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# Project Management Practices and Performance of County Funded Projects in Kisumu County, Kenya

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## Abstract

The purpose of this study was to investigate the effect of project management practices on performance of county funded projects in Kisumu County, Kenya. Specifically, the study sought to examine the effect of stakeholder involvement; capacity building; top management support and funding on performance of county funded projects in Kisumu County. The study used a descriptive research design and targeted 150 employees that were directly involved in project management in Kisumu County. The study sample size was 75 respondents who were selected using stratified sampling method. Primary data was collected using semi structured questionnaire. Data was analyzed using descriptive and inferential statistics. Findings indicated that stakeholder involvement and project performance were positively and significantly related ( $\beta=0.297$ ,  $p=0.002$ ), capacity building and project performance are positively and significantly related ( $\beta=0.321$ ,  $p=0.002$ ), top management support and project performance in Kisumu County had a positive and significant relationship ( $\beta=0.228$ ,  $p=0.016$ ), funding and project performance were positively and significantly related ( $\beta=0.326$ ,  $p=0.004$ ). Based on the results, the research concluded that stakeholder involvement, capacity building, management support and funding influence performance of County funded projects. The study recommends to the county government of Kisumu in conjunction with the national government to take keen interests in monitoring the whole process of project management to completion. The government in conjunction with the county government needs to set clear policies governing the management and accountability of Constituency Development Fund, which should be directed towards serving the citizens rather than being utilized for self-interests. The study also advises constant and periodic improvement of the human resource through the induction and training process for the improvement of the quality of delivery of services. The study also highly supports the aspect of transparency in the utilization of project funds since most of them are utilized through self-interests of the managers. This could be done by over budgeting the projects in order to include their personal expenditures within the fund. To ensure accountability there is need to ensure transparency of information across all stakeholders.

**Keywords:** *Project Management Practices, Performance, County Funded Project*

## 1.1 Background of the Study

Project performance is characterized by the criteria of time, spending plan and expectations. It is the general nature of a task as far as its effect, value to recipients, usage adequacy, productivity and supportability (Njogu, 2016). According to Mohammed (2012), the criteria of project execution can be estimated in terms of cost, time and quality, which are essential components of project achievement. Project performance ensures that enterprises maximizes on productivity, limit the outcomes of hazardous and unverifiable occasions regarding accomplishing the task's targets and reduces the odds of the dangerous events from emerging (Kululanga and Kuotcha, 2010). According to Serrador and Turner (2014), project performance is perceived as a major concern in both private and both sectors. The success of a project requires a well-thought out venture plan and also comprehension of the key achievement factors. All the key stakeholders are able to make appropriate decision and act towards the project achievement. Most famous determinants of project victories acknowledged by research network are-project mission, top administration support, venture plan/plan, customer counsel, faculty, innovation to help the task, customer and channels of correspondence (Serrador & Turner, 2014).

Project management practices can be characterized as those key issues inborn in the project, which must be observed to ensure efficiency in the execution of the project. These practices need everyday consideration and work through the duration of the undertaking. Some of the fundamental practices in project management include; stakeholders involvement, capacity building, top management support and funding (Ocharo & Kimutai, 2018).

In China, Ling, Low, Wang and Lim (2009) evaluated the project management practices that Singaporean AEC firms have adopted and their impact on project performance. The study established a significant effect of project management practices on project performance. Further, the research identified various practices adopted by the firm. In particular, the study cited management as a key practice in influencing performance of projects. The research suggested the need for firms to adopt project management practices that enhance project performance. In Ghana, Ahadzie and Amoa-Mensah (2010) looked at the persisting management issues facing the Housing sector. In particular, the researcher looked at the impact of project managers in enhancing project excellence in terms of completion and cost incurred. The research established that the housing sector lacks professional management. There was therefore need to invest in competent and experienced management professionals who will turn around project performance in the housing sector.

In Kenya, Rahab (2018) analyzed the impact of project management practices on execution of mobile money transfer project. The study findings indicated a significant association between venture management practices and project excellence. The specific practices included; risk management, leadership skills, stakeholder involvement and monitoring and evaluation. The research recommended the need for organizations to improve their project management practices if they wanted to enhance their project performance.

As per the County incorporated Development Plan (2013-2017), Kisumu County faces high rates of destitution, imbalance and social ills, which influence the development and improvement of the County and hinders residents' growth. Both social and financial advancement intercessions are important to address the scale and effect of these social issues. Unquestionably, the Constitution requires the county government to advance social and financial improvement. Despite numerous county funded projects aimed at enhancing community development, the residents of Kisumu are still living in poverty. There is

therefore, the need to investigate the role of county funded projects in enhancing community development.

### **1.2 Statement of the Problem**

Cases of project failures have been reported in a number of countries all over the world (Gyadu-Asiedu, 2009). Some of the main indicators of failed projects include reduced productivity, increased cost, poor quality and slowed completion. The devolved governments are mandated to oversee several programs including early childhood education, health care provision and development of local road networks. In order to smoothly facilitate service delivery, devolved governments, get funding from the national government as per the requirement by the Kenya Constitution, Article 203(2). However, as cited by Hasseb (2011), success of a project involves achieving the deliverables within the stipulated timeline and budget plan; this has not been realized in Kisumu County and this could be linked to lack of proper project management practices including funding, capacity building, stakeholder involvement and top management support (Sikudi & Otieno, 2017).

Previous researches have looked at the connection between project management practices and performance of projects. Nyandika and Ngugi (2014); Ruwa (2016) assessed the effect of stakeholder involvement on project performance; however, these studies presented a contextual gap since it did not focus on projects funded by county government of Kisumu. Imasaja (2016) analyzed the impact of developing capacity on project execution; however the study did not focus on projects funded by county government of Kisumu, thus presented a contextual gap.

Despite previous studies having been conducted, there is scanty information on project management practices and performance of projects funded by Kisumu County government. The current study, therefore sought to fill the existing research gap by establishing the effect of project management practices on performance of projects funded by Kisumu County government, Kenya.

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

The purpose of this study was to investigate the effect of project management practices on performance of county funded projects in Kisumu County, Kenya.

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

- i. To determine the effect of stakeholder involvement on performance of projects funded by Kisumu County government, Kenya
- ii. To assess the effect of capacity building on performance of projects funded by Kisumu County government, Kenya
- iii. To examine the effect of top management support on performance of projects funded by Kisumu County government, Kenya
- iv. To establish the effect of funding on performance of projects funded by Kisumu County government, Kenya

## **2.1 Theoretical Review**

### **2.1.1 Stakeholder Theory**

The theory was fronted by Freeman (1984) and stipulates that a firm should create value for all stakeholders, not just shareholders. As indicated by Jawahar and MCLAughlin (2001), the hypothesis sets that the idea of its partners, their qualities, their relative impact on choices and the nature of the circumstance are key information for foreseeing the firm conduct and execution.

According to Pfeffer and Salancik (2008), the significance of a partner relies upon the necessities of the association and the degree to which the association is reliant on that partner compared to other partners for addressing its needs. As such, at some random time, some partners could be more valuable than others. Since the requirements of an association change with time, the general significance of partners will likewise change as the association advances through the phases of startup, development and progress.

The theory informed the study since it explained the concept of stakeholders' involvement in an organization. The theory appreciated the benefit of involving partners in the firm's activities. However, the theory argued that the different stakeholders should be involved on a need-basis. Therefore, the theory supported the stakeholder involvement variable in this study.

### **2.1.2 Dynamic Capabilities Theory**

The theory was developed by David Teece, Gary Pisano and Amy Shuen (1997), and explains the organizations' ability to harmonize competences both internal and external so as to cope with dynamic nature of the environment. It exhibits some common elements across a number of firms and the individual approaches that enhance competitive advantage (Eisenhardt & Martin, 2000). The theory presupposes a wide range of processes, resources and capabilities within a business company. The innovation, capacity development and performance related-outcome are linked to the dynamic capabilities of the available resources within the organization (Anderson and Markides, 2006).

According to Boesen and Therkildsen (2004), capacity development initiatives are key pillars in the learning by doing approaches. The effects of capacity development initiatives affect organizations and individuals through the skills and knowledge achieved and emphasized through capacity development strategies. Individual learning directly contributes to organizational learning through policies, processes, information management and reward systems based on the overall objectives of the organization (Palmer and Kaplan, 2014).

The dynamic capabilities theory was important to the proposed study since explained the role of capacity development in enhancing performance. In this study, capacity building was one of the variables and, therefore, the theory linked capacity building to project performance.

### **2.1.3 Project Management Competency Theory**

McClelland and McBer in the 1980s established the theory and characterizes competency as the hidden attribute of a person that is causally identified with task execution. Crawford (as quoted by Boyatzis, 1982 and Spencer, 1993), puts a model of fitness that incorporates learning, aptitudes, obvious execution, and core personality attributes. These traits are difficult to develop. Crawford, (2010) research discovered that project director do not really have the expected capability to execute the full activities of a project.

The interest in project management capability is derived from the presumption that if individuals who oversee projects are skillful, they will perform adequately and that this will prompt effective ventures and promising organizations (Beer, 1990; Smith, 1976). Capability is commonly acknowledged, nonetheless, as incorporating learning, aptitudes and practices that are causally identified with unrivaled occupation execution. Crawford (as quoted by Boyatzis, 1982 & Spencer, 1993), expressed that proficient competence in project management is accomplished by mix of learning gained from preparing and its consequent application and different abilities created throughout work.

The theory explains the idea of competence in management and therefore, it was relevant to this study. Projects implemented by skillful directors are more likely to succeed compared to those managed by incompetent individuals. Therefore, the theory linked top management support variable to project performance.

#### **2.1.4 Decision Theory**

The decision theory was put forward by the great enlightenment philosopher Condorcet (1743-1794) where the process of decision making was defined in three stages; the first was identifying the principle, then opinion after which a choice is made. Project management is getting to be acknowledged and advanced by professionals, researchers and governments in people in general and private segment (Fone & Youthful, 2000). As talked about by Boorsma (2006), there are sufficient motivations to apply money related hazard administration; the economization of monetary misfortunes and time, the anticipation of human life misfortune and the achievement of vital targets, among others. Moreover, monetary hazard administration choices are concerned principally with a particular stride in project administration prepare, which is through selecting the systems or procedures that will be utilized for the dangers that have been recognized and measured.

Thus, they express that decision theory is certainly contained by the hazard administration handle, since hazard administration relies on upon standards got from general learning and statutes of Decision Theory (Vaughan, 1997). Particularly, quantitative systems of basic leadership have developed, regardless of the fact that not ignoring the way that the investigation of an issue of basic leadership regularly requires some qualitative contemplation (Vaughan, 1997).

The theory explains the concept of decision making and therefore, it was relevant to this study. Financial decisions are critical in the successful implementation of any project. For county funded projects to succeed, the management must make a decision to allocate sufficient funds into the projects. Therefore, the decision theory linked funding variable to project performance.

#### **2.2 Empirical Review**

Nyandika and Ngugi (2014) investigated the relationship between stakeholders' involvement and execution of infrastructural projects. It applied a descriptive design. The research established a significant direct link between involvement of stakeholders and successful completion of road projects. The study relates to the proposed study since it focused on stakeholder involvement. However, the study presented a contextual gap since it did not focus on projects funded by county government of Kisumu. Ruwa (2016) study examined the impact of stakeholder participation on the success of projects financed by donors in Kenya. It evaluated several project phases that stakeholders participate in; initiation, planning, implementation and M&E. Descriptive design was used to analyze data. From the

findings, it was clear that involvement of stakeholders influences project execution. The research relates to current study since it links stakeholder involvement to project success. However, the study presented a contextual gap since it did not focus on projects funded by county government of Kisumu.

Yamoah and Maiyo (2013) examined the link between capacity building and employee productivity. The results indicated a significant association between training and employee productivity. It was, however, cited that training is not the only factor that is important. Other factors included incomes, allowances and bonuses. The study is relevant to this study since it links capacity building to performance. The reviewed study presented a conceptual gap because focused on employee performance and not project performance. Imasaja (2016) looked at the relationship between capacity development and project performance in Kenya. The study was anchored on the following theories; performance and human development theories; dynamic capabilities and capacity building theories; and the knowledge-based theory. The research findings revealed that DFID has adopted the following CDS: human resource, financial, information and technology strategies. Further, the strategies were found to have several benefits including timely cash flow, reliable financial estimation and improved employer-employee relationship.

Zwikael (2015) analyzed the association between administration support and project execution. The study was conducted across three nations; Israel, Japan and New Zealand. It was established that top managers have not given sufficient support to the projects in the three countries. The reviewed study presented a contextual gap because it was carried out in other countries and not Kenya. Huang (2015) in his study analyzed the role of top managers in the execution of IT projects in Taiwan. The research found a significant link between management support and performance of IT projects. The study was however conducted in Taiwan while the proposed study focuses on Kenya. Similarly, Ahmed, Mohamad and Ahmad (2016) evaluated the impact of top managers on project execution in Malaysia. They established a significant association between the two variables.

Jamal (2014) analyzed the impact of financial resources on the successful execution of projects in the Cottage industry, India. The research found that funds play an important role in project implementation. Siborurema, Shukla and Mbera (2015) examined the effect of projects funding on their performance in Rwanda. The findings indicated that project funding is essential in the performance of projects. Failure to channel enough funds results to delay in completion of projects. Furthermore, inadequate funding could compromise the quality of the project. Chiany Young (2016), while reporting from his study conducted in the informal sector in China, on the role of assets in the initiating community oriented programs, cited that the country has experienced tremendous growth due to investment in the sector. With this government effort, the informal sector in China, beaming with huge production has made enormous contribution to the GDP of the county. Shamala (2016) cited that inadequate finances jeopardies the quality of projects.

### **3.0 Methodology**

The study used a descriptive research design and targeted 150 employees that were directly involved in project management in Kisumu County. The study sample size was 75 respondents who were selected using stratified sampling method. Primary data was collected using semi structured questionnaire. Data was analyzed using descriptive and inferential statistics. The results were presented in form of tables.

## 4.0 Results and Discussions

### 4.1 Descriptive Statistics

**Table 1: Stakeholder Involvement**

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	M	S.D
Stakeholder involvement has enhanced coordination in carrying out county funded projects	1.49	8.96	13.43	38.81	37.31	4.01	1.01
Stakeholder involvement has facilitated monitoring of the county funded projects	1.49	8.96	5.97	50.75	32.84	4.04	0.94
Good management of the county funded projects has been facilitated by the involvement of the stakeholders	0	7.46	8.96	58.21	25.37	4.01	0.81
Community participation should not be restricted only to the implementation of the decisions but also in the decision making	0	4.48	13.43	38.81	43.28	4.21	0.84
For any project to achieve a stated goal it must bring all the stakeholders including the community on board failure to which the project may fail.	0	7.46	10.45	35.82	46.27	4.21	0.91
<b>Average</b>						<b>4.10</b>	<b>0.90</b>

**Source: Research Data (2019)**

The findings in Table 1 revealed that most of the respondents, 76.12% agreed with the statement that stakeholder involvement has enhanced coordination in carrying out county funded projects, 83.59% agreed that stakeholder involvement has facilitated monitoring of the county funded projects, 73.58% agreed that good management of the county funded projects has been facilitated by the involvement of the stakeholders, 82.09% agreed that for any project to achieve a stated goal it must bring all the stakeholders including the community on board failure to which the project may fail while 82.09% noted that community participation should not be restricted only to the implementation of the decisions but also in the decision making. The overall mean of 4.1 implied that most of the participants agreed with the statements on stakeholder involvement; however the answers were varied as shown by a standard deviation of 0.90. The study findings were consistent with those of Njogu (2016) showed the stakeholder involvement in project planning had a positive and significance influence in Automobile Emission control project Performance.

**Table 2: Capacity building**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>M</b>	<b>S.D</b>
Sensitization of employees about projects is key towards capacity building.	0	10.4	11.94	35.82	41.79	4.09	0.98
Proper and adequate staffing is critical towards building capacity.	0	5.97	10.45	47.76	35.82	4.13	0.83
Government policy plays an important role towards capacity building for enhanced project success.	1.49	13.43	14.93	37.31	32.84	3.87	1.07
We conduct regular training to equip our staff with necessary project oriented skills.	1.49	10.45	8.96	35.82	43.28	4.09	1.04
We have adequate resources to facilitate success implementation of the County projects.	26.87	37.31	16.42	19.4	0	2.28	1.07
<b>Average</b>						<b>3.69</b>	<b>1.00</b>

**Source: Research Data (2019)**

The results from Table 2 revealed that most of the respondents who were 77.61% agreed that sensitization of employees about projects is key towards capacity building, 83.83% agreed that proper and adequate staffing is critical towards building capacity, 70.15% were in agreement that government policy plays an important role towards capacity building for enhanced project success and 79.10% noted that they conduct regular training to equip our staff with necessary project oriented skills. However, 64.18% of the participants disagreed that they have adequate resources to facilitate success implementation of the County projects.

The overall mean of 3.69 implied that most of the participants agreed with the statements on capacity building; however the answers were varied as shown by a standard deviation of 1.0. These results corroborated with Imasaja (2016) who revealed that human resource, financial, information and technology strategies were key to the performance of the Department for International Development. These strategies were found to have several benefits including timely cash flow, reliable financial estimation and improved employer-employee relationship.

**Table 3: Top Management support**

Statement	S.D	D	N	A	SA	M	S.D
Proper planning by the management is critical for successful implementation of the county funded projects.	0	0	10.45	34.33	55.22	4.45	0.68
The management motivates employees to work hard in order to improve the performance of county projects.	0	7.46	4.48	50.75	37.31	4.18	0.83
The management receives advice from the public on what projects to prioritize	1.49	5.97	11.94	38.81	41.79	4.13	0.95
There is transparency and accountability in the management of the county projects.	0	14.93	11.94	31.34	41.79	4.00	1.07
The management is comprised of competent and skilled personnel.	0	7.46	7.46	46.27	38.81	4.16	0.86
<b>Average</b>						<b>4.18</b>	<b>0.88</b>

**Source: Research Data (2019)**

The findings in Table 3 revealed that 89.53% of the participants agreed with the statement that proper planning by the management is critical for successful implementation of the county funded projects, 88.1% agreed that the management motivates employees to work hard in order to improve the performance of county projects. 80.6% agreed that the management receives advice from the public on what projects to prioritize, 73.13% agreed that transparency and accountability in the management of the county projects while 85.1% agreed that management is comprised of competent and skilled personnel.

The overall mean of 4.18 implied that most of the participants agreed with the statements on top management support; however the answers were varied as shown by a standard deviation of 0.88. The results were in agreement with Zwikael (2015) who established that top managers have not given sufficient support to the projects in the three countries. In addition the results were consistent with Huang (2015) as well as Ahmed, Mohamad and Ahmad (2016) who found a significant link between management support and performance of IT projects.

**Table 4: Funding**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std Dev</b>
The funds available to fully finance county funded projects in Kisumu County is adequate.	23.88	20.9	29.85	20.9	4.48	2.61	1.19
The methods of payment for the projects are always effective	0	4.48	32.84	34.33	28.36	3.87	0.89
The disbursement of finances by county government is frequent	0	10.45	17.91	34.33	37.31	3.99	0.99
We ensure minimal accounting and finance errors, which ensures that funds are properly allocated and utilized.	0	2.99	23.88	43.28	29.85	4.00	0.82
We fully adhere to the budgetary allocation for every project.	0	5.97	23.88	31.34	38.81	4.03	0.94
<b>Average</b>						<b>3.70</b>	<b>0.97</b>

**Source: Research Data (2019)**

The findings in Table 4 indicated that 44.78% of the participants disagreed with the statement that the funds available to fully finance county funded projects in Kisumu County is adequate. On the other hand, 62.69% agreed that the methods of payment for the projects are always effective, 71.64% agreed that the disbursement of finances by county government is frequent, 73.13% agreed that they ensure minimal accounting and finance errors, which ensures that funds are properly allocated and utilized and 70.15% noted that they fully adhere to the budgetary allocation for every project.

The overall mean of 3.7 implied that most of the participants agreed with the statements on funding; however the answers were varied as shown by a standard deviation of 0.97. These findings corroborated with Mijean (2017) who concluded that the performance of a business is dependent on the available resources financial resources being key. Some of these resources include; financial, personnel and managerial. He insisted on the need for entities to ensure proper utilization of resources. In particular, businesses should make sure that they have skilled people to handle financial assets.

**Table 5: Project Performance**

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>M</b>	<b>S.D</b>
The length of time this project has taken is within the time-line that was set before the commencement.	1.49	14.93	4.48	35.82	43.28	4.04	1.11
Based on the pace that we are using, this project is projected to be completed within the time set for its completion.	7.46	19.4	2.99	37.31	32.84	3.69	1.32
The community and stakeholders are satisfied with the projects undertaken by the county government.	2.99	16.42	2.99	34.33	43.28	3.99	1.19
The projects undertaken by the county government are cost effective.	1.49	4.48	11.94	41.79	40.3	4.15	0.91
The projects undertaken by the county government depicts high quality.	1.49	11.94	5.97	49.25	31.34	3.97	1.00
<b>Average</b>						<b>3.97</b>	<b>1.11</b>

**Source: Research Data (2019)**

The findings in Table 5 revealed that most of the participants (79.10%) noted that the projects take the required time to finish, 70.15% noted that the projects are moving at a fast speed, 77.61% cited that partners are happy with the projects progress, 82.09% noted that the projects are cost sensitive while 80.59% indicated that the projects are of high quality. The overall mean of 3.97 implied that most of the participants agreed with the statements on project performance; however the answers were varied as shown by a standard deviation of 1.11.

## 4.2 Correlation Analysis

**Table 6: Correlational Analysis**

Variables		Project Performance	Stakeholder Involvement	Capacity Building	Management Support	Funding
<b>Project Performance</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
<b>Stakeholder Involvement</b>	Pearson Correlation	.622**	1			
	Sig. (2-tailed)	0.000				
<b>Capacity Building</b>	Pearson Correlation	.645**	.490**	1		
	Sig. (2-tailed)	0.000	0.000			
<b>Management Support</b>	Pearson Correlation	.580**	.315**	.366**	1	
	Sig. (2-tailed)	0.000	0.009	0.002		
<b>Funding</b>	Pearson Correlation	.688**	.453**	.475**	.570**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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

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

### Source: Research Data (2019)

Table 6 present correlation results between the study variables. The research established that stakeholder involvement had a direct and significant association with project performance ( $r = .622$ ,  $p$  value =  $.000$ ). This implies that the two variables change in the same direction. These findings agree with Nyandika and Ngugi (2014) assertion that a significant direct link between involvement of stakeholders and successful completion of road projects.

The findings further indicated that capacity building and project performance correlated positively and significantly ( $r=.645$ ,  $p$  value= $.000$ ). The results mean that the two variables change in the same direction. The findings concur with Rankonyana (2015) who looked at several capacities that are critical for the success of an entity. Rankonyana found that an entity's capacity determines the outcome of a project. The study did not focus on projects in Kenya.

Furthermore, support from top management had a direct and significant association with the project performance ( $r=.688$ ,  $p$  value= $.000$ ). The results mean that the two variables change

in the same direction. These results were consistent with Huang (2015) as well as Ahmed, Mohamad and Ahmad (2016) who found a significant link between management support and performance of IT projects.

Project funding likewise was found to have a significant and positive association with project performance ( $r=.592$ ,  $p \text{ value}=.000$ ). The results mean that the two variables change in the same direction. The findings agree with Siborurema, Shukla and Mbera (2015) who emphasized that failure to channel enough funds results to delay in completion of projects. Furthermore, inadequate funding could compromise the quality of the project.

### 4.3 Regression Analysis

Regression presents a MODEL to devise a relationship between two sets of variables. It is expressed as linear regression equation that is applied to predict the influence of explanatory construct on explained construct.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827a	0.684	0.664	0.324701

**Source: Research Data (2019)**

Table 7 provides the model summary results. The study variables (stakeholder involvement, capacity building, management support and funding) were found to be explanatory variables to performance of projects. This was indicated by R square of 0.684 which shows the explanatory power of the variables. This shows that the independent variables explain 68.4% of variation in the performance of projects in Kisumu County.

**Table 8: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.151	4	3.538	33.555	.000b
	Residual	6.537	62	0.105		
	Total	20.688	66			

**Source: Research Data (2019)**

The findings in Table 8 revealed that the overall model was significant. The F statistic of 33.555 which is greater than the critical value supported the p value (0.000) which was significant as it was below 0.05 significance level i.e.  $0.000 < 0.05$ . Thus the study variables indicated by stakeholder involvement, capacity building, management support and funding were good determinants of the dependent variable (project performance).

**Table 9: Regression of coefficients**

Variables	B	Std. Error	t	Sig.
(Constant)	-0.577	0.397	-1.452	0.152
Stakeholder Involvement	0.297	0.090	3.304	0.002
Capacity Building	0.321	0.100	3.208	0.002
Top Management Support	0.228	0.092	2.465	0.016
Funding	0.326	0.109	2.987	0.004

**Source: Research Data (2019)**

Table 9 presented the results of the regression coefficients. Running an overall regression of coefficients establishes the independent contribution of each variable to the dependent variable.

It was observed that stakeholder involvement and project performance were positively and significantly related ( $\beta=0.297$ ,  $p=0.002$ ). The p value was measured at 0.05 significance level and thus stakeholder involvement ( $p=0.002$ ) was found to be significant. This implied that stakeholder involvement had a positive and significant effect on project performance. The findings were consistent with those of Njogu (2016) showed the stakeholder Involvement in project planning had a positive and significance influence in Automobile Emission control project Performance.

The findings also indicate that capacity building and project performance are positively and significantly related ( $\beta=0.321$ ,  $p=0.002$ ). The p value was measured at 0.05 significance level and thus the variable capacity building ( $p=0.002$ ) was found to be significant. This implied that capacity building had a positive and significant effect on project performance. These results corroborated with Imasaja (2016) who revealed that human resource, financial, information and technology strategies were key to the performance of the Department for International Development. These strategies were found to have several benefits including timely cash flow, reliable financial estimation and improved employer-employee relationship.

The results likewise indicated that top management support and project performance in Kisumu County had a positive and significant relationship ( $\beta=0.228$ ,  $p=0.016$ ). The p value was measured at 0.05 significance level and thus management support ( $p=0.016$ ) was found to be significant. This implied that top management support had a positive and significant effect on project performance. The results were in agreement with Zwikael (2015) who established that top managers have not given sufficient support to the projects in the three countries. In addition the results were consistent with Huang (2015) as well as Ahmed, Mohamad and Ahmad (2016) who found a significant link between management support and performance of IT projects.

It was further established that funding and project performance were positively and significantly related ( $\beta =0.326$ ,  $p=0.004$ ). The p value was measured at 0.05 significance level and thus project monitoring, ( $p=0.004$ ) was found to be significant. This implied that funding had a positive and significant effect on project performance. These findings corroborated with Mijean (2017) who concluded that the performance of a business is dependent on the available resources financial resources being key. Some of these resources include; financial, personnel and managerial. He insisted on the need for entities to ensure proper utilization of resources. In particular, businesses should make sure that they have skilled people to handle financial assets.

## 5.0 Conclusions

In relation to the first objective, the study concluded that stakeholder involvement enhances coordination in carrying out county funded projects. Also, good management of the county funded projects is facilitated by involvement of the stakeholders which has been an anchor to the success of the projects. The community was also found to be critical in the contribution towards the performance of the projects. In relation to the second objective, the study concluded capacity building plays a critical role in boosting performance of projects. In particular, proper and adequate staffing and sensitization of employees are critical towards building capacity.

In relation to the third objective, the study concluded that top management accounts for a greater percentage in the performance of the projects. The top managers ensure proper planning of the projects for successful implementation of the county funded projects. They also consider the aspect of employee motivation which is key to the performance of the staff. This translates to a better performance of the projects. In addition, the management provides the required support by advising the staff in order to supplement their skills, competences with emotional strength. Transparency and accountability in the management of the county projects is also considered as key and critical.

In relation to the fourth objective, the study concluded that there is timely disbursement/allocation of funds to the identified projects. The methods of payment for the projects are always effective where the accountants and managers ensure minimal accounting and finance errors, which ensures that funds are properly allocated and utilized. The study also concluded that the adherence to the budgetary allocation for every project is considered key. This indicates that the allocation is done equitably throughout the projects in relation to the need of the projects. However the study noted that the funds available to fully finance county funded projects in Kisumu County is inadequate which implies the limitation of projects' full potential to achieve their intended objectives.

## **6.0 Recommendations**

Based on the findings, the study recommends to the county government in conjunction with the national government to take keen interests in monitoring the whole process of project management to completion. The government should not take it for granted that the managers are self-sufficient but rather be on the fore-front to offer advisory guidelines to the management.

The study also advises the government in conjunction with the county government to set clear policies governing the management and accountability of CDF fund which should be directed towards serving the citizens rather than being utilized for self-interests.

Further, the study recommends that the management of county government should invest in developing human capital. The induction and training process in the project management is a necessary tool for the improvement of the quality of delivery of services. This aspect combined with the experience of the personnel and the skills, worked well to see the projects to completion.

In addition, the study recommends the need for both the national and county government to channel adequate financial resources to boost project performance. Based on the findings, funding play a significant role in enhancing performance of projects.

## 7.0 References

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