



**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON IMPLEMENTATION OF COUNTY GOVERNMENTS
PROJECTS IN KENYA: A CASE OF NAKURU COUNTY**

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Kimiti, F. M.,^{*1} & Moronge, M.²

^{*1}Mcs. Candidate, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Nairobi, Kenya

²PhD., Jomo Kenyatta University of Agriculture and Technology [JKUAT], Nairobi, Kenya

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ABSTRACT

The purpose of this study was to investigate influence of project management practices on implementation of county government projects in Kenya. The researcher focused on the situation at the County of Nakuru as a case study. The study adopted the descriptive survey research design as aided in the determination of the current state of affairs in the County of Nakuru. The target population comprised of 78 county government projects in Nakuru County completed between 2011 and 2015. Data was analyzed both qualitatively and quantitatively using SPSS. It was notable that there exists strong positive relationship between the independent variables and dependent variable as shown by R value (0.786). It shows that the independent variables in the study were able to explain 61.80% variation in the implementation of county government projects while the remaining 38.20% is explained by the variables or other aspects outside the model. The study established that independent variables influence implementation of county government projects. The study revealed that the independent variables statistically, strongly and significantly correlated to implementation of county government projects. The study recommended that the projects should have work plan devised to achieve specific objectives within a specified period of time. The project teams should identify the specific schedule activities to produce various project schedules and dependencies among schedule activities. The project managers should identify the needs and expectations of the stakeholders in relation to the success of the project. The success of the project should be dependent on primary customer satisfaction. The study recommended for continuous project monitoring to ensure the county gets value for the invested money in the projects. There is need to enhance a participative monitoring and evaluation to ensure that the management objectives are achieved and evaluation reviews key performance indicators of the project quality carried out regularly. This study confined itself to Nakuru county government projects in Kenya. A comparative study should be carried out to compare whether the findings also apply to other projects in different regions in order to validate whether the findings can be generalized in Kenya.

Key Words Project Planning, Stakeholder Management, Schedule Management, Monitoring and Evaluation, Project Management Practices

INTRODUCTION

Project Management can be defined as the act of organizing and managing resources in a disciplined way so that a project at hand would be completed within the defined scope, quality, time and cost constraints. In project management, performance can be into two major categories (Blokdiik, 2007). It can either focus on project management processes where people within the project management team describe, organize and complete the project work. It can also be product oriented where people within the project management specify and create the project's product.

The finding of a research by Pulse indicates that fewer projects globally are being completed within budget or meeting original goals and business intent and there are essential needs to improving both project and business results. Results show current state of project outcomes as projects completed within original budget constitute 55%, projects completed on time 51%, failed project's budget lost 32% (PMI, 2016). The study by Price Water House Coopers which covered all major sectors in the global economy sampled from the organizations drawn from Africa, Asia, Australia, Europe, North America and South America, found that 50% of business projects failed, and only over 2% achieved 100% success (PWC, 2004). To enhance project performance, (Lin, Ho, and Huang (2007) recommended understanding of the processes of rework, effectiveness and efficiency in project delivery within time, cost and quality standard. Project initiated, implemented and closed on time, within budget, at specified quality standards, and most importantly without unprecedented procurement delay is major criterion of measuring project performance. In order to improve the level of project performance in construction projects, the owners, consultants, and contractors, have to deal with the delay in

procurement, causing materials shortage which was important.

In Kenya, the County Development Fund (CDF) was launched in year 2013 after the general election as depicted in the new constitution. Initially the only existing devolved kitty was the Constituency development fund as outlined under the CDF Act 2003, Kenya Gazette Supplement No. 107 (Act No. 11) whose main objective was to iron out regional imbalances brought about by patronage politics Nyaguthii and Oyugi, (2013). CDF provides funds to constituencies through the respective members of the National Assembly. Awiti (2008) adds that the aim of the CDF is to combat poverty at the grassroots level through implementing community-based projects and to relieve the members of the National Assembly the burden of fundraising for development projects in their respective constituencies. With the new constitution, counties have been allocated funds under the guidance of the Commission for Revenue Allocation. Article 216 mandates the Commission to make recommendations on the equitable basis for revenue sharing among county governments. The aggregate County Governments budget comprises of a split between recurrent expenditure and annual development. It is a requirement that at least 30 per cent of budget be allocated to development activities. These funds are disbursed to the counties for utilization as budgeted. The development allocation is supposed to be channeled to development projects which vary among counties. The completion of projects in a timely manner is often a critical factor and measure of project success. In recent years, there has been an increasing interest in the use of projects as building blocks in the strategic management of organizations (Weiss & Potts, 2012). The success of any project is highly dependent on its completion time from start to delivery of results. This has a direct bearing on management decisions such as

budgets, targets and standards (Seddon, 2008). There is available evidence from literature on how to use projects for the management of organizational process to prepare the organization for its competitive future and survival (e.g. Cleland & Ireland, 2007). Today, project management techniques are used as the principal means by which operational and strategic issues are managed in both for-profit and not-for-profit organizations.

The County Government of Nakuru has been implementing projects since inception in 2013 focused on capital project implementation through five year strategic plans cycle. Maintenance of physical infrastructure across counties is crucial for sustained access to markets and easier communication (ROK, 2013). Among the various projects carried out by the county are production of geothermal power at Olkaria, Menengai Crater and Ol Doinyo Eburru, Food production projects (ROK, 2013). Work Breakdown Structure (WBS) and Gantt charts were the tools deployed in management and implementation of projects.

Statement of the Problem

Implementation of development projects being the most crucial stage within project management is influenced by certain factors to include: wrong priority; shortfalls in resource availability, inadequate assessment of targets, wrong scheduling of time for project completion, inadequate project identification, formulation and design and faulty conceptualization of policy, (World Bank, 2010). A study by the World Bank (2013) shows that Nakuru County is among the counties that seemed to have not delivered major development projects to their members up to the tune of 47% due to the fact that many projects have been stalled as a result of embattled battles in court. Most of the projects implemented in other counties have failed due to prevailing factors like wrong prioritization of development projects, lack

of financial resources, political influence, corruption, low levels of technology, poor infrastructure, lack of community involvement and poor management support (ROK, 2015). Poor project implementation leads to loss of county resources, in millions of shillings. A report by the Auditor General (ROK, 2013), shows that the county government of Nakuru lost about Ksh. 30 Million due to irregular payments made to a company which had been contracted by the county to refurbish the County Assembly offices. If corrective measures are not taken in order to curb these challenges, the residents of Nakuru County will continue losing out in better provision of the basic services by the county government. These services include health care, infrastructure, and education due to these failed projects.

Among the counties that have carried out various projects successfully with positive project implementation, include Machakos, Meru and Kericho counties that have reported up to 88% successful completion rate (ROK, 2015). With this trend continuing, Nakuru County will lag behind in terms of development growth. It is for this reason that the research intends to investigate project management practices and their influence on successful project implementation. The researcher investigated how each of the following independent variables stakeholder management, project planning, schedule management and monitoring and evaluation influence on successful project implementation.

Objectives of the Study

The main objective of the study was to establish the influence of project management practices on implementation in county governments' projects in Kenya. The specific objectives were:

- To examine the influence of project planning on implementation in county governments' projects in Kenya

- To examine the influence of schedule management on implementation in county governments' projects in Kenya
- To examine the influence of stakeholder management on implementation in county governments' projects in Kenya
- To examine the influence of Project Monitoring and Evaluation on implementation in county governments' projects in Kenya

LITERATURE REVIEW

Theoretical Framework

Planning Theory

This theory guided the study in establishing the relationship between project planning and implementation of county government projects. Hume is generally attributed with drawing attention to the ought distinction: what is does not necessarily lead to what should be (Wenz, 2013). Although what is may place restrictions on what can be, our human capacity to reflect on possibilities and make choices means that what is and what should be are connected by values. This connection exists whether it is recognized or not. Where applications of values are not made explicit, they are implicit in underlying cultural conditioning. The fundamental need for a position and a meaning for our lives and for our species dominates whatever system of thought we espouse. We cannot exist conceptually without such cosmologies, yet many people are unaware of the values upon which they have founded their structure of meaning (Palmer, 2012).

Recognizing this evaluative connection is crucial for planning. Due to its future orientation, planning influences what will/can be. In a just society, it must consequently raise the question of what should be by acknowledging the role of values. What is corresponds to knowledge that is held - what ought

to be corresponds to actions prior to their taking place. In consequence, planning relates to the linkage: value. It therefore has a normative aspect. This normative consideration must be integrated into planning on both theoretical and practical levels. In addition, recognizing planning as an "intervening variable" suggests a need to recognize the importance of multiple values. In consequence, it is necessary to consider how these values can be determined and how they can be acted upon. In a sense, then, planning is paradoxical: it is concerned with understanding the activity and process itself, and is therefore descriptive. Yet simultaneously, it is concerned, in a pro-active way, with the formation of future states, and is therefore prescriptive (Wachs, 2013).

Stakeholder Theory

Stakeholder theory asserts that organizations should consider the concerns of individuals and groups that can affect or are affected by their activities (Gibson 2000) while making decisions and achieving organizational goals. Stakeholder theory looks at the relationships between an organization and others in its internal and external environment (Agle et al., 2007). It also looks at how these relationships affect how the organization conducts its activities (Filippone, 2012). Bourne (2009) explains that stakeholders can come from inside or outside of the organization. For instance, stakeholders of a project include customers, employees, stockholders, suppliers, contractors, non-profit community organizations, government, and the local community among many others.

The core idea of stakeholder theory is that organizations that manage their stakeholder relationships effectively would survive longer and perform better than those organizations that do not (Freeman, 1994). Hill and Jones (2012) state that stakeholder theory can be used to buy in the community trust in a project. The same view is supported by Walumbao (2011) that established

that stakeholder theory provide principles in which community interests as a stakeholder are identified, analyzed and can be fulfilled.

Danny (2014) opines that depending on how the community interests are identified and analyzed, decisions can be made by a firm that help the community or at least prevent harm from coming to the community. These decisions may be to play by the rules of the game, adhere to legal contracts, or act on complaints or pressure brought to bear on the firm. Of more interest, trust is a fundamental aspect of the moral treatment of community within the organization-stakeholder relationship. Community trusts the organization to return benefit or protections from harm commensurate with their contributions or stakes (Kilpatrick, 2005). Stakeholder theory is used in this study to help demonstrate the influence of stakeholder management on implementation of county government projects

The Pareto Principle of Time Management

In 1895, Vilfredo Pareto, an Italian economist, noted that about 80% of the land in Italy was owned by about 20% of the people. As he examined his ideas he noticed that this 80/20 rule was equally valid in other ways (Wells, 2012). The idea, which is now called the Pareto principle, relates to time management because 20% of work usually generates about 80% of positive results. Zwikael and Globerson (2006) define time management as the process of determining needs, setting goals to achieve these needs, prioritising and planning tasks required to achieve these goals. Wells (2012) defines time management as behaviours that aim at achieving an effective use of time while performing certain goal-directed activities. This definition highlights the fact that the use of time is not an aim in itself but more of focusing on some goal-directed activity, such as performing a work task which is carried out in a manner that implies an effective use of time (Zwikael and Globerson, 2006).

Time management is not controlling every second of life, but it is showing new ways through which people can use the time properly to improve their lives (Wells, 2012). Thus, by focusing on the vital few (the critical 20%) rather than the trivial many (the remaining 80%), one can get far more accomplished. The 80/20 Rule is therefore a shortcut that helps to manage our affairs and focus our energies since the ability to choose the important tasks is the key to success (Ward and Daniel, 2013). The Pareto principle of time management differs with the 100% rule states that 100% of the work needed to accomplish the project objective must be included in the work breakdown structure. In large, complex projects, there are typically multiple phases and multiple levels of work that must be done to achieve the project objective. By focusing and prioritizing the project work using the Pareto principle of time management theory then the project manager will be able to achieve deadlines in a realistic manner. The theory relates to influence of schedule management on implementation of county government projects.

Control Theory

To investigate the influence of monitoring and evaluation on implementation of county government projects in Kenya, the study would be based on control theory. Control theory, invented by Ouchi (1979) and Eisenhardt (1985) uses the notion of modes of control to describe all attempts to ensure that individuals in organizations act in a way that is consistent with organizational goals and objectives (Kirsch, 1997). The concept of control is based on the premise that the controller and the contolee have different interests. These different interests will be overcome by the controller's modes of control (Tiwana, 2009). Modes of control may distinguish between formal and informal mechanisms. Formal modes of control are defined as behavior control and Outcome control. Behavior

control consists of articulated roles and procedures and rewards based upon those rules. Outcome control is mechanisms for assigning rewards based on articulated goals and outcomes. The informal modes of control are carried out by the control modes labelled as clan and self. Clan are the mechanisms of a group sharing common values, beliefs, problems, and these mechanisms work through activities as hiring & training of staff, socialization etc. The control mode of the self is about individually defined goals and can be carried through the mechanisms of individual empowerment, self-management, self-set goals, etc. (Kirsch, 1997).

Conceptual Framework

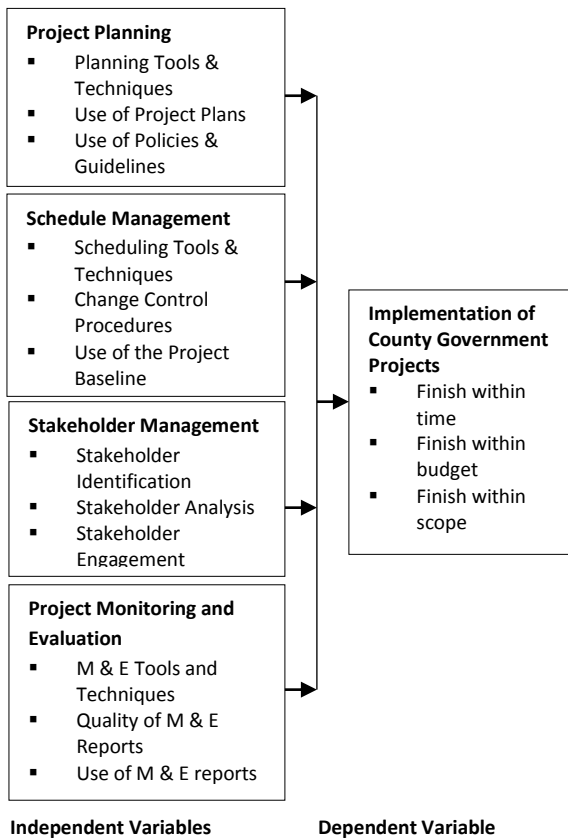


Figure 1: Conceptual Framework

Project Planning

Chandra (2010) asserts that unlike small projects that involve few activities, complex projects that go

beyond a certain threshold level of magnitude should proceed based on a sound formal planning platform without which there may be chaos. Sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals. It is not only a means of communication and coordination between all those involved in the project but also induces people to look ahead besides instilling a sense of urgency and time consciousness. Above all planning provides the basis for monitoring and control. Planning involves setting out goals, and also includes an outline of the time and cost. Well defined objectives and policies serve as the framework for the decisions to be made by the project manager. Brown and Hyer (2010) asserted that in general planning includes identifying the purpose, defining the scope, determining customer requirements (user needs), identifying tasks (key project activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities. Planning answers the question: What does the organization hope to accomplish by successfully completing this project? What organizational result is expected?

In highlighting the critical role planning plays in successful project implementation, Frese *et al* (2013) contends that planning requires excellent forward planning, which includes detailed planning of the process implementation stages and milestones, task timeliness, fallback positions and re-planning. What this means is that initial planning is not enough. Projects often take wrong turns, or initial solutions prove unfounded thereby necessitating re-planning and going back to the drawing board. A project plan may thus be subjected to review from time to time as and when necessary. Freeze emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts.

According to Saunders (2011), planning also encompasses the aspects of forecasting techniques to help in the process of predicting costs and cash flows (financial disbursements). The other critical element of procurement project planning is deciding on the organization structure. The structure will normally be affected by the strategic choices in relation to competitive advantage and the competitive scope. Aspects of functional specialization and the balance between centralization and decentralization of procurement activities need to be reflected in decisions. Attention may also be on the development of coordinating mechanisms such as matrix structures, multifunctional teams and committees. In some cases, procurement project teams or task forces may be formed for specific projects.

Lysons and Farrington (2010), on their part, have also underscored the relevance of resource allocation as an aspect of planning in the process of the project implementation strategy formulation. Resource allocation at this stage will normally assume the form of financial, physical, human and technological resources allocated to a function or activity. Such allocation is usually reduced to quantitative terms expressed in procurement budgets or financial statements of resources needed to achieve specific objectives or to implement a formulated strategy.

Schedule Management

Managing the Project Schedule includes all the steps required to ensure the timely completion of the project. It involves determining the delivery dates and milestones whilst taking all of the known constraints into account (Newton, 2005). Project schedule development uses the outputs from the processes to define activities, sequence activities, estimate activity resources, and estimate activity durations in combination with the scheduling tool to produce the schedule model (PMI, 2013). The

Project Time Management processes and their associated tools and techniques are documented in the schedule management plan. The finalized and approved schedule is the baseline that will be used in the Control Schedule process during the project implementation.

Stakeholder Management

Stakeholders are individuals or groups that either directly or indirectly are affected by the performance of the organization. These individuals are not only affected by the organization's performance, but may even have a claim on its performance (Kerzner, 2001). Freeman (1984) gives a traditional definition of a stakeholder as any group or individual who can affect or is affected by the achievement of the organization's objectives. International projects involve international participation by the international multilateral, governmental or nongovernmental organizations through financing and technical assistance (Baranskaya, 2007). This characteristic makes them unique and therefore requires a different planning and implementation than national projects (Kwak, 2001). In a global context, the management and development of people inevitably leads to consideration of diversity and related challenges (Higgs, 1996). Bartlett & Gorshal (1989) highlighted the challenges facing organizations which are intending to work effectively across borders. The recipient countries lack the technical and management skills required to successfully implement and manage project (Mohammed and White, 2008). As a result, many of the financial institutions require them to seek foreign expertise to assist with project preparation and implementation (Kwak, 2002). The foreign expertise may not be familiar with resources, the socio-cultural background, and are accustomed to different approaches to project management practices (Duc & Martins, 2002). This induces conflict of interests, extra pressures on executives,

and frustration, which restrains or obstructs project progress and often lead to lost opportunities, directing of development efforts at wrong groups, project cost overrun and schedule delays (Vonsild, 1996). Freeman (1984) suggests that managers must formulate and implement processes which satisfy all and stakeholders in a project.

Monitoring and Evaluation

Monitoring and evaluation tend to be understood as one and the same thing. Though related, however, they are two different sets of organizational activities. Monitoring is the routine collection and analysis of information to track progress of a project against set plans and check compliance to established standards. It helps to identify trends and patterns, and help project implementers to make informed decisions. Gudda, (2011) defines monitoring as the art of collecting the necessary information with minimum effort in order to make a steering decision at the right time. This information also constitutes an important and necessary data base for analysis, discussion, evaluation and reporting. According to Gebremedhin, Getachew, & Amha, (2010), "Monitoring involves the collection of routine data that measures progress towards achieving project/program/policy objectives. It is used to track changes in the intervention performance over time. On the other hand, evaluation involves identifying and reflecting upon the effects of what has been done, and judging their worth. Evaluation basically aims to determine as systematically and objectively as possible the effectiveness, efficiency, relevance, sustainability and impact of a project or program. Mulwa, (2008) defines evaluation as a process that involves systematic collection, analysis and interpretation of project related data. It aims to provide valuable management information, judge the value and merits of an intervention, and draw lessons which can be used to make decision in future.

Monitoring and evaluation contribute to the strengthening of institutions, human resource capacity building and professional financial management. Through the application of monitoring and evaluation (M & E) techniques, civil society organizations will improve their overall capacity for efficient and effective project management and implementation. Even if an organization has a good plan and a good budget in place, you cannot expect project implementation without problems along the way. It is therefore that during project implementation project implementers monitor and control project progress based on the objectives that were established in the project plan. It also important to make necessary adjustments to address unforeseen challenges, obstacles and opportunities as they arise that may occur. Monitoring therefore should be done in parallel with the donor's reporting requirements. It is also important that during project implementation, actual costs should be constantly compared with the planned budget in order to note any significant deviations from the plan.

Project Implementation

Gitonga (2010) notes that project implementation is that stage in the project cycle when the project management plan is translated into action, i.e. work is done on the ground. The inputs of the project implementation process are the output of a project planning process and success or otherwise depend on the quality of a project management plan and the capacity and efficiency of the project management team. It is during the implementation stage that project plans get translated to project activities. Nyandemo & Kongere (2010) define project implementation to mean the whole process of translating broad policy goals or objectives into visible results in the form of specific projects of action. A project manager plays the pivotal role of supervising the implementation of the project by being the leader in a team of personnel with varying

capacities and training each charged with the responsibility of overseeing certain aspects of the project.

Empirical Review

Project Planning

As organizations have recognized the criticality of projects to their success, project management has become a focal point of improvement efforts. More and more organizations have embraced project management as a key strategy for remaining competitive in today's highly competitive business environment Nenni et.al (2014). Project management centers of excellence for instance project management offices, training programs, and organization change programs to improve project management practices are increasingly common parts of strategic plans to improve organizational effectiveness. Some organizations are just getting started with project management. Others have reached a level of maturity whereby project management has become a way of life. In the leading organizations, project management is aligned with and integrated into the company's business goals and objectives. No longer is the sole responsibility of the project manager, top management taking more responsibility for driving the company's project management strategies, Kerzner (2001).

Schedule Management

A well-designed project implementation schedule clarifies and describes what the project should deliver and within what time-frames. Time-related framework helps the project planners to deal with the "on time" part of the project objectives and what needs to be outlined to produce deliverables and achieve goals on schedule, within budget and according to expectations (McConnel, 2011). The schedule creates a framework for the whole project implementation plan and facilitates creation of the work breakdown structure (WBS) by placing the

related activities, tasks and responsibilities on timeline. The schedule outlines the project phases and their overlaps and shows them on the common project's timeline.

Stakeholder Management

Attention to stakeholders is important to satisfy those involved or affected that requirement for procedural justice; procedural rationality and legitimacy have been met (Alexander 2000). Charles, Antoine & Haarman (2006) argues that participation enhances competitive advantage of an organization. However, there are potential pay-offs for stakeholder participation. Lack of participation has many costs. The principal cost is the absence of stakeholder ownership and support that can lead to the low up-take of project services; reduced sustainability of benefits; poor maintenance and; limited cost recovery of projects. Lack of participation can lead to a sense of indifference, resentment, or deliberate obstruction on the part of intended beneficiaries. On the other hand, advancing stakeholder participation entails certain costs and risks. These include: Higher upfront costs in terms of time and resources; capacity, commitment or resources; danger of token participatory activities due to limited time lack of political will on the part of governments to allow wide participation because they fear loss of power or influence; difficulty in identifying genuinely representative development agencies; co-optation of the participation process by more powerful at the expense of the poor and disadvantaged; difficulty in reaching out to marginalized groups prioritizing of needs of poor and vulnerable groups; creation of unrealistic expectations; conflicts between stakeholder groups with different priorities/interests and weak capacity of beneficiary structures among other risks and costs (OESU, 2001).

According to Cavaye (2001), social and economic changes are transforming rural and regional communities. How communities deal with these changes depends not only on the delivery of services, the maintenance of infrastructure and economic development. It also relies on local people using assets in new ways, working cooperatively, improving networks, mobilizing existing skills, and putting innovative ideas into action. The outcomes are not only jobs, income and infrastructure but also strong functioning communities, better able to manage change. Stakeholder participation in discussions about all what entails the program activities empowers them and also enhances inclusions. It brings the aspect of meaningful participation by different stakeholder groups (Donaldson, 2003). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives, Chambers (2009); Chitere (2004). It is through action, participation and contact that the community becomes more vital, more able to manage change with stronger networks, organizational ability, skills, leadership and passion. Lasting development within rural communities also relies on less tangible components of development, such as community ownership, local leadership, action, rethinking and motivation Cavaye (2001).

According to Hofisi (2013), rural communities mostly fail to sustain development in donor funded projects if they were not adequately empowered by the project and that donor funded projects can only be sustainable if they allow for participatory processes from identification to completion. It was observed that in as much as participatory projects were able to address the basic needs of the community through involvement of the community themselves, overambitious projects could sometimes be unsustainable. Therefore, the design

of the projects should make sure that coordination of all the institutions involved in the project is manageable. He recommends that project design should clearly articulate exit strategies and ownership of project assets after projects come to an end. In addition, the communities need to be fully informed about the project's exit strategies. Tot (2013), argues that successful implementation of community projects demands equal effort and involvement of both the donor (project team) and the beneficiaries for ownership and sustainability.

Monitoring and Evaluation

In order for projects to be implemented successfully, management must be knowledgeable and practical in carrying out monitoring and evaluation at all stages of the project implementation. Monitoring and evaluation of the project equips project managers to be able to know the position of their project and therefore making it much easier to locate the challenges they may face when implementing the project, within the project and at community level hence finding viable solutions that will facilitate sustainability of the project (Kibebe and Mwirigi, (2014). Monitoring and Evaluation should not only facilitate the managers and personnel of projects but ought to be extended further to the beneficiary community if the project is to be successfully implemented. In Yalagama et al (2016) for their research conducted in Sri-Lanka, an interviewee stipulated that "monitoring system, management information system, community operations manually contributed to the project success. The above views are also supported in literature (Ika et al. 2012; Nkonya et al. 2012)." Still with Yalagama et al (2016), for beneficiary communities to be able to facilitate the successful implementation of a project, they strongly recommend that, projects should not only give money to these communities to carry out development activities but should also facilitate the communities in teaching them how to make proper

investments, book keeping, how projects are run successfully and monitored for desirable end results.

Project Implementation

Project implementation involves coordinating people and other resources to carry out the project's plans in order to achieve the project's objectives. Translating plans into action is the science of implementation. It is based on a systematic process of rigorously discussing who, what, how and when; constantly questioning; actively following up; and ensuring accountability Steson, Hahn, Leege, Reynolds & Sharrock, (2007). Pinto & Morris (2007) states, "project implementation phase can be thought of as part of the project life cycle that starts after the project funding and approval and concludes with the successful handover of the end of the product to the client organization, including the contractual closeout of the project, lessons-learned and documentation, and archiving of the projects documents". Triantis (1999) argues that project implementation is an afterthought, something that needs to be done after agreements are concluded. It oversees the formation of the implementation sub team, creates linkage to the core project team, advises on implementation planning, and establishes processes to resolve implementation issues Simerson, (2011) states that one of the most important benefits of any strategic planning effort is that it allows your organization to bring its collective intelligence together to apply to external forces, internal forces, and the slate of current and emerging challenges and opportunities likely to impede or support the organization's attaining its vision and accomplishing its mission. Participatory planning and strengthening of the role and authority of community organizations are essential to reaching the poor. Community organizations can help to engage the rural poor in planning and implementing projects at the household and

broader community level (Serageldin, 1997). The essence of project planning is to increase the likelihood that a project will be implemented successfully.

RESEARCH METHODOLOGY

This study used descriptive survey design to establish the influence of project management practices on implementation of county government projects in Kenya. The target population comprised of 78 county government projects in Nakuru County completed between 2011 and 2015. The government projects implementation period ranges between one year and five years. The Multiple Regression model that aided the analysis of the variable relationships was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon,$$

Where; Y= Implementation of County government projects (dependent variable);

β_0 = constant (coefficient of intercept);

X_1 = Project Planning (independent variable);

X_2 = Schedule Management (independent variable);

X_3 = Stakeholder Management (independent variable);

X_4 = Monitoring and Evaluation (independent variable);

ϵ = Error term;

$\beta_1 \dots \beta_4$ = regression coefficient of four variables.

RESEARCH FINDINGS

Project Planning

The first objective of the study was to establish the influence of project planning on implementation of county government projects in Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to knowledge acquisition and its influence on completion of health projects. Responses were given on a five-point scale where: 1= Not at all; 2= Small extent 3= Moderate extent; 4 = Great extent;

5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement, equivalent to mean score of 0 to 2.5. The score of 'Moderate extent' has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0. Table 1 below presents the findings. With a grand mean of 3.311, a majority of respondents can be said to have highly agreed to great extent with most statements posed as regards influence of project planning on implementation of county government projects in Kenya.

Majority of the respondents particularly indicated to a moderate extent that project are tools are used to achieve completion of projects within time (3.456); a work plan is devised to achieve specific objectives within a specified period of time (3.311); A project plan is an inter-related time profound activities in the projects (3.6568); An activity is carried out according to a plan in order to achieve a definite objective which include finish within tome and schedule (3.228); A collection of linked activities are carried out in an organized manner (3.208); A group of activities that have to be performed in a logical sequence to meet preset

objectives (3.462); the leadership encourage up front planning efforts (3.890); A project is a temporary endeavor involving a connected sequence of activities (3.562); A project is a temporary endeavor involving a range of resources is carried out to finish projects within scope (3.053). Project is designed to achieve a specific and unique outcome (3.278). The study results show that project planning plays a significant role on the completion of county government projects in Kenya. The study findings are in agreement with the literature review by Chandra (2010) asserts that sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals. It is not only a means of communication and coordination between all those involved in the project but also induces people to look ahead besides instilling a sense of urgency and time consciousness. Above all planning provides the basis for monitoring and control. Planning involves setting out goals, and also includes an outline of the time and cost. Brown and Hyer (2010) asserted that in general planning includes identifying the purpose, defining the scope, determining customer requirements (user needs), identifying tasks (key project activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities.

Table 1: Influence of Project Planning on Implementation of County projects

Description	Mean	Std. Dev
The projects implemented are tools to achieve strong goals	3.456	.098
We have a work plan is devised to achieve specific objectives within a specified period of time	3.311	.358
We have a project plan is an inter-related time profound activities	3.568	.560
An activity is carried out according to a plan in order to achieve a definite objective	3.228	.369
A collection of linked activities is carried out in an organized manner	3.208	.228
We have a group of activities that have to be performed in a logical sequence to meet preset objectives	3.462	.350

The project is a temporary endeavor involving a connected sequence of activities	3.890	.338
The projects are a temporary endeavor involving a range of resources	3.562	.560
The projects are designed to achieve a specific and unique outcome	3.278	.280

Average mean

3.311

Schedule Management

The second objective of the study was to examine the influence of schedule management on implementation of county government projects in Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to knowledge acquisition and its influence on completion of health projects. Responses were given on a five-point scale where: 1= Not at all; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement, equivalent to mean score of 0 to 2.5. The score of 'Moderate extent' has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

Table 2 below presents the findings. With a grand mean of 3.008, a majority of respondents indicated to great extent with most statements posed as regards influence of schedule management on implementation of county government projects in Kenya. Majority particularly indicated to a moderate extent that they identify the specific schedule activities to produce various project schedules (3.220); they identify dependencies among schedule activities (3.225); Estimating the

type of resources required to perform each schedule activity (3.620); Estimating the number of work periods needed to complete each schedule activity (3.420); Analyze activities, e.g., sequence, durations, and resource requirements to create project schedule (3.560); Analyze schedule constraints to create project schedule (3.330); The use of Gantt charts gives a basis for scheduling when these tasks will be carried out (3.228); Change Control Procedures helps manage schedule changes to mitigate any variances observed in the schedule (3.108); Use of projects baselines helps in measuring how the project progress deviates from the project plan (3.445).The study results show that schedule management is an important factor on the completion of county government projects in Kenya. The study findings are in tandem with literature review by McConnel (2011) who stated that time-related framework helps the project planners to deal with the "on time" part of the project objectives and what needs to be outlined to produce deliverables and achieve goals on schedule, within budget and according to expectations The schedule creates a framework for the whole project implementation plan and facilitates creation of the work breakdown structure (WBS) by placing the related activities, tasks and responsibilities on timeline. The schedule outlines the project phases and their overlaps and shows them on the common project's timeline.

Table 2: Influence of Schedule Management on Implementation of County projects

Description	Mean	Std. Dev
We do identify the specific schedule activities to produce various project schedules	3.220	.650

We do identify dependencies among schedule activities	3.225	.320
We do estimate the type of resources required to perform each schedule activity	3.620	.458
We do estimate the number of work periods needed to complete each schedule activity	3.420	.342
We do analyze activities, e.g., sequence, durations, and resource requirements to create project schedule	3.560	.765
We do analyze schedule constraints to create project schedule	3.330	.802
We do use the Gantt charts gives a basis for scheduling when these tasks will be carried out	3.228	.008
Change Control Procedures helps manage schedule changes to mitigate any variances observed in the schedule	3.108	.450
Use of projects baselines helps in measuring how the project progress deviates from the project plan	3.445	.220
Average Mean	3.008	

Stakeholder Management

The third objective of the study was to assess the influence of schedule management on implementation of county government projects in Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to knowledge acquisition and its influence on completion of health projects. Responses were given on a five-point scale where: 1= Not at all; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement, equivalent to mean score of 0 to 2.5. The score of 'Moderate extent' has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

Table 3 below presents the findings. With a grand mean of 3.113, a majority of respondents indicated to great extent with most statements posed as regards influence of stakeholder management on implementation of county government projects in

Kenya. Majority particularly indicated to a moderate extent that the project manager and his team identify the stakeholders in the project (3.080); The project manager and his team identify the needs and expectations of the stakeholders (3.105); The project manager manage and influence the expectations of the stakeholders in relation to the success of the project (3.220); The success of the project is dependent on primary customer satisfaction (3.218); The project management team continuously provide information on project implementation progress to the stakeholders (3.308); Stakeholders are selected depending on their influence and benefits from the project to be implemented (3.225); Stakeholder involvement in project implementation reduces conflict of interest (3.118); Stakeholders formulate policy and provide oversight during project implementation (3.450); The county government representatives are involved in enforcing decisions regarding the project (3.115). The study findings imply that stakeholder management plays a significant role on the implementation of county government projects in Kenya. The study findings corroborate with the literature review by Charles, Antoine and Haarman

(2006) argues that stakeholder participation enhances successful implementation of projects. However, there are potential pay-offs for stakeholder participation. Lack of participation has many costs. The principal cost is the absence of stakeholder ownership and support that can lead to the low up-take of project services; reduced

sustainability of benefits; poor maintenance and; limited cost recovery of projects. Lack of participation can lead to a sense of indifference, resentment, or deliberate obstruction on the part of intended beneficiaries. On the other hand, advancing stakeholder participation entails certain costs and risks.

Table 3: Influence of Stakeholder Management on Implementation of County projects

Description	Mean	Std. Dev
The project manager and his team identify the stakeholders in the project	3.080	.629
The project manager and his team identify the needs and expectations of the stakeholders	3.105	.459
The project manager manages and influence the expectations of the stakeholders in relation to the success of the project	3.220	.442
The success of the project is dependent on primary customer satisfaction	3.218	.568
The project management team continuously provide information on project implementation progress to the stakeholders	3.308	.552
Stakeholders are selected depending on their influence and benefits from the project to be implemented	3.225	.110
Stakeholder involvement in project implementation reduces conflict of interest	3.118	.328
Stakeholders formulate policy and provide oversight during project implementation	3.450	.560
The county government representatives are involved in enforcing decisions regarding the project	3.115	.225
Average Mean	3.113	

Monitoring and Evaluation

The fourth objective of the study was to examine the influence of monitoring and evaluation on implementation of county government projects in Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to knowledge acquisition and its influence on completion of health projects. Responses were given on a five-point scale where: 1= Not at all; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of

'Very small extent' and 'Small extent' have been taken to represent a statement, equivalent to mean score of 0 to 2.5. The score of 'Moderate extent' has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

Table 4 below presents the findings. With a grand mean of 2.845, a majority of respondents indicated to great extent with most statements posed as regards influence of stakeholder management on

implementation of county government projects in Kenya. Majority particularly indicated to a moderate extent that the continuous project monitoring ensures the county gets value for the invested money (3.289); the participative monitoring and evaluation monitor whether resource management objectives are achieved (2.885); Monitoring and evaluation reviews key performance indicators of the project (2.542); Monitoring and evaluation improves project quality (3.110); Project monitoring helps to provide constructive suggestions like resource and staff re-allocation (2.908); Perception or satisfaction surveys are important feedback sources during project implementation (3.117); Project financial status Report informs budget re-allocation decisions during project implementation (2.899); Project evaluation ensures accountability by the project stakeholders involved in the implementation

process (3.225); Project evaluation helps in measuring accomplishment in order to avoid weaknesses and future mistakes (2.998).The study findings imply that monitoring and evaluation influence the implementation of county government projects in Kenya. The study findings are in line with the findings by Kibebe and Mwirigi, (2014) who stated that in order for projects to be implemented successfully, management must be knowledgeable and practical in carrying out monitoring and evaluation at all stages of the project implementation. Monitoring and evaluation of the project equips project managers to be able to know the position of their project and therefore making it much easier to locate the challenges they may face when implementing the project, with in the project and at community level hence finding viable solutions that will facilitate sustainability of the project.

Table 4: Influence of Monitoring and Evaluation on Implementation of County projects

Description	Mean	Std. Dev
The is continuous project monitoring ensures the county gets value for the invested money	3.289	.1.245
We do participative monitoring and evaluation monitor whether resource management objectives are achieved	2.885	.680
The Monitoring and evaluation reviews key performance indicators of the project	2.542	1.432
The Monitoring and evaluation improves project quality	3.110	.765
Project monitoring helps to provide constructive suggestions like resource and staff re-allocation	2.908	.442
Perception or satisfaction surveys are important feedback sources during project implementation	3.117	.906
Project financial status Report informs budget re-allocation decisions during project implementation	2.899	.1.228
Project evaluation ensures accountability by the project stakeholders involved in the implementation process	3.225	1.358
Project evaluation helps in measuring accomplishment in order to avoid weaknesses and future mistakes	2.998	.368

Implementation of County Government Projects

On the extent to which implementation of county government projects in the study area in terms of finish in time, within budget and scope. The data was collected from the different indicators of the variable implementation of county government projects which was ordinal categorical. The data was therefore presented in frequency tables with the mode being used as the appropriate measure of central tendency. The results were presented in Table 5. The first indicator for the dependent variable required to know what the implementation of county government projects in terms of finished within time was, 15% of the respondents had 0-20%, 25% had 20-30%, 20% had 30-40%, 15% had 40-50%, 25% had over 50%. The median was found to be 2 which imply that on average the

implementation of county government projects in time is less than 10%.

The next indicator required the respondents to state level of implementation of county government projects within budget, 15% of the respondents had 0-20%, 10% had 20-30%, 25% had 30-40%, 25% had 40-50%, and 25% had over 50%. The modal class was found to be 5 which imply that on average implementation of county government projects was 31%-40%. When the respondents were asked what the level of implementation of county government projects within scope was, 0% of the respondents 0-20%, 3% had 20-30%, 3% had 30-40%, 34% had 40-50%, 60% had over 50%". The modal class was found to be 2 which imply that on average the level of implementation of county government projects within the scope was below less than 10%.

Table 5: Implementation of County Government Projects

	0%	Less than 10%	10-20%	21-30%	31-40%	Above 40%	Modal Class
Finish in Time	5%	25%	20%	5%	25%	25%	2
Within Budget	15%	10%	10%	0	25%	5%	5
Within Scope	0%	65%	25%	15%	0%	0%	2

Multiple Regression Analysis Model

Table 6: Model Summary (Overall)

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.786	.618	.589	.003

Table 7: ANOVA Results

Model	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	33.780	4	8.445	20.477	.000 ^a
Residual	22.680	55	.4124		
Total	56.46	59			

NB: F-critical value = 15.556;

Regression Coefficients

The study conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. With the aid of model $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$; Y = Dependent variable (Implementation of County Government Projects); α = Constant (The intercept of the model), β = Coefficient of the X variables (independent variables); X_1 = Project Planning; X_2 = Stakeholder Management; X_3 = Schedule Management X_4 = Monitoring & Evaluation; ϵ = is the error term. From the study findings on the regression equation established, taking all factors into account (independent variables), constant at zero X_2 = Schedule Management was 12.444. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in project planning will lead to a 0.777 increase in Implementation of County Government Projects; a unit increase in stakeholder management will lead to a 0.730 increase in Implementation of County Government Projects, a unit increase in schedule management will lead to 0.654 increase in

Implementation of County Government Projects and a unit increase in monitoring and evaluation will lead to 0.724 increase in Implementation of County Government Projects. This infers that project planning contributed most to Implementation of County Government Projects in Kenya.

Further, based at 5% level of significance, project planning was found to have a calculated t =4.880 (greater than the tabulated value of t = 1.96) and a significance level of 0.000 thus the value of less than 0.05; schedule management show a calculated t =2.890 (greater than the tabulated value of t = 1.96) and a significance level of 0.005 thus the value of less than 0.05, stakeholder management was found to have a calculated t =4.100 (greater than the tabulated value of t = 1.96) and a significance level of 0.001 thus the value of less than 0.05, monitoring and evaluation show was found to have a calculated t =3.568 (greater than the tabulated value of t = 1.96) and a significance level of 0.003 thus the value of less than 0.05 hence the most significant factor was project planning. The coefficients are summarised in Table 8.

Table 8: Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	β		
1 (Constant)	12.444	2.3479		5.309	.000
X_1 -PP	.777	.159	.487	4.880	.000
X_2 -SM	.654	.226	.328	2.890	.005
X_3 -SCM	.730	.178	.456	4.100	.001
X_4 -M&E	.724	.202	.390	3.568	.003

Therefore, the general form of the equation was to predict Implementation of County Government

Projects from X_1 = Project Planning; X_2 = Stakeholder Management; X_3 = Schedule Management X_4 = Monitoring & Evaluation; ϵ = is the

error term is: $(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$
 becomes: $Y = 12.444 + 0.777X_1 + 0.654X_2 + 0.730X_3 + 0.724X_4 + 2.3479$. This indicates that Implementation of County Government Projects = $12.444 + 0.777 \times \text{Project Planning} + 0.654 \times \text{Schedule Management} + 0.730 \times \text{Stakeholder Management} + 0.724 \times \text{Monitoring \& Evaluation} + 2.3479$.

CONCLUSION AND RECOMMENDATIONS

From the descriptive statistics, the study established that a majority of respondents indicated that project planning influence implementation of county government projects in Kenya. Majority particularly indicated to a moderate extent that project is tools are used to achieve completion of projects within time. A work plan is devised to achieve specific objectives within a specified period of time. A project plan is an inter-related time profound activities in the projects. An activity is carried out according to a plan in order to achieve a definite objective which includes finish within time and schedule. A collection of linked activities is carried out in an organized manner. A group of activities that have to be performed in a logical sequence to meet preset objectives. The leadership encourages up front planning efforts and a project is a temporary endeavor involving a connected sequence of activities. A project is a temporary endeavor involving a range of resources is carried out to finish projects within scope. Project is designed to achieve a specific and unique outcome. From the study results it was established that a majority of respondents indicated that to a moderate extent that the project teams identify the specific schedule activities to produce various project schedules and dependencies among schedule activities. Estimating the type of resources required to perform each schedule activity and the number of work periods needed to complete each schedule activity. They analyze activities, for example sequence, durations, and resource

requirements to create project schedule and schedule constraints to create project schedule. The study established that the use of Gantt charts gives a basis for scheduling when these tasks Change Control Procedures helps manage schedule changes to mitigate any variances observed in the schedule. The use of projects baselines helps in measuring how the project progress deviates from the project plan.

From the descriptive results, the study established that a majority of respondents indicated to a moderate extent that the project manager and his team identify the stakeholders in the project. The project manager and his team identify the needs and expectations of the stakeholders to a moderate extent. The project manager manages and influences the expectations of the stakeholders in relation to the success of the project. The success of the project is dependent on primary customer satisfaction. The project management team continuously provides information on project implementation progress to the stakeholders. The stakeholders are selected depending on their influence and benefits from the project to be implemented. The stakeholder involvement in project implementation reduces conflict of interest. The stakeholders formulate policy and provide oversight during project implementation. The county government representatives are involved in enforcing decisions regarding the project to a moderate extent.

From the study results established that stakeholder management influence implementation of county government projects in Kenya. The continuous project monitoring ensures the county gets value for the invested money to a moderate extent. The participative monitoring and evaluation monitor whether resource management objectives are achieved. Monitoring and evaluation reviews key performance indicators of the project quality. The project monitoring helps to provide constructive suggestions like resource and staff re-allocation.

The perception or satisfaction surveys are important feedback sources during project implementation. The project financial status report informs budget re-allocation decisions during project implementation. Project evaluation ensures accountability by the project stakeholders involved in the implementation process and helps in measuring accomplishment in order to avoid weaknesses and future mistakes.

The study sought to determine the influence of project management practices on implementation of county government projects in Kenya, attributed to the influence project planning, schedule management, stakeholder management and monitoring and evaluation. The on implementation of county government projects in terms of within time, budget and scope recorded low positive achievements in the study area. From inferential statistics, a positive correlation is seen between each determinant variable and on implementation of county government projects. The strongest correlation was established between project planning and on implementation of county government projects in Kenya. All the independent variables were found to have a statistically significant association with the dependent variable at ninety-five level of confidence. Analysis of variance was further done and it was established that there was a significant mean. This is since the p values of their coefficients were all less than 0.05.

Conclusion of the Study

The study established that project planning influence implementation of county government projects. The study revealed that the variable statistically, strongly and significantly correlated to implementation of county government projects at five percent level of significance as it had a positive relationship with the dependent variable. This reveals that project planning is an important factor that can enhance on implementation of county

government projects. This reveals that the more project planning is well managed the more the on implementation of county government projects. Therefore, from these quantitative results it can be deduced that the study which sought to establish the influence of project planning on implementation of county government projects was achieved because it established that it influences on implementation of county government projects

The study concludes that the schedule management statistically, moderately and significantly correlated to implementation of county government projects at five percent level of significance as it had a positive relationship with the dependent variable. This reveals that schedule management is an important factor that can enhance on implementation of county government projects. This reveals that the more schedule management the more the implementation of county government projects.

The study concludes that the stakeholder management statistically, strongly and significantly correlated to on implementation of county government projects at five percent level of significance as it had a positive relationship with the dependent variable. This reveals that stakeholder management is an important factor that can enhance on implementation of county government projects. This reveals that the more there is stakeholder management the more the implementation of county government projects.

Finally, the study concludes that the monitoring and evaluation statistically, strongly and significantly correlated to the implementation of county government projects at five percent level of significance as it had a positive relationship with the dependent variable. This reveals that monitoring and evaluation is an important factor that can boost implementation of county government projects. This reveals that the more the monitoring and

evaluation the more the implementation of county government projects.

Recommendations for the Study

The study recommends that project planning need to be enhanced to boost implementation of county government projects in Kenya. The project should have work plan devised to achieve specific objectives within a specified period of time. The project plans should be inter-related time profound and carried out according to a plan in order to achieve a definite objective which includes finish within time and schedule.

Additionally, the study recommends that the project teams identify the specific schedule activities to produce various project schedules and dependencies among schedule activities. There should be proper estimation of resources required to perform each schedule activity and the number of work periods needed to complete each schedule activity. The projects need to adopt the use of Gantt charts which gives a basis for scheduling. The change control procedures should help to manage schedule changes to mitigate any variances observed to ensure the project do not progress deviate from the project plan.

Further, study recommends for the project managers to identify the needs and expectations of the stakeholders in relation to the success of the project. The success of the project is dependent on primary customer satisfaction. The project management team should continuously provide information on project implementation progress to the stakeholders. This will reduce the conflict of interest. The stakeholders should formulate policy and provide oversight during project implementation in enforcing decisions regarding the project implementation.

Finally, the study recommends for the continuous project monitoring to ensure the county gets value for the invested money in the projects. There is need to enhance a participative monitoring and evaluation to ensure that the management objectives are achieved and evaluation reviews key performance indicators of the project quality carried out regularly. This will help to provide constructive suggestions like resource and staff re-allocation. This will enhance accountability by the project stakeholders involved in the implementation process and helps in measuring accomplishment in order to avoid weaknesses and future mistakes.

Areas for Further Research

A review of literature indicated that there is limited research on the influence of project management practices on implementation of county government projects in the Kenyan context. Thus, the findings of this study serve as a basis for future studies on other factors affecting implementation of county government projects. The study has contributed to project management by establishing the influence of project management practices on implementation of county government projects in the Kenyan context. This study confined itself to Nakuru county government projects in Kenya. A comparative study should be carried out to compare whether the findings also apply to other projects in different regions in order to validate whether the findings can be generalized in Kenya. Additionally, the study did not tie the project management practices as the only factors influencing implementation of county government projects. Thus, there is need to undertake another research to examine the other factors which influence implementation of county government projects.

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