



FACTORS INFLUENCING PROJECT SCOPE PERFORMANCE: A CASE OF KENYA NATIONAL YOUTH SERVICE PROJECTS IN KENYA

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FACTORS INFLUENCING PROJECT SCOPE PERFORMANCE: A CASE OF KENYA NATIONAL YOUTH SERVICE PROJECTS IN KENYA

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ABSTRACT

The general objective of this study was to investigate factors influencing project scope performance at KNYS. The specific objectives for the study included: To determine how project manager competency in scope management influence project performance at KNYS projects; to examine how scope change influenced project performance at KNYS projects; to investigate the use of work breakdown structure in determining project scope performance at KNYS projects and to examine how stakeholder management influences project scope performance at KNYS projects. The study adopted a descriptive research design to collect quantitative data. The target population was drawn from a population frame provided by the National Youth Service and consisted of project supervisors; project managers; staff and project beneficiaries. The target population for the study was 200 of which a sample of 60 respondents was picked for the study through stratified random sampling. A questionnaire was the instrument used for data collection. Reliability results showed that all the variables had exceeded the acceptable limit of 0.7. The researcher used IBM SPSS Statistics 20 to analyze quantitative data. Results of stepwise regression model showed that use of WBS and scope change as two variables that best predicted Project Scope Performance. Hypothesis testing conducted at 95% confidence level confirmed that project manager competency and stakeholder management had insignificant influence of on Project Scope Performance, however use of WBS and scope change had significant influence on project scope performance. In conclusion the researcher insisted on training facilitation for project team to acquaint them with necessary competency and boost their image as leaders; actualize plans to effectively manage project scope change and to engage with project key stakeholders earlier enough during project definition for adequate scope verification. The researcher recommended that KNYS should establish an online portal to inform general public of project success stories; review their organization structure so as to avoid multiple allocation tasks to one staff; depoliticize projects and view them as a lee way for youth empowerment and collaboration between national and county governments to avoid clash of objectives.

Key terms: Competency, Change Management, Project Scope, Stakeholder Management, Work Breakdown Structure, Work Definition, Work Package

INTRODUCTION

Scope describes the boundaries of the project in terms of what it will or will not deliver. It defines all project work thus ensuring thus help project team set up control systems that could bring a better project outcome. (PM4DEV, 2008). Further scope management are processes required to ensure the project includes all the work and only the work that is required to complete the project successfully, deliverables include: scope statement; work breakdown structure and formal acceptance (Horine, 2013).

Al Humaidan, (2011) attributed project failure to inadequate pre-project planning and poor project definition of project elements. 70% of poor time performance of Saudi Arabia construction projects is due to changes in project scope (Assaf & Al-Hejji, 2006). Further lengthy project delays Saudi Arabia are caused by a number of issues such as unqualified contractors, changes in scope of work, rework in inappropriate parties involved in procurement methods.

Like elsewhere in the world, Africa projects are often not completed in time & experience inadequate scope definition & cost overruns, their failure late is in excess of 50%; World Bank private firm IFC (International Finance Corporation) has half of its projects succeed while half fail (Associated Press, 2007). Rwelamila & Puurushottam, (2012) claimed that project management competency may be improved for better project outcome; they also attributed lack of quality training in project management as a major drawback to Africa development.

Statement of the Problem

According to Ngugi and Githenya (2014) project implementation is of great essence in defining project success. At first project scope should be established, controlled and clearly defined; any changes happening midway should be assessed against benefits and if possible be implemented at a later phase. The project must be defined in terms of its milestones; critical path determined

and project timeliness and forcing time decisions well managed. Munguti, Gwaya & Wanyona, (2014) identified scope definition checklist among others as one of the tools used by Kenyan Companies in project planning but it is inadequately used at 37.5%.

Kokoyo, (2016) reported that KNYS slum upgrading projects in Kibera, Korogoco, Mathare and Mukuru have not lived to their expectations and this is due to: all along there was an assumption by KNYS that there were 'free open spaces' for construction of new infrastructures which was far from truth, this resulted into evictions and conflicts with local community a clear indication that there was no consultation with local community; NYS also did not seem to have a compensation plan for families they evicted to create space for these infrastructure; they also failed to recognize the role played by existing civil or community based organizations who have been operating in this environment for a long time. Another issue that KNYS overlooked is a scenario whereby when the government fails to provide basic services to the people, the latter look for their own survival strategies which inadvertently end up of being low standard and quality. It is also worth remembering that before entry of NYS in these slums, there existed youth groups though informally organized who were doing some of these services like garbage collection; they were left out of equation; Nairobi City Council on their part despite being important stakeholders were hardly involved. As a result some of NYS construction projects have stalled a good case being a stalled community hall & library at Kosovo village in Mathare; Kibera slum upgrading projects have experienced vandalism and local community has a negative attitude towards these projects especially when transparency issue regarding them were raised in Kenyan parliament; others like vector control in coast region where even staff were deployed they have not started; Miritini drug rehabilitation

project despite all infrastructure being in place is a non starter.

The government has tried to create good image through publicity of these projects but results on the ground are wanting and so one is left to wonder whether these projects were adequately defined at their inception to establish their scope thus enable proper planning and implementation. Had KNYS properly managed scope at early stages of the project for proper execution; engaged with right stakeholders would results have been different? This is the reason why the purpose of this study was to investigate if proper scope management leads to better project outcome in terms of project being completed within set budget and time; project delivered at agreed quality levels and project deliverables to satisfaction of all stakeholders. It is also important to note that no similar studies have been conducted to identify causes of poor project scope performance at KNYS.

Objectives of the study

The General Objective of the study was to investigate factors influencing project scope performance at Kenya National Youth Service. The specific objectives were:-

- To determine the influence of project manager competency on project scope performance at KNYS projects.
- To examine the influence of scope change on project performance at KNYS projects.
- To investigate the influence of work breakdown structure on project scope performance at KNYS projects.
- To establish the influence of stakeholder management on project scope performance at KNYS projects.

LITERATURE REVIEW

Theory of Knowledge Sharing in Project Management

Mc Cleland and McBer developed competency theory in 1980s. These authors defined competency as the underlying characteristic an individual that is usually causally related to criterion referenced effective or superior performance in a job or situation. Since then a number of authors have developed a number of competency frameworks.

Owen,(2008) propounded project knowledge theory by stating that knowledge created, captured and reused within a project will result in improving project management maturity and acquaint project staff with necessary competency. According to her, project teams create, transfer and reuse knowledge created from tasks supported by knowledge management system. The framework assumes that project team will be able to conceptualize tasks, reuse and apply past knowledge and experiences supported by knowledge management system. Owen framework illustrates how knowledge is developed at task level which is then disseminated into project methodology in project implementation thus reinforcing project achievement of its deliverables. She suggests that knowledge is expressed throughout project lifecycle in tacit and explicit knowledge levels. Tacit knowledge is captured reused in the project by experienced project staffs that pass it on through coaching and mentoring. Explicit knowledge is reused in terms of project documentation during the project life cycle. This theory uses the concept of recursiveness and extending project to program level; program is a group of projects managed together allowing added benefit control (PMI, 2013). In conclusion the author emphasizes on the need for continuous learning in projects to improve project capability by integrating knowledge management with project/program management.

Mc Kinsey Change Model

This change tool was developed by McKinsey consultants in 1980s Tom Peters, Robert Waterman, Julien Philips, Richard Pascal and Anthony Athos. The model emphasis on human resource soft factors rather than traditional mass production factors of Capital, infrastructure and equipment, as a key to higher organizational as key to achieving organizational performance (Ravanfar, 2015).The model shows how seven elements of an organization that comprise of 3s (hard factors) and 4s (soft factors) can be aligned together to achieve effectiveness in an organization. The key point is that all the seven areas are interconnected and change in one area requires change in the rest of a firm. The model can be used in the project to: facilitate change, implement new strategy; identify how each area may change in the future and facilitate merger in organizations.

Theory of Stakeholder Management (Bourne Stakeholder Circle)

Stakeholder theory emphasize on the purpose of the business is to create much value as much as possible to stakeholders. Further for business sustainability executives must keep interests of customers, suppliers, employees, shareholders ad community aligned with organization objectives (Lexicon, 2015).Bourne, (2005) developed a stakeholder circle, a visualization tool which is able to ascertain relative influence of stakeholders, define their needs and expectations to forecast appropriate engagement procedures for project benefit. Stakeholder management and scope definition have a symbiotic relationship and the two can be linked to psychology theories that describe people's behavior toward decisions that are made and involve their input.

Eli Lilly Competency Model

Kerzner, (2009) emphasized on use of competency model in project management as

opposed to job description model and has identified three competency areas: technical/scientific skills, leadership skills and process skills. He further said job descriptions tend to emphasize more on project deliverables from the project manager whereas competency model insist on project manager acquisition of specific skills needed to achieve project deliverables. In addition project management competency model has immense advantages that encompass: one, it allows training department to develop customized training programs for project team; two, it focuses on developing specialized skills such as increasing time effectiveness thus reducing time robbes and rework and third, competency models enable companies develop a complete project management curriculum rather than a singular course.

METHODOLOGY

The researcher adopted descriptive research design for a variety of reasons: the problem at hand was case study of projects based at KNYS trying to explore the influence of independent variables on dependent variable. Further KNYS had been involved in multiple projects with very few having successful closure, some had been abandoned midway while others totally collapsed. The researcher was interested in exploring the cause of all these project deficiencies with expectation that the sampling frame gave a true reflection of the larger population of state projects.

The population frame was provided by KNYS unit based in Mtongwe Mombasa. The criterion for inclusion in this study (study population) was from a sample frame population drawn from KNYS project staff, project supervisors; project managers and project beneficiaries. Reports available indicated that KNYS project staff totaled to over 5000 who were spread all over the Kenyan counties but due to financial and geographical dispersion constraints the researcher concentrated on the projects located

in coastal region that Mombasa, Kwale and Kilifi, Counties who numbered to about 200.

The researcher adopted stratified random sampling method in the study. The target population was divided into four stratas: KNYS project supervisors; managers, staff and local community that comprise of local administration, elders and cohorts (project beneficiaries).

The researcher collected primary data by use of a self-completion questionnaires, both open and close ended. Secondary data was used to supplement primary data.

Quantitive data was collected and chronologically arranged with respect to the questionnaire outline to ensure the correct code was entered for the correct variable. It was then coded. Coding involved assigning symbols and numerals to responses so as to facilitate data grouping or categorization. Data was then edited to ensure that it is clean and accurate. This was done by use

of SPSS statistics data editor. Qualitative data was organized into checklists which were clustered along the variables of the study to ease consolidation of information & interpretation analyzed through explanatory notes. Documentary sources were employed where the researcher relied on previous studies to support and verify the data from questionnaires.

FINDINGS AND DISCUSSION

Pearson Correlation Analysis

Pearson's Product Moment Correlation was applied to explore the relationship between quantitative independent variables and dependent variable. The independent in question here was work breakdown Structure while dependent variable was use of project scope performance.

Table 1: Pearson Correlation Analysis

		Project Scope Performance		
Scope Performance	Pearson Correlation	1		
	Sig. (2-Tailed)			
	N	60		
Use of WBS	Pearson Correlation	.569**	.568**	1
	Sig. (2-Tailed)	.000	.000	
	N	60	60	60

** . Correlation Is Significant At The 0.01 Level (2-Tailed).

There existed a very strong positive significant positive significant relationship between project scope performance and use of work breakdown structure ($r = 0.569$ $p < 0.01$).

Multiple Regression Analysis

Table 2: Regression Model (Model Summary)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.421	.379	.80311

a. Predictors: (Constant), stakeholder mgmt, PM competency, use of WBS, scope change

"R" is correlation coefficient. It is as a measurement of the strength of the linear relationship between the independent and dependent variables in the regression. It describes correlation between the observed and predicted values of dependent variable. In this case correlation coefficient $R = 0.649$; thus the results

showed that there was a positive linear relationship between project scope performance and the independent variables (stakeholder management, project manager competency, work breakdown structure, scope change)."R square" is the coefficient of determination interpreted as % of variance in dependent variables that can be

explained by independent variables. The results of the analysis showed that coefficient of determination ($R^2 = 0.421$, $F(4,55) = 9.999$, $p < 0.05$) indicating that only 42% of the variance in dependent variable (Project Scope Performance) could be explained by the independent variables (stakeholder management, project manager

competency, work breakdown structure, scope change). Other factors not studied in this research contributed 58% of variation in project scope performance. Thus more research needs to be carried out to establish other factors that influence project scope performance at Kenya National Youth Service projects.

Statistical Significance

Table 3: Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.797	4	6.449	9.999	.000 ^b
	Residual	35.474	55	.645		
	Total	61.271	59			

a. Dependent Variable: Project Scope Performance
 b. Predictors: (Constant), stakeholder mgmt, PM competency, use of WBS, scope change

Analysis of Variance (ANOVA) was used to do comparison of the differences between means of independent variables in the study that is stakeholder management, PM competency, use of WBS and scope change. The F- statistics which gives the ratio of two variances i.e. variation between two sample mean and variation within

sample mean produced F – ratio of 9.999 and this describe overall regression model good fit for the data. Thus these results showed that stakeholder management, PM competency, use of WBS and scope change predicted $F(4, 55) = 9.999$, $p < 0.05$), a reflection of regression model being good fit for the data.

Table 4: Model Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.608	.342		1.776	.041
	Use of WBS	.316	.124	.340	2.551	.014

a. Dependent Variable: **Project Scope Performance**

Regression model

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4 X_4$$

\hat{Y} is the dependent variable which in this case is project scope performance. b_0 is a constant whereas b_1 , b_2 , b_3 & b_4 are coefficients of the variables (Regression Coefficients); X_1 is an independent variable (use of work breakdown structure); X_2 is an independent variable (project

scope change management); X_3 is an independent variable (project manager competency) & X_4 is an independent variable (stakeholder management). The regression model is: $\hat{Y} = 0.608 + 0.316X_1 + 0.288X_2 + 0.119X_3 + 0.029 X_4$

The above expression means that if the independent variables are kept at 0(zero), the dependent variable (Project Scope Performance) = 0.608; 1 unit increase in use of work breakdown structure will lead to 0.316 increase in project

scope performance (holding other independent variables constant).

CONCLUSION & RECOMMENDATIONS

The study was based on factors influencing factors influencing scope management in determining project performance at KNYS by exploring project manager competencies; scope change; use of work breakdown structure and stakeholder management and trying to establish how they determine project performance. The researcher employed Pearson correlation analysis and multiple standard and stepwise regression analysis. Statistical significance testing (test of hypothesis) was also carried out to test the variables.

On influence of Work Breakdown on Project Performance, the study sought to determine the influence of WBS on project performance at KNYS. The degree of relationship between the two variables was established by carrying out Pearson correlation. The results showed that there existed a very strong positive significant relationship between project performance and use of work breakdown structure ($r = 0.569$ $p < 0.01$) regression analysis showed a positive significant relationship as indicated by values $\beta = 0.316$, $t = 2.551$, $p = 0.014 < 0.05$; regression coefficient for X1 (0.316) was significantly different from zero because its p-value is 0.014, which was less than 0.05. Hypothesis testing conducted at 95% confidence level on confirmed a significant influence of use of WBS on project performance; hence, we rejected the null hypothesis.

Conclusion

The conclusion of the study was achieved through comparing project variables with end results. There was sufficient evidence that KNYS had been implementing projects commonly referred to as interventions which had been influenced by

various determinants. The conclusions for the study were based on the four study variables i.e. influence of: project manager competency, scope change, use of WBS and stakeholder management on project scope performance.

On influence of Work Breakdown on Project Scope Performance, the study concluded that use of work breakdown structure had a significant influence on project scope performance. The study also concluded that WBS was an essential tool for: project resource estimates; performance measurement and control; project responsibility assignments; schedule development & identification of project risks and stakeholder buy in. Brotherton (2008) stated that lower WBS elements provide appropriate detail and focus for support of project management processes, such as schedule development, cost estimating, resource allocation, and risk assessment.

Recommendations

The specific objectives and conclusions of the study established that scope management was an important determinant of project scope performance at KNYS projects. The researcher recommended the some actions to KNYS as suggested by the study as essential in determination of project scope performance. Based on The findings and conclusions of the study the researcher recommended that the management of KNYS to embrace use of WBS as a tool of project planning so as to ensure that project tasks was aligned with project objectives. Other tools recommended included critical path and logical framework. Further there was need for the organization to formalize their project operations by ensuring that all project management tools were in place and enforce their use during project implementation.

Other Recommendations

There need to be collaboration between national and county governments so as to establish

boundaries of which projects each should implement to avoid collision of objectives. Further KNYS projects should be depoliticized (deviate from political inclinations) and embraced as a step towards achievement of our national goals of creating employment for the youth so as to empower them socially and economically. In addition KNYS management should establish proper organizational structures and systems of project administration to avoid multiple engagements of project staff in numerous tasks that they cannot accomplish; the role and

contribution of KNYS civilian staff in implementation of these projects has remained largely ignored. These projects are implemented majorly by the uniformed staff KNYS management should ensure that they strike the balance between the two so as to harmonize implementation of these projects. Finally KNYS management should establish a public online portal where project success stories are published and made available for all Kenya citizens who may wish to access them. This will create good image and build public confidence for these interventions.

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