

**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON DELIVERY
OF REPRODUCTIVE HEALTH SERVICES BY RH-OBA PROJECT IN
KIAMBU COUNTY, KENYA**

BY

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DECLARATION

This research project report is my original work and has not been presented to any university for academic award.

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Date

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

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DEDICATION

I dedicate this work to my parents Julius and Eucabeth, Husband Leonard and son Mich; who have taught me that nothing comes easy in life and one needs to be disciplined and focused in order to achieve the best.

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ABBREVIATIONS AND ACRONYMS

EOP	End-of-Project
FP	Family Planning
GPCS	Global Project Control Specification
IRHIN	Improved Reproductive Health in Nigeria
IUCD	Intrauterine Contraceptive Device
IUCD	Implants, Intrauterine Contraceptive Device
KfW	German Development Bank
MPCS	Multi-dimensional Project Control System
NACOSTI	National Commission for Science, Technology and Innovations
PBOs	Project-Based Organizations
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
POLC	Planning, Organizing, Leading and Controlling
RH	Reproductive Health
RH-OBA	Reproductive Health Output-Based Aid
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
WBS	Work Breakdown Structure

ABSTRACT

The study investigated the influence of management practices on delivery of reproductive health services by RH-OBA project in Kiambu County, Kenya. Agency theory was used to guide the study. The study used descriptive survey design. The target population for this study were RH-OBA project staff and beneficiaries in Kiambu County. RH-OBA project has three zones in Kiambu County, which include Ngarariga, Kawaida and Riabai and have 417 RH-OBA project staffs and 6081 beneficiaries. The sample for this study was 568 respondents. Proportionate stratified sampling was used to select the respondents for this study. The beneficiaries' and project staffs' project area formed the strata for this study. The respondents were accessed through the health facilities and other social facilities that the project used in its implementation. This study collected primary data using semi-structured questionnaires. The researcher used drop-and-pick-later method to administer the questionnaires. Qualitative data was analyzed using content analysis. Quantitative data was analyzed using descriptive and inferential statistics. This study revealed that from both project staff and beneficiaries' perspective, reproductive health services delivery was positively correlated to project planning. The study also established that project staff and beneficiaries perceives reproductive health services delivery to be positively correlated to project leadership. However, they did not agree on the relationship between organizational design and reproductive health services delivery. While the project staff perceived reproductive health services delivery to have a weak and negative correlation with organizational design, the beneficiaries perceived them to have a medium positive correlation. The study revealed that both project staff and beneficiaries see reproductive health services delivery as strongly and positively correlated to project control. This study recommends that project managers and stakeholders in project management should ensure that project planning has been undertaken thoroughly before commencement of any project. Project managers and leaders should be keen to ensure they give the right direction, share the vision and inspire their team to achieve project goals. Project managers should use the right organizational design for project management and ensure adequate project control measures are in place.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizations are turning to project management to consistently deliver desired results. Numerous associations are naturally dynamic as a greater amount of them are finishing their business through activities. The Project Management Institute's (PMI) Guide to the Project Management Body of Knowledge (PMBOK) characterizes a venture as “... *a temporary endeavor undertaken to create a unique product or service. Temporary means that every project has a definite end. Unique means that the product or service is different in some distinguishing way from all similar products or services*” (PMI 2004:5). Kerzner (2003) described it as the organizing, dealing with, planning, and controlling of affiliation resources for a modestly transient focus on that has been set up to complete specific destinations and objectives. Expand Management is the usage of data, capacities, instruments and procedures to project activities to meet project necessities. Extend administration is master utilizing the strategies, for instance, beginning, organizing, executing, controlling, and closing. The term extend administration is sometimes used to depict a legitimate approach to manage the organization of persistent operations in like manner insinuated as organization by assignments.

Management-by-projects approach has been utilized as a part of building development, aviation and safeguard for a long time. Different associations are becoming tied up with the procedure. A venture administration approach supports association adaptability; decentralized administration obligation; an all-encompassing perspective of issues and victories; and objective situated issue arrangement forms. Driving associations crosswise over parts and geographic fringes have been consistently holding onto extend administration as an approach to control spending and enhance extend comes about (Kerzner, 2006).

The work of Mintzberg (1973) and Lamond (2004) led to the development of a framework for distilling principles of management into four critical functions; planning, organizing, leading and controlling hence POLC framework. This framework is a useful way of arranging the exercises chiefs take part in as they endeavor to accomplish hierarchical objectives. It likewise gives a valuable direction

into what the perfect employment of a chief ought to resemble. Planning entails providing the vision and the mission as well as strategizing and defining goals and objectives of an organization or a project. Organizing encompasses the organizational design used, the culture and social networks available to the organization. Leading involves the organizational leadership, decision making, communication, teamwork and motivation. Controlling entails systems or processes in an organization or a project and strategic human resources management.

Prepared venture organization starts at the portfolio level, where the key vision drives early on hypotheses and where regard measures are set up. A totally balanced venture, program and portfolio organization philosophy incorporates the entire affiliation, overseeing venture execution at every level and intending to pass on regard at each taking the way. Various affiliations are clearly watching the come about because of contributing time, money and advantages for develop legitimate venture organization inclination: cut down costs, more imperative efficiencies, upgraded customer and accomplice satisfaction, and more important high ground (Project Management Institute, 2010).

The success of projects is dependent on the management utilized in the projects as well as many other elements in project management. The use of venture administration hone in general society segment is recognized as a proficient approach in redesigning administration capacities, and along these lines empowering open division in productively finishing ventures and accomplishes formative destinations. Ahmad et al., (2005) watched that the use of venture administration methodology in the general population segment resulted from pressure on the government to abandon bureaucratic management practices in favor of leaner structures.

Project management approach has been used in public health in Europe. The European Union used project management approach to implement a strategy dubbed 'Together for Health: A Strategic Approach for the EU 2008–2013'. This strategy aimed at providing an all-encompassing key system spreading over center issues in wellbeing, wellbeing in all strategies and worldwide medical problems, to guide future work on wellbeing at the European level and to set up an execution instrument

to accomplish those goals, working in association with Member States (European Union, 2011).

Gonzalez (2014) observed that in North America, project management has a potential still to be fulfilled. He pointed out that news media in North America are littered with stories of failed projects. He gave an example of the launch of the Affordable Care Act (Obamacare) registration website which he described as a disaster. Gonzalez (2014) noted that any venture administration group is in charge of a venture's results and it needs the right instruments, appointed obligation to act and a method for conveying to partners that assets and financing are being utilized properly.

IRHIN end-of-project (EOP) evaluation in Nigeria assessed achievements focusing on six major areas. They included: increased access to improved RH services, enhanced nature of RH administrations, fortified empowering environment, extended interest for enhanced RH administrations, adequacy of venture administration, and fitness of program approach. The evaluation established that the IRHIN project expanded access to FP commodities, services delivery, and information by promoting and detailing an increased number of quality FP commodities and RH providers. While IRHIN made substantial progress in improving FP access, quality, and demand in Nigeria and strengthening the enabling environment, the project's tremendous wealth of knowledge and experience was not fully integrated under a centralized management system to ensure maximum benefit and synergy, nor was the most appropriate data collected and fully monitored to support and document desired achievements under IRHIN (Spaid, Adenusi and Oladosu, 2011).

The promulgation of a new constitution in Kenya saw the devolution of government functions such as health to county government. Development partners with interest in healthcare work with the national government as well as devolved government at the county level to improve healthcare service delivery. They divide their different activities into projects whereby principles and practices of project management are utilized for the management of these projects (Mundia, 2015). Previous studies conducted on the management of projects have established that they have not been as effective as expected (Wanjiru, 2008; Kaimenyi, 2005; Kamau, 2007).

Rugenyi (2015) in an evaluation of the triple imperatives in activities in Nairobi from the venture chiefs' point of view found that limitations are knowledgeable about undertakings completed in Nairobi with venture degree and venture cost each being the most experienced by 20% of the venture administrators. Rugenyi (2015) reasoned that venture extension and venture cost are the most widely recognized triple requirement components confronted in venture administration in Nairobi. Project management approach has been used to implement Reproductive Health Output-Based Aid (RH-OBA) in economically disadvantaged segments of the society in Kenya. Kiambu County has some of these economically disadvantaged segments in society where RH-OBA has come in a significant manner to help poor people access quality reproductive health services. Health is one of the major objective of Sustainable Development Goals (SDGs). Healthy populations will become more productive and play a major part in development. Controlling population growth not only has the potential to ensure that scarce resources are adequate to the population but also help in development planning. RH-OBA supports the ideals of the Kenya Vision 2030 that targets higher standards of living and development of the country to a middle income economy by making reproductive health services accessible to the poor. The importance of RH-OBA has been recognized by the government and was incorporated in the social pillar of Vision 2030 where RH-OBA is expected to be rolled out countrywide. RH-OBA in Kiambu covers three zones namely Ngarariga, Kawaida and Riabai (RH-OBA Technical Committee, 2009; Janisch *et al.*, 2010).

1.1.1 Reproductive Health Output-Based Aid

The Reproductive Health Output-Based Aid (RH-OBA) is an execution based regenerative wellbeing program that manipulates access to ladies' medicinal services. It was rolled out in 2005 and was co-supported by the German Development Bank (KfW) and the Kenyan government. The underlying three principle target ranges of the program are protected parenthood, clinical family arranging and sexual orientation brutality recuperation administrations. The targets of the RH-OBA program are to offer quality regenerative social insurance benefits in five pilot locales for monetarily hindered populaces by method for a voucher framework. The vouchers are sold at exceptionally sponsored costs, giving an immediate appropriation to the poorest individuals permitting them to get to safe parenthood and family arranging administrations at last expanding take-up of these administrations. The program

intends to add to a diminishment of both maternal and newborn child death rates (RH-OBA Technical Committee, 2009; Janisch et al., 2010). The Kenya voucher program gave customers more than 96,000 office based conveyances and more than 27,000 long haul family arranging strategies from 2006-2011.

The program funds sweeping safe parenthood organizations (about 4 ANC visits, movement, postnatal care up to six weeks, C-section, if important, and management of maternal and newborn complexities) and whole deal family masterminding procedures (embeds, intrauterine protection contraption [IUCD] and think surgical contraception) to fiscally blocked women in Kisumu, Kitui, Kilifi, Malindi and Kiambu district, and in Korogocho and Viwandani easygoing settlements in Nairobi. The vouchers are made open through traders assigned by the voucher organization association at a supported cost of KShs 200 for safe parenthood and KShs 100 for family orchestrating organizations. Additional vouchers are made uninhibitedly available for all women (poor and non-poor) searching for sexual and sex based violence recovery organizations. The dealers use a poverty surveying instrument including eight things on family assets and solaces, utilize or pay, and access to prosperity organizations that are unique to each district to perceive poor women who meet all necessities for the vouchers (RH-OBA Technical Committee, 2009; Janisch et al., 2010).

1.2 Statement of the Problem

Project management approach is supposed to make complex issues easy to manage and improve service delivery (Kerzner, 2006; Project Management Institute, 2010). However, this has not been the case in some of the projects in Kenya. Management of projects in Kenya have not been as effective as expected (Wanjiru, 2008; Kaimenyi, 2005; Kamau, 2007). They have shown weaknesses in planning, leadership, design and control (Stare, 2011; Regina et al., 2003). The weaknesses have negatively affected service delivery as demonstrated by Mundia (2015) and Rugenyi (2015). It is in the backdrop of weaknesses observed in project planning, leadership, organizational design and control that this study sought to investigate the influence of management practices on delivery of reproductive health services in Kiambu County, Kenya.

1.3 Purpose of the study

The central resolve of the study was to explore the influence of project management practices on reproductive health services delivery by RH-OBA project in Kiambu County, Kenya.

1.4 Research Objectives

The study was steered by the subsequent intentions:

1. To assess the extent to which planning influences reproductive health services delivery in Kiambu County.
2. To determine how leadership influences reproductive health services delivery in Kiambu County.
3. To examine how organizational design influences reproductive health services delivery in Kiambu County.
4. To establish the extent to which project control influences reproductive health services delivery in Kiambu County.

1.5 Research Questions

The study developed the subsequent research questions

1. To what extent does planning influence reproductive health services delivery in Kiambu County?
2. How does leadership influence reproductive health services delivery in Kiambu County?
3. How does organizational design influence reproductive health services delivery in Kiambu County?
4. To what extent does project control influence reproductive health services delivery in Kiambu County?

1.6 Significance of the Study

The study identified the influence that project management practices have on service delivery in reproductive health services projects in Kiambu County. The results of this study can be of help to project managers and other stakeholders who will be more informed on which project management practices. Recommendations from the study will help to ensure appropriate management and implementation of the projects for

sustainability and realization of the goal of improving the reproductive health of poor community members.

The study results can also provide useful information to community development officials including project leaders, social workers, community development workers, civil society organizations and even government officials about challenges facing reproductive health projects. It can give important data to government authorities in charge of advancement of approaches, rules and usage structures for the administration of reproductive health projects.

This study adds to the current learning, address and gives the foundation data to researchers, analysts and scholars who need to do promote and inquire further in this subject matter. The study will help specialists in the field and academicians to grow their research knowledge on reproductive health projects in Kenya.

1.7 Basic Assumptions of the Study

The study assumed that respondents will be available for the study and that they will give correct and valid information. The study also assumed that nothing will have changed significantly before the study was conducted to influence study variables.

1.8 Limitations of the Study

The respondents were hard to access due to the infrastructure plan of the area because most slum dwellings are not well planned and the pathways are not clearly defined. Perception of the respondents often collided with the caregivers and the project facilitating the reproductive health services especially when professionalism was not observed therefore the respondents felt that their services were compromised. This was addressed by ensuring that through a letter of introduction the authorities and the community leaders within the area of study understood that the research is intended for academic purposes only.

1.9 Delimitations of the Study

Time and resources constraint of the study made it to be confined to Kiambu County. It only involved zones in Kiambu County where RH-OBA project is being implemented. These zones include Ngarariga, Kawaida and Riabai. The study focused on project staff and beneficiaries of RH-OBA project. It sought information concerning project management practices namely planning, leadership, organizational design and control. The study sought to establish their influence on service delivery in RH-OBA project.

1.10 Definitions of the Significant Terms

Earned value principle: It refers to an approach where you screen the project arrange, real work, and work-finished esteem to check whether a project is on track. Earned Value demonstrates the amount of the financial plan and time ought to have been spent, with respect to the measure of work done as such far.

End user benefits: These are the features that are enjoyed by those that are receiving the reproductive health services.

Multi-dimensional project control system: This refers to a philosophy that backings extend supervisors endeavoring to accomplish complex venture objectives.

Organizational Design: This refers to how people and gatherings are composed or how their assignments are partitioned and facilitated in a project.

Project Control: This refers to information social occasion, administration and logical procedures used to foresee, comprehend and usefully impact the time and cost results of a venture or program; through the correspondence of data in arrangements that help viable administration and basic leadership.

Project Leadership: This refers to the capacity to rouse others to accomplish destinations effectively which ties the human figure together a gathering and persuade towards extend objectives.

Project Management Practices: These are the values and functions that are used in facilitating the activities of a project and include planning, leadership, organizational design and control.

Project Management: This refers to the utilization of learning, aptitudes, gadgets and techniques to venture activities to meet venture necessities. It is in like manner a various leveled approach to manage the organization of advancing operations also suggested as organization by projects.

Project matrix structure: This refers to a blend of the projectized organization and the functional organization, and takes the best of both worlds. In a projectized organization, the project manager has all authority and power while in a functional organization; the functional manager has the authority.

Project Planning: This is the conscious determination of courses of action designed to accomplish purposes.

Reproductive Health Services: This refers to provision of a wide range of activities aimed at achieving a condition of finish physical, mental and social prosperity in all matters identifying with the conceptive framework. It suggests that individuals can have a wonderful and safe sexual coexistence, the ability to repeat, and the opportunity to choose if, when, and how frequently to do as such.

Risk management: This refers to the recognizable proof, evaluation, and prioritization of the likelihood and effect of heartbreaking events followed by composed and prudent use of assets to minimize, screen, and control these grievous occasions.

Service Delivery: This is synonymous with project success and is measured in a variety of ways namely project efficiency, impact on the customer, business success and preparing for the future.

1.11 Organization of the Study

The study was organized into five chapters. Chapter One contained the background to the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, limitations, delimitations, basic assumptions of the study and the organization of the study.

In chapter Two, literature was reviewed in the following order; concept of service delivery, project management practices, project planning, project leadership, organizational design and project control. The theoretical framework and conceptual framework showing the theory that guided this study and variables as well as indicators were also presented in chapter two.

Chapter Three outlined the research methodology that was used in the study and included research design, target population, sample size and sampling techniques, research instruments, questionnaires, validity of the instruments, reliability of the

instruments, and pilot test. The chapter also presented the operationalization of variables table.

Chapter Four presented analysis, presentation and interpretation of data while Chapter Five entailed summary of findings, discussions of findings, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter focused on the literature review of influence of management practices on delivery of reproductive health services. It outlines the management practices theory and models that the researcher used to address the research gap.

2.2 Concept of Reproductive Health Services Delivery

Service delivery in project management is synonymous with project success and measuring project accomplishment is not clear. Cases proliferate where the first destinations of the venture are not met, yet rather the client was exceedingly satisfied. There are diverse outlines where the hidden venture objectives were met, yet the client was completely hopeless with the results (Thomas, Jacques, Adams and Kihneman-Woote, 2008). Project accomplishment has been measured in an arrangement of ways. Shenhar, Dvir, Levy and Maltz (2001) portrayed four levels of venture accomplishment: amplify profitability, impact on the customer, business accomplishment and prepare for what is to come.

Dvir, Raz and Shenhar (2003) watched that each of the four accomplishment measures (meeting orchestrating goals; end-customer benefits; legally binding laborer preferences; and general venture accomplishment) are astoundingly between associated, recommending that errands saw to be productive are successful for each one of their accomplices. Cooke-Davies (2002) pointed out that there is a complexity between venture accomplishment and venture organization accomplishment. Taking care of the budget, scope, course of occasion's necessities does not mean that the venture is seen as productive in the whole deal by the affiliation.

Activities are utilized as a way to accomplish an association's key objectives. Clearly worldwide spending on activities is in the request of a large number of dollars yearly; be that as it may, despite advances in the project administration train, the basic experience proposes that numerous tasks fall flat (Williams, 2005). Subsequently, numerous ebb and flow inquire about endeavors are centered around enhancing project achievement.

2.3 Project Management Practices

Project management is doing what it takes to ensure that each one of those with an enthusiasm for a venture dependably have a similar clear replies on concerns about who manages what in the project, what need to be delivered by the project, at what time and within what period should the deliverable be seen, how much was invested and is the project addressing the need that it was created for (Robert, Paul. 2007). Management practices refer to a group of similar activities used in the act of making decisions about and endeavor it could be a business or a department, there is dissimilarity of view on what capacities are attempted by directors in associations, some administration specialists arrange these capacities into four sorts and others order into five sorts and some others group them as seven things (Havinal & Veerabhadrapa, 2009).

2.3.1 Project Planning and Reproductive Health Services Delivery

Project planning is carrying out functions drawing in an expansive diagram the things that should be done and the techniques for doing them to fulfill the reason. It is the aware affirmation of methodologies proposed to satisfy purposes (Gibson and Gebken, 2003). PMI (2008) defined project planning or venture organizing in a similar manner. It involves those systems performed to develop the total degree of the effort, portray and refine the targets, and build up the game-plan required to accomplish those goals. Mintzberg (1994) portrayed arranging as the push to formalizing basic leadership exercises through deterioration, enunciation and legitimization.

Customary astuteness is that arranging and examination are essential and the all the more arranging there is in a project, the more fruitful the project will be (Wang and Gibson, 2008; Dvir, Raz and Shenhar, 2003). Time spent on these exercises will lessen hazard and increment extend achievement. Then again, lacking examination and arranging will prompt to a fizzled extend (Thomas, Jacques, Adams and Kihneman-Woote, 2008).

A vast division of the exertion in every project is utilization on inquiries and analysis. As indicated by the Project Management Book of Knowledge-PMBOK-direct, (PMI, 2008), a project administrator is required to perform 42 forms, including 20 arranging forms. In this manner, arranging forms encompass of about 48% of all processes that should to be accomplished by a project supervisor amid the project lifecycle.

Anderson (1996) questioned the suspicion that project arranging is helpful. He thinks about whether its advantages are genuine. On the off chance that very nearly half of project's opportunity and spending plan is spent on arranging and examination, the question remains whether this is gainful to the project or it expands extend expenses and courses of events without giving a relating advantage. Choma and Bhat (2010) contended that a lot of time spent arranging could be connected with inadequately performing projects.

Flyvbjerg, Holm and Buhl (2002) while exploring framework undertakings and discovered overpowering factual essentialness that the budget gauges used to choose whether such projects ought to be constructed or not are deluding. This shows that regardless of the possibility that arranging and investigation are embraced, senior administration can pick not to utilize the resultant data. In any case, van Marrewijk, Clegg, Pitsis and Veenswijk (2007) watched that huge framework undertakings are all the more frequently affected by partisan and auxiliary issues than deceiving gauges. Depicting cases of undertakings, for example, the Australian submarine project and the Iridium satellite project, Collyer, Warren, Hemsley and Stevens (2010) watched that innovation and environment changed such a great amount over the span of the tasks that the initially arranged project yields couldn't be effective. They asserted that in element environment projects prerequisite to adapt to variations in innovation over the span of the tasks. Whereas helpful as a guide, intemperate features in the initial phases of a project might be hazardous and misdirecting in a vigorous domain. Poon, Young, Irandoos and Land (2011) observed that abnormal state arranging was positioned second most reduced in significance out of five basic achievement elements concentrated on. Arranging was positioned beneath top administration bolster, client inclusion and approach.

2.3.2 Project Leadership and Reproductive Health Services Delivery

Leadership is about the way toward making a situation in which individuals get to be enabled (Ahmed, Azmi & Masood, 2013). Leadership is the capacity to move others to accomplish destinations effectively which ties the human consider together a gathering and inspire towards objective. Leadership is a piece of administration however not every last bit of it (Cleland, 1995). Leadership is an impact correlation amongst pioneers and their colleagues who mean genuine transformation that mirrors their mutual reason. Managing then again is the capacity to work through others (Kloppenborg, Shriberg&Venkatraman, 2003).

Project leadership performs three common types of responsibilities. The first responsibility is that project pioneers need to ceaselessly settle on choices as per changing circumstances and mindful of project subtle elements. The second duty is that project pioneers must distinguish extend needs and keep on insisting that these needs should be followed. At long last, extend pioneers must see and speak with key partners to coordinate the project into more prominent plan of things, which benefits the performing association and additionally client association (Kloppenborg, Shriberg and Venkatraman, 2003).

Kerzner (2006) argued that undertakings disregard to meet time and cost centers as a result of poor resolve, nonattendance of motivation, poor human relations, poor effectiveness, and nonappearance of obligation from agents. It is clear from Kerzner's observation that people related issues expect a basic part in venture execution, underlining the centrality of a venture boss' organization and activity parts.

Projects are typically one of a kind and frequently are connected with questions, unpredictability, and vulnerability. A project administrator's part is testing. Notwithstanding working crosswise over useful and authoritative situations, the project supervisor has distinctive challenges, for instance, giving activity without reported, formal power, and working in system affiliations where solidarity of summon is an issue (Cleland, 1995). In this way, project leaders are seen to lead a various course of action of people with negligible direct control over the colleagues (Cleland & Ireland, 2002).

Fedor, Ghosh, Caldwell, Maurer and Singhal (2003) proposed that hierarchical support (top administration support) was emphatically connected with project achievement. Hartman and Ashrafi (2002), in their investigation of the IT business, additionally distinguished four components as basic for achievement. They incorporate obviously characterized mission, best administration bolster, point by point plan and correspondence. These discoveries suggest that the project chief must intend to gather bolster from top administration and all the key partners. Giving clarity in project mission is another key obligation of the project chief keeping in mind the end goal to advance cooperation and communitarian exertion.

In an overall benchmark investigation of authoritative project administration works on including more than 550 associations, Mullaly (2004) distinguished a few key properties and drivers of project administration achievement and disappointment. They are building up a domain of trust, making straightforwardness of basic leadership, making predictable procedures, guaranteeing comprehension of desires, and conveying comes about. Drivers of project administration disappointment incorporate neglecting to characterize procedures and parts, inability to create and utilize a project determination handle, not commanding steady procedures, and inability to deal with the fulfillment of authoritative results. Mullaly's (2004) discoveries demonstrate that numerous components, which drive extend execution, are gotten from the human side.

Mundia (2015) assessed the devolution of project management practices and organizational performance of the County Government in Nakuru County. She concluded that county leadership, organizational design of the County Government, and stakeholder participation in the County Government are critical for the success of projects undertaken. Mundia (2015) recommended that the National Government should improve the institutional and organizational capacity of the County Government by focusing on its structure, educate and improve the leadership skills of the county leaders as well as improve the participation of the citizens in order to result improved project management function in the County Government.

2.3.3 Organizational Design on Reproductive Health Services Delivery

Organizational design characterizes how people and gatherings are composed or how their undertakings are isolated and facilitated. The foundation of administration structures for the administration of a project is one of the imperative exercises required for fulfilling objectives (PMBOK, 2004). To maintain a strategic distance from or if nothing else to minimize the quantity of potential clashes identified with project work, associations have set up various sorts of structures. The best-known sorts are utilitarian, lattice and project based associations.

The practical association is the traditional association and comprises of obtaining, human asset administration, generation, deals and back office among others. On the off chance that an association begins such a project, this organization is unsatisfactory without a few modifications being presented. Workers from various offices are requisite to attempt extra project errands, whereas the project's administration is allocated to a man inside the useful association. All project exercises, comprising administration, speak to extra errands. The benefit of this arrangement is that nothing changes inside the current authoritative plan by the presentation of such undertakings. The fundamental impediment is that colleagues dependably offer need to their standard or useful obligations. This arrangement is hence suitable on account of beginning a couple projects (Stare, 2011).

On account of a project based association, the project is doled out to gathering of representatives who are composed inside another division. Individuals from the project group just work on project undertakings; in this way, being possessed with other standard exercises is no reason. The project chief, with an indistinguishable power from line supervisors, is dependable exclusively for the project and there is no requirement for collaboration with line administrators. Solid cooperation exists in the office. The principle disservices are colleagues who are not completely involved, the lessened association of colleagues with the business capacities, and the issue of work after the project completes (Kotnour, 2000; Kerzner, 2003).

The project framework structure is a blend of the previously mentioned structures. Each representative can do their consistent exercises inside the business work and, in the meantime, be allotted to the project to direct some novel project exercises. The part is along these lines subordinated to the line director (for their standard work) and to the project chief. The framework structure is portrayed by the synchronous nearness of both project and useful parts. These segments are officially autonomous, however related in the execution of undertakings. This game plan licenses utilitarian segments to keep up an autonomous presence and to seek after their customary exercises, while giving the specific assets expected to the execution of tasks. When all is said in done, the pros remain for all time under the power of the line administrators, yet their administrations are loaned out to the projects on a brief premise in accordance with project requirements. The utilitarian parts in this way get to be concentrated supplies of specific assets. The benefits of a network association incorporate the more straightforward contact among various controls, the way that individuals can take a shot at an assortment of issues, a solid specialized base can be created, and a great deal additional time can be given to multifaceted critical thinking and shared power and obligation. However, it has likewise a few shortcomings: a two-manager disorder and double reporting, administration collaboration is prerequisite, the adjustment of force between the practical and project association, and a contention of needs among various activities (Forsberg et al., 2005).

The project administrator adds up to duty and responsibility for the project's prosperity. The practical offices, then again, have the useful duty to keep up specialized incredibleness in the project. A line director heads each practical unit. His or her prime duty is to guarantee that a brought together specialized base is kept up and that all accessible data can be traded for every project. Line chiefs should likewise keep their kin mindful of the most recent specialized improvements in the business (Kerzner, 2003).

Three sorts of the grid association are connected. A powerless framework has numerous attributes of a practical association with one imperative distinction; a project facilitator is characterized. One has little power (arranges diverse divisions), additionally less duties; line administrators are in charge of undertaking execution and the inspiration of workers. A solid framework has a hefty portion of the qualities of

the project based association and can have full-time extend administrators with significant power and full-time extend managerial staff. While an adjusted network association perceives the requirement for a project administrator, it doesn't furnish the project chief with full power over the project (PMBOK, 2004)

Shaker (2003) contended that organization is the limit which incorporates finishing things through different people. This incorporates the going with, which are all parts of setting affiliation matters for execution: Getting directors with organization capacities, getting staff with ability and fitting aptitudes, putting commitments on people for productive summit of the venture, developing clear assigned forces, and characterizing legitimate correspondence lines. Since these plot obligations identify with the matters worried with interior authoritative running, it might be contended that they are exclusively to improve just hierarchical execution. Kotnour (2000) affirmed that a portion of the inner hierarchical matters, for example, authoritative learning rehearses increment extend achievement as well. The propensity to have the project achievement expanded in this manner lies in the capacity of the administrator to build up specific techniques inside the association. The movement of setting a project hierarchical plan is, for example, one of the major authoritative matters whose impact on project execution might be huge.

Sarfo (2007) argued that the hierarchical plan embraced for administration of building activities is a vital range to consider for the accomplishment of tasks. Shortcomings here of project administration prompt to poor project execution paying little mind to hierarchical facilitators, for example, senior administration duty and initiative style. Loo (2003) gathered project administration exercises that encourage extend accomplishment under two primary ranges, which require the foundation of associations structure for their viability. The zones cover specialized (arranging, controlling, and methodology) and individuals (administration, correspondence, and peace making). Extend hierarchical outline has impact on the project execution from initiation to consummation. Getting an association structure alone is insufficient. As much as having an association structure is imperative for the accomplishment of project accomplishment as accentuated by Loo (2003), the impact of the measure of the administration structure received for administration of a project should be likewise given exceptional thought.

2.3.4 Project Control and Reproductive Health Services Delivery

The execution of a venture in light of an effective venture plan can be proficient through practical timetable control logic. The headway of a sensible Project Control structure is a basic part of the venture organization effort (Shtub, Bard and Globerson, 2005). In addition, it is by and large saw that masterminding and checking expect an essential part as the purpose behind venture frustrations. Disregarding the industrious headway in the venture organization field, it appears to be obvious that the customary style still indicates a nonattendance of suitable procedures for Project Control (De Falco and Macchiaro, 1998). Develop execution can be enhanced if more thought is accorded to the matter of control (Avison, Baskerville and Myers, 2001).

The center of current Project Control process is the Work Breakdown Structure (WBS). The PMBOK Guide characterizes a WBS as a deliverable, orientated assembling of venture segments that organizes and portrays the total degree of the venture. By using a WBS, it allows the venture gathering to organize a venture by strategy for a different leveled structure, by perceiving the parts and sub segments. A work package, when in doubt and no more diminished level of a WBS, fuses a movement of errands to be done as a noteworthy part of a segment of work. The WBS is interfaced with the venture organize and the coding structure inside the WBS, allow reporting of cost and logbook figures to pass on the timetable and cost reports. Late changes have begun a Cost Breakdown Structure (CBS), which associations with the WBS, however allows extended purposes of enthusiasm of watching and cost control to happen. Numerous Project Control frameworks utilize the earned esteem standards. Earned esteem guideline alludes to an approach where you screen the project arrange, real work, and work-finished esteem to check whether a project is on track. Earned esteem demonstrates the amount of the financial plan and time ought to have been spent, concerning the measure of work done as such far (Sipfer and Bufin, 1997; Ruby, 2000; Fleming and Koppelman, 2000; Deng and Hung, 1998).

Chance observing and control is a further procedure which monitors recognized dangers and distinguishes new dangers. Elkington and Smallman (2002) did an overview to inspect extend administration hazard rehearse, in the British utility segment. Discoveries demonstrated that there was a solid connection between the utilization of hazard administration in projects and the level of their prosperity. A

study by Miller and Lessard (2001) suggested that overseeing and controlling dangers lessens the likelihood of project disappointment.

The utilization of hazard administration is a procedure that incorporates seeing by the venture chance boss and the venture gathering to ensure that new and changing risks are distinguished and supervised and that peril response exercises are completed and feasible it is thus a progressing methodology in the life of the venture. Risk checking and control screens the recognized perils, waiting threats, and new threats. It also screens the execution of orchestrated frameworks for the perceived risks and surveys their adequacy along these lines improves the project conveyance and decreases vulnerability regarding time and spending plan.

Rosenes, Vitner and Spraggett (2004) built up another Project Control procedure. The new technique was named the Multi-dimensional Project Control framework, (MPCS). The MPCS is an approach whereby deviances between the arranging stage and the implementation stage are amounted, concerning the Global Project Control Specification (GPCS). The undertakings current state is converted into yield terms, which can be communicated as a whole vector speaking to the multi-dimensional deviancy from the GPCS. The MPCS allows the project chief to decide the project standing, where issues exist in the project, where and when to make corrective move and how to measure change.

Further work has been done by Songer, Hays and North (2004) with respect to multi-dimensional perception of Project Control information where they prompt that the business produces voluminous quantitative information. A lot of this information is made amid the controls period of undertakings and identifies with cost, plan and authoritative data. Late capacity and preparing progresses in PCs, and show abilities managed by PC representation, increment the chance to screen extends generally not quite the same as existing Project Control frameworks.

The Gantt chart is the commonly used planning tool on projects. Gantt chart is a pictorial method of managing your projects. The main issues and problems according to Dawood and Mallasi (2006) are that the Gantt chart has not changed for a long time and planners do not use it to usually communicate the executive strategy of the project.

2.4 Theoretical Framework

This study was guided by the agency theory.

2.4.1 Agency Theory

Agency theory presumptions have been exceedingly compelling in forming administration frameworks and take after a "conventional" fund and financial matters point of view. Office hypothesis suggests that the key experiences issues in propelling the operator to act in the chief's best advantages. A typical illustration is the division of proprietorship and control, which is a principal issue in associations (Jensen and Meckling, 1976). This detachment is the aftereffect of truant or far off proprietors or shareholders (principals), utilizing proficient administrators (operators) to follow up for their benefit (Eisenhardt, 1989). As principals need to furnish operators with some level of basic leadership power, issues identified with irreconcilable circumstance and good risk, because of deviated data, may emerge (Williamson, 1988).

The basic suspicion hidden office hypothesis is that a specialist might act naturally intrigued and act sharply, as opposed to simply in light of a legitimate concern for the principal(s) (Donaldson and Davis, 1991). Besides, specialists and principals may contrast in their hazard dispositions (Eisenhardt, 1989). To moderate these issues, the essential will acquire 'organization costs' (Jensen and Meckling, 1976). These expenses emerge from the need to make result based impetus frameworks that empower the arrangement of specialists' and principals' interests. Besides, costs emerge from actualizing observing and control components to represent operator conduct and to keep specialists' manhandle of principals' interests. With regards to project administration this hypothesis is especially used to depict the relationship between the proprietor of a project and its supervisors (Turner et al., 2010).

2.5 Conceptual Framework

The conceptual framework presents the interaction of the variables.

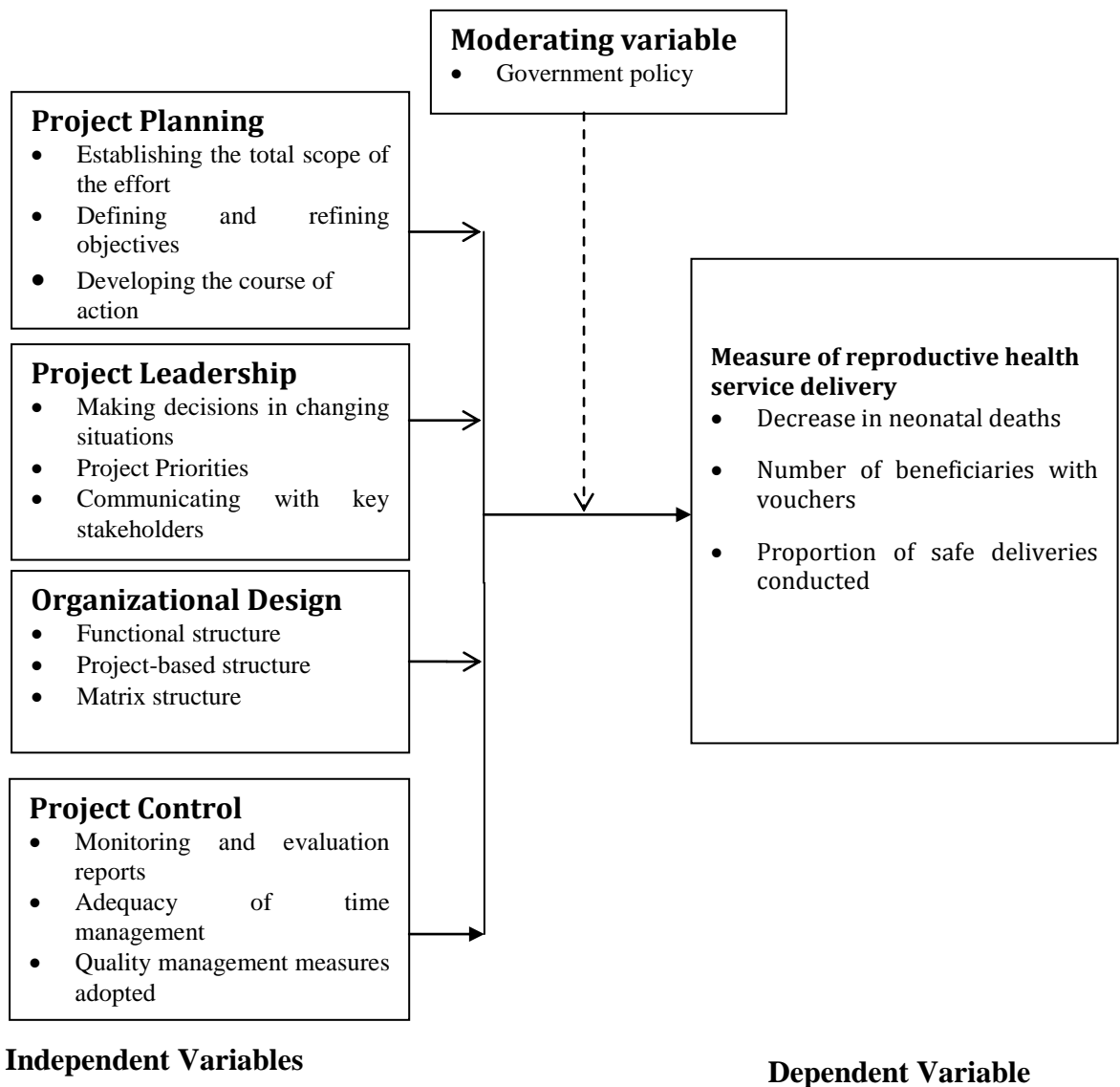


Figure 2. 1: Conceptual Framework

The independent variables comprises of project planning, project leadership, organizational design and project control. The dependent variable is measure of reproductive health service delivery. The independent variables were hypothesized to influence the dependent variable as exemplified in figure 2.1.

2.6 Gaps in Literature Review

The review of literature established that management of projects have not been as effective as expected (Wanjiru, 2008; Kaimenyi, 2005; Kamau, 2007). The review

also established that there exists a controversy as to whether increased planning increases service delivery. Some scholars argue that excessive preparation can yield to miscarriage as official control restraints inventiveness (Anderson, 1996; Choma and Bhat, 2010; Poon, Young, Irandoos and Land, 2011). However, different researchers contend that now and again supervisors decrease control and arranging excessively to the point that it gets to be impeding to the project (Wang and Gibson, 2008; Dvir, Raz & Shenhar, 2003; Thomas, Jacques, Adams and Kihneman-Woote, 2008). This makes estimation of itemized arranging from a reasonable point of view begging to be proven wrong.

The embodiment of venture administration is critical to venture administration to guarantee achievement of venture and authoritative destinations (Ahmed, Azmi and Masood, 2013; Kloppenborg, Shriberg and Venkatraman, 2003; Cleland & Ireland, 2002; Fedor, Ghosh, Caldwell, Maurer and Singhal, 2003). A successful venture administration ought to dependably have the right capabilities and abilities for right employments at correct time to align with performance and service delivery. This alignment has not been forthcoming in many projects (Cleland & Ireland, 2002; Mullaly, 2004; Mundia, 2015) and this necessitates need for research on project leadership influence on service delivery in projects. Hence, more far reaching exploration is wanted to evaluate benefits for the most part identified with project authority and particularly project administrator's initiative relationship with project execution and collaboration.

Different types of structures have been established to minimize the number of potential clashes identified with venture work in associations. They incorporate practical, extend based and network structures. The burden of practical structure is that colleagues dependably offer need to their standard or utilitarian obligations (Stare, 2011). The disadvantages of project-based structure are that colleagues who are not completely involved, the decreased association of colleagues with the business capacities, and the issue of work after the venture wraps up (Stare, 2011). The disadvantages of a matrix structure include a two-boss disorder, double reporting, absence of administration co-operation and the adjustment of force between the practical and project association. Moreover, there are clashes of needs among various tasks (Forsberg et al., 2005; Kerzner, 2003).

Past studies (Regina et al., 2003; Mackenzie, 2010) recommend that the present control methods and systems are missing for critical ventures and that a multi-dimensional Project Control structure is required, that can screen, measure and control the errands goals. An organized structure is moreover required, that can gauge the endeavors status in the midst of the life cycle of the work.

2.7 Summary of Literature Review

This chapter have reviewed literature regarding project management practices. The review focused on the five themes of the study namely reproductive health services delivery, project planning, project leadership, organizational design and project control. Agency theory in the context of project management was reviewed. The conceptual framework was generated from review of study themes and captures the interaction of the variables. This chapter ends with a section on gaps identified in the reviewed literature which add to the rationale for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the methods and procedures that were used to implement this study with a view to achieving the set study objectives. Methodology chapter was divided into nine sections. They include research design, target population, sample size and sampling procedure, research instruments, data collection procedures and data analysis techniques, ethical considerations and operational definition of variables.

3.2 Research Design

Research design refers to a conceptual construction within which inquiry is carried out (Kothari, 2004). It constitutes the data collection, measurement and analysis. This research employed descriptive survey design. This is a method of collecting information by exploring and describing facts as they are. This research design is considered suitable for this study, as it is efficient and easy to execute. It also allowed the researcher to use both qualitative and quantitative research methods. Descriptive surveys are focused on defining, documenting, scrutinizing and deducing circumstances as they exist. This method was useful in getting people's views, attitudes, habits and opinions regarding an issue. Descriptive surveys gather data from a relatively large number of cases at a particular time and the investigator does not influence the variables or position for happenings to take place (Singh and Bajpai, 2006).

3.3 Target Population

Target population is the entire group of individuals or items under consideration in any field of inquiry and have a common attribute (Mugenda & Mugenda, 2003). The target population for the research was RH-OBA project staff and beneficiaries in Kiambu County. RH-OBA project has three zones in Kiambu County. They include Ngarariga, Kawaida and Riabai. There are 417 RH-OBA project staff in Kiambu County and 6081 direct beneficiaries (RH-OBA Technical Committee, 2009).

Table 3. 1: Target Population

Area	Population		Gender (staff)	
	Staff	Beneficiaries	Male	Female
Ngarariga	189	3007	92	97
Kawaida	156	2081	52	104
Riabai	72	993	22	50
Total	417	6081	166	251

3.4 Sample Size and Sampling Procedures

This study did not cover the whole target population but it selected a sample to represent the whole population. Kothari (2004) defined a sample size as a sub-set of the target population used to provide the broad opinions of the target population. It used both probability and non-probability techniques to sample the respondents. In this case, proportionate stratified random sampling was appropriate. Based on explanations by Frankel and Wallen (2008), sampling is the demonstration of selecting a reasonable example with the end goal of deciding features for the entire populace.

3.4.1 Sample size

The project staff and beneficiaries in the project area were the respondents of this study. The respondents were accessed through the health facilities and other social facilities that the project used in its implementation. These are facilities that are partners with RH-OBA project. The sample size for the beneficiaries was determined using Krejcie and Morgan table (Appendix VII) which translated into 364 respondents. Sample size for the project staff was determined by use of Slovin's formula: $n=N/(1+Ne^2)$ as follows:

Where; n=sample size

 N=total population i.e. 417 project staff

 e=Error tolerance. The study confidence level is 95% which will give a margin error of 0.05

Therefore; $n=417/(1+417*0.05^2)$

$n=417/2.0425$

$n= 204.16$

$n=204$

Table 3. 2: Sampling Procedure

Area	Population		Sample		Total
	Staff	Beneficiaries	Staff	Beneficiaries	
Ngarariga	189	3007	$189/417*204= 93$	$3007/6081*364=180$	273
Kawaida	156	2081	$156/417*204= 76$	$2081/6081*364=125$	201
Riabai	72	993	$72/417*204=35$	$993/6081*364=59$	94
Total	417	6081	204	364	568

The study had a total sample size of 568 respondents derived using proportionate stratified sampling from each area as shown in the sampling procedure table.

3.5 Research Instruments

This study collected primary data using two sets of semi structured questionnaire. One set was administered to project staff while the other was administered to project beneficiaries. The questionnaires had five sections covering background information of the respondents, project planning, project leadership, organizational design and project control. The questionnaire had five-point Likert questions to quantitatively measure each of the variables.

3.5.1 Pilot Testing of the Instruments

The precision of data collected essentially depends on the data gathering tools in terms of soundness and consistency. Pilot testing sample was 10% of the target population according to Connelly (2008) this was done in Kisumu County but with a selected sample of (each set of 10% project staff and 10% beneficiaries) hence a total of 56 respondents this was derived from the actual number of target population of RH-OBA Kiambu County. The feedback from the exercise did indicate that respondents understood the question and they did not recommend many changes apart from clarification in some term used in the questionnaire. After the pilot testing in Kisumu the results were not included in the actual data collection in Kiambu to avoid chances of bias.

Table 3. 3: Pilot study of RH-OBA in Kisumu County

Category	Sample size / 10%	Actual No
Staff	$204/10= 20.4$	20
Beneficiaries	$364/10=36.4$	36
Total	56.8	56

3.5.2 Validity of the Instrument

Validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study (Robinson, 2002). Content validity was ensured by having objective questions included in the questionnaire in each of sections and evaluating them against the desired outcomes after the data had been collected. At the same time, expert opinion from the supervisor was continuously sought. This was seen after pre-testing the instrument in Kisumu County and then identifying and changing any ambiguous, awkward, or offensive questions and technique as emphasized by Cooper and Schindler (2003).

3.5.3 Reliability of the Instrument

Reliability makes reference to a measure of how much research instruments yield steady results (Mugenda & Mugenda, 2003). In this study, pilot-testing of the questionnaire was used to establish the reliability of research instrument. Consistency of the research instrument meant that the research questionnaire is reliable. Lack of consistency would have led to review of the research questionnaire to improve its reliability. A correlation coefficient referred to as Cronbach Alpha value or internal consistency reliability was used to determine the consistency and reliability of results across all the items within the research instrument. A Cronbach Alpha value of 0.7 and above was considered as reliable while a Cronbach Alpha value of below 0.7 was considered as unreliable.

3.5.4 Pilot Test Results

The pilot testing was used to establish the reliability of the questionnaires. Cronbach's Alpha value was used to test the reliability. Cronbach's Alpha values of 0.7 and above are considered reliable while those below are considered unreliable. The results show that questionnaires for both project staff and beneficiaries were reliable as illustrated by a Cronbach's Alpha value of 0.776 and 0.952 respectively.

Table 3. 4: Reliability Test Results

Category	Number of Items	Cronbach's Alpha
Project staff questionnaire	16	0.776
Beneficiaries questionnaire	16	0.952

3.6 Data Collection Procedures

Permission for data collection was sought from University of Nairobi and NACOSTI. Once the permission was granted through a research permit, the researcher explained the research to respondents and sought their informed consent to participate in the study. The researcher used drop-and-pick-later method to administer the questionnaires to the selected project staff and beneficiaries. This method was preferred as it gave respondents ample time to respond to the questionnaires at their convenience. This ensured a high response rate and reliability of data collected.

3.7 Data Analysis Techniques

The completed questionnaires were returned and screened for completeness, cleaned for errors, coded and keyed in for analysis. This was done using a computer package known as the Statistical Package for Social Sciences (SPSS). The study yielded both qualitative and quantitative data. Qualitative data was analyzed using thematic analysis. This involved categorizing responses based on the themes of the study or other emerging themes that assisted the researcher in making conclusions. The results of qualitative data analysis were presented in a narrative prose. Quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics included frequencies and percentages and were used to describe variables. Inferential statistics entailed correlation analysis and was used to make inferences regarding interaction and relationship of the variables. The results of quantitative data analysis were presented using tables.

3.8 Ethical Considerations

The topic of study is sensitive and the researcher assured the respondents that their confidentiality would be upheld. The respondents were requested not to include any of their identification information in the questionnaire with a view to maintaining anonymity. The respondents were requested to voluntarily participate in this study without any coercion or enticement. They were also informed the goal of the study and their freedom to opt out of the study at any time without consequences. The respondents had to indicate their informed consent in the beginning of the questionnaire. The information obtained from this study was used for academic purposes only.

3.9 Operational Definition of the Variables

The operationalization of variables' table illustrates the variables of the research and the parameters used to quantify the variables. The table besides indicates the type of analysis and scale of measurement that were used for each variable.

Table 3. 5: Operational Definition of the Variables

Objectives	Type	Indicators	Scale of measurement	Type of analysis
To assess the extent to which planning influences reproductive health services delivery in Kiambu County	Independent	<ul style="list-style-type: none"> Establishing the total scope of the effort Defining and refining objectives Developing the course of action 	<ul style="list-style-type: none"> Ordinal Nominal 	Use of mean, standard deviation, frequency & percentages
To determine how leadership influences reproductive health services delivery in Kiambu County.	Independent	<ul style="list-style-type: none"> Making decisions in changing situations Project Priorities Communicating with key stakeholders 	<ul style="list-style-type: none"> Ordinal Nominal 	Use of mean, standard deviation, frequency & percentages
To examine how organizational design influences reproductive health services delivery in Kiambu County	Independent	<ul style="list-style-type: none"> Functional structure Project-based structure Matrix structure 	<ul style="list-style-type: none"> Ordinal Nominal 	Use of mean, standard deviation, frequency & percentages
To establish the extent to which project control influences reproductive health services delivery in Kiambu County		<ul style="list-style-type: none"> Monitoring and evaluation reports Adequacy of time management Quality management measures 	<ul style="list-style-type: none"> Ordinal Nominal 	Use of mean, standard deviation, frequency & percentages
To explore the influence of	Dependent	<ul style="list-style-type: none"> Reduction in neonatal deaths 	<ul style="list-style-type: none"> Ordinal Nominal 	Use of mean, standard

project management practices on reproductive health services delivery by RH-OBA project in Kiambu County, Kenya

- Number of beneficiaries with vouchers
- Proportion of safe deliveries

deviation, frequency & percentages
Chi-square
Pearson correlation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter covers the data analysis and interpretation of the study results. It starts with demographic information and then presents the descriptive analysis results on project planning, project leadership, organizational design and project control. This chapter ends with the presentation of inferential analysis results where study independent variables are correlated with the dependent variable to establish the direction and strength of their relationship.

4.1.1 Response Rate

The study targeted 204 project staff and 364 beneficiaries. The researcher administered 568 questionnaires. There were 177 questionnaires that were filled and returned from project staff and 294 that were returned from the beneficiaries. The total responses were 471 which translates into a total response rate of 82.9%. This response rate was considered adequate for analysis and making conclusions. Babbie (2002) recommended that a response rate that is above 50% is sufficient for analysis. The 82.9% response rate achieved in this study was therefore considered adequate to proceed with analysis and make conclusions.

Table 4. 1: Response Rate

Category	Sample	Response	%
Project staff	204	177	86.8
Beneficiaries	364	294	80.8
Total	568	471	82.9

4.2 Demographic Information

This section presents data analysis results on respondents' distribution by gender, age bracket, residence or project area, duration as resident in the area or duration in project area, and duration benefited from project or duration worked in the project.

4.2.1 Respondents' Distribution by Gender

The respondents were asked to indicate their gender. The results show that the majority of project staff (60.5%) were male as compared to 39.5% who were female. The results also show that the majority of beneficiaries (97.3%) were female as compared to a few (2.7%) who were male.

Table 4. 2: Respondents Distribution by Gender

Gender	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Male	107	60.5	8	2.7
Female	70	39.5	286	97.3
Total	177	100.0	294	100.0

4.2.2 Respondents' Distribution by Age Bracket

The respondents were asked to indicate their age bracket. The results show that 36.7% of project staff were aged 25-34 years while 36.2% were aged 35-44 years. The results also show that 18.1% of the project staff were aged 45-54 years while only 9% of them indicated their age as below 25 years. The results show that 40.5% of the beneficiaries were aged 35-44 years while 22.8% were aged 45-54 years. Beneficiaries aged 25-34 years were 19% while those aged 55 years and above were 9.5%. Only 8.2% of the beneficiaries were aged below 25 years.

Table 4. 3: Respondents' Distribution by Age Bracket

Age Bracket	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Below 25 years	16	9.0	24	8.2
25-34 years	65	36.7	56	19.0
35-44 years	64	36.2	119	40.5
45-54 years	32	18.1	67	22.8
55 years and above	0	0.0	28	9.5
Total	177	100.0	294	100.0

4.2.3 Respondents' Distribution by Project Area or Residence

The respondents were asked to indicate their project area or residence. The results show that 45.8% of the project staff indicated their project area as Ngarariga while 35% of project staff indicated their project area as Kawaida. The results also show that 19.2% of the project staff indicated their project area as Riabai. The results show that the majority of beneficiaries (57.8%) were from Ngarariga while 28.6% were from Kawaida. Only 13.6% of the beneficiaries were from Riabai.

Table 4. 4: Respondents' Distribution by Project Area or Residence

Project Area or Residence	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Ngarariga	81	45.8	170	57.8
Kawaida	62	35.0	84	28.6
Riabai	34	19.2	40	13.6
Total	177	100.0	294	100.0

4.2.4 Duration as Resident or working in Project Area

The respondents were asked to indicate the duration they had worked or duration they had stayed as residents in their respective areas. The results show that the majority of project staff had worked in their respective project areas for 2-3 years (54.8%) while 36.2% indicated they had worked for duration of 1 year and below. Only 9% of the respondents indicated that they had worked in their project area for a duration of 4-5 years. The results show that the majority of beneficiaries had stayed as residents in their respective areas for 4-5 years (56.8%) while 42.5% indicated that they had stayed for a duration of 2-3 years. Only 0.7% of the beneficiaries indicated that they had stayed as residents in their respective areas for a duration of 1 year and below.

Table 4. 5: Duration as Resident or working in Project Area

Duration	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
1 year and below	64	36.2	2	.7
2-3 years	97	54.8	125	42.5
4-5 years	16	9.0	167	56.8
Total	177	100.0	294	100.0

4.2.5 Duration worked in or benefited from the Project

The respondents were asked to indicate the duration they had worked in the project or the duration they had benefited from the project. The results show that the majority of project staff (54.2%) had worked in the project for 2-3 years while 36.7% indicated 4-5 years. Only 9% of the project staff indicated that they had worked in the project for 1 year and below. The results show that 49.3% of the beneficiaries had benefited from the project for a duration of 2-3 years while 42.5% of beneficiaries had benefited from the project for 4-5 years. Only 8.2% of the beneficiaries indicated that they had benefited from the project for a duration of 1 year and below.

Table 4. 6: Duration worked in the project or benefited from the project

Duration	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
1 year and below	16	9.0	24	8.2
2-3 years	96	54.2	145	49.3
4-5 years	65	36.7	125	42.5
Total	177	100.0	294	100.0

4.3 Project Planning and Reproductive Health Services Delivery

The respondents were asked to rate the RH-OBA project planning. They were asked to use a five point Likert scale where 1=very poor, 2=poor, 3=fair, 4=good and 5=very good. The results show that 45.2% of project staff rated RH-OBA project planning as good while 36.7% rated it as fair. The results also show that 18.1% of project staff rated RH-OBA project planning as very good. The results show that the majority of beneficiaries (57.5%) rated RH-OBA project planning as good while 21.8% rated as fair. The results also show that 15% of beneficiaries rated RH-OBA project planning as very good. Only 5.8% of the beneficiaries rated RH-OBA project planning as poor.

Table 4. 7: RH-OBA Project's Planning

Rating	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Poor	0	0.0	17	5.8
Fair	65	36.7	64	21.8
Good	80	45.2	169	57.5
Very good	32	18.1	44	15.0
Total	177	100.0	294	100.0

The researcher sought to know the extent that RH-OBA project had established the total scope of effort required to accomplish goal of project. The respondents were asked to use a five point where 1=not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The results show that the majority of project staff (54.8%) indicated RH-OBA project established total scope of effort needed to accomplish goal of project. The results also show that 18.1% of project staff indicated to a very great extent while 27.1% indicated to a moderate extent. The results show that the majority of beneficiaries (64.3%) indicated that RH-OBA project established total scope of effort needed to accomplish goal of project to a great extent while 7.5% of beneficiaries indicated to a very great extent. The results also show that 22.4% of beneficiaries indicated to a moderate extent while only 5.8% of beneficiaries indicated to a little extent.

Table 4. 8: RH-OBA project scope and goal

Rating	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Little extent	0	0.0	17	5.8
Moderate extent	48	27.1	66	22.4
Great extent	97	54.8	189	64.3
Very great extent	32	18.1	22	7.5
Total	177	100.0	294	100.0

The researcher sought to know the extent that the objectives of the project are understood and clearly defined. The results show that the majority of project staff (63.8%) indicated to a great extent while 27.1% indicated to a moderate extent. The results also show that 9% of the project staff indicated that project objectives are understood and clearly defined to a very great extent. The results show that the

majority of beneficiaries (66%) indicated that project objectives were understood and clearly defined to a great extent. The results also show that 26.5% of beneficiaries indicated to a moderate extent while 7.5% indicated to a very great extent.

Table 4. 9: Project Objectives are Understood and Clearly Defined

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Moderate extent	48	27.1	78	26.5
Great extent	113	63.8	194	66.0
Very great extent	16	9.0	22	7.5
Total	177	100.0	294	100.0

The respondents were asked to rate the course of action developed in RH-OBA project. The results show that the majority of project staff rated course of action developed in RH-OBA project as good (72.3%) while 18.1% rated it as very good. Only 9.6% of project staff rated it as fair. The results show that the majority of beneficiaries (59.2%) rated the course of action developed in RH-OBA project as good while 7.5% indicated it is very good. The results also show that 27.6% of beneficiaries rated it as fair. However, 5.8% of project beneficiaries rated the course of action developed in RH-OBA project as poor.

Table 4. 10: Course of Action Developed in RH-OBA Project

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Poor	0	0.0	17	5.8
Fair	17	9.6	81	27.6
Good	128	72.3	174	59.2
Very good	32	18.1	22	7.5
Total	177	100.0	294	100.0

4.4 Project Leadership and Reproductive Health Services Delivery

The researcher sought to know the extent that RH-OBA project leadership was able to make decisions in changing situations. The results show that the majority of project staff indicated that project leadership was able to make decisions in changing situations to a great extent (72.3%) while 18.1% indicated to a very great extent. Only 9.6% of project staff indicated to a moderate extent. The results show that the

majority of beneficiaries (63.3%) indicated that project leadership was able to make decisions in changing situations. The results also show that 29.3% of the beneficiaries indicated to a moderate extent while 7.5% indicated to a very great extent.

Table 4. 11: Project Leadership able to Make Decisions in Changing Situations

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Moderate extent	17	9.6	86	29.3
Great extent	128	72.3	186	63.3
Very great extent	32	18.1	22	7.5
Total	177	100.0	294	100.0

The respondents were asked to indicate whether project leadership is able to grasp what RH-OBA should prioritize. The results show that almost all project staff (98.9%) indicated yes as compared to only 1.1% who indicated no. The results show that the majority of beneficiaries (94.2%) indicated that leadership was able to grasp what RH-OBA project should prioritize. Only 5.8% of the beneficiaries indicated that leadership was not able to grasp what RH-OBA project should prioritize.

Table 4. 12: Leadership able to grasp what RH-OBA project should prioritize

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Yes	175	98.9	277	94.2
No	2	1.1	17	5.8
Total	177	100.0	294	100.0

The researcher sought to know the extent that leadership was able to grasp what RH-OBA project should prioritize. The results show that the majority of project staff (54.2%) indicated to a great extent while 27.1% indicated to a very great extent. The results also show that 18.1% of project staff indicate to a moderate extent while 0.6% indicated not at all. The results show that 47.3% of the beneficiaries indicated that leadership was able to grasp what RH-OBA project should prioritize to a great extent while 15% indicated to a very great extent. The results also show that 32% of the beneficiaries indicated to a moderate extent while 5.8% of beneficiaries indicated not at all.

Table 4. 13: Extent leadership able to grasp what project should prioritize

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Not at all	1	.6	17	5.8
Moderate extent	32	18.1	94	32.0
Great extent	96	54.2	139	47.3
Very great extent	48	27.1	44	15.0
Total	177	100.0	294	100.0

4.5 Organizational Design and Reproductive Health Services Delivery

The respondents were asked to indicate the extent to which the way RH-OBA project is organized show characteristics of functional structure. The results show that the majority of project staff indicated not at all (54.2%) while 27.7% indicated to a little extent. The results also show that 18.1% of project staff indicated that the way RH-OBA project is organized show characteristics of functional structure to a moderate extent. The results show that 35% of the beneficiaries indicated that the way RH-OBA project is organized show characteristics of functional structure to a little extent while 31% indicated to a moderate extent. Only 5.8% of the beneficiaries indicated not at all while 28.2% indicated to a great extent.

Table 4. 14: Extent RH-OBA project show characteristics of functional structure

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Not at all	96	54.2	17	5.8
Little extent	49	27.7	103	35.0
Moderate extent	32	18.1	91	31.0
Great extent	0	0.0	83	28.2
Total	177	100.0	294	100.0

The respondents were asked to indicate the extent to which the way RH-OBA project is organized demonstrate characteristics of project-based structure. The results show that 45.2% of the project staff indicated not at all while 36.7% indicated to a little extent. Only 18.1% of the beneficiaries indicated to a moderate extent. The results show that 31% of the project beneficiaries indicated that to a moderate extent the way RH-OBA project is organized demonstrates characteristics of project-based structure.

The results also show that 29.3% and 28.1% of beneficiaries indicated to a little extent and to a great extent respectively.

Table 4. 15: Extent project show characteristics of project-based structure

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Not at all	80	45.2	34	11.6
Little extent	65	36.7	86	29.3
Moderate extent	32	18.1	91	31.0
Great extent	0	0.0	83	28.1
Total	177	100.0	294	100.0

The respondents were asked to show the extent to which the way RH-OBA project is organized illustrate characteristics of matrix structure. The results show that 36.7% of project staff indicated to a moderate extent while 36.2% and 27.1% indicated to a great extent and to a very great extent respectively. The results show that the majority of beneficiaries (67.3%) indicated that to a great extent the way RH-OBA project is organized illustrate characteristics of matrix structure. The results also show that 13.6% and 13.3% of beneficiaries indicated to a moderate extent and to a very great extent respectively. Only 5.8% of the beneficiaries indicated not at all.

Table 4.16: Extent project show characteristics of matrix structure

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Not at all	0	0.0	17	5.8
Moderate extent	65	36.7	40	13.6
Great extent	64	36.2	198	67.3
Very great extent	48	27.1	39	13.3
Total	177	100.0	294	100.0

4.6 Project Control and Reproductive Health Services Delivery

The researcher sought to know the extent monitoring and evaluation was used in RH-OBA project. The results show that the majority of project staff (63.3%) indicated that monitoring and evaluation was used to a great extent while 18.1% indicated to a very great extent. The results also show that 18.6% of project staff indicated that

monitoring and evaluation was used to a moderate extent. The results show that the majority of project beneficiaries (56.4%) indicated that monitoring and evaluation was used to a very great extent while 37.8% indicated to a great extent. Only 5.8% of beneficiaries indicated that monitoring and evaluation was used to a little extent.

Table 4.17: Extent monitoring and evaluation reports used in project

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Little extent	0	0.0	17	5.8
Moderate extent	33	18.6	0	0.0
Great extent	112	63.3	111	37.8
Very great extent	32	18.1	166	56.4
Total	177	100.0	294	100.0

The researcher sought to know whether there is adequate management of time in RH-OBA project. The results show that the majority of project staff (98.8%) indicated yes while 1.2% indicated no. The results show that the majority of project beneficiaries (94.2%) indicated that there is adequate management of time in project while 5.8% indicated to the contrary.

Table 4.18: There is adequate management of time in project

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Yes	159	98.8	277	94.2
No	2	1.2	17	5.8
Total	161	100.0	294	100.0

The respondents were asked to indicate the extent that there is adequate management of time in project. The results show that 45.2% and 36.2% of project staff indicated there is adequate time management in project to a moderate extent and to a great extent respectively. The results also show that 18.1% of project staff indicated that there is adequate management of time to a little extent. Only 0.6% of project staff indicated not at all.

Table 4.19: Extent there is adequate management of time in project

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Not at all	1	.6	17	5.8
Little extent	32	18.1	0	0.0
Moderate extent	64	36.2	113	38.4
Great extent	80	45.2	147	50.0
Very great	0	0.0	17	5.8
Total	177	100.0	294	100.0

The respondents were asked to indicate the extent that quality management measures are useful to the project. The results show that 45.2% and 27.1% of project staff indicated that quality management measures are useful to the project to a great extent and to a very great extent respectively. The results also show that 27.7% of project staff indicated to a moderate extent. The results show that 44.9% and 49.3% of project beneficiaries indicated that quality management measures are useful to the project to a great extent and to a very great extent respectively. The results also show that 5.8% of project beneficiaries indicated that quality management measures are useful to the project to a little extent.

Table 4.20: Extent quality management measures are useful to the project

	Project staff		Beneficiaries	
	Frequency	Percent	Frequency	Percent
Little extent	0	0.0	17	5.8
Moderate extent	49	27.7	0	0.0
Great extent	80	45.2	132	44.9
Very great extent	48	27.1	145	49.3
Total	177	100.0	294	100.0

4.7 Correlation Analysis Results

A correlation analysis was conducted to establish the strength and direction of relationship and interaction between the dependent variable (reproductive health services delivery and the independent variables planning, leadership, organizational design and control. From the project staff perspective, correlation analysis results show that reproductive health services delivery and project planning were positively correlated ($r=0.508$, $p=0.000$, $N=177$). This correlation can be described as medium.

The results also show that there was a medium positive correlation between reproductive health services delivery and project leadership ($r=0.458$, $p=0.000$, $N=177$). The results show there was a weak negative correlation between reproductive health services delivery and organizational design ($r=-0.226$, $p=0.002$, $N=177$). The study findings revealed that there was a strong positive correlation between reproductive health services delivery and project control ($r=0.602$, $p=0.000$, $N=177$).

Table 4.21: Correlation Analysis Results for Project Staff

		Project Planning	Project Leadership	Organizatio nal Design	Project Control	Reproductive Health Service Delivery
Project Planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	177				
Project Leadership	Pearson Correlation	.449**	1			
	Sig. (2-tailed)	.000				
	N	177	177			
Organizational Design	Pearson Correlation	-.166*	-.203**	1		
	Sig. (2-tailed)	.027	.007			
	N	177	177	177		
Project Control	Pearson Correlation	.360**	.128	.181*	1	
	Sig. (2-tailed)	.000	.088	.016		
	N	177	177	177	177	
Reproductive Health Service Delivery	Pearson Correlation	.508**	.458**	-.226**	.602**	1
	Sig. (2-tailed)	.000	.000	.002	.000	
	N	177	177	177	177	177

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

From project beneficiaries' perspective, there was a strong positive correlation between reproductive health services delivery and project planning ($r=0.802$, $p=0.000$, $N=294$). The results also show that there was a strong positive correlation between reproductive health services delivery and project leadership ($r=0.815$, $p=0.000$, $N=294$). The results show that there was a medium positive correlation

between reproductive health services delivery and organizational design ($r=0.519$, $p=0.000$, $N=294$). The results also show a strong positive correlation between reproductive health services delivery and project control ($r=0.840$, $p=0.000$, $N=294$).

Table 4.22: Correlation Analysis Results for Project Beneficiaries

		Project Planning	Project Leadership	Organizational Design	Project Control	Reproductive Health Service Delivery
Project Planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	294				
Project Leadership	Pearson Correlation	.861**	1			
	Sig. (2-tailed)	.000				
	N	294	294			
Organizational Design	Pearson Correlation	.449**	.409**	1		
	Sig. (2-tailed)	.000	.000			
	N	294	294	294		
Project Control	Pearson Correlation	.537**	.653**	.578**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	294	294	294	294	
Reproductive Health Service Delivery	Pearson Correlation	.802**	.815**	.519**	.840**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	294	294	294	294	294

** . Correlation is significant at the 0.01 level (2-tailed).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations of the study. These are presented based on the four themes of this study namely project planning, project leadership, organizational design and project control in the context of their interaction with reproductive health services delivery.

5.2 Summary of Findings

This study revealed that from both project staff and beneficiaries' perspective, reproductive health services delivery was positively correlated to project planning as confirmed by project staff ($r=0.508$, $p=0.000$, $N=177$) and project beneficiaries ($r=0.802$, $p=0.000$, $N=294$). This implies that improved project planning will yield improved reproductive health services delivery and vice versa. These results are congruent with observations by Wang and Gibson (2008) as well as Dvir, Raz and Shenhar (2003) who argued that planning and analysis are important and the more planning there is in a project, the more successful the project will be. The results of this study also agree with those of Thomas, Jacques, Adams and Kihneman-Woote (2008) that time spent on planning activities will reduce risk and increase project success while as inadequate analysis and planning will lead to a failed project. The findings of this study however contradict observations by Anderson (1996) as well as Choma and Bhat (2010) who questioned whether time and resources spent on planning are beneficial to projects or they just add project costs.

The study also established that project staff and beneficiaries perceives reproductive health services delivery to be positively correlated to project leadership. These findings were confirmed by project staff ($r=0.458$, $p=0.000$, $N=177$) and project beneficiaries ($r=0.815$, $p=0.000$, $N=294$). This means that superior project leadership will lead to superior reproductive health services delivery the same way that poor leadership will yield poor reproductive health services delivery. These findings are in agreement with those by Fedor, Ghosh, Caldwell, Maurer and Singhal (2003) who suggested that organizational support (top management support) was positively associated with project success. Hartman and Ashrafi (2002) also found that project leadership commitment is imperative for project success.

The project staff and beneficiaries did not agree on the relationship between organizational design and reproductive health services delivery. While the project staff perceived reproductive health services delivery to have a weak and negative correlation with organizational design ($r=-0.226$, $p=0.002$, $N=177$), the beneficiaries perceived them to have a medium positive correlation ($r=0.519$, $p=0.000$, $N=294$). The mixed reactions demonstrated by the findings imply that the choice of organizational design is based on the context or situation of the project. Each of organizational designs has its advantages and disadvantages. The findings of this study are in agreement with observations by Forsberg *et al.*, 2005; Kerzner, 2003) who outlined advantages and disadvantages of functional structure, matrix structure and project-based structure. They recommended functional structure for projects being implemented in an organization department without drawing its project team from other organizations or departments. Project-based structure is recommended for a project being implemented outside and organization and without attachment with a specific department in an organization. The matrix structure is recommended for projects having a characteristic that necessitates both functional and project-based structures.

The study revealed that both project staff and beneficiaries see reproductive health services delivery as strongly and positively correlated to project control. These results were confirmed by project staff ($r=0.602$, $p=0.000$, $N=177$) and project beneficiaries ($r=0.840$, $p=0.000$, $N=294$). This implies that thorough project control will yield improved reproductive health services delivery. The results agree with a study by Miller and Lessard (2001) who found that managing and controlling risks reduces the probability of project failure.

5.3 Conclusions

This study concluded that project planning as a project management practice significantly influenced reproductive health services delivery. It is imperative to establish the total scope of effort required to accomplish goal of any project so that the project managers and their team can develop the right course of action. It is also important for the objectives of the project to be understood and clearly defined.

The study also concluded that project leadership significantly influenced reproductive health services delivery. The project leadership should be able to make decisions in

changing situations and be in a position to comprehend priorities of the project. This will not only give direction and share vision of the project but will also inspire the project team.

There are mixed reactions on the influence of organizational design on reproductive health services delivery. The organizational design used in a project largely depends on the nature of project and human resources available to work in the project. A project where project team is drawn from various departments in an organization, a matrix structure is suitable to ensure that the roles of the project manager and functional managers do not conflict. A project that draws its team from the same department is best suited to use functional structure so that the functional manager have the final say for his or her project team. A project that is isolated is best suited to use a project based structure. This will ensure that the project manager will steer the project independently as an organization but using project management approach.

This study concluded that project control significantly influenced reproductive health services delivery in RH-OBA project in Kiambu County. Project control in project management is important to ensure high quality of services delivered and learn lessons to ensure continuous improvement. To achieve this, there should be quality measures in a project. Monitoring and evaluation system is also critical to ensure that the project is implemented as planned and there are lessons that are learnt by the project team which improve their approach and manner of operations in future projects.

5.4 Recommendations of the Study

This study recommends that project managers and stakeholders in project management should ensure that project planning has been undertaken thoroughly before commencement of any project. This is due to the importances that have been revealed to be attached to it in influencing services delivery. The study recommends that project managers and leaders should be keen to ensure they give the right direction, share the vision and inspire their team to achieve project goal. Leadership is one of the key management elements that significantly contribute to services delivery. This study recommends that project managers should use the right organizational design for project management. Mix structure is the suitable organizational design for

project management as it combines functional structure and project based structure. The study recommends that project managers should ensure adequate project control is in place. Quality measures as well as monitoring and evaluation are important tools for project control that project managers should ensure their utilization for optimal services delivery in a project.

5.5 Suggestions for Further Research

This study recommends that future scholars should look into aspects that results to effective planning in a project. This could lead to an appropriate framework for planning a project that could be used in future to ensure better performance. The study recommends that further studies should focus on the leadership styles that suit different situations in project management. This will ensure that right project leaders are able to adapt the right leadership styles in different contexts hence improving chances of successful projects. The study recommends that future scholars should investigate and provide a guideline on how to design a suitable organizational structure in a project. This will not only ensure efficient and effective project implementation but also enhance project performance. Future scholars should assess modern project control tools and recommend the most appropriate to be used for improving project performance in an era of changing technology.

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APPENDICES

Appendix I: Introductory Letter



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
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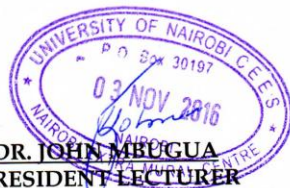
TO WHOM IT MAY CONCERN

RE: OUKO EDNA ADHIAMBO - REG NO L50 /77685/2015

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.

She is proceeding for research entitled "influence of project Management practices on delivery of reproductive health services." A case of RH-OBA project in Kiambu, County, Kenya.

Any assistance given to her will be appreciated.



DR. JOHN MBUGUA
RESIDENT LECTURER
NAIROBI EXTRA MURAL CENTRE

Appendix II: Letter of Transmittal

Dear Respondent,

RE: Data Collection

I am an MA student at the University of Nairobi and in my last year of study. As a feature of the prerequisite for graduation, I am doing a research study on INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON DELIVERY OF REPRODUCTIVE HEALTH SERVICES BY RH-OBA PROJECT IN KIAMBU COUNTY, KENYA.

In such manner, I am kindly asking for your support regarding time, and by reacting to the appended survey questionnaire. Your precision and genuine reaction will be basic in guaranteeing targets of this study are met.

It would not be important to write your name on this survey and for your comfort, all data got will be dealt with in strict confidence. Also, the discoveries of the study will be only utilized for scholastic research purposes and to improve learning in the field of project planning and management.

Much obliged to you for your important time.

Yours sincerely

Edna Adhiambo Ouko

L50/77685/2015

Appendix III: Letter of Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/16/25674/14645**

Date:

21st November, 2016


Edna Adhiambo Ouko
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Influence of project management practices on delivery of reproductive health services: A case of Rh-Oba Project in Kiambu County, Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **21st November, 2017.**

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

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. M. K. RUGUTT, PhD, HSC.
DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kiambu County.

The County Director of Education
Kiambu County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

Appendix IV: Research Permit

THIS IS TO CERTIFY THAT:
MS. EDNA ADHIAMBO OUKO
of UNIVERSITY OF NAIROBI, 68028-2000
Nairobi, has been permitted to conduct
research in Kiambu County
on the topic: INFLUENCE OF PROJECT
MANAGEMENT PRACTICES ON DELIVERY
OF REPRODUCTIVE HEALTH SERVICES: A
CASE OF RH-ObA PROJECT IN KIAMBU
COUNTY, KENYA
for the period ending:
21st November, 2017

Permit No : NACOSTI/P/16/25674/14645
Date Of Issue : 21st November, 2016
Fee Received :Ksh 1000





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 Officer 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



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEACH CLEARANCE
PERMIT

Serial No.A **11967**

CONDITIONS: see back page

Section B: Project Planning

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Rate this project's planning					
Indicate the extent project has established the total scope of the effort required to accomplish the goal of this project					
Indicate the extent objectives of this project are clearly defined and refined					
Rate the course of action developed in this project					

Section C: Project Leadership

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Indicate the extent project leadership is able to make decisions in changing situations					
Indicate the extent leadership in this project has been able to grasp project priorities					
Rate project leadership and its communication with key stakeholders					

Section D: Organizational Design

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Rate the organizational design in this project					
Indicate extent the organizational design of this project show characteristics of functional structure					
Indicate extent the organizational design of this project demonstrate characteristics of project-based structure					

Indicate extent the organizational design of this project illustrate characteristics of matrix structure					
--	--	--	--	--	--

Section E: Project Control

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Indicate extent monitoring and evaluation reports are used in this project					
Rate adequacy of time management in this project					
Rate the quality management measures that have been taken in this project					
Indicate extent the quality management measures are useful for this project					

Section F: Service Delivery

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Indicate extent that this project has met its planned goals					
Indicate extent this project has been of any benefit to you					
Indicate extent that the project has reduced neonatal deaths					
Rate the number of beneficiaries that this project has given vouchers to access reproductive health services					
Rate proportion of safe deliveries in Kiambu County as a result of voucher system activities by this project					

Section B: Project Planning

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Rate this project's planning					
Indicate the extent project has established the total scope of the effort required to accomplish the goal of this project					
Indicate the extent objectives of this project are clearly defined and refined					
Rate the course of action developed in this project					

Section C: Project Leadership

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Indicate the extent project leadership is able to make decisions in changing situations					
Indicate the extent leadership in this project has been able to grasp project priorities					
Rate project leadership and its communication with key stakeholders					

Section D: Organizational Design

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

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Statement	1	2	3	4	5
Rate the organizational design in this project					
Indicate extent the organizational design of this project show characteristics of functional structure					
Indicate extent the organizational design of this project demonstrate					

characteristics of project-based structure					
Indicate extent the organizational design of this project illustrate characteristics of matrix structure					

Section E: Project Control

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Indicate extent monitoring and evaluation reports are used in this project					
Rate adequacy of time management in this project					
Rate the quality management measures that have been taken in this project					
Indicate extent the quality management measures are useful for this project					

Section F: Service Delivery

The Likert questions on extent have a five-point scale where:

1= Not at all, 2=little extent, 3=moderate extent, 4=great extent and 5=very great extent. The Likert questions on rating also have a five-point scale where:

1=very poor, 2=poor, 3=fair, 4=good and 5=very good.

Statement	1	2	3	4	5
Indicate extent that this project has met its planned goals					
Indicate extent this project has been of any benefit to you					
Indicate extent that the project has reduced neonatal deaths					
Rate the number of beneficiaries that this project has given vouchers to access reproductive health services					
Rate proportion of safe deliveries in Kiambu County as a result of voucher system activities by this project					

Appendix VII: Krejcie and Morgan Table

Table for Determining Sample Size from a Given Population

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

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

Krejcie and Morgan (1970)