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[1*]Fred Shigoli & [2]Mr. Johnbosco Kisimbii

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Determinants of Project Implementation in the Public Sector: The Case of Mombasa Water and Sewerage Company

[* 1*]Fred Shigoli, [2]Mr. Johnbosco Kisimbii

[1*] Post graduate student, University of Nairobi

[2] Lecturer, School of Open and Distance Learning, University of Nairobi

Email of the Corresponding author: fshigoli@yahoo.com

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Abstract

Project management a strategic competency for an organization, enabling them to tie the project results to business goals and thus better compete in their markets. The purpose of the study was to find out the determinants of projects implementation in the public sector, with specific focus on Mombasa Water and Sewerage Company. The objectives of the study were: to establish the effect of resource planning in project implementation by Mombasa Water and Sewerage Company; to examine the extent to which client involvement influences project implementation by Mombasa Water and Sewerage Company; to explore the extent to which corporate management in Mombasa Water and Sewerage Company influences project implementation. A descriptive design was appropriate for this study as it enabled the researcher to investigate the target population and establish the issues under investigation. The study established that most challenging element experienced in terms of resource planning in this organization is inadequate dialogue with interlinked agencies early in project preparatory stages; most challenging element experienced in terms of client involvement in this organization is poor project handover interface; Management's inability to anticipate short-term disruptions: inability to encourage creativity and resourcefulness; inability to reveal the fulfillment of short-term deliverables to the beneficiaries; inadequate work inspection and poor relations between engineers and contractors are an impediment to project implementation in the organization; payment documentations and approval procedures; compliance to statutory regulations' difference in reporting formats and time frames and funds transfer and disbursement processes are an impediment to successful project implementation to a large extent. Adequate factors of production need to be optimized and timely deployed in the process of generating value projects. The study recommends that client involvement at earlier stage in the project implementation process need to be enhanced as it remains of ultimate importance to

determine whether the clients for whom the project has been initiated will accept it without their involvement; organizations need to comply with specific conditions to avoid predictability in terms of budget aid and donors have a basis for becoming partners if they are able to agree on a purpose.

1.1 Introduction

Project Managers are expected to complete their projects so that they satisfy the primary objectives of time, performance and cat. Project implementation is usually proceeded by a well defined project plan meant to guide during the implementation stage. However, there usually arise variations as activities progress. Gray and Larson (2003) in their focus on implementation gap or venations defined it as the lack of consensus between the goals set by the top management and those independently set by lower levels of management. The project implementation process is complex, usually requires extensive and collective attention to a broad aspect of human budgetary and technical variables (Muller Jugder, 2005). The explain that projects often possess a specialized set of critical success factors in which if addressed and attention given will improve the likelihood of successful implementation.

Managing projects for impact is only possible if organizations have reliable information about the progress of activities and that outcomes, the reason for success and failure and the context in which activities are taking place (Williamson, 2005). Adzawodah (2009) explains that project failure is described on two levels: being failure to implement the project effectively, within budget and according to project plan; and the inability of the project facilities created to achieve the intended impact. These situations have been associated with weak institutional and financial arrangements within the public sector (Mathenge, 2013).

MOWASCO has a total workforce of 422 staff located in the head office, area offices, water reservoirs and Kipevu water treatment plant (Oyaro 2013). MOWASCO is managed by a 15 member board of directors. The directors are from diverse backgrounds, who are responsible for policy direction of the organization.

1.2 Statement of the Problem

MOWASCO is of great significance to Mombasa County residents as it fulfils the following Mandates: Provide quality and economical water and sanitation services to consumers. • Billing for water and sanitation services and ensure timely collection of dues. • Routinely maintain water and sanitation services and infrastructure. • Ensure that standards and licensing requirements are compiled with as stipulated by the Service Provision Agreement (SPA) signed with Coast Water Services Board.

As Horine (2005) argued, although there exist a shared core of principles lying at the heart of any project success, from an idealistic perspective, no two projects are completely identical and each has its own set of unique challenges to be able to respond to internal and external variables in a project environment, it's instructive to investigate and understand how and to what extent these factors affect project implementation in their respective contexts and establish any existing relationships between these factors. It's from this standpoint that the researcher seeks to establish the determinants of project implementation in the public sector with aspects focus on MOWASCO.

1.3 Objectives of the Study

The objectives of the study were
i) To establish the effect of resource planning in project implementation by Mombasa Water and Sewerage Company.
ii) To examine the extent to which client involvement influences project implementation by Mombasa Water and Sewerage Company.
iii) To explore the extent to which corporate management in Mombasa Water and Sewerage Company influences project implementation.
iv) To determine the influence of donor requirements on project implementation by Mombasa Water

2.0 Literature Review

2.1 Theory of Performance/Cost/Time Triangle

It's also called the Triple Constraint theory. It demonstrates graphically the key attributes that must be handled effectively for the successful completion and closure of any project. According to Litke &Kunow (2004), it's the magic triangle of project management that visualizes the three objectives that the project manager should monitor all the time. According to the theory, three principal objectives of performance cost and time are interrelated. In some cases, conflicting priorities may lead to the client giving particular weight to one of these objectives when the project is defined and planned. Therefore for successful project implementation the theory suggests that the project manager must be fully aware that performance, time and cost are fully interrelated and that any adjustment to any of these items must affect each other. The project manager must ensure that everyone involved with the project recognizes the importance of the constraints. Conveyance of the triple constraint to the stakeholders is best performed at the outset.
Kerzner (2003) discusses that in modern project management, it is almost impossible to see that a project is finished without any alteration in its initial scope which in turn might diminish the morale of the work of or eventually even bring the project to a total halt. It is advisable to keep the level of change for project scope to its minimum and those really needed to be taken into account should be in complete consensus of both project manager and client.

2.2 Theory of Project Implementation

Implementation as Nutt (1996) puts it, is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be routed.
Amachree (1988) made several important distinctions pertinent to these processes of planned change, identifying four procedures called the entrepreneurial, exploration, control and implementation sub-processes. From this perspective, the implementation can be viewed as a procedure used in planning change process that lays out steps taken by the entire stakeholders to support change. The project implementation process begins and includes many different phases. The first starts with project planning phase that needs one to plan the tasks of the project. The second one is the project design phase that consists of the creation of system design comprising application designing, database designing and the data communication design. The other phases in the project implementation process consists of create and unit test phase, integration test phase, training phase, and finally, the close out phase.

2.3 Empirical (Related) Studies

2.3.1Resource Planning

Organizations should undertake detailed implementation planning covering aspects such as physical work, time plan, input resource, inter-linkages, organization and management systems, output generation and cost planning (Kagiri and Wanaina,2008). Adequate resource plan and its linkage with time plan are crucial as the implicit resource requirements for each period may not meet the availability and hence the time plan may not be implementable.

Inadequate project preparation leading to scope changes during implementation is perhaps the most important reason for overruns and no effort should be spared in the initial stage of a project to properly define the project goals and its deliverables (Kholi 2002). The purpose of resource planning is to ensure that adequate, suitable or appropriate factors of production (money, equipment, manpower and land) are optimized and timely deployed is the process of generating value projects (Flyvbjerg *etal.* 2004). Timely facilitation of access to site by contracting or its agents is crucial in ensuring that the contractors continue to perform their obligation as planned with the allocated resource. Failure to do this is bound to lead to poor resource utilization, ship on schedule and additional costs.

The key to the resource plan success is timing. The plan needs to be developed with enough time to adequately staff the positive and ramp up the project. During the implementation there need to be regularly scheduled task renews (Frimpong et al , 2003). These reviews can be between team leader and implementation team member, project management and team leads, project sponsorship and project management.

2.3.2 Client Involvement

Client refers to anyone who will ultimately be making use of the result of the project, either as a customer outside the organization or a department within the organization. Njie, Fon and Awomodu(2008) found that the degree to which clients are personally involved in the implementation process will cause great variation in their support for that project. Client consultation expresses the necessity of taking into account the heads of the future clients, or users of the project. It's therefore important to determine whether clients for the project have been identified. Once the project manager is aware of the major clients, he/she is better able to accurately determine if their needs are being met.

This lack of client involvement causes a great deal of resentment among the intended beneficiaries and by developers who only wanted to test out something (Slevin etal, 2004). There is a symbiotic relationship between users and developers, so requirements need to be worked out on both sides – the client, who knows their needs and developers who know what need to ask the right question and to make any assumptions on what they think the client needs.

2.3.3 Corporate Management

Top management support includes both the nature and amount of support the project manager can expect from management both for themselves as leaders and for the project (Okwiri, 2011). Management's support of the project may involve aspects such as allocation of sufficient resource (financial, manpower, time) as well as the project managers' confidence in their support in the event of crises.

Project management does not only depend on top management for authority, direction and support, but as ultimately the conduct for implementing top management's plans or goals, for the organization (Milosevic, 2007). Functional managers supervise project resources through the

control of top management. The level of support provided by the functional manager is usually determined by the level of support from top management. Therefore full support from the organization for the project helps to facilitate and implement strategies for the successful completion of projects.

Kamau (2010) posits that organizational structures, play a role in creating an appropriate atmosphere for the project management philosophy to prevail. Most public organization structures show a very strong bias towards hierarchy and silos, which are not ideal for managing projects. This is supported by Mpofu (2010) who observed that, the situation may be characterized by : management being satisfied by its technical skills, but projects are not meeting time, cost and other project requirement; there is a high commitment to getting project work done, but great fluctuations in how well performance specifications are met; highly talented specialists involved in the project feel exploited and misused; particular technical groups or individuals constantly blame one another for failure to meet specifications or delivery dates; and projects are on time and to specify but groups and individuals are not satisfied with the achievements. The author suggests that organizations should be structured to meet environmental and external demands and in particular, project management, which has to be in sync with the understanding of how these structures define roles and responsibilities in parastatals in view of authority in this hierarchical organization.

2.3.4 Influence of Donor Requirements

Finding a common agenda with donors is a fundamental starting point because they have a basis for becoming partner if they are able to agree on a purpose, a task, a project or a desired outcome which meets the interest of all partners and can be achieved better, faster, or more efficiently if they unite their efforts.

According to OECD (2003) guidelines for harmonizing donor practices for effective aid delivery; effectiveness of a donor's assistance in an organization is affected by the nature of the institutional framework for its relations with partner organization and with other donors and by its own internal rules and culture. Different objectives and interests between donors and partner organization can impair project effectiveness. The way donor funding is delivered can create an unnecessary burden on partner organization, hinder efforts to build organization's capacity and weaken partner organizational leadership and its accountability.

A more controversial and complicated case are specific donor conditions meant to assure that organizational objectives are aligned with donor objectives. (Oya and Williser, 2007). Such conditions, which are typically applied to budget aid, can include specific policy actions or result indicators. If recipients do not comply with such specific conditions, may also cause lack of predictability, but the aid effectiveness may be less clear.

2.4 Conceptual Framework

The conceptual framework considers both independent and dependent variables. The independent variables include resource planning, client involvement, corporate management and donor requirements while the dependent variable is determinants of project implementation in the public sector.

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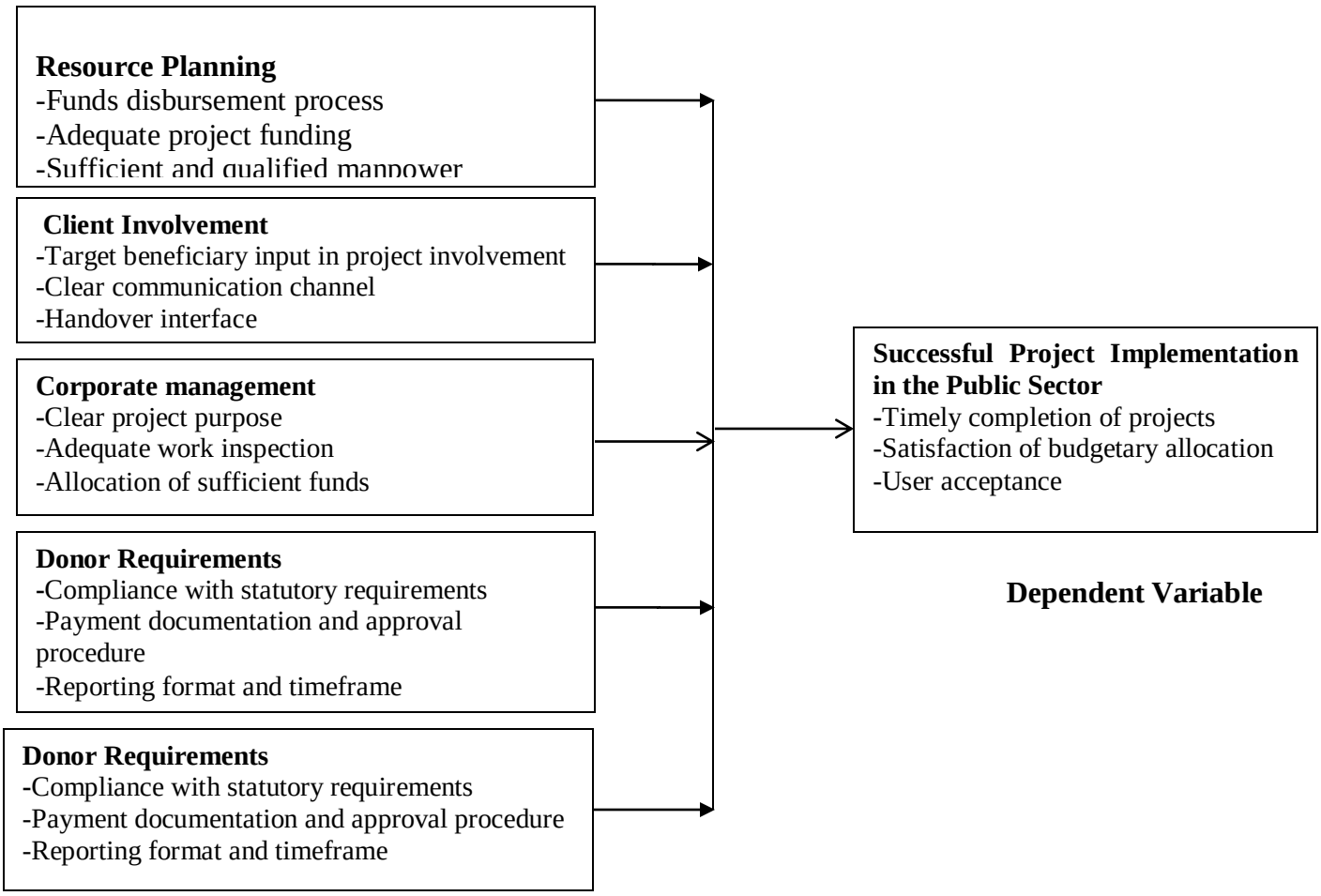

Figure 1: Conceptual Framework

3.1 Research Methodology

The researcher used simple random sampling method to collect data. In this method the target population was subdivided into segments referred to as strata. In this case three strata were identified which were: Management employees; technical staff and subordinate staff. The researcher then randomly identified and selected respondents from each category. The total targeted population was therefore 83 and the sample size was 18.

4.0 Data Analysis, Presentation and Interpretation

4.1 Questionnaire Return Rate

The study sampled 18 respondents from the target population of 83 which is computed as shown in table 1 below.

Table 1: Questionnaire Return Rate

Sample	Frequency	Percentage
Responded	15	83.3%
Nonresponse	3	16.7%
Total	18	100%

The results in table 1 shows that 15 out of 18 target respondents filled in and returned the questionnaire, contributing to 83.3%.This response rate was good, representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good; and a response rate of 70% and above is excellent. This commendable response can be attributed to the fact that any clarification sought by the respondents were addressed without delay and respondents left with the questionnaires were reminded to fill in the questionnaires through frequent phone calls and picked the questionnaires once fully filled. The questionnaires that were not returned were due to respondents not being available to fill them on time and after persistent follow-ups, there was no positive feedback from them.

4.2 Demographic characteristics of respondents

The questionnaire covered length of service in the organization and respective departments of deployment. This was necessary to capture data on the status of project implementation in the organization. The result of the study is presented in table 2 below

4.2.1 Distribution of respondents per Department

The study sought to determine the department in which respondents work in as shown in Table 2

Table 2: Distribution of Respondents by Departments

Department	**Frequency**	**Percent**
Project	6	40
Coordination	6	40
Accounts	3	20
TOTAL	**15**	**100**

From Table 2 the study findings revealed that respondents working in projects were 40%, coordination 40% and accounts departments were 20% with a mean score of 1.80 and a standard deviation of 0.775.

4.2.2 Working Experience of the respondents

The study sought to establish working experience of respondents as presented in Table 3

Table 3: Respondents' Duration of Service in the Organization

Years	**Frequency**	**Percent**
Less than 5 Years	5	33.3
Between 5-10 Years	7	46.7
More than 10 Years	3	20
TOTAL	**15**	**100**

The study results from Table 3 revealed that respondents that have a working experience of less than 5 years were 33.3%, between 5-10 years 46.7% and more than 10 years 20% with a mean score of 1.87 and a standard deviation of 0.743. This shows that majority of respondents have a working experience of between 5-10 years. This implies that they are in a better position to give more reliable information for assessment since they have been in the organization for a longer time.

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4.3:1 Analysis influence of resource planning

In the research analysis the researcher used a tool rating scale of 5 to 1; where 5 were the highest and 1 the lowest. Opinions given by the respondents were rated as follows, 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree. The analyses for mean, standard deviation was based on this rating scale.

The first objective was to examine the effect of resource planning on successful project implementation in the public sector. The results are presented in Table 4

Table 4: Mean and standard deviation of influence of resource planning on project implementation

	N	Mean	Std. Deviation
There is inadequate dialogue with interlinked agencies early in project preparatory stages	15	3.67	1.718
Late changes in scope	15	3.33	1.397
Untimely facilitation of access to site by contractor	15	3.53	1.642
Delayed payments to contractors	15	3.93	1.163
Lack of sufficient and qualified manpower	15	3.73	1.438
Poor subcontracting	15	3.00	1.464
Complex payment processes	15	4.00	1.464
Organizational cash flow problem	15	3.93	1.580
Delays in funds disbursement processes	15	3.67	1.589
Inconsistent task reviews	15	4.27	1.033
Inadequate contractor experience	15	3.13	1.302
Valid N (list wise)	15		

From the results in Table 4, the statement that there is inadequate dialogue with interlinked agencies early in project preparatory stages had a mean score of 3.67 and a standard deviation of 1.718. The statement that late changes in scope had a mean score of 3.33 and a standard deviation of 1.397. The statement that Untimely facilitation of access to site by contractor had a mean score of 3.53 and a standard deviation of 1.642. The statement that Delayed payments to contractors had a mean score of 3.93 and a standard deviation of 1.163. The statement that and a mean score of Lack of sufficient and qualified manpower had a mean score of 3.73 and a standard deviation of 1.438. The statement that Poor subcontracting had a mean score of 3.00 and a standard deviation of 1.464. The statement that complex payment processes had a mean score of 4.00 and a standard deviation of 1.464. The statement that organizational cash flow problem had a mean score of 3.93 and a standard deviation of 1.580. The statement that delays in funds disbursement processes had a mean score of 3.67 and a standard deviation of 1.589. The statement that inconsistent task reviews had a mean score of 4.27 and a standard deviation of 1.033. The statement that inadequate contractor experience had a mean score of 3.13 and a standard deviation of 1.302

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4.3.2 A variance of the influence of client involvement in project implementation

Table 5: Mean and Standard Deviation

	N	Mean	Std. Deviation
Disputes between parties	15	4.33	1.397
Target beneficiaries are not given the opportunity to provide input early in the project development stage	15	3.53	1.885
Poor handover interface	15	3.80	1.521
The client (intended users) was not informed of the project's progress	15	3.87	1.727
The value of the projects was not discussed with the eventual clients	15	3.07	1.907
Target beneficiaries were not informed whether their inputs were assimilated into the project plan	15	2.87	1.552
Target beneficiaries did not know who to contact when problems or questions arise	15	3.80	1.521
Valid N (listwise)	15		

The second objective was to examine the effect of client involvement on successful project implementation in the public sector. Results from Table 5 reveals the statement in agreement that disputes between parties had a mean score of 4.33 and a standard deviation of 1.397. The statement that target beneficiaries are not given the opportunity to provide input early in the project development stage had a mean score of 3.53 and a standard deviation of 1.885. The statement that poor hand over interface had a mean score of 3.80 and a standard deviation of 1.521. The statement that the client (intended users) was not informed of the project's progress had a mean score of 3.87 and a standard deviation of 1.727. The statement that the value of the projects was not discussed with the eventual clients had a mean score of 3.07 and a standard deviation of 1.907. The statement in disagreement that target beneficiaries were not informed whether their inputs were assimilated into the project plan had a mean score of 2.87 and a standard deviation of 1.552. The statement that Target beneficiaries did not know who to contact when problems or questions arise had a mean score of 3.80 and a standard deviation of 1.521.

4.3.3 Influence of project implementation in public sector

The third objective was to examine the effect of corporate management on successful project implementation in the public sector. The results are shown in Table 6

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Table 6: mean and standard deviation of the influence of corporate management in public sector projects.

	N	Mean	Std. Deviation
Allocation of sufficient funds needed for the project	15	3.87	.990
Allocation of sufficient manpower needed for the projects	15	4.20	1.373
Allocation of sufficient time needed for the projects	15	3.20	1.781
Inadequate work inspection	15	3.67	1.718
Setting clear purposes for the projects	15	3.87	1.302
Ability to anticipate short-term disruptions	15	3.40	1.454
Management strive to reveal the fulfillment of short-term deliverables to the beneficiaries	15	3.40	1.549
Management encourages people's creativity and resourcefulness in the projects	15	2.87	1.407
Poor relations between engineer and contractor	15	3.47	1.959
Management was responsive to the request for additional resources when the need arose	15	3.33	1.759
Valid N (list wise)	15		

With reference to the results in Table 6, the statement that allocation of sufficient funds needed for the project had a mean score of 3.87 and a standard deviation of 0.990. The statement that allocation of sufficient manpower needed for the projects had a mean score of 4.20 and a standard deviation of 1.373. The statement that allocation of sufficient time needed for the projects had a mean score of 3.20 and a standard deviation of 1.781. The statement that inadequate work inspection had a mean score of 3.67 and a standard deviation of 1.718. The statement that setting clear purposes for the projects had a mean score of 3.67 and a standard deviation of 1.718. The statement that setting clear purposes for the projects had a mean score of 3.87 and a standard deviation of 1.302. The statement that ability to anticipate short-term disruptions had a mean score of 3.40 and a standard deviation of 1.454. The statement that management strive to reveal the fulfillment of short-term deliverables to the beneficiaries had a mean score of 3.40 and standard deviation of 1.549. The statement that Management encourages people's creativity and resourcefulness in the projects had a mean score of 2.87 and a standard deviation of 1.407. The statement that Poor relations between engineer and contractor had a mean score of 3.47 and a standard deviation of 1.959. The statement that Management was responsive to the request for additional resources when the need arose had a mean score of 3.33 and a standard deviation of 1.759.

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4.3.4 Influence of donor requirements in project implementation

Table 7: Donor Requirements

	N	Mean	Std. Deviation
Different objectives and interests between donors and partner organization	15	3.60	1.454
Funds transfer and disbursement process	15	3.93	1.280
Payment documentation and approval procedures	15	3.40	1.595
Differences in reporting formats and time frames	15	3.47	1.506
Compliance to statutory regulations	15	3.13	1.727
Valid N (list wise)	15		

The fourth objective was to examine the effect of corporate management on successful project implementation in the public sector Reference to the results in Table 7, The statement that different objectives and interests between donors and partner organization had a mean score of 3.60 and a standard deviation of 1.454. The statement that funds transfer, and disbursement process had a mean score of 3.93 and a standard deviation of 1.280. The statement that payment documentation and approval procedures had a mean score of 3.40 and a standard deviation of 1.595. The statement that difference in reporting formats and time frames had a mean score of 3.47 and a standard deviation of 1.506. The statement that compliance to statutory regulations had a mean score of 3.13 and a standard deviation of 1.727.

4.4 Regression Analysis

A multiple regression analysis was conducted to test the relationship among independent variables on the successful project implementation in the public sector. The independent variables were; resource planning, client involvement, corporate management and donor requirement. SPSS software was used to code, enter and model the relationship between the four independent variables and the dependent variable. Coefficient of determination explains how magnitude of changes in the dependent variable can be explained or attributed by a change in the independent variables or the percentage of variation in the dependent variable (in this case successful project implementation in the public sector) that is explained by all the four independent variables (Resource Planning, Client Involvement, Corporate Management and Donor Requirement).

4.4.1 Model Summary

A multiple regression analysis was conducted to test the influence among predictor variable. The researcher used SPSS to code, enter and compute the measurements of the multiple regressions. This model is presented in Table 8 below:

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.373[a]	.139	.094	.383	.139	3.037	4

In appraising the model of fit, coefficient of determination was applied. The adjusted R^2 referred to as the coefficient of multiple determinations, represents a percentage of variance in the dependent variable explained differently or together by the independent variables. As shown in Table 8 above,

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from the model fit, an average adjusted coefficient of determination (R^2) of 0.094 was achieved. This suggests that 9.4% of the variations in the implementation of various projects in the primary schools in the county could be explainable by the independent variables under study (Resource Planning, Client Involvement, Corporate Management and Donor Requirement).

4.4.2 ANOVA

The study went further to test the significance of the model by using **ANOVA** technique and the results were as summarized in Table 9 below:

Table 9: Analysis of Variance (ANOVA) Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.784	4	.446	3.037	.022[b]
	Residual	11.016	10	.147		
	Total	12.800	14			

Critical value=2.50

a. Predictors: (Constant), Donor Requirement, Corporate Management, Client Involvement and Resource Planning
b. Dependent Variable: Successful Project Implementation in the Public Sector

The ANOVA statistics resulting from the data have helped the study establish that the regression model had a significance level of 0.022% which indicates the data was suitable in reaching a conclusion on the population parameters, since the value of significance (p-value) was less than 5%. The value calculated was more than the critical value (3.037> 2.50) indicating that resource planning, client involvement, corporate management and donor requirement all have a significant effect on successful project implementation in the public sector. Given that we have a significance value which was lower than 0.05 we can conclude that the model was significant.

Table 10: Coefficients of Determinations

Model		Un-standardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.530	.355		4.308	.000
	Resource Planning	.247	.110	.280	2.245	.001
	Client Involvement	.178	.157	.126	1.135	.260
	Corporate Management	.345	.119	.137	2.899	.000
	Donor Requirement	.026	.104	.031	0.250	.802

SPSS generated codes that were fitted into the equation ($\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$)
Whereby:

$Y= 1.530+ 0.247X_1+ 0.178X_2 + 0.345X_3+ 0.026X_4$

From the regression equation, taking all factors into account; (Resource Planning, Client Involvement, Corporate Management and Donor Requirement) held constant at zero, school projects implementation will be 1.530. On the other hand, holding other factors constant, a unit change in resource planning would lead to successful project implementation in the public sector by a factor of 0.0.247; a unit change in client involvement when holding the other factors constant would lead to a

0.178 successful project implementation in the public sector ;a unit change in corporate management when holding all the other factors constant would lead to a positive change in successful project implementation in the public sector by a factor of 0.345 while a unit change in donor requirement when holding the other factors constant would lead to a 0.026 improvement in successful project implementation in the public sector. From the above analysis; it can be confidently argued that all the four independent variables influence the dependent variables.

5.1 Conclusions

Resource planning influenced the project performance. Practices such as budgeting, forecasting and having plans for money generation existed in the project. A positive and significant relationship between financial resource planning practices including; budgeting, forecasting and having plans for money generation and project performance existed.

From the results, management's inability to anticipate short-term disruptions; inability to encourage creativity and resourcefulness; inability to reveal the fulfillment of short-term deliverables to the beneficiaries; inadequate work inspection and poor relations between engineers and contractors are an impediment to project implementation in this organization. This implies that it is important to structure this organization to meet environmental and external demands especially project management.

Donors have a basis for becoming partners if they are able to agree on a purpose, a task, a project, or a desired outcome which meets the interests of all partners and can be achieved better, faster or more efficiently if they unite their efforts. The study established that payment documentation and approval procedure; compliance to statutory regulations; differences in reporting formats and timeframes and funds transfer and disbursement process are an impediment to successful project implementation to a large extent. This implies that if the organization does not comply with such specific conditions, there may be lack of predictability in terms of budget aid.

6.1 Recommendations

The relatively low client involvement has a negative impact on the projects' ultimate outcomes. This condition has negatively affected the time completion of projects in the public sector.

It is highly recommended that the executives in organization engage stakeholders' participation in identifying mission, goals and definition of scope, areas of their interests, needs and constraints regarding the project. This aspect would minimize the chances of project failure, avoid project alienation and ensure project ownership by stakeholders. Organizational structures, which are typically designed by the leadership, need to ensure that these parastatals meet environmental and external demands and, in particular, project management

Donor conditions should be made flexible and non-punitive to the users of the funds to increase the implementation process of donor funded projects; again, they should be free from political interest and countries left to set their own priorities.

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