT MAY CONCERN

RE: WERA HENRY-REG NO. L50/69380/2013

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "Influence of project identification process on project performance". A case of African Inland Child and Community Agency for Development, Technical, Vocational Education and Training Project, Kibra Constituency, Nairobi County, Kenya

Any assistance given to him will be appreciated.



CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE





Appendix III: Research Permit

Permit No. : **NACOSTI/P/16/57700/12756**
Date Of Issue : **1st August, 2016**
Fee Received : **ksh 1000**

THIS IS TO CERTIFY THAT:
MR. HENRY OOKO WERA
of UNIVERSITY OF NAIROBI, 0-200
Nairobi, has been permitted to conduct
research in Nairobi County
on the topic: 'INFLUENCE OF PROJECT
IDENTIFICATION PROCESS ON PROJECT
PERFORMANCE.
for the period ending:
29th July, 2017


Applicant's
Signature


Director General
National Commission for Science,
Technology & Innovation



CONDITIONS

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.**
- 2. Government Officers will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice**


NACOSTI
National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. A 10256

CONDITIONS: see back page

Appendix IV: Questionnaire

The purpose of this study is to establish the influence of the project selection process on the project performance.

This questionnaire is a part of Masters of Arts in Project Planning and Management at The University of Nairobi, and is completely anonymous and your answers will be used for academic purposes only and will be treated with strict confidentiality. Please indicate the correct option as honestly and as correctly as possible by checking a TICK (✓) on one of the options. For the questions that require your opinion, please complete the blanks.

(You are kindly requested to respond to ALL the questions for a valid and reliable research)

Part I: General details

1. Please tick (✓) category that best describes the department under which you belong in AICCAD Organization.

Area of Operation	Tick (✓)
Programme Management Staff	
Project Staff	
Beneficiary	

Designation in the organization.

Programme Manager

Project Staff

Support staff

2. For how long have you worked in this organization?

Less than 1 year

Between 1 and 3 years

More than 3 years

Part II: Project Selection process:

Stakeholder involvement;

3. (a) Kindly rate the below statements in a scale of 1 to 5 depending on your level of agreement;

Where: 1 for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree.

Statement	1	2	3	4	5
Stakeholder mapping is always done during project initiation?					
Stakeholder analysis tool is always used during project initiation?					
Stakeholder participation is always encouraged at the project initiation stage?					
Stakeholders are always involved throughout the life of the project?					

3. (b) Kindly rate the below statements in a scale of 1 to 5 depending on your level of agreement;

Where: 1 for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree.

Parameters	1	2	3	4	5
Does stakeholder participation lead to identification of relevant gaps in the community?					
Does stakeholder involvement throughout the project life lead to better performance of the project?					
Does stakeholder participation lead to sustainability of the project?					

Problem analysis process and project performance in projects.

4. (a) Kindly rate the below statements in a scale of 1 to 5 depending on your level of agreement;

Where: 1 for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree.

Statement	1	2	3	4	5
The main problem is always selected among other community problems ?					
The factors contributing to the problem are always analyzed?					
The effects of the problem to the community are always analyzed and noted?					
The analysis above is always done by a forum of stakeholders?					

4. (b) Kindly rate the below statements in a scale of 1 to 5 depending on your level of agreement;

Where: 1 for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree.

Statement	1	2	3	4	5
Identifying the right problem contributes to the performance of the project?					
Identifying the causes of the main problem leads to the success of the project?					
Identifying the effects of the main problem contributes to the performance of the project?					

Objectives analysis process and project performance.

5. Kindly rate the below statements in a scale of 1 to 5 depending on your level of agreement;

Where: 1 for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree.

Statement	1	2	3	4	5
The main problem is usually converted into the desired situation for the community?					
The means to the desired situation are always identified?					
The impacts of the desired situation are always analyzed?					
The project strategy is always drawn from the analysis?					

Risk Management analysis and project performance;

6. (a) Kindly rate the below statements in a scale of 1 to 5 depending on your level of agreement;

Where: 1 for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree.

Statement	1	2	3	4	5
The project team identified all potential risks that posed a threat to its success?					
Each risks identified was properly analyzed to assess its impact on the project?					
There was adequate planning for risk response during the life of the project?					
There was a plan on how to monitor and control the potential risks to the project?					

6. (b) In your own opinion do you think risk management is vital to project performance?

Yes [] No []

(c) Which tool did your project employ to identify and manage the risks?

Part III: Performance of Projects

7) The statements below describe the trend of performance of the TVET project in your organization. Kindly rate them in a scale of 1 to 5 depending on your level of agreement; 1 for strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree.

Statement	1	2	3	4	5
Projects completed within the provided budget.					
Projects completed within the scheduled time					
Projects completed within the desired quality					
Projects met customer's satisfaction.					
The project is sustainable					
Overall the TVET project has been very successful?					

Thank you for taking time to respond to this questionnaire