

**FACTORS AFFECTING THE PERFORMANCE OF KWALE COUNTY
GOVERNMENT PROJECTS IN KENYA**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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UNIVERSITY**

OCTOBER, 2020

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where the reference is made and the author duly acknowledge.

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Date : 27th October,2020

I do hereby confirm that I have examined the Dissertation of Abdulwahid Ali and have approved it for examination. I am certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

Globally, projects catalyze development with varied goals and objectives from eliminating poverty, improving health care, developing infrastructure, providing quality education, creating jobs, adopting modern technology, and prosper the economy towards improving livelihood and quality of life. These goals fall under the United Nations vision 2030 sustainable development goals (SDGs) which are, however, seriously challenged by pandemics, conflicts, climate change, corruption and several other obstructions. Kwale county government has been experiencing challenges in the management of resources and delivery of projects that meet citizen's expectations. This study examined the factors affecting the performance of kwale county government projects in kenya. The specific objectives were to establish the effect of budget planning, access to funds, stakeholder engagement and oversight monitoring on the performance of kwale county government projects in kenya. This study was anchored on Stakeholder theory, institutional theory and Agency theory. The study adopted descriptive research design and the target population was 54 respondents. Data was collected using questionnaires and analysed using descriptive statistics, inferential statistics and multiple regression analysis. The results of the data analysis indicates that there is an insignificant linear relationship between budgeting and performance of Kwale County government projects but funding has a positive significant relationship on Performance. Further, stakeholder participation was found to have a positive and significant influence on the performance of Kwale county government projects. Monitoring of projects has an insignificant negative relationship on the performance of Kwale County government projects. The study recommended that the CGOK should enhance the selection criteria of the project management committee members (PMCs) concerning education level, project-related certification, and work experience.

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DEDICATION

To the Almighty God for making it possible for me to enroll for a Master's Degree program at the KCA University and to my family and friends for their continued support and sacrifices throughout my learning journey.

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ACRONYMS AND ABBREVIATIONS

MDGs	:	Millennium Development Goals
SDG's	:	Sustainable Development Goals
SME	:	Small and Medium Enterprises
RBM	:	Institutionalized Results Based Management
MTP III	:	Third Medium Term Plan
CSFs	:	Critical Success Factors
KNBS	:	Kenya National Bureau of Statistics
STATA	:	Statistics and Data
IFMIS	:	Integrated Financial Management Information System
RII	:	Relative Important Index
PMI	:	Project Management Institute
KPMG	:	Klynveld Peat Marwick Goerdeler Accounting organization
PPP	:	Public–Private Partnership
KeNHA	:	Kenya National Highways Authority
NEMA	:	National Environmental Management Authority
RBM	:	Results-Based Management
RRA	:	Rapid Results Approach

OPERATIONAL DEFINITION OF TERM

Performance: An understanding of achieved results, goal attainment.

Medium Term Plan: Kenya Vision 2030 Successive five-year plans

Sustainable Development Goals: A collection of 17 global goals designed to be a “blueprint to achieve a better and more sustainable future for all”

Millennium Development Goals: They were eight international development goals for the year 2015 that had been established following the Millennium Summit of the United Nations in 2000, following the adoption of the United Nations Millennium Declaration.

Big Four Agenda: Food security, affordable housing, manufacturing, and affordable healthcare for all.

The Kenya Vision 2030: Aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

This chapter introduces and explains the purpose and objectives of the study. It provides the background and gives the overall approach towards understating the underlying factors affecting project performance. Globally, projects catalyze development with varied goals and objectives from eliminating poverty, improving health care, developing infrastructure, providing quality education, create jobs, adopting modern technology, and prosper the economy towards improving livelihood and quality of life. These goals fall under the United Nations vision 2030 sustainable development goals (SDGs) which are, however, seriously challenged by pandemics, conflicts, climate change, corruption and several other obstructions. Kenya articulates its development agenda through devolved governance which has brought engagement of citizens at the grass-root level towards establishing their respective needs of services which respectively trigger projects from both the National and County governments (Ouko,2018).

Generally, politicians focus on legacy projects that require massive investments that promise social change and economic growth. According to KPMG (2014) every country in the world has its approach to developing and funding infrastructure projects. Each is unique and yet they all face similar challenges. Regional infrastructural development projects which aim at easing international trade face funding challenges, budgetary utilization efficiency, corruption, project efficiency, environmental and social acceptance gaps. On budget allocation (East Africa Resource center,2013) posit that “ in the past five years 27 % of the national budget has been allocated to transport, energy, water and sanitation, and environmental-related infrastructure, however, Kenya’s infrastructure remains insufficiently developed and rated amongst the highest spenders in infrastructure development amongst African countries ”. In auditor general report (Ouko,2018) stated that huge expenditure for projects is incurred for projects which had either stalled or remained incomplete for a long time even after the expiry of their completion dates. Kenyan government has the largest number of infrastructural projects in East Africa (Deloitte , 2017).

1.1.1 Performance of Government Projects

Governments take a sizeable role in development projects constrained by internal and external limitations. The lack of pre-planning and preparations increase the possibility of time and cost overruns. In India, 20% of critical infrastructural projects launched by the government are faced with delays and substantial cost overrun, and in the 2019 report 27% of central projects delayed in meeting their completion target as stated by the Ministry of statistics and program implementation report of 2018 which analyzed 1304 infrastructure projects, 345 projects had overrun of an average of 45 days with a massive increase in cost. The climax of project performance evaluation is to avoid project failure, monitor project cost, keep within stipulated time and the approved plan, and continuously thrive to meet the required technical standards for quality (Flanagan & Norman, 2014).

Kenya has made significant political, structural and economic reforms that have largely driven sustained economic growth, social development and political gains over the past decade according to the World Bank review of 2020. Several of the Millennium Development Goals (MDGs) targets have been achieved in reduced child mortality, near-universal primary school enrollment, and narrowed gender gaps in education. Some performance measures are aligned with the Governor's manifesto, objectives of Kenya's Vision 2030, Third Medium Term Plan (MTP III) and the Big Four Agenda, and the Sustainable Development Goals (SDGs) which are considered in the monitoring and evaluation of the performance of government projects. Domestic infrastructure projects that are practicable and inexpensive make a significant impact on society, however, it is apparent that the public purse is mostly not capable of meeting costs of megaprojects calling for private investors and support from the financial institution (World Bank, 2020).

Kenya through its Vision 2030 development agenda has several planned and ongoing projects as an example, Lamu Port, Baharini Wind Power project, Dongo Kundu Bypass, LAPPSET Northern corridor project. Omony (2017) stated that "megaprojects are increasingly used as the preferred delivery model for goods and services across a range of businesses and sectors such as healthcare infrastructure, water, energy, and information technology. Such projects include the Ksh. 327 billion Standard Gauge Railway, the Ksh. 900 billion Konza techno-city, the Ksh. 2 trillion LAPPSET Corridor project, the Ksh. 5

billion Total War Against HIV/AIDS project, and the Ksh. 30 billion Thika Superhighway, to mention but a few. These projects are often trait making since they are designed to ambitiously change the structure of society (Omonyo, 2017).

Institutionalized Results-Based Management (RBM) through such tools as Rapid Results Approach (RRA) for example Performance Contracting and Performance Appraisal Systems are used as measures in projects and programs performance. “Very few projects are ever completed without trade-offs or scope changes on time, cost, and quality (Kerzner, 2017), success could still occur without exactly hitting a targeted singular point” . In this regard Kerzner prescribed units of success in terms of time, cost, and quality would be a point within defined limits constituting the convergence of the critical success factors (CSFs) for the project. The performance of county government projects is wanting as indicated in several Auditor General’s reports (Ouko; 2016, 2017 and 2018) some concerns among them being incorrect figures on the number of projects, lack of specifications, on awarded tenders, full payments made despite non-delivery of projects as per contract, reallocation of funds affecting other projects (Kerzner, 2017).

1.1.2 Factors affecting the performance of Government projects

Globally, insecurity surrounding governmental change is a limiting factor to investors, according to an assessment on infrastructure projects in 2019 done by PMI and KPMG, regulatory approvals, issues on land acquisition, shortage of skilled resources, ineffective dispute resolution mechanism, private sector engagement, and geological challenges are among the major constraints in project initiation. Kenya is not an exception in the world over the trend of project management challenges coupled with its development challenges including maturity in adoption of global best practices, the complexity of projects, lack of skilled workforce, poverty, inequality, climate change, continued weak private sector investment and the vulnerability of the economy to internal and external shocks (World Bank, 2020).

Project results may be influenced by several dynamics such as budgetary controls, access to funding, stakeholders’ involvement, progress monitoring, political interests, financial controls, procurement practices, and so on. Each county government in Kenya is

required to prepare a development project budget every year. The budget indicates the priority projects and their estimated costs. Errors in development project budgets affect their successful completion. Odour (2014) noted that “Public Finance Management Act, (2012) makes it a requirement that the budget process of county governments in any financial year consists of integrated development project plans which include long-term and medium-term plans as well as financial and economic priorities for the county over the medium-term” . According to the Auditor-General county reports (Ouko; 2016, 2017, and 2018), the performance of county government projects is wanting. His report captured some concerns among them being incorrect figures on the number of projects, spending above budget, spending without a budget, reallocation of funds affecting other projects, lack of specifications on awarded tenders, full payments made despite non-delivery of projects as per contract (Odour, 2014).

For projects to be successful, Bruce et al, (2017) concur that “it will require the political goodwill, the full commitment of senior leadership within a government department, timely disbursement of project funds and stakeholders’ participation”. The auditor general’s report of 2019 states that “counties are directing public funds towards fake projects and moribund projects” (Ouko, 2019). Devolution in Kenya has allowed the local citizen in the village an opportunity to participate in the running of the affairs of the county and to play a major role in ensuring that initiated projects by the county government are prioritized according to the needs of the residents. However, sometimes some stakeholders are not involved due to time constraint” (Musumba, Oboko & Nyongesa , 2013).

The Constitution of Kenya 2010 requires that governments use monitoring and evaluation mechanisms as an integral part of developing and executing government projects and in resource allocation and management at the two levels of governments. Financial controls are core activities implemented to manage the finances of an organization towards its financial goals, corporate governance obligations, fiduciary duties, and due diligence. Examples of financial controls are “accounting standards, financial statements, approval processes, responsibilities, disbursement policies, and audit trail” (John, 2017).

1.1.3 County Government of Kwale Projects

County Governments in Kenya seek to build synergies and partnerships in implementing the Kenya Vision 2030 projects and programs and related national development initiatives. Among the projects that the Kwale County government will position itself and complement their implementation include the Dongo Kundu project which passes to the neighboring county of Mombasa and is aimed at improving the movement of goods, people, and services and also open up areas for development; Diani Resort City as part of urbanization project which will improve tourism, infrastructure development, and other amenities; Shimoni Port development project aimed at improving trade and also have a multiplier effect in other sectors; Samburu-Kinango-Kwale road upgraded to bitumen standards will open up areas for more development; and Development of the Tsunza Resort City which will open up the area for more trade development

(Kwale County, 2020).

1.1.4 County Government of Kwale

Kwale County is one of the Six Counties in the coastal region of Kenya. It has a population of 866,820 (KNBS, 2019). It borders Taita Taveta County to the North West, Kilifi County to the North East, Taita Taveta and Kilifi to the North, Mombasa County and the Indian Ocean to the East, and the United Republic of Tanzania to the South. The position of the county puts it in a strategic location for accelerated economic growth in the Kenyan Coast (KNBS, 2019).

Kwale County is divided into three administrative sub-counties namely Matuga, Kinango, and Msambweni. The three sub-counties are further divided into a total of nine divisions. It has 37 locations and 84 sub-location. Kwale County has four major topographic features namely the Coastal Plain, the Foot Plateau, the Coastal Uplands, and the Nyika Plateau. Based on the 2015-2016 Kenya Integrated Household Budget Survey, households are considered to be overall poor. The statistics indicate that the overall poverty headcount rate for individuals in the County was 47.4% compared to 36.1% at the national level implying that almost half the population lived in overall poverty (KNBS, 2019). The

auditor general has cited Kwale County among the Counties whose project completion rate is undesirable (Ouko, 2019).

1.2 Statement of the problem

Government projects involve the utilization of public funds, private investors, and financial institutions at local and international levels. Globally, projects are dynamic thus calling for a high level of knowledge, expertise, and innovation in management and approach. As the project management environment evolves, adjustments and new approaches towards solving current project management issues are needed. (Morris, 2013) “criticized the narrowed mindset of approaching project success as delivering projects on-time, on-budget, and to scope, these triple constraints disregards the front-end aspects of a project, precisely in its definition and its interfaces with strategy, procurement, finance, and similar crucial elements that make the management of projects a pluralistic discipline, much more comprehensive than the management of the triple constraint” (pg.8). Yongkui Li, Yilong Han, Mingxian Luo, and Yan Zhang (2019) in their study conducted in China posit “traditional project management concepts and strategies have been proven to be less-than-efficient for modern megaprojects. Project governance could effectively resolve some limitations that traditional project management shows”. They also established that project governance status and project performance to be positively correlated. Project success is linked to timely project governance strategies.

Kenya is not an exception from the global challenges facing project management and project performance. Several studies have been done locally, (Njahi, 2017; Mutheu and Muturi, 2018) in separate studies concur in their findings that “financial management practices significantly affected the outcome of projects and performance of County Governments Projects. Purity in her study considered access to funding, budgetary control, and training as the independent variables, and recommended that future studies should be carried in other county governments to establish if the findings hold in those environments. (Ouko; 2016, 2017, and 2018) summarized that projects at the county level in Kenya are earnestly challenged with a myriad of constraints to name some: Leadership and Governance issues, lack of accountability on disbursed funds, failure in timely service delivery, overspending, communication gaps with citizens, white elephant projects, lack of

stakeholder engagement, and misuse of public funds, relatively affecting the performance of government projects. What is not apparent is the underlying reasons for the project constraints despite having auditor general reports, enabling statutory and regulatory structure, county government annual performance reviews. This study will address project governance issues, access to funds, stakeholder's limitations, and oversight of projects concerning project performance at the county level in Kenya.

Project management being dynamic, it is relevant to continuously study the underlying challenges to enable improvements in project performance, principals, and concepts, and to guide policymakers. County governments receive huge amounts of resources despite failure in delivering useful projects to their citizens, close to 200 projects stalled according to the Council of Governors report of 2019. Thus, there is a need for more research on project failures, and a continuous search for new knowledge will potentially avert wastage of resources, increase transparency and accountability, and enable projects to achieve their intended use. This study will seek to establish factors affecting the performance of projects implemented by the County Government of Kwale with a focus on project budget planning, access to funding, stakeholders' involvement, and project management oversight as the independent variables.

1.3 Research Objectives

1.3.1 General Objective

To establish factors affecting the performance of the County Government of Kwale projects.

1.3.2 Specific Objectives

- i. To assess the effect of project budget planning on the performance of County Government of Kwale projects
- ii. To determine the effect of access to funding on the performance of the County Government of Kwale projects.
- iii. To establish the effect of stakeholders' involvement on the performance of the County Government of Kwale projects.

- iv. To determine the effect of project oversight monitoring on the performance of the County Government of Kwale projects.

1.4 Research Hypotheses

H01: Project budget planning has no significant effect on the performance of the County Government of Kwale projects

H02: Access to funding has no significant effect on the performance of the County Government of Kwale projects

H03: Stakeholders involvement has no significant effect on the performance of the County government of Kwale projects

H04: Project oversight monitoring has no significant effect on the performance of the County Government of Kwale projects.

1.5 Significance of the Study

The study is important to the National and County governments, and related policymakers as it will provide information on the factors affecting the performance of the County Government of Kwale projects in Kenya. This will enable the enhancement and development of appropriate policies and decisions that accelerate the successful performance of County Government projects. This study shall provide relevant information and open avenues for further studies by researchers. To the auditor general, the study shall provide knowledge concerning underlying currents affecting the performance of county government projects.

1.6 Scope of the Study

The study will be conducted in Kwale County, Kenya. The study will analyze project budgeting, access to funds, stakeholder engagement, and project monitoring as the independent variables. The study assumes that the respondents are knowledgeable on the financial project management factors and the performance of County Government projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to explore the theoretical review, empirical review, and conceptual framework. The theoretical review will contain theories relevant to this study. Gray, Owen and Adams (2010) noted that a theory enables us to evaluate practice and policy against criteria that is deemed appropriate and prudent choice of a theory is essential towards considering current and potential practice and policy more thoughtfully and coherently. An empirical review will explore the various past studies by different researchers on the relationship between the independent variables and the dependent variable.

2.2 Theoretical Review

This section reviews the theories which will anchor the study. These are the Stakeholder theory, Institutional theory, and Agency theory

2.2.1 Stakeholder Theory

Stakeholder theory was proposed by Mitroff (1983). Freeman (2004) summarized this theory into relevant features pointing out that one should take into account the effects of one's actions on others and vice versa, in social context stakeholder behaviors' and values, focal points on organization strategy, understand stakeholder relationship with the organization as a whole, the processes and the day to day bargaining, the strategic planning process should consider stakeholders at each step, and their interest should be balanced regularly. Freeman (2004) described stakeholders as those affected by and/or can influence the success of an organizations' business objectives . Management of stakeholders should be at the core of organization strategy. "The organization owes an accountability to all its stakeholders" rather than only to more powerful or financial stakeholders (Gray et al. , 2010).

Engagement of stakeholders in good faith can avert obstacles in the project life cycle, (Lawer, 2019) concludes in his research paper that “stakeholder participation if not well executed can become a ‘post-political’ tool leading to a conflict that may trigger court action and unnecessary project delay” . The process of engagement with stakeholders can

have its limitations and often viewed as a catch-22 situation Sarkar & De (2010) posit that “projects may lack buy-in from stakeholders, and stakeholders may lack influence on requirements” and sometimes stakeholders may lack the necessary technical knowledge and expertise in the overall assessment of their wants. Citizens as stakeholders in County Government activities are empowered under citizen participation under County Government Act No. 17 of 2012, they are among principals addressed under the Act and are one of the approving authority of development proposals, projects, budgets, and establishment of performance standards (Sarkar & De, 2010).

Stakeholder theory has been criticized for having little explanatory power (Frynas & Yamahaki, 2016) and relegated by corporate governance tenets, it has also been disapproved for not being a theory, but only a viewpoint given its myriad normative, descriptive, instrumental, and metaphorical approaches (Frances-Gomez, Sacconi, & Faillo, 2015; Grandori, 2005). Ritcher and Dow (2017) adopted Habermasian political philosophy to understand “the role of legitimacy for a stakeholder claim, provide insights into the operationalization of stakeholder dialogues, and enhance the understanding of the responsibilities of corporations toward stakeholders in times of globalization” (Frynas & Yamahaki, 2016). The Habermas approach in support of stakeholder theory will thus guide the study towards understanding the effects of stakeholders in County Government project management and executive decision making.

2.2.2 Institutional Theory

The institutional theory of organizations by Scott (2005) has progressed from a theory of stability towards a theory of change. According to Gray et al. (2010), “Institutional theory is concerned with the development of formal structures and well-established in the areas of management accounting, political science, social and organizational change, accounting controls, and financial reporting . In congruence with legitimacy theory as a principled background that is based on management theory, institutional theory, and stakeholder theory, it has contributed to the understanding of motives and incentives of an organization towards social and environmental disclosures, rules are created by the powerful to control desired results Greenwood, Oliver, Lawrence, and Meyer (2017).

Institutional and Legitimacy theories in tandem focus on the recognition of an organization in society. Positive organizational characteristics such as avoidance of moribund projects, elimination of corporate scandals, and fulfillment of expectations of the society are features that aid in the acceptance of an organization and respectively build the confidence of the society. Organizational image and communication are key components that support the relationship between an organization and its society. In this respect (Brammer et al., 2012) stipulated that “organizational design and conduct are put at the core of analysis by the theory”. The institutional theory explores the various ways in the formation of boundaries between the ultimate goal and intentions of a business and its interaction with society. An organization must be legitimate and compliant with related standards, decrease risks, and attain increased certainty of its existence (Berthod, 2016).

Organizations do not operate in isolation, they must interact and in that process, they face a multitude of external influences, such as cultural diversity, statutory and regulatory requirements, conventions, and norms, demands from varied stakeholders e.g. civil society institutions, communities, trade unions, Non- Governmental organizational, etc. Critics of institutional theory for example (Willmott, 2015) already concede that “institutional theory offers a robust critique of all theories that are insufficiently attentive to how human behavior becomes institutionalized as well as of variants of rationalist analysis”. Institutions can be powerful to the extent to which they affect the behaviors, beliefs, and opportunities of individuals, groups, organizations, and societies (Lawrence & Buchanan, 2017).

Willmott (2019) attributes this rising engagement to a desire to make the institutional theory more relevant but not necessarily more critical. The basic approach of institutional and legitimacy theories is that “organizations influence the society in which it operates, and relatively, the organization is also socially influenced since its ultimate objective is to gain social acceptance thus it is similar to a kind of social contract aimed at obtaining and maintaining social acceptance” (Lada et al., 2014). The theory will help the researcher to study and describe arrangements of organizational actions that are focused on managing the organizational structures and resources towards project implementation and its effects on the performance of County Government projects.

2.2.3 Agency Theory

Agency theory was highlighted by Smith (1776), in his seminal work, *The Wealth of Nations*, which posited how the emergence and increasing prevalence of the joint-stock company created a dangerous gulf between owners and managers. The discussion on the agency relationship and its conflict started by Smith continues to date. According to Lan and Heracleous (2010) article on the theory of the firm, managerial behavior, agency costs, and ownership structure contributed towards establishing agency theory in corporate governance literature and recognized shareholders as the key stakeholders. Agency theory recognizes the lack of congruency of objectives as executives will use their superior information to exploit principals unless effectively monitored or incentivized to do otherwise, agents are held as opportunists and owners as responsible parties although sometimes the theory misses the mark and the reverse holds (Lan & Heracleous, 2010).

In this situation as per (Miller & Sardais, 2011) “the principals exploit the firm and compromise the long-term interests and use their superior information to benefit an organization and its stakeholders” a finding that is in agreement with Rosen and Gayer (2010) that sometimes the persons put in charge mismanage and misappropriate resources to the impairment of set project objectives. The basis of opportunism between the agent and the principal is information asymmetries, excessive power in the reign of forceful executives run the organization to satiate their interests. In this theory as per Miller and Sardais (2011) owners are assumed to be in the right and agents in the wrong if they do not serve the principal. Agency theory as part of ethics is a structure that provides a worthwhile analysis of prevalent ethical challenges that may exist. “It is grounded on a high level of confidence with strict confidentiality, involving unblemished duty to serve the interest of the principal, applying ethical thinking and decision making” (Hannafey & Vitulano, 2012).

Agency theory is used in the context of project management to explain the relationship between the project owner and the manager (Turner, Huemann, Anbari & Bredillet, 2010). The theory suggests that a respectable relationship between project owners and the respective society can reduce conflict and unnecessary delays. In a wider perspective agency theory often involves contracted agreements, agents negotiate on behalf

of the principal and serve their best interest. Agency theory explains relationships and self-interest in business, as a management and economic theory it is a useful framework for designing governance and controls. (Surendra, 2010) argued that “the theory is predominant within financial education and governance practices which implies that expert directors will be familiar with the best practice and act accordingly”.

Ahn, Jiraporn & Kim, (2010) posit that “competence has the advantage of reducing agency costs of the firm due to the capability of enhanced monitoring, giving feedback and guidance to the management”. At a global level the theory aims to explain organizational behaviors by addressing the relationship between the manager as the company’s “agent”, and the shareholder as the “principal” however, behavioral research reveals that the agent is also motivated by several factors as argued by Maslow (1943,1987) in his pyramid of needs classified them as deficiency needs and growth needs. As stated by (Zogning, 2017) individuals are “self-interested and indivisible” (pg. 5). The underlying weight of non-monetary incentives such as prestigious awards as an effective mechanism for the reduction of agency problems . Agency theory involves undoubted dedication to serve the interest of others by applying ethical thinking and decision making, it is a structure that relies on ethics with an extraordinary level of confidence. The theory will guide this study towards a valuable investigation of ethical and relationship challenges in project management.

2.3. Empirical Review

2.3.1 Project Budget Planning and Performance of Projects

Budgets in the body of politics are political documents manipulated by the political leadership towards establishing a legacy reflecting their interests in development projects (Stillman, 2010). The budget is one of the means through which Government converts policy goals into actions on the ground. The Constitution of Kenya provides the broad principles of public finance whereas the Public Finance Management Act, 2012 sets out the rules of how the national and county governments can raise and spend money. The county-level budget-making process is guided by section 125 of the Public Finance Management Act (2012) which provides the procedure to be followed in the budget-making process at the county level. This Act provides for citizen participation in public

financial management and in particular: the formulation of the national budget policy statement, County Fiscal Strategy Paper, the Budget Estimates; the preparation of Division of Revenue Bill, and County Allocation of Revenue Bill (Stillman, 2010).

The County Budget and Economic Forum provide a platform for public participation in county planning and budgeting. The County Government Act (2012) requires the county government to facilitate the establishment of modalities and structures for public participation. In setting up annual budgets, various political participants engage in log rolling compromises and bargains to create a document that by and large mirrors the current priorities of locality, state, or nation. Budgets on the other hand provide a powerful tool of accountability to citizens who want to know how the government is spending their money and if the government has generally followed their preferences, hence linking the citizens' preferences with the governments' outcomes. Public participation will only be meaningful if choices made are translated into spending hence the need to strengthen planning and the budget process (World Bank, 2012).

Gambo, Inuwa, Usman, Said & Shuaibu (2019) researched "Factors affecting budget implementation for the successful delivery of primary health care building facilities within the Nigerian health sector. Several studies have attributed high maternal mortality and morbidity rates in rural areas of developing countries including Nigeria to poor budget performance in the provision of primary health care (PHC) facilities. Yet, very few studies focused on the effects of factors affecting budget implementation for the successful delivery of PHC building facilities in the rural areas of Nigeria. Thus, this study assesses the factors affecting budget implementation for the successful delivery of PHC building facilities in northern Nigeria.

A sample of 317 respondents from a population of 1777 project managers was administered questionnaires through a stratified proportionate random sampling technique. The survey attains an 87% valid response rate. Data obtained were analyzed using Warp5 PLS-SEM software. The results indicated low effects of factors affecting budget implementation on the successful delivery of PHC building facilities in northern Nigeria. Similarly, linear relationships exist between budget implementation factors and the

successful delivery of PHC building facilities. Moreover, the study provided criteria for assessing the effects of budget implementation factors affecting the successful delivery of PHC building facilities in northern Nigeria and other developing countries that are facing similar problems. The study solicited for the improvement on the budget implementation of PHC sector through an adequate budget and monitoring bases for mitigating maternal mortality and morbidity rates in the rural areas of developing countries through successful delivery of PHC building facilities”.

Kwon and Kang (2019) studied “Improving project budget estimation accuracy and precision by analyzing reserves for both identified and unidentified risks. Project risk is a critical factor in estimating the project budget. Previous studies on this topic have only addressed estimation methods that consider project budget reserves against identified risks. As a result, project managers still face the challenge of completing projects within given budgets but without the relevant tools to deal with unidentified risks. This study proposes an approach for estimating reserves for both identified and unidentified risks separately. The study also suggests using the three-point estimation technique and R-value determination for estimating risk costs, which can improve budget accuracy and precision. The construction of residential building projects in South Korea demonstrates the advantages of the proposed approach compared with previous methods”.

Love, Sing, Ika and Newton (2019) studied the cost performance of transportation projects: The fallacy of the Planning Fallacy account “Delivering transportation projects to their budgeted cost remains a challenge for many governments worldwide. An issue that has hindered progress being made to address this problem has been the availability of empirical data that reflects the changing nature of cost estimates and their difference from a project’s final account. Using a homogenous dataset provided by a public sector authority in Hong Kong, we analyze the differences between the approved budget, pre-tender estimates, contract sum, and final accounts for approximately HK\$115 billion (\approx US\$14 billion) worth of transportation projects. We demonstrate that 47% (i.e. \approx 5 out of 10) of the projects deviate from their approved budget. In particular, when we consider the difference between the approved budget and the final contract sum, we reveal there are cases of both over and underestimating. We, therefore, question the *Planning Fallacy* is an appropriate

explanation for describing ‘how large infrastructure projects work’. The fallacy of the Planning Fallacy account revealed in this paper leads us to call upon those agencies that have actively embraced this theory to reconsider their approaches to cost estimating and risk analysis used to deliver their transportation infrastructure to ensure taxpayers are provided with better value for money”.

Kirimi (2012) in her study on “Factors that affect budget utilization by government ministries in Kenya. The annual amount of funds not utilized by Kenyan government ministries and returned to treasury has been a cause of concern to all stakeholders in the public management field. With the return of such funds, project implementation will be affected and government policies affected as well which will impact the development in various sectors in the country. It is based on this that the study sought to investigate factors that affect budget utilization in government ministries in Kenya. The study adopted a cross-sectional research design in which questioners were issued to finance officers in various ministries and their data analyzed using descriptive statistics and factor analysis. The results were analyzed using tables and a factor index matrix. The findings of the study were that the ministries had a documented budget and budgeting process that acts as reference material on how the funds will be utilized and budgeting control procedures be maintained. The most focal factor that affects budget utilization is structural and cultural factors that exist in the ministry with the training and educational programs coming out as the least factor that affects the utilization of budget funds in the ministries. Within the ministry, a lack of alignment between the organizational structure and structure of performance reporting requirements, value, and usefulness of performance information was found to undermine the budget utilization”.

Cavalieri, Cristaudo and Guccio (2019) study was on the magnitude of cost overruns throughout (2019) researched the magnitude of cost overruns throughout the project life-cycle: An assessment for the Italian transport infrastructure projects. “The cost performance of infrastructure projects is a serious problem worldwide. This paper aims to analyze the generating process of cost overruns along with the various phases of the project life-cycle. To this purpose, we employ a large dataset of Italian transport infrastructure projects for roads, started and completed during the period 2000–2013. Applying the same

methodology used by the construction management research, we breakdown the various phases of the project life-cycle as well as the related cost items (estimated or actual) to analyze empirically the role of each phase in the overall evolution of cost overruns. Specifically, we pay particular attention to the costs for the physical execution of the work, distinguishing them from all other costs.

The results show that Italian public infrastructure works suffer from significant cost overruns in the execution phase. However, the Italian contracting authorities seem to systematically overestimate the size of the final costs for the physical realization of the work. This risk aversion attitude is more relevant when considering financial coverage (rather than budget) and it is likely to leave room for opportunistic behaviors in the execution phase. In terms of policy implications, our results suggest the adoption of more stringent (and objective) criteria to assess the project budget and to provide its financial coverage”.

Kathungu (2016) study sought to investigate the effect of budget utilization on the financial performance of county governments in Kenya. The study targeted the county staff involved in the budgeting and revenue collections estimated at 700 in Kenya with 10% for the study. The study used a structured questionnaire for the collection of data and included secondary data of approved audit reports from the Office of the Auditor-General covering a period of 2013 to 2015. The study used descriptive statistics to analyze the collected data and regressed data on Statistical Package for Social Sciences to illustrate the variable outcomes in the adopted regression model for analysis. The study came up with the conclusion that joint budget utilization including the Budgeted County Expenditure to the Budgeted County Revenues, Actual County Expenditures to Actual County Revenues, and County Resources to the County Poverty Index has a positive influence on the financial performance of the counties. The study suggests properly structured budget composition including experts to provide insights on the proper budgeting inclusions and consultations with a periodic update of the county capital structure and how to maximize well the input of donations and grants advanced.

2.3.2 Access to Funding and Performance of Projects

Funding is the availability of funds promptly as and when required, sufficient to meet the planned needs of the user. The County Governments require adequate resources and revenue collection sources to enable them to implement their respective functions as stipulated in schedule four of the constitution. A threshold of 15 per cent based on the most recent audited revenues by the auditor general and approved by the parliament form the base for equitable share for the counties. Commission on revenue allocation provides the formula to be used by the senate to divide equitable share among counties. Spending by the County Government is unconditional and without restrictions from the National Government. According to Article 209 (3) of the constitution, County Governments can enforce taxes and charges, property rates, and entertainment taxes, as guided by stipulated laws they can charge for any services they render. The County Governments impose their source revenues through the Finance Act. “County Government can receive conditional allocations whereby the national government enforces restrictions on how the spending will be done or conditional grants whereby the county cannot divert the funds for other purposes” (Githinji,2020). The equalization fund, Fuel levy fund are conditional grants. Loans are also source revenue which may come from external or private sources. Donor funding by international organizations and other development entities is a source of revenue, they provide aid in the form of loans and grants. County government's investments are a minor source of income to the county, thus counties need to be able to weigh on return for the investment made to maximize on gains (Githinji,2020).

Cheboi (2014) researched on the effect of donor funding on the organizational performance of government ministries in Kenya. The objective of the study was to establish the relationship between donor funding and the performance of government Ministries in Kenya. The descriptive study targeted a population of 42 government ministries that existed during the coalition government. The study used secondary data sources from the Treasury and Ministry of Devolution and Planning for 2008/2009 to 2012/13. Simple linear regression analysis was conducted. The findings show that at a 95% confidence level, there was a significant negative linear association between donor funding and performance. The study concludes that on average, there is a negative linear relationship between donor

funding, total debt (control variable), and performance score based on annual government ranking”.

Scott (2019) study on “Funding opportunities and challenges for bike infrastructure in suburban cities: building capacity and funding resources in Texas. The study explores funding options available for suburban bicycle infrastructure, focusing on cities in Texas. As suburbs are evolving and looking toward becoming more sustainable, a greater interest in implementing bicycle infrastructure is becoming evident. Because interest in creating bike-friendly communities in suburbs is relatively new, many communities have limited experience planning and securing funding for these types of projects. Precedents from larger cities provide a helpful start, but there are some differences between the funding options and capacity for securing funding between suburbs and these large metros. This report explores funding options that are appropriate for suburban bicycle projects, and ultimately uses the city of Georgetown, Texas as a case study for applying the methodology developed for choosing funding mechanisms”.

Seboru (2015) research on “An Investigation into Factors Causing Delays in Road Construction Projects in Kenya. The purpose of this study was to investigate the factors causing delays in road construction projects in Kenya. Over seventy per cent of projects initiated in Kenya are likely to escalate in time with a magnitude of over fifty per cent. The study used a purposive sampling technique and survey design. Data was collected using questionnaires which were distributed to consultants and contractors. The data were analyzed using the Relative Importance Index and Spearman’s rank correlation. The top five causes of project delays were observed to be paid by the client, slow decision making and bureaucracy in the client organization, inadequate planning and scheduling, and rain. It is recommended that clients should improve their financial management systems so that they can pay contractors on time”.

Chima & Kasim (2018) “Public-private partnership as a strategy for e-governance funding in Africa: The gains and the pains. Africa countries have joined other continents across the globe to embrace e-governance as a strategy to provide with ease public services to its citizens. The quest for e-governance stems from the fact that the traditional means of

providing public services have not yielded the utmost results needed. Thus, the earnest desires to use electronic means to provide public services for Africans. Making available these services effectively using ICTs demands the existence of some critical success factors. One of these factors to accomplish the goals of e-governance projects is funding. However, e-governance projects are highly capital intensive and hence, often knotty for governments to foot the expenditures through the normal annual operating expenditure (budget). Financing e-governance using the normal annual budgetary approach rarely guarantees solid funding. Given the global financial and economic crisis facing many countries which have affected their budget execution, most government the world over have resorted to financing e-governance using several alternatives such as public-private partnership (PPP). Although, no robust statistical analysis was done as the article relied qualitative approach with an emphasis on archival analysis of relevant literature on the subject matter and inferences drawn from it. This paper infers from the documentary analysis that PPP has numerous potential gains to cushion the effects of the financial and economic crisis and that it is capable of implementing e-governance projects a reality in African. However, the paper also reveals that despite its viability as an alternative measure to financing e-governance projects in Africa just as obtainable in other climes, it is imperative to address some latent limitations of PPP to seamlessly enhance its implementation in e-governance projects in Africa”.

Wang and Zhao (2014) studied “Motivations, obstacles, and resources: Determinants of public-private partnership in state toll road financing. Faced with significant infrastructure deficits, U.S. governments at all levels are increasingly considering the use of public-private partnerships (PPP) to leverage private finance to support public infrastructure development. This study focuses on PPP tolling in highway development and seeks to explain the determinants for adopting this innovation, using data on toll road activities in the United States during 1985-2010. The results show that the probability of adopting PPP in highway tolling projects is significantly affected by traffic demands and fiscal pressures, liberal political ideology and administrative inertia, state wealth, state PPP legislation, and earlier experiences of PPP adoption in the state and elsewhere”.

2.3.3 Stakeholder Involvement and Performance of Projects

A healthy stakeholder participation model is vital towards enabling organizations to understand and respond to reasonable stakeholder concerns, considering prospects and shared opportunities among stakeholders (Hollands, 2008). “The organization owes an accountability to all its stakeholders rather than only to more powerful or financial stakeholders” (Gray et al., 2010). Government projects involve a large number of funds picked from the public purse, thus it requires a high level of integrity, good political will, transparency, and accountability. These factors exist despite operating in a political environment” (Prowel, 2010).

Turner, Huemann, Anbari and Bredillet (2010) reviewed theories in project governance literature and revealed that underexplored reigns more specifically the inclusive approach of stakeholder theory, the multi-level nature of project governance and the impact of project context on the governance mechanisms”. (Söderlund, 2011) are in an agreement calling for deeper explorations on the application of these theories in stakeholder management over different levels of an organization and within different project contexts. (Crawford and Helm, 2009) and (Osei-Tutu, Badu, & Owusu-Manu, 2010) state “Governance mechanisms have the potential to improve transparency and accountability of projects towards society and government”.

Nederhand and Klijn (2019) researched the topic “Stakeholder Involvement in Public-Private Partnerships: Its Influence on the Innovative Character of Projects and Project Performance to examine to what degree citizens and societal stakeholders are involved in Public-Private Partnership (PPP) projects, what factors account for their involvement, and what the effects are on the performance and innovativeness of the projects. The analyses in this study are based on a survey (March 2014-June 2014) among respondents who are involved in PPPs in the Netherlands. For the survey, respondents who are involved in officially known PPP projects in the Netherlands were identified by looking at all publicly available databases of ministries and ministerial PPP support bureaus.

Consequently, this survey is not a sample but represents more or less the whole Dutch population of (officially known) PPP projects. In total, 343 respondents divided over 93 projects were selected and received a request to fill in the survey. The selected potential respondents were predominantly public and private respondents who were involved in the projects. The response rate of the survey was 46.6%, and the 144 respondents are involved in a total of 68 PPP projects in the Netherlands. Thus, the survey covered 73% of the officially known PPP projects in the Netherlands. This means that often more than one respondent is involved in several projects is included in the data set. This research, based on a survey in 2014 consisting of 144 respondents involved in Dutch PPP projects, shows that although trustful relationships between actors enhance the inclusion of societal parties, the presence of a contract that allows for flexibility leads to more citizen involvement. Furthermore, they found that the involvement of stakeholders leads to more innovative projects but not necessarily to better-performing projects” (Nederhand & Klijn, 2019).

Azadi, Ho, Hafni, Zarafshani & Witlox (2011) researched “Multi-stakeholder involvement and urban green space performance. The study aimed to identify the main factors influencing urban green space performance. The study covered all urban green space projects (UGSPs) published in international journals as its population was obtained from three main databases: ISI Web of Knowledge, Scopus, and Picart. Using a few combinations of keywords, 29 relevant journals were identified, which included 42 UGSPs as the main units of analysis in this study. A content analysis was used to determine the contribution of MSI to the performance of urban green space. The main internal (state, private, society, planning/design, implementation, maintenance, input for management, and financial support) and external (regulation, good leadership, and financial support) MSI indicators were further identified. The findings showed that the main indicators that significantly influence urban green space performance are ‘state, society, implementation, and regulation’. The study concluded that the state plays a critical role in the UGSPs’ performance although it is not the only actor. The influential role of the state and society should also be considered since most green space projects are non-profit-oriented. ‘Society’ involvement also contributes to the performance and ‘regulation’ is also needed as a legal basis for green space development and management”.

Heravi, Coffey, and Trigunarsyah (2015). study on “Evaluating the level of stakeholder involvement during the project planning processes of a building project. The purpose of the study is to examine the current level of stakeholder involvement during the project's planning process. A series of literature reviews were conducted to identify and categorize significant phases involved in the planning. For data collection, a questionnaire survey was designed and distributed amongst nearly 200 companies that were involved in the residential building sector in Australia. Results of the analysis demonstrate the engagement levels of the four stakeholder groups involved in the planning process and establish a basis for further stakeholder involvement improvement”.

Njogu (2016) researched “The Influence of Stakeholders Involvement on Project Performance: A Case of Nema Automobile Emission Control Project in Nairobi County. Stakeholder Involvement in project management plays a critical role in project performance. The specific objectives were to determine the influence of stakeholder involvement in project identification on the performance of the automobile Control Project, to determine the influence of stakeholder involvement in project planning on the performance of the automobile Control Project, to establish the influence of stakeholder involvement in project implementation on performance of automobile Control Project and to examine the influence of stakeholder involvement in monitoring on performance of automobile Control Project. This study adopted a descriptive survey research design as it enabled the collection of data to answer research questions.

The target population to be used for the study was Automobile vehicle companies, petroleum refining companies, and environmental management organizations, the Ministry of energy, and NEMA. The study population was 181 respondents who were managers, project managers, operation managers, supervisors, and quality control officers. Stratified samplings were adopted to select a sample size of 125 respondents. The study used both primary and secondary data. The questionnaire was used to collect primary data and had both open and close-ended questions. Secondary data was collected from organizations' reports on Automobile emission controls. The collected data were edited for completeness and consistency and then coded and entered into SPSS for analysis (Njogu, 2016).

Descriptive analysis such as percentage, frequencies, means, and standard deviations was used to analyze quantitative data. Content analysis techniques were used to analyze qualitative data collected using open-ended questions. Inferential analysis correlation and regression were done to examine the relationship between stakeholders' Involvement and project performance focusing on NEMA Automobile Emission Control Project in Nairobi County. The study revealed that stakeholder Involvement in project identification has a significant influence on Automobile Emission control project Performance. The results show stakeholder Involvement in project planning had a positive and significant influence on Automobile Emission control project Performance. The finding also revealed that stakeholder Involvement in project implementation has a positive and significant influence on Automobile Emission control project Performance (Njogu, 2016).

The results finally revealed that stakeholder Involvement in project monitoring has a positive and significant influence on Automobile Emission control project Performance. The results led to the conclusion that stakeholder Involvement in project identification influences the performance of the Automobile emission control project. This study concluded that stakeholder Involvement in Automobile emission control project implementation influences project performance. The results led to the conclusion that stakeholder Involvement in project monitoring influences the performance of the Automobile emission control project to a great extent. The study recommends the management of the Automobile emission Control project should enhance stakeholder involvement in project identification, project planning, project implementation, and project monitoring as it led to a reduction in carbon emission rate, reduction in operation cost, led to cost efficiency, and increase customer satisfaction” (Njogu, 2016).

Nyandika and Ngugi (2014) researched “The Influence of Stakeholders' Participation on Performance of Road Projects At Kenya National Highways Authority. In Kenya, the number of public road construction projects is increasing from time to time. However, it becomes difficult to complete projects within the allocated cost budget. The purpose of this study was to investigate the influence of stakeholders' participation in the performance of road projects in KeNHA. Further, the study sought to determine the

influence of user involvement, technology, top management support, and resources on stakeholders' participation in the performance of road projects in KeNHA. This study used a descriptive research design. The study used both qualitative and quantitative methods. The target population for this study was 251, Prequalified Contractors (NCA1 to 3), KeNHA Top management (Job group 710), and prequalified consultants.

This study used stratified random sampling to select 30% of the target population. The sample size of this study was therefore 75 respondents. Structured questionnaires were used in this study to collect data. Qualitative data were analyzed by the use of content analysis presented in a prose form. On the other hand, Quantitative data was analyzed by the use of Statistical Package for Social Sciences (SPSS) version 21. Besides, descriptive and inferential statistics were used in this study. Data was then presented in graphs and tables. Further, a multiple regression analysis was used to establish the relationship between the dependent and the independent variables. The study also used a T-test analysis of variance and an F-test to test the relationship of the variables. The study found that awareness, feasibility, conferences, and seminars on user involvement have a great positive influence on road project performance (Nyandika & Ngugi, 2014).

Besides, IT skills, computer-aided designs, use of intranet, and the internet, and IT policies were found to influence the performance of road projects to a great extent. Top management support was found critical in overseeing funding approvals, goodwill/commitment, participation, and approval of projects which influence positively road projects performance in KeNHA. The study also revealed that enough financial resources, donor support, availability of human resources, and provision of resources on time influence positively the performance of road projects. The study recommends that KeNHA need to ensure stakeholders' involvement to improve its performance in road projects" (Nyandika & Ngugi, 2014).

2.3.4 Oversight monitoring and Performance of Projects

Monitoring is termed as an ongoing activity that takes place during project implementation to track and adjust the processes as it unfolds. Projects are monitored to ensure; stakeholders understand the project; minimize the risk of project failure; promote

systematic and professional management; and assess progress in implementation (Cartland, Ruch-Ross, Mason, and Donohue 2008). For projects to be on track (Kyriakopoulos, 2011) elucidates “the importance of frequent monitoring with focused reviews involving all the stakeholders”(pg. 64). Reviewing progress and controlling the use of resources should be carried out regularly. He stresses the importance of overall monitoring throughout the project initiation, implementation, staff education, and technical maintenance. In Africa and developing countries, including Kenya, “Powerful persons and politicians engage in controlling projects and dictate on the projects to be implemented” (Asaka, Aila, Odera, & Abongo, 2012).

Phiri (2015) researched “The Influence of monitoring and evaluation on project performance: A Case of African Virtual University, Kenya. The general objective of the study was to examine the influence of Monitoring and Evaluation (M&E) on project performance at African Virtual University (AVU). The specific objectives of the study were to establish how M&E plans influence project performance; to assess the influence of M&E training on project performance; to determine how baseline surveys influence project performance and establish the influence of information systems on project performance. Secondary data was supplemented with primary data collected from a survey of two funding agencies, AVU as the implementer and 15 beneficiary institutions. The data was analyzed using quantitative and qualitative methods. The findings of the study show that monitoring and evaluation as management functions influence project performance.

On average, 92% of the respondents gave plausible reasons why they thought M&E influences project performance about the projects under study. Spearman correlation showed a positive relationship of 0.6 between M&E and project performance for both projects. Particularly, it showed that on average, M&E planning and M&E training had a statistically significant correlation with project performance at 0.8 and 0.7 respectively. In conclusion, the study has shown that monitoring and evaluation have a directly proportional influence on project performance. A systematic approach is essential to influence project performance. Projects are implemented within institutional structures that have operating structures, thus M&E unit should be part of the organization structure” (Phiri, 2015).

Gupta, Gunasekaran, Antony, Gupta, Bag, and Roubaud, (2019) researched “Systematic literature review of project failures: Current trends and scope for future research. Although projects are considered indispensable elements across many industries, practitioners and researchers have realized that projects’ high failure rates are costing many firms several million dollars a year. This paper presents the first comprehensive and systematic literature review of failed projects. In our research, we noticed an increasing trend in publications for case study-based research which limits the generalizing of the findings due to the customized nature of these projects.

Most of these failed project studies were conducted in the information technology (IT) sector due to its project-based organizational structure. We found that less effort has been made to analyze the similarities and differences in project monitoring and performance assessment approaches under diverse scenarios (e.g., process improvement, R&D, etc.). We also identified the need for more research on project failure predictions under dynamic scenarios, and we, therefore, recommended the input-process-output model for project monitoring and evaluation” (Gupta, Gunasekaran, Antony, Gupta, Bag, & Roubaud, 2019).

Miako (2018) researched “Monitoring and evaluation tools and the performance of irrigation projects in Kiambu County, Kenya. The objective of the study is to examine if monitoring and evaluation influence the performance of irrigation projects in Kiambu County. The study was based on four independent variables which included strategic planning, stakeholder analysis, logical framework, and baseline surveys. The study was guided by a descriptive research design. The target population was three irrigation projects in Kiambu County, Kenya namely; Wamuoro Irrigation Project, Kawira Irrigation Project, and Githuito Irrigation Project. The target respondents were 35 respondents comprising of 3 managers and 32 employees from the Ministry of agriculture.

A census of 35 respondents was carried out. The data collection instrument was questionnaires. Data were analyzed using descriptive statistics, inferential statistics, and multiple regression analysis. The study revealed that strategic planning, stakeholder analysis, logical framework, and baseline surveys have a positive and significant effect on

the performance of irrigation projects. The study concludes that Strategic planning helps in analyzing the current situation of the project, setting priorities, and focusing resources and energy to achieve better performance in projects. Stakeholder analysis is a critical component to the successful delivery of any project, program or activity” (Miako, 2018).

A study by Bichanga (2019) aimed at examining the influence of e-monitoring and evaluation on the performance of real estate projects in Nairobi County. The objectives of the study were to establish how e-Cost tracking, e-quality assurance, integrated communication management system, e-time tracking influence the performance of real estate projects in Nairobi County. The study was guided by program theory, Technology Acceptance Model (TAM), the social theory, and Critical Chain Project Management Theory. The study adopted a descriptive survey method. The target population of the study was 834 personnel of the registered Real estate Firms in Nairobi County as of the year 2017. The sample size was 270 personnel determined using the Yamane formula. Data was collected using questionnaires with closed-ended questions. Reliability and validity tests were conducted to ascertain the reliability and validity of the research instrument. SPSS software version 21.0 was used to produce frequencies, descriptive and inferential statistics.

E-cost tracking, e-quality assurance, integrated communication management systems, and e-time tracking explain 60.9% of the variations in the dependent variable. Pearson correlation indicated that e-cost tracking, e-quality assurance, integrated communication management systems, and e-time tracking have a significant association with the dependent variable. Regression of coefficients showed that project that e-cost tracking and performance of real estate projects in Nairobi County have a positive and significant relationship ($r=.259$, $t=6.652$, $p<0.05$), e-quality assurance and performance of real estate projects have a positive and significant relationship ($r=.272$, $t=6.626$, $p<0.05$), e-time tracking and performance of real estate projects have a positive and significant relationship ($r=.144$, $t=3.918$, $p<0.05$), integrated communication management system and performance of real estate projects have a positive and significant relationship ($r=.175$, $t=5.920$, $p<0.05$) (Bichanga, 2019).

It was concluded that e-cost tracking, e-quality assurance, integrated communication management systems, and e-time tracking influence the performance of real estate projects in Nairobi County. The study recommends the adoption of e-cost tracking as to technique to monitor cost expenses to the real estate company. Effective cost tracking will minimize cost overruns and project delays that reduce the profitability margin of the real estate company. The study recommends adherence to quality standards of real estate projects during development. There is a need to employ electronic quality monitoring tools to improve the quality of real estate projects. An integrated communication management system is required to link various facets of the organization. Integrated communication management in the real estate sector allows the simultaneous running of various activities that need to be coordinated well. The study recommends the implementation of e-time tracking systems to check project progress against time. The techniques include Gantt charts, Critical path methodology, and Program Review Evaluation technique. The appropriateness of e-time tracking can be seen as a relevant indicator that could be used to assess contractors' effectiveness and capability to succeed on the completion of a project and to evaluate contractors' performance" (Bichanga, 2019).

Njeri et al., (2019) researched "The influence of monitoring and evaluation practices on sustainable projects – a case study of the national aids control council. This study adopted a descriptive study. Structured questionnaires were used to collect primary data. The sample size was 90 respondents. Data collected was analyzed using Quantitative data analysis including descriptive and inferential statistics. According to the findings of the study, organizations have yet to develop adequate Human Capacity in M&E. The R Squared value for all the variables was 0.769 indicating that the results of the study explained 76.9% of the total variation in Project Sustainability which can be attributed to a unit change in the four independent variables.

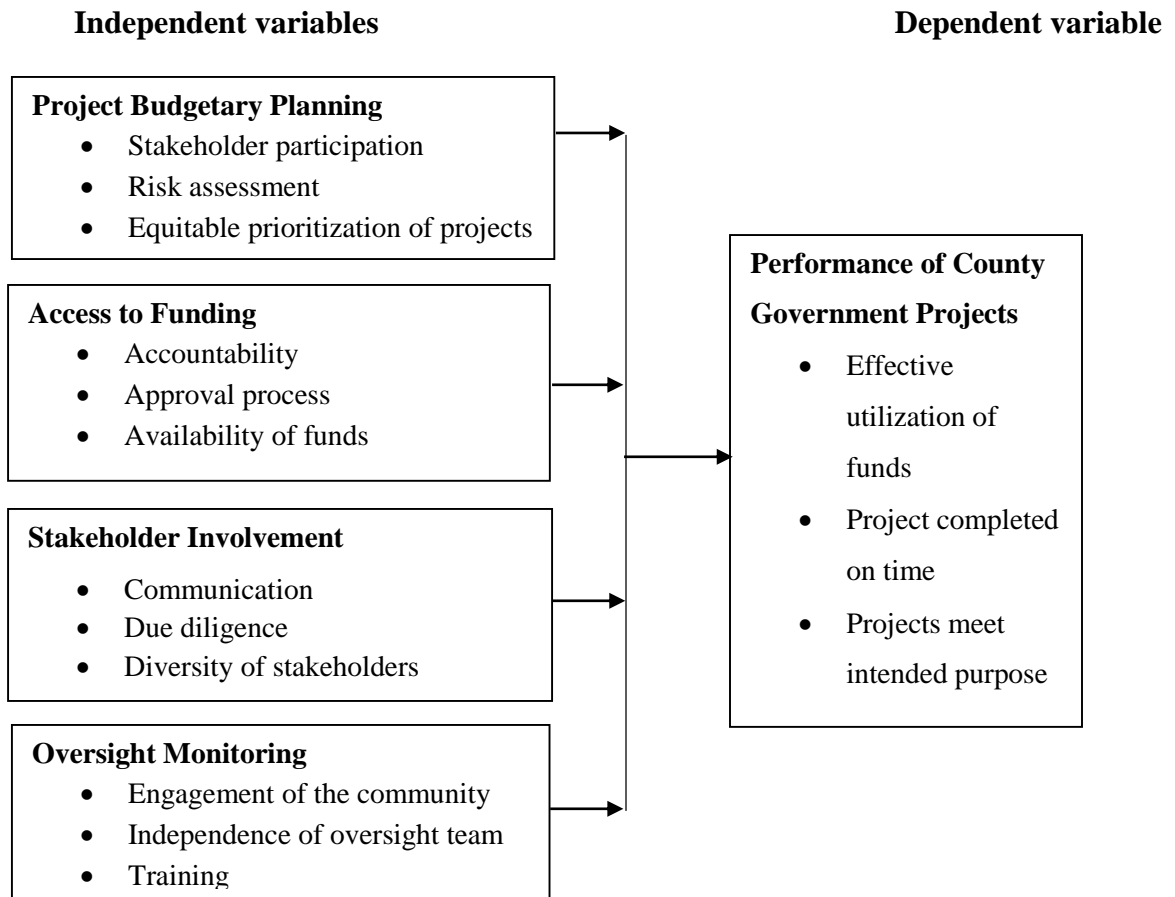
The study recommended that organizations need to enhance their human capacity for M&E by improving their recruitment policies and seek appropriate skills requirements through benchmarking. It further recommends that organizations need to include more institutional investors such as pension funds and insurance companies who will provide much-needed financial acumen to enhance their economic sustainability. Additionally,

organizations should ensure that they establish critical linkages with other organizations to enhance their M&E functions and activities. Finally, the study recommended that communication in M&E should be linked to strategic objectives and must be based on high-quality information” (Njeri et al., 2019).

2.4 Conceptual framework

Conceptual framework as stated by Kumar (2011) is the basis of research problem. It stems from the theoretical framework and usually focuses on the section(s) which become the basis of your study. The conceptual framework describes the aspects you selected from the theoretical framework to become the basis of your inquiry. The conceptual framework is focused on indicators to measure success or failure. Hence the conceptual framework grows out of the theoretical framework and relates to the specific research problem. Independent variables for this study are budgetary control, access to funding, stakeholder involvement, progress monitoring, and financial controls. The dependent variable is the performance of government projects.

2.4.1 Conceptual Framework



Source: Author 2020

Figure 2.1: Conceptual Framework

2.4.1 Operationalization of Variables

Variables	Indicators	Data Collection Instruments	Measurement	Analysis Tool
Budgetary planning	Adequate analysis and projection of project requirements Adequate provision of funds that meet the needs of the project No abandoned projects due to under budgeting	Questionnaire Q 1, 2, 3 Q 4, 5, 6 Q 7, 8	Nominal scale Ordinal scale Interval scale	Descriptive statistics Inferential statistics (linear regression)
Access to funding	Delays in project implementation No. of abandoned projects due to lack of funding Political intervention in funds allocation	Questionnaire Q 9, 10 Q 11, 12 Q 13, 14, 15	Nominal scale Ordinal scale Interval scale	Descriptive statistics Inferential statistics (linear regression)
Variables	Indicators	Data Collection Instruments	Measurement	Analysis Tool
Stakeholders involvement	Stakeholders involvement from the origin of projects Contractual obligations are met as stipulated Communication with partners and suppliers of corporate values / build a long-term relationship.	Questionnaire Q 16, 17 Q 18, 19 Q 20, 21	Nominal scale Ordinal scale Interval scale	Descriptive statistics Inferential statistics (linear regression)
Project oversight monitoring	Evidence of project progress review and controlling of resources from initiation Adherence to project specifications Availability of human capacity in the oversight of projects	Questionnaire Q 22, 23 Q 24, 25 Q 26, 27	Nominal scale Ordinal scale Interval scale	Descriptive statistics Inferential statistics (linear regression)

Source: Author 2020

2.4.2 Operationalization of Dependent variable

Variables	Indicators	Data Collection Instruments	Measurement	Analysis Tool
Performance of Kwale County Government projects	<p>Good governance</p> <p>Completed projects met the intended purpose and needs of the community</p> <p>Proficient selection of contractors</p> <p>Payment of contractors as per contract agreement</p> <p>Projects are delivered without delays and overspending</p>	<p>Questionnaire</p> <p>Q 28, 29</p> <p>Q 30, 31</p> <p>Q 32 ,33</p> <p>Q 34, 35</p> <p>Q 36, 37, 38</p>	<p>Nominal scale</p> <p>Ordinal scale</p> <p>Interval scale</p>	<p>Descriptive statistics</p> <p>Inferential statistics (linear regression)</p>

Source: Author 2020

2.5 Summary of Literature and Knowledge gap

Mbaya (1984) concludes in his research that public sector project administration in Kenya apply a systems approach to the construction process and its sub-system. Basu (2014) identified the lack of attention to detail to Organization Quality in projects. According to Wabwire and Bogonko (2019) “Kenyan public sector continues to be criticized for misuse of funds and failure in service delivery”. Derekshanalavijeh, Turner & Frias (2018a) relates that “further studies on the relationship between project governance and external stakeholders, could help project investors and project teams”. Warinda (2019) noted that M&E system is dysfunctional in the public sector with inadequate systems integration that will provide timely and accurate information to decision-makers. Deloitte (2019) concluded that “Weak controls threaten crucial development projects”. Several studies on project performance have been done and project managers continue to be challenged by the dynamic nature of project management which creates a knowledge gap in the respective field of project governance, stakeholder engagement, performance failures, and outcome of projects. This study seeks to add knowledge on project governance gaps concerning the performance of County Government projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section gives a brief overview of the chapter. The research methodology is a systematic way of solving a research problem. The methodology assumed in this study outline the approach that the researcher will utilize to adequately study and thus address the identified research problem. This chapter, therefore, describes the research design, target population, sample size, sampling procedure, and data collection instruments.

3.2 Research Design

According to Cooper and Schindler (2014) research design is the framework of blueprint that guides a researcher on how to conduct a study. Kumar (2011) states that research design lays down the conditions for data collection, measurement and analysis, it is a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically. Descriptive research design was adopted in this study. This design was chosen because Babbie and Mouton (2008) posit that “it is more accurate and precise since it describes events in a carefully planned way”. Descriptive research helps answer several queries in research like ‘when’ ‘who’ ‘what’ and ‘how’ which is of great assistance in understanding how groups or individuals operate (Sekaran, 2009; Zikmund, 2010). According to Awino (2011) research design describes the linkage between variables. The descriptive research design also describes and interprets existing conditions, prevailing practices, and ongoing processes. Considering the above contributions by the various researcher's descriptive research design will guide the researcher in the current study.

3.3 Target Population

According to Schindler et al., (2014) target population of a study is the total units of elements that are used to measure a study or that are used to determine the sample of the study. Onyango (2010) noted that target population is a large group from which a researcher draws a representative sample to collect information that is relevant to a research study. The target population for this study was 54 respondents comprising of the County Executives, Project Engineers, and Project Management Committee, Procurement officers,

Contractors, Civil Society Organizations, Sub County administrators, Ward administrators, and Village Administrators within Kwale County. This population was chosen because of the central role played in funds management and the overall management of county projects. The selected population is in a position to provide the primary information required to achieve the objective of this study. The total target population was derived from four projects in Kwale County.

3.4 Sample Size and Sampling Procedure

A sample of 44 respondents was selected using stratified sampling technique. This is shown in the table below:

Table 3.1: Sample Size

STRATA	TARGET POPULATION	SAMPLE SIZE	PERCENTAGE %
County Executives	2	2	100
County Project Engineers	2	2	100
Project Management Committees	12	10	100
Procurement officers	4	3	100
Contractors	4	3	100
Civil Society organizations	5	4	100
Sub County Administrators	4	3	100
Ward Administrators	5	4	100
Village Administrators	16	13	100
TOTAL	54	44	100

Source: Author (2020)

3.5 Data collection Instrument

A Questionnaire was used in this study to ascertain stakeholder's views on the implementation of projects in the County Government of Kwale. It is an ideal tool to be used in this study as it is easy to analyze since they are in their immediate usable form. The questions describe alternatives from which respondents are required to select the

answer that best describes their situation. Thus, the researcher developed the instrument with which to collect the necessary and important information about the population.

3.6 Data Collection Procedure

The study incorporated primary data, according to (Copper and Schindler, 2006) “it provides data in its nearness to the truth and ease for control over errors”. *Primary data* by extension is data that would not otherwise exist if it were not for the research process and is collected through both questionnaires and interviews (O’Leary, 2014). Primary data will be collected using semi-structured questionnaires. The questionnaires was administered through drop and pick methods.

3.7 Pilot Test

A pilot study has been described by various authors as an exercise that ensures that errors are restricted at a very little cost. Kothari (2004) states that a pilot survey is a replica and a rehearsal of the main survey. Newing (2011) observed that the importance of field pilot cannot be overemphasized; you will always find that there are questions that people fail to understand or interpret in different ways, places in the questionnaire where they are not sure where to go next, and questions that turn out simply not to elicit useful information”. The subjects who participated in the pilot study were not included in the final study to avoid survey fatigue. A pilot study was conducted to establish the validity and reliability of data collection instruments.

Average interitem covariance:	.069895
Number of items in the scale:	5
Scale reliability coefficient:	0.9344

Data were initially collected for the pilot study from three respondents to test the reliability and validity of the instrument. The results of the pilot study showed that the instrument was reliable with the overall internal reliability of 0.9344. This value is greater than the cut-off Cronbach’s alpha of 0.7 (Nunnally, 1978). The pilot study results demonstrated high reliability and reliability, therefore enabling the study instrument to be used for data collection.

3.8 The Validity of the Research Instruments

The concept of validity was formulated by Kelly (1927, pg.14) who stated that “a test is valid if it measures what it claims to measure”. According to Mugenda and Mugenda (2003) “validity is the accuracy and meaningfulness of inferences, which are based on the research results”. It is the degree to which results obtained from the analysis of the data represent the phenomenon under study. Validity exists if the data measure what they are supposed to measure. To test and enhance the validity of the questionnaire, the researcher will select two county government employees randomly and the supervisor to discuss the contents of the questionnaire. The aim is to assess the content validity of the questionnaire. The comments from the two employees and my supervisor were reviewed and incorporated to enhance the validity of the questionnaire.

3.9 Reliability of the Research Instruments

“Reliability is the consistency of a set of measurement items” (Cronbach, 1951). Reliability is the consistency of measurement or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of the measurement. A measure is considered reliable if a person's score on the same test given twice is similar. Three questionnaires were piloted by issuing them to respondents across the board who were not included in the final study sample. The questionnaires will then be coded and responses input into Excel and STATA which will be used to generate the reliability coefficient. The researcher used the most common internal consistency measure known as Cronbach’s Alpha (α) which was generated by STATA “It indicates the extent to which a set of test items can be treated as measuring a single latent variable” (Cronbach, 1951). The recommended value of 0.7 is used as a cut-off of reliability for this study.

3.10 Data Analysis

Burns et al., (2003) state that “data analysis is a mechanism for reducing and organizing data to produce findings that require interpretation by the researcher”. It is the treating of data to derive expressive information (Saunders et al., 2009). According to (Hyndman, 2008) “data processing involves translating the answers on a questionnaire into a form that

can be manipulated to produce statistics". This involves coding, editing, data entry, and monitoring the whole data processing procedure

The data collected is analyzed using descriptive statistics and regression analysis. The descriptive statistics used are frequencies, counts, and percentages. The Statistics and Data (STATA and Excel) are used as a tool to generate the frequencies and percentages that were used in excel tabulations. A multivariate regression model was used to link the independent variables to the dependent variable as follows;

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \mu$ Where; Y = Project Performance, X1 = Budget Planning, X2 = Access to Funding, X3 = Stakeholder involvement, X4 = Oversight monitoring, β_0 = constant term, $\beta_i = 1 \dots 4$ = coefficient of the independent variables which measure the sensitivity of the dependent variable (Y) to a unit change in the predictor variables and μ = the error term that captures the unexplained variations in the model. The study will also used T-test, analysis of variance and F-test to test the relationship of the variables. The analyzed data was presented using data tables and charts.

3.11 Research Ethics

This study will adhere to appropriate research procedures and all sources of information will be acknowledged as far as possible. The truth, privacy, and confidentiality of all participants must be put into consideration as ethical concerns (Olapido et al., 2015). Before issuing the questionnaire, consent was sought and given by the respondents. The respondents were informed of their right not to take part in the survey. Full confidentiality is maintained especially when dealing with questionnaires and the identity of the respondents is not revealed. Personal information is used for the study only.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS, AND DISCUSSION

4.1 Introduction

The study looked into the factors affecting the performance of the County Government of Kwale projects. This chapter presents therefore the findings based on the proposed methodology and procedures.

4.2 Response Rate

For the study, out of 44 questionnaires administered to the different categories of stakeholders within the four sub-counties, 37 questionnaires were fully completed and returned. The response rate was as indicated in the table below;

Table 4.1: Response Rate

Response	Frequency	Percentage %
Returned	37	84
Unreturned	7	16
Total	44	100

According to recommendations made by Mugenda and Mugenda (2012) that a response of rate of 50% is adequate for analysis and reporting, a rate of 60% is generally good while a rate of 70% and above is excellent. A position that Kothari (2011) concurs that a response rate above 70% is deemed to be excellent. From the above findings, a response rate of 84 % of the respondents fully participated. Based on the assertions above it implies that the response rate is adequate for the study and increases confidence for generalization.

4.3 Demographic Information

The section defines the respondent's basic characteristics such as gender, the highest level of education, project work experience, Job title, location of employment. An analysis of frequencies was undertaken and its output presented as below;

Table 4.2: Gender of Respondents

Gender	Freq.	Percent	Cum.
Male	29	78.38	78.38
Female	8	21.62	100.00
Total	37	100.00	

The majority of respondents were male with 78.38 % while females were 21.62 %. These results indicate a disparity between the two genders. More males responded to the study than females.

Table 4.3: Level of Education

Education	Freq.	Percent	Cum.
College	11	29.73	29.73
Degree	13	35.14	64.86
Masters	7	18.92	83.78
Others	6	16.22	100.00
Total	37	100.00	

The results indicate that 35.14 % of the respondents have a university degree, 29.73 % have a college certificate, 18.92 % have a master's degree, and 16.22 % have a non-specified education level. Therefore, we can conclude that majority of the respondents are educated and understand the factors affecting the performance of projects in the county. On further analysis of the questionnaire, it is established that the education level of PMC's is at 16.22 % as they did not reach college and some did not complete O – level education.

Table 4.4: Experience (in Years) in Handling Projects

1 = 0 to 5 years, 2 = 5 to 10 years, 3 = 10 to 15 years

Experience	Freq.	Percent	Cum.
1	15	40.54	40.54
2	13	35.14	75.68
3	4	10.81	86.49
4	5	13.51	100.00
Total	37	100.00	

The results indicate that majority of the respondents 40.54 % have project handling experience between (0 to 5 years), 35.14 % have project handling experience between (5 to 10 years), 10.81 % have a project handling experience of (10 to 15 years), and 16.22 % have project handling experience of (15 years and above). This indicates overall that the respondents have handled projects previously therefore they have experience in project handling. The majority of the respondents at 40.54 % reflect that their project work experience is below 5 years.

4.4 Study Variables

Table 4.5: Summary of Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Performance	37	2.261261	.8843552	1.166667	6
Budget	37	3.239382	.9979026	1.428571	6.642857
Funding	37	2.405405	1.058126	1.142857	6
Stakeholder	37	2.195946	.9164491	1	5.5
ME	37	2.234234	.870876	1.222222	5.444444

From the table, we can deduce that Budget planning has a mean of 3.2393 and a standard deviation of .9979, Access to Funding has a mean of 2.4054 and a standard deviation of 1.0581, Stakeholder involvement has a mean of 2.1959 and a standard deviation of .9164, ME has a mean of 2.234 and a standard deviation of .8708. The grand average mean of Performance of County Government projects (Mean = 2.26, SD = .884) is an indication

that all the respondents agree that budget planning is an important aspect of the performance of County Government projects. The grand average mean of Budget planning (Mean =3.24, SD = 1.43) is an indication that all the respondents agree that budget planning is an important aspect of the performance of County Government projects. This is in line with the World Bank (2012) statement that there is a need to strengthen planning and budget processes, and the County Government (2012) Budget is a powerful tool for monitoring spending.

The grand average mean of Access to Funding (Mean = 2.2, SD = 1.1) is an indication that all the respondents agree that access to funding is an important aspect of the performance of County Government projects. The grand average mean of stakeholder Involvement (Mean 2.2, SD .92) is an indication that all the respondents agree that stakeholder involvement is an important aspect of the performance of County Government projects. The findings agree with (Prowel, 2010) that “Government projects involve a large number of funds picked from the public purse, thus it requires a high level of integrity, good political will, transparency, and accountability”. (Osei-Tutu et al., 2010) state “Governance mechanisms have the potential to improve transparency and accountability of projects towards society and government”. The grand average mean of ME (Mean = 2.234, SD =.8708) is an indication that all the respondents agree that ME is an important aspect of the performance of County Government projects. In agreement with (Kyriakopoulos, 2011) elucidates “the importance of frequent monitoring with focused reviews involving all the stakeholders”.

Table 4.6: Budget Planning – Response Mean and Standard Deviation

Questions	Mean	Std. D
All county projects are managed through an adequately established and approved budget?	1.891	1.349
Does the stakeholders/community participate in the budget planning of projects through consultative meetings and community-based awareness programs?	1.540	1.069
Risk appraisal is done by the county government as part of Financial control?	2.459	1.095
Funds and related resources are allocated according to priority, needs, and scope of a project?	1.783	1.057
Planned County project's budget is reviewed according to changing needs and project scope?	2.108	1.021
Root cause analysis is done for all abandoned or failed projects?	2	1.105
Budgetary planning is geared towards cost-effectiveness and efficient use of resources?	2.216	1.133
The government regulations are adequate for ensuring effective financial controls in the management of county development projects?	2.270	1.325

Table 4.7: Access to Funding – Response Mean and Standard Deviation

Questions	Mean	Std. D
The County Government can access approved budgeted funds timely and in the required quantity to be able to finance its development projects?	2.837	1.443
The approval process does not delay project implementation?	2.864	1.493
Stipulated regulations are strictly followed when accessing funds for development projects?	2.027	1.258
The purpose of the funds is paramount in enabling the County Government to access funds.	2.189	1.430
Accountability is a prerequisite for access to funding?	1.864	1.205
Funds can be accessed on a need base according to sub-county needs?	2.864	1.417
Does the county government have a high degree of transparency and accountability in its financial affairs of development projects?	2.189	1.468

Table 4.8: Stakeholder Involvement – Response Mean and Standard Deviation

Questions	Mean	StD.
The county government sensitizes and involves stakeholders in planning and decision making?	2.27	1.45
The county government considers diversity in the involvement of stakeholders in its planning and decision-making processes, it demonstrates the inclusion of the minority, physically and mentally challenged, the uneducated, diversity in age groups, gender?	2.11	1.35
The nomination of contractors is based on merit and free from any form of discrimination?	2.03	1.17
Nominated contractors are paid according to agreed terms specified in the contract?	2	1.19
Stakeholders have access to information on all matters of development projects, at a language level that they can understand and interpret the meaning and question decisions made	2.14	1.06
Stakeholders are engaged in the monitoring of projects and their views are considered in the process of project implementation?	2.08	1.23
Sometimes those put in charge of resources mismanage and misappropriate them?	2.57	1.17
Transparency on project input, output, outcome, and impact are evident to all stakeholders?	2.38	1.26

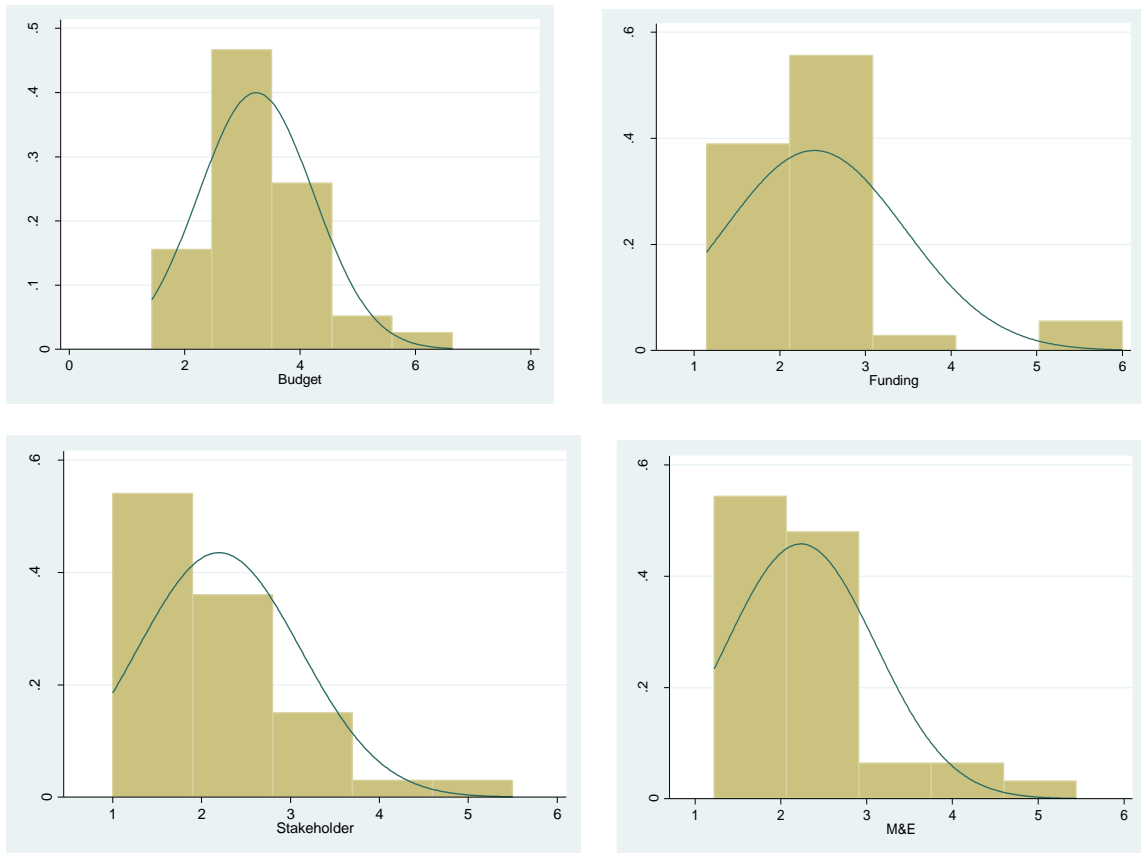
Table 4.9: Progress Monitoring – Response Mean and Standard Deviation

Questions	Mean	Std.
Reviewing and monitoring of progress is done continuously and throughout the project cycle?	1.972	1.041
The community is engaged in the monitoring of development projects and is aware of resource allocation and utilization?	2	1.155
All projects have detailed specifications or bill of quantity as a quality control measure?	1.946	1.246
Progress monitoring and oversight are separate functions from the project development team?	2.757	1.342
Stakeholders involved in monitoring and oversight have the capacity and adequate knowledge towards fulfilling the objectives of their role in respective projects?	2.568	1.237
Contractors are responsible and accountable for awarded projects following contractual obligations?	2	1.202
Project specifications are detailed and available for every project for reference by all stakeholders?	2.189	1.371
Project monitoring teams are trained and have the capacity to oversight respective projects?	2.351	1.184
Project monitoring teams are empowered and given relevant resources to enable oversight of respective projects?	2.324	1.203

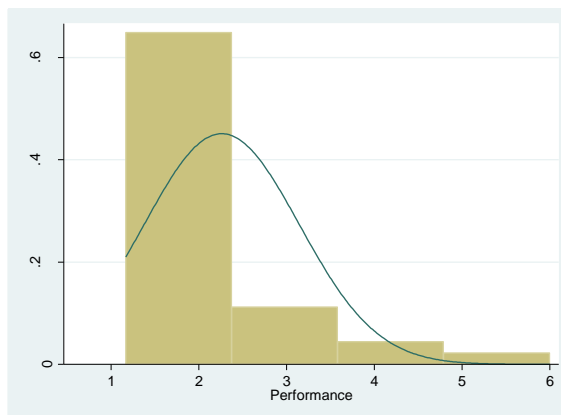
Table 4.10: Performance of Kwale County Government Projects – Response Mean and Standard Deviation

Questions	Mean	StD.
The leadership of County development projects assesses and delivers the needs of the community with effective utilization of resources?	2.05	1.03
Due diligence is applied to all county development projects at the planning stage?	2.27	1.04
County development projects are evaluated and directed regularly by the executives	2.05	1.05
Do County development projects often meet required performance standards that meet the intended needs of the community?	2.18	1.13
Selection of contractors and awarding of contracts are transparent and based on merit	1.89	1.07
All awarded contracts have considered a holistic approach to evaluating the capacity of the contractors?	2.24	1.14
Do institutional structures enable efficient planning and effective management of development projects?	2.32	1.29
Contractors are paid as per contract without any delays that would affect the delivery of development projects?	2.73	1.26
The community has a high level of trust and confidence that the county executives and project management teams are ethical in the management of projects?	2.32	1.27
Does the county government have processes towards establishing any gaps in the deliverables of county government projects in relation to stakeholder's expectations?	2.46	1.24
The applicable regulations on County development projects are adequately monitored and followed at the county level.	2.32	1.27
Risk appraisal is done by the county government for all county development projects?	2.27	1.26

Figure 4.1: Histogram of the Variables

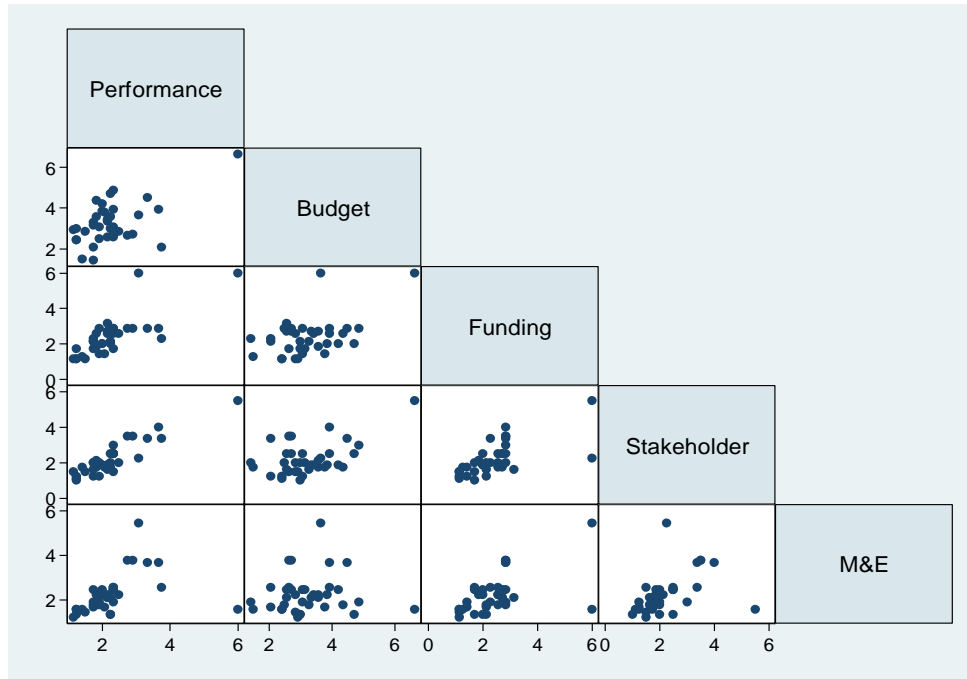


From the above graphs, budget, Funding, Stakeholder and ME show a normal distribution as mostly the graphs are symmetric, single-peaked, and bell-shaped.



The density curve appears normally distributed with a portion under the curve that is not evenly shaded. Performance (SD = 0.884).

Figure 4.2: Scatter Plot Matrix



From the scatter plot matrix it appears that Performance is linearly related to Budget, Funding, Stakeholders, and M&E.

4.5 Research Hypotheses

H₀₁: Project budget planning has no significant effect on the performance of the County Government of Kwale projects.

Table 4.11: Hypothesis t-test – Budget Planning

One-sample t test

Variable	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
Budget	37	3.239382	.1640542	.9979026	2.906665	3.5721

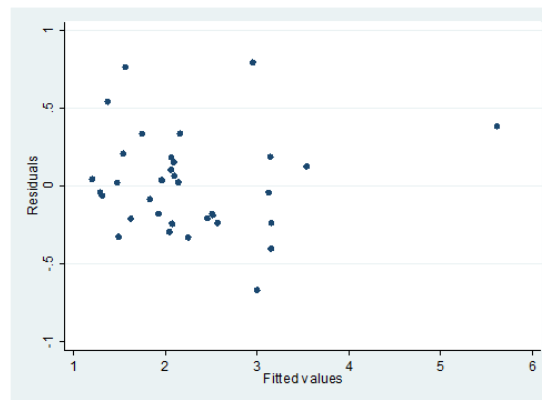
mean = mean(Budget) t = -0.0038
 Ho: mean = 3.24 degrees of freedom = 36

Ha: mean < 3.24 Ha: mean != 3.24 Ha: mean > 3.24
 Pr(T < t) = 0.4985 Pr(|T| > |t|) = 0.9970 Pr(T > t) = 0.5015

4.5 Diagnostics Tests

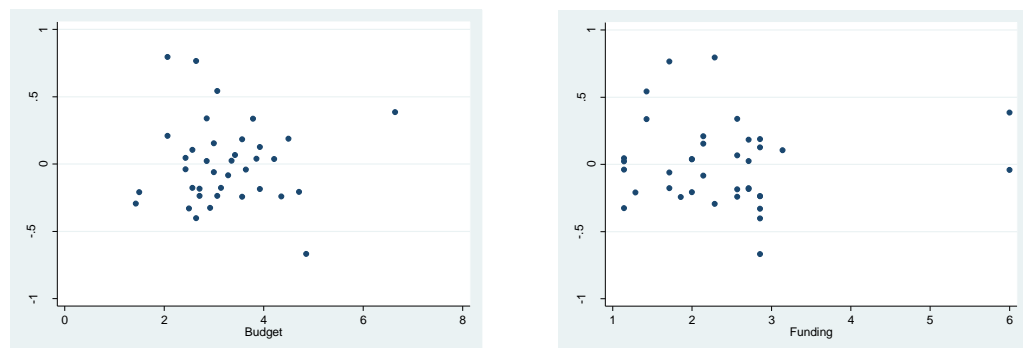
Tests carried out include, normality tests, multicollinearity, heteroscedasticity tests, linearity tests, Cronbach alpha, Shapiro Wilk test was carried out for normality test. The linearity test was done by ascertaining whether the conditions of normality have been met. Cronbach alpha was done to measure if the items in the scale are conceptually related to each other. Variance inflation factor (VIF) was carried out to test multicollinearity.

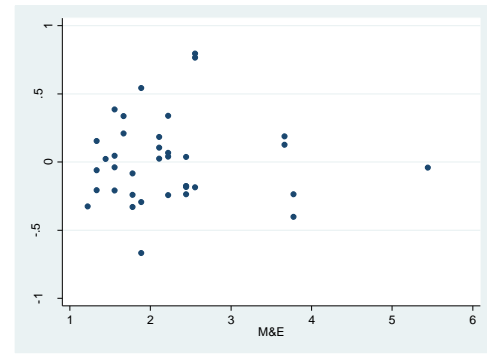
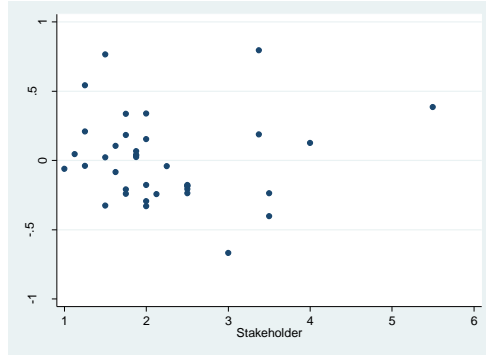
Figure 4.3: Residuals vs fitted values



We note that the residual plot does not indicate an apparent pattern and thus we cannot conclude that residuals are correlated to the fitted values. This is an indication of a good fit.

Figure 4.4: Residuals vs predictor variables





Residual plots do not indicate any correlation between residuals and predictor variables. So the problem of endogeneity is ruled out. Endogeneity is when the residuals and predictor variables are correlated.

4.5.1 Normality Test

Table 4.16: Normality Test

Shapiro-Wilk W test for normal data

Variable	Obs	W	V	z	Prob>z
Residuals	37	0.95115	1.819	1.253	0.10512

We are testing the hypothesis that H_0 : residuals are normally distributed vs H_a : Residuals are not normal. Since the p-value 0.10512 is greater than 0.05 we fail to reject the null hypothesis and conclude that the residuals are normally distributed. It is an indicator of a good fit.

4.5.2 Reliability Test / Internal Consistency Test Cronbach Alpha

Average interitem covariance: .4563107
 Number of items in the scale: 4
 Scale reliability coefficient: 0.7884

The Cronbach Alpha test measure if multiple questions in the Likert scale survey are reliable. The general rule of thumb is that .70 and above is a good score, .80 is better and

.90 and above is best, therefore, .70 is a cut off of reliability, it is noted from the test done for this study that a score of .7884 was achieved an indication that it is a good score portraying consistency of measurement of the instrument.

4.5.3 Test of Multicollinearity

Table 4.17: Test of Multicollinearity

Variable	VIF	1/VIF
Funding	2.31	0.433193
Stakeholder	1.98	0.504715
ME	1.62	0.618099
Budget	1.61	0.619634
Mean VIF	1.88	

Some authors suggest 2.5 and above indicates a high correlation and a cause for concern. $SVIF > 40$, indicates a problem of multicollinearity. From the table above it appears that we do not have a problem with multicollinearity as all the scores are < 2.5 . The numeric value in decimal for VIF specifies the percentage of variance i.e. the standard error squared is inflated for each coefficient.

4.5.4 Test for Heteroscedasticity

```

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of Performance

chi2(1)      =      0.88
Prob > chi2  =      0.3471

```

From the Breusch-Pagan test, we observe that the p-value $0.3471 > 0.05$ and we fail to reject the H_0 and conclude that the residuals have a constant variance. Generally, our model has normal residuals that are normally distributed not correlated to the predictors and therefore it's a good fitting model.

4.5.5 Model Fitting

Table 4.18: Analysis of Variance

Source	SS	df	MS	
Model	24.7176627	4	6.17941568	Number of obs = 37
Residual	3.4373673	32	.107417728	F(4, 32) = 57.53
Total	28.15503	36	.782084168	Prob > F = 0.0000

	R-squared = 0.8779
	Adj R-squared = 0.8627
	Root MSE = .32775

From this output we note that the model explains 87.79 % of the variance of Performance that is R – squared which is equal to 0.8779 to determine if the model is significant or not we test the hypothesis: H_0 = the model is not useful vs H_a : model is useful .Test stat, $F = 57.53$ or p - value = $0.0000 < 0.05$. Since the p – value is < 0.05 we reject H_0 and conclude that the model is useful in explaining the variance of performance.

Table 4.19: Regression Coefficient

Performance	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
Budget	.0385214	.0695394	0.55	0.583	-.1031257 .1801685
Funding	.2725775	.0784348	3.48	0.001	.112811 .432344
Stakeholder	.667903	.0838987	7.96	0.000	.4970069 .838799
ME	-.0519531	.0797813	-0.65	0.520	-.2144624 .1105561
_cons	.1302128	.2297784	0.57	0.575	-.3378306 .5982562

Estimated model:

$$\text{Performance} = 0.1302 + .03852(\text{Budget}) + .2726(\text{Funding}) + .6679(\text{Stakeholder}) + -.05195(\text{ME})$$

Budgeting and performance have an insignificant positive relationship. If we increase the budget by 1 unit the performance will increase by .03852 by holding the other units at constant but an increase in funding by 1 unit increases the performance by .2726 unit significantly holding the other units at constant. If we increase the stakeholder participation by 1 unit the performance will increase significantly by .6679 unit holding the other units.

Finally, if we increase the Monitoring by 1 unit the performance will decrease insignificantly by .05195 units holding the other units constant.

A predictor is considered to be statistically significant if its p-value exceeds the level of significance which is equal to 0.05. We note that budget planning is not significant in explaining the variance of performance since the p-value 0.583 is greater than 0.05, Monitoring with a p-value of .520 is greater than 0.05, and the constant with a p-value of 0.575, but Access to Funding and stakeholder involvement each are statistically significant since their p values respectively 0.0001 and 0.0000 are all less than 0.05. We conclude that the coefficients of Funding and Stakeholder are statistically useful in explaining the variance of the model.

It is evident from the literature that “budgeting is increasing the budget costs’ efficiency (Ivanova et al., 2017) budget reforms, public participation and budget user commitment contribute significantly to budget quality”. “Budget is a planning tool that has been contained in the form of financial programs and activities that will be conducted during a certain period of time as a reference of organization activities and show organizational goals” (Burhan et al., 2015). A major criticism of budget planning according to (Otley, 1978) is “political interference and a time-consuming activity”. The findings of the study are in agreement with (Gosling et al., 2019) on access to funding as developing a funding plan requires “engagement of stakeholder agencies in the planning and implementation of projects. “Public funding is crucial” (Dinnie and Holstead, 2018) and must be accompanied by a range of managerial and technical processes”.

Despite the importance of stakeholders in project governance, project management literature lacks an inclusive framework which defines the roles, relationships and positions of internal and external stakeholders inside and outside of the organization's governance structure” (Derakhshan, et al., 2019). “The integration of respondents' individual opinions and group consensus results indicates that lack of institutional structures for effective collaboration and leadership hinders stakeholders' participation in the planning process. Additionally, stakeholders' narrow vision, lack of strategic orientation and financial focus

based on self-interest may impede the realization of project objectives” (Hatipoglu, et al. 2016).

The literature argues that “adapting an effective planning strategy is important to enhance their performance. In particular, organizations need to enhance project planning as risk levels rise” (Zwikael, 2020). Despite the importance attached to government projects, their outputs in terms of quality, cost, and time together with stakeholder satisfaction remain the subject of abuse as well as debate. (Nkurunziza, 2019). On monitoring of project performance, the findings of the study are in agreement with (Iddi, et al.,2018), they posit “that community participation in M&E still faced with many challenges such as; cost in terms of time and money, the complexity of analysis and lack of analysis”. (Bonareri et al., 2020) established in their study that “the role of management was found to affect the monitoring and evaluation activities and that the human resource was not fully trained which affected their capabilities. The literature argues that adopting an effective planning strategy is important to enhance their performance. In particular, organizations need to enhance project planning as risk levels rise. (Zwikael, 2020). Despite the importance attached to government projects, (Nkurunziza, 2019) “their outputs in terms of quality, cost, and time together with stakeholder satisfaction remain the subject of abuse as well as a debate”.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

The chapter will recap the findings, conclusions, recommendations, study limitations, and recommendations for further research.

5.2 Summary of Findings

The main objective of the study was to determine factors affecting the performance of the County Government of Kwale projects in Kenya. The findings illustrate that the respondents have adequate experience in handling projects, were educated and conversant about all the concepts captured in the study. The regression analysis model derived was statistically significant ($p = 0.0000$) and 87.79 % of the variation in performance of County Government projects is explained by different factors of performance.

There is an insignificant linear relationship between budgeting and performance of Kwale County government projects but funding has a positive significant relationship on Performance . If we increase the funding by one unit the performance will increase by .2726 units holding the other units constant. Further, stakeholder participation was found to have a positive and significant influence on the performance of Kwale county government projects. A unit increase in stakeholder participation leads to increase in the performance by .6679units holding the other units constant. Monitoring of projects has an insignificant negative relationship on the performance of Kwale County government projects.

5.3 Conclusions

The researcher concludes that it is imperative for the County Government leadership to explore the various factors that are a hindrance and affecting the delivery of County Government projects to its citizens. This may trigger a revision of related project management policies and procedures at the County Government level in relation to selection criteria of PMC's, capacity development, alternative and effective measures towards budget planning, and oversight monitoring. The R – square (0. 867) meaning 86.7 % of the variation in performance of projects can be explained by the four variables Budget

planning, Access to Funding, Stakeholder involvement, and progress Monitoring selected for the study. Whilst 13.4% was due to other factors not covered in the study.

5.4 Recommendations

The study recommends project-specific training at all levels as a tool for improving project performance. This will further improve on the effectiveness of oversight monitoring, stakeholder involvement effectiveness and efficiency, improved capacity of project management committees, increase transparency and accountability, on overall these factors will have an impact on the performance of county government projects. The PMC's selection criteria should consider education level and respective project-related experience. These factors will relatively address positively on issues related to leadership and governance.

Sensitization of citizens towards all aspects of project processes to improve on the quality of output must be emphasized and reinforced through varied modes of communication in order to capture all related stakeholders i.e. physically challenged, deaf, blind, etc. Accessibility and distance should not be a technical criterion of filtration for certain categories of citizens. The county government should ensure timely availability of a copy of project documents that are legible i.e. Bill of Quantity (BQ), with a language level that the common citizen can understand, and other related information to all stakeholders.

5.5 Limitations

The objectives of the study were achieved despite various limitations. The study was based on the opinions and judgments of the respondents. Due to fear of unknown consequences, some respondents did not want to be associated with the survey, therefore accounting for a non-response gap of 16%. The distribution and collection of questionnaires for the collection of primary data were costly and time-consuming. For some PMC's the questionnaire had to be explained to them and in most cases, the responses were collective responses as a committee.

5.6 Recommendations for Future Research

Recommendations by the researcher for future research are based on the findings and knowledge gained from the current study that there are many factors that influence performance of county government projects beyond the selected ones referred in this study. To improve on leadership and governance of county government projects, further research can be done to identify and include variables that affect performance of government projects. The scope of the study was limited to Kwale County Government. Research should be conducted to cover other counties to ascertain if the findings would hold. Multilinear regression was used in this study; further research can incorporate other analysis methods due to the limitations of regression models in explaining the associations between variables.

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APPENDICES

Appendix 1: Questionnaire

Project Budget Planning and the Performance of County Government Projects

1. All county projects are managed through an adequately established and approved budget?

strongly agree agree not Sure disagree strongly disagree

2. The stakeholders / community participate in budget planning of projects through consultative meetings, and community based awareness programs?

strongly agree agree not sure disagree strongly disagree

3. Risk appraisal is done by the county government as part of Financial control?

strongly agree agree not sure disagree strongly disagree

4. Funds and related resources are allocated according to priority, needs and scope of a project?

Strongly agree agree not sure disagree strongly disagree

5. Planned County project's budget are reviewed according to changing needs and project scope?

strongly agree agree not sure disagree strongly disagree

6. Root cause analysis is done for all abandoned or failed projects?

strongly agree agree not sure disagree strongly disagree

7. Budgetary planning is geared towards cost effectiveness and efficient use of resources?

strongly agree agree not sure disagree strongly disagree

8. The government regulations are adequate towards ensuring effective financial controls in the management of county development projects?

strongly agree agree not sure disagree strongly disagree

Access to Funding and Performance of projects

9. The County Government is able to access approved budgeted funds timely and in the required quantity to be able to finance its development projects?

strongly agree agree not sure disagree strongly disagree

10. The approval process does not delay project implementation ?

strongly agree agree not sure disagree strongly disagree

11. Stipulated regulations are strictly followed when accessing funds for development projects?

strongly agree agree not sure disagree strongly disagree

12. The purpose of the funds is paramount in enabling the County Government to access funds.

strongly agree agree not sure disagree strongly disagree

13. Accountability is a prerequisite for access to funding?

strongly agree agree not sure disagree strongly disagree

14. Funds can be accessed on a need base according to sub county needs?

strongly agree agree not sure disagree strongly disagree

15. The county government has a high degree of transparency and accountability in its financial affairs of development projects?

strongly agree agree not sure disagree strongly disagree

Stakeholder involvement and Performance of Projects

16. The county government sensitizes and involve stakeholders in planning and decision making?

strongly agree agree not sure disagree strongly disagree

17. The county government considers diversity in the involvement of stakeholders in its planning and decision making processes, it demonstrates inclusion of the minority, physically and mentally challenged, the uneducated, diversity in age groups, gender ?

strongly agree agree not sure disagree strongly disagree

18. Nomination of contractors is based on merit and free from any form of discrimination?

strongly agree agree not sure disagree strongly disagree

19. Nominated contractors are paid according to agreed terms specified in the contract?

strongly agree agree not sure disagree strongly disagree

20. Stakeholders have access to information on all matters of development projects, at a language level that they can understand and interpret the meaning and question decisions made?

strongly agree agree not sure disagree strongly disagree

21. Stakeholders are engaged in the monitoring of projects and their views are considered in the process of project implementation?

strongly agree agree not sure disagree strongly disagree

22. Sometimes those put in charge of resources mismanage and misappropriate them?

strongly agree agree not sure disagree strongly disagree

23. Transparency on project input, output, outcome and impact is evident to all stakeholders?

strongly agree agree not sure disagree strongly disagree

Progress monitoring and Performance of Projects

24. Reviewing and monitoring of progress is done continuously and throughout the project cycle?

strongly agree agree not sure disagree strongly disagree

25. The community is engaged in the monitoring of development projects and are aware of resource allocation and utilization?

strongly agree agree not sure disagree strongly disagree

26. All projects have detailed specifications or bill of quantity as a quality control measure?

strongly agree agree not sure disagree strongly disagree

27. Progress monitoring and oversight are separate functions from the project development team?

strongly agree agree not sure disagree strongly disagree

28. Stakeholders involved in monitoring and oversight have the capacity and adequate knowledge towards fulfilling the objectives of their role in respective projects?

strongly agree agree not sure disagree strongly disagree

29. Contractors are responsible and accountable for awarded projects in accordance to contractual obligations?

strongly agree agree not sure disagree strongly disagree

30. Project specifications are detailed and available for every project for reference by all stakeholders?

strongly agree agree not sure disagree strongly disagree

31. Project monitoring teams are trained and have the capacity to oversight respective projects?

strongly agree agree not sure disagree strongly disagree

32. Project monitoring teams are empowered and given relevant resources to enable oversight of respective projects?

strongly agree agree not sure disagree strongly disagree

Performance of County Government Projects

33. Leadership of County development projects assess and deliver the needs of the community with effective utilization of resources?

strongly agree agree not sure disagree strongly disagree

34. Due diligence is applied to all county development projects at planning stage?

strongly agree agree not sure disagree strongly disagree

35. County development projects are evaluated and directed regularly by the executives?

strongly agree agree not sure disagree strongly disagree

36. County development projects often meet required performance standards that meet the intended needs of the community?

strongly agree agree not sure disagree strongly disagree

37. Selection of contractors and awarding of contracts is transparent and based on merit?
- strongly agree agree not sure disagree strongly disagree
38. All awarded contracts have considered a holistic approach on evaluating capacity of the contractors?
- strongly agree agree not sure disagree strongly disagree
39. Institutional structures enable efficient planning and effective management of development projects?
- strongly agree agree not sure disagree strongly disagree
40. Contractors are paid as per contract without any delays that would affect delivery of development projects?
- strongly agree agree not sure disagree strongly disagree
41. The community has a high level of trust and confidence that the county executives and project management teams are ethical in the management of projects?
- strongly agree agree not sure disagree strongly disagree
42. The county government has processes towards establishing any gaps in the deliverables of county government projects in relation to stakeholder's expectations?
- strongly agree agree not sure disagree strongly disagree
43. The applicable regulations on County development projects are adequately monitored and followed at county level.
- strongly agree agree not sure disagree strongly disagree
44. Risk appraisal is done by the county government for all county development projects?
- strongly agree agree not sure disagree strongly disagree