



INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON THE IMPLEMENTATION OF PROJECTS IN COUNTY GOVERNMENTS: A CASE STUDY OF BUSIA COUNTY, KENYA

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ABSTRACT

The study's general objective was to determine the influence of project management practices on the implementation of projects in Busia county government. The following theories directed the study: Resource-Based Theory, Stakeholder Theory, Planning Theory, and Institutional Theory. The study was descriptive in nature. The population for this analysis was 61 respondents. Due to the small population size of the sample, a census form was used. There was a total of 61 respondents. Primary data was gathered by the use of questionnaires. The data from the questionnaire was updated and coded in order to present a meaningful finding. Quantitative data was analyzed and visualized using descriptive statistics such as mean, standard deviation, frequency, and percentages. This was possible with SPSS version 20.0. The regression model noted that taking all factors into consideration (planning practice, monitoring and evaluation, and stakeholder participation) to be constant zero, the implementation of project implementation of projects in County Governments with an index of 3.542. The study results taking into consideration of the independent variables to be zero then a unit increase in planning practice can lead to an increase of 0.05 in the implementation of projects in the county governments; a unit increase in governance practice of 0.227 can lead to an increase in implementations of projects in county governments and a unit increase of 0.01 by monitoring and evaluation can lead to an increase in implementation of projects in county Government and lastly a unit increase in stakeholder participation leads to an increase in implementation of projects in County Government. This implied that the four study variables had a strong positive relationship to the dependent variable which was implementation of projects in County Governments. The study recommended that: project planning should involve all parties involved in the project implementation process so that the project implementation cycle should be more effective and efficient. The study recommended that monitoring and evaluation reports should be shared on time to enhance evaluation of project and also adoption of feasibility measures in the due project implementation cycle. Stakeholder involvement is important in the long term success of project implementation and completion. Therefore, the study recommended that strict scrutinization of project teams to be done to ensure that all the stakeholders are well represented. This will ensure that various needs are effectively addressed.

Keyword: Planning Practices, Stakeholder Participation, Governance Practice Monitoring and Evaluation

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INTRODUCTION

Nature of project management is to oversee a project's progress and deliverables to produce finished goods or services. There are several ways to carry out a project, and how it is carried out is referred to as project management. Project management and its practice have evolved into an indispensable tool for the modern project manager, laying the groundwork for most of what is achieved throughout a project. Thus, the idea of a professionally run project lends itself to developing project management concepts and processes (Abass, 2010). The success of a project is a subject that is widely debated but seldom decided upon. Over time, project performance perspectives have evolved from concepts restricted to the implementation process to definitions that include the entire project and product life cycle. Traditionally, project performance has been described narrowly as the achievement of specified outcomes within the specified time and budget constraints. According to Cavarec (2012), the project's success or failure cannot be entirely determined by the distance, time, and cost. Since context matters, initiatives can be a success for specific stakeholders and a disappointment for others. This instills an "operational mentality" in the project manager. Since then, project management performance concepts have become more inclusive and stress the importance of collaboratively defining needs, goals, and project tasks with stakeholders. This project management timeline map details all significant changes and events in the discipline going back as documents exist. While some project management has existed since the dawn of civilization, modern project management started in the 1950s. The Pharaohs built the pyramids, and historians continue to debate how they did so. According to ancient history, administrators oversaw the completion of each of the Great Pyramid's four faces. The extent to which preparation, execution, and control are needed to manage this project after it is completed (Pantaleo and Rwelamila, 2007). The plan is applicable for use by organizations of all sizes,

including public, private, and community-based organizations, and any form of project, irrespective of company size, scope, or length. Significant estimates in the United Kingdom and France predicted that transport networks would carry approximately 17-20 million passengers each year. Apart from that, the figure has remained stable between 6-7 million in 2004 and 9-10 million today. The project's determinants reshaped London's, Paris', and Brussels' transportation infrastructures. It is widely regarded as a success, having transported over 300 million passengers and 34 million tons of freight. Initially, the project's expense was expected to be between £2 billion and £2.5 billion. It ended up costing £3.5 billion. Whereas developers were initially supposed to make a sizable contribution to the extension, their actual contribution was less than 5%. Regardless, the endeavor had an impact (Ashaye, 2010). The Egyptian and Syrian ancient agrarian periods show why the devolution of ventures is essential and continues to be so in the modern world. However, studies have shown that programs often struggle to meet their objectives due to various managerial and organizational issues (UNDP, 2012). Additionally, according to the World Bank (2013), only 21percent of the total proposed projects are completed successfully and efficiently, while 45percent fail and the remainder are abandoned or fail. Significant impediments to implementing these projects in the county comprise political polarization between the county governor and the national government, favoritism and tribalism in county board positions, insufficient highways, energy, and railway connections (infrastructure), a lack of technology, cultural values, corruption, gender inequality, and ineffective local rules/laws.

Statement of the Problem

Efficient project execution is critical in a devolved government; some vital factors must be considered. Hence, for a successful program, it should be completed within the procuring entity's financial constraints, on schedule, and with an end product that meets the quality and requirements

established by the procuring entity within the specified period (World Bank, 2013). This demonstrates the degree of difficulty inherent in pursuing government-funded programs. Given the considerable volume of government-funded projects, numerous obstacles exist that jeopardize the effectiveness of development projects. The development of project progress reports to educate stakeholders is challenging because such reports lack material to demonstrate lessons learned from previous projects. The majority of initiatives fail during the implementation stage, which has concerned governments and people alike. As the most critical stage of practice, the implementation of development projects is not without such factors influencing it. These factors are wrong priorities, resource shortages, insufficient target assessment, incorrect scheduling of project completion time, insufficient project identification, conception and development, and defective practice formulation. According to Meredith and Mantel (2012), the most critical factors in planning, tracking, and control are time, expense, and scope. Planning, tracking, and control are often ongoing processes during a project's life and should be incorporated into the project framework.

Nyakundi (2013) suggests that factors affecting the implementation of monitoring and assessment methods on donor-funded projects include staff technical abilities, insufficient funding sources, and stakeholder involvement. According to CIC (2014), funded projects in counties seem to have fallen short of delivering major development projects to their members by up to 57% due to significant management deficiencies in the successful execution of such programs. Novo, Landis, and Haley (2017) discovered a strong correlation between leadership characteristics and project manager competency. Similarly, there is a direct correlation between a project manager's leadership abilities and the project's performance. & Kimutai, Ocharo (2018) The study concluded that

while most power projects in Kenya are well designed, they are poorly executed and do not entirely involve all stakeholders during the project design stage. Additionally, project monitoring, assessment, follow-up, evaluation, and input are not adhered to, resulting in a project execution phase that falls short of expectations. Thus, this study ascertained the effect of project management activities on Busia county government projects' execution.

Objectives of the Study

The study's general objective was to determine the influence of project management practices on the implementation of projects in Busia county government. The study was guided by the following specific objectives;

- To determine the influence of planning practices on the implementation of projects of Busia county government.
- To establish the influence of stakeholder participation in the implementation of projects of the Busia county government.
- To assess the influence of governance practice in the implementation of projects of Busia county government.
- To analyze the influence of monitoring and evaluation on the implementation of projects of Busia county government.

LITERATURE REVIEW

Theoretical Review

A theoretical framework refers to the theory that a researcher chooses to guide him / her in his / her research. In this study, the theoretical framework consist of theories/models, which exhibit the influence of project management practices on the implementation of projects in Busia County Government using four theories namely: Resource-Based Theory, Stakeholder Theory, Planning Theory, and Institutional Theory.

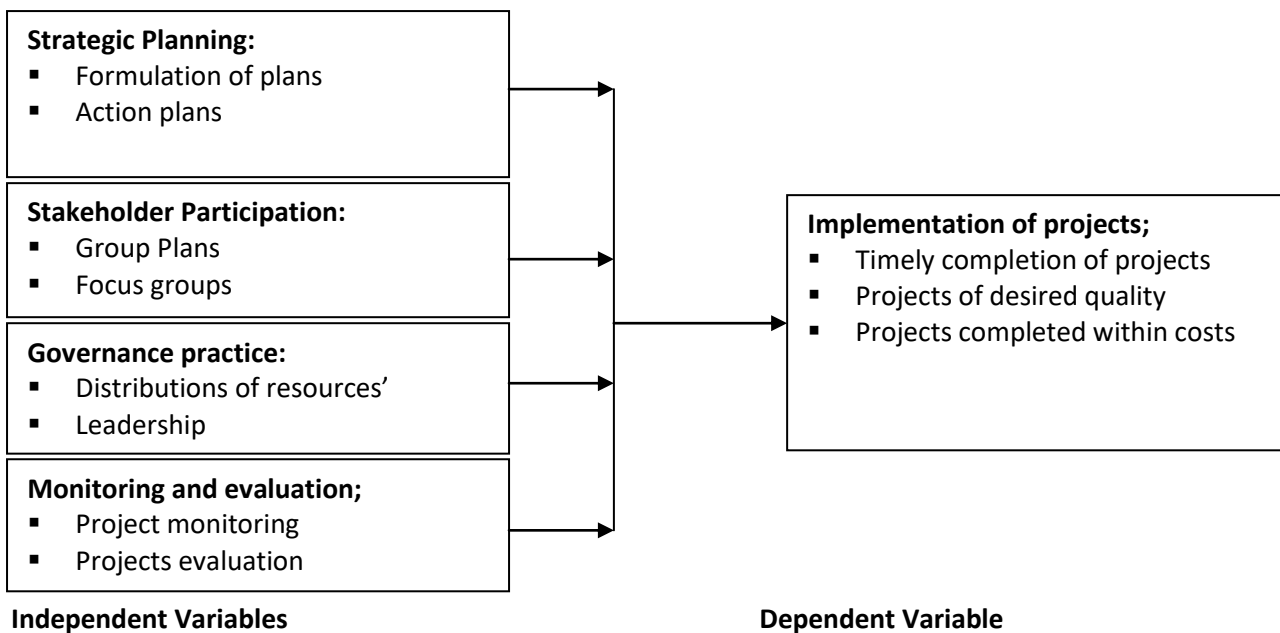


Figure 1: Conceptual Framework

Empirical Reviews

All stakeholders must be involved, and a team's inherent strengths must be considered. To enable optimal communication, stakeholders should be assigned roles that will oversee the implementation process. It is also essential for team members to possess the requisite set of skills. According to Wixom et al. (2011), important factors include the participation of all stakeholders and the inherent competence of a team. To ensure efficient communication, stakeholders should be assigned roles that will oversee the implementation process. It is also essential for team members to possess the requisite set of skills. Maintaining proper and continuous communication with stakeholders during the project entails informing them of the project's progress, changes, and goals. This enables stakeholders to provide timely input on essential project issues. It is critical to ensure that stakeholders understand the project's significance and contribute the necessary resources to its implementation.

All stakeholders involved in a project, regardless of their level of involvement, must be kept informed about project reporting. This should be a continuous phase from the project's inception to completion (Meredith & Mantel, 2012). Contract

contracts should be thoroughly reviewed and understood immediately to ensure a complete understanding of the project's priorities, activities, and schedule. Njogu (2016) authored a study titled "The Effect of Stakeholder Involvement on Project Performance in Nairobi County, Kenya's Nema Automobile Emission Control Project." The study discovered that involving stakeholders in project monitoring improves the efficiency of vehicle pollution control projects in a significant way. Adan (2012) investigated the effect of stakeholder participation on the progress of constituency development fund projects in the Isiolo North Constituency. The study discovered that including project managers and government officials in the execution of projects increased project performance. Nyandika and Ngugi (2014) investigated the impact of stakeholder participation on road projects undertaken by the Kenya National Highways Authority (KeNHA). The study concluded that project planning, feasibility reports, and the organization of seminars and conferences all lead to the success of Highway 11 projects.

Effective governance is regarded as critical to economic growth and the effectiveness of development assistance (UNDP Report, 2012).

Governance is a concept that contributes to the effective implementation of the rule of law, accountability, citizen participation, and transparency in the administration of the public domain and public projects. (2009) (Ashaye). Poor governance is especially pronounced in less developed countries, which lack the requisite mechanisms for political competition and general oversight of the executive. Nonetheless, institutional solid frameworks are necessary for economic growth through investment, entrepreneurship, and innovation. (2009) (Yieke).

Yang, Huang, and Wu (2011) examined the relationship between the leadership style, teamwork, and project success of a project manager. The study assessed the project manager's leadership style, as well as the project's success in terms of scope, budget, production, and client satisfaction, using questionnaires. According to the study's findings, enhanced project management leadership results in enhanced relationships among project team members. Additionally, the analysis discovered a statistically significant impact of teamwork spirit on project success.

Today, the majority of businesses regard effective project management as a vital strategy for achieving a competitive advantage in business settings (Nenni et al., 2014). Project management is concerned with the administration of project offices, the execution of initiatives, and the introduction of reform programs within organizations in order to improve the efficiency of the organization. Complex ventures necessitated the creation of a well-thought-out and agreed-upon plan. This is important, as project implementation and completion would be unlikely without it. This is Chandra's statement (2010). The strategic plans must detail each stage of the project's life cycle in detail. These plans require the establishment of objectives through the formulation of well-defined policies and goals. This will act as the decision-making mechanism for the project teams.

Hyer and Brown (2010) define a proper plan as one that includes the following components: identification of the intent, scope specification, the user needs identification, task identification, appropriate time and expense allocation, and duty allocation. To ensure adequate planning, the following must be adhered to in relation to the organization's goals and expected outcomes. Planning entails a stage-by-stage examination of the execution process, which includes an analysis of the vital timelines for each mission, the objectives to be accomplished, the backup plan in the event of a failure, and the re-planning phase (Frese et al., 2013). This shows that planning is an ongoing process that continues until the project is successfully completed.

Monitoring and evaluation input systems are used in project management to provide feedback to the project team at each stage of the project's implementation about how the project is doing in comparison to the initial estimates. Three key areas in which a project should be constructed are its scope, cost, and timeline. Hyer and Brown (2010) define monitoring as a tool for identifying deviations from the original project plan. A project team's approach to monitoring the project's main success metrics during the project's lifecycle must be consistent. They described project control as a set of procedures, decisions, and actions that are used to resolve project conflicts. Meredith and Mantel (2012) note in their discussion that time, cost, and complexity are the most essential factors in preparation, tracking, and control. Planning, monitoring, and control are often ongoing processes during the life of a project and should be integrated into its structure. Chandra (2010) states that determining the success and efficacy of monitoring and control in a project setting is complicated by the project's characteristics. It requires events related to the project's scope and budget. As a result, a properly implemented project plan will provide a straightforward and early predictor of the project's wellbeing.

Observation and Evaluation Yusuf, Otonde, and Achayo (2017) conducted a study in Kajiado East Sub-County, Kenya, on tracking and assessing the success of constituency development fund projects during the project's execution. According to the report, the standard of M&E training is crucial for public performance initiatives.

Effective community initiatives need equal commitment and participation on both the donor and the recipients to ensure ownership and sustainability. The involvement of stakeholders in conversations regarding the program's operations empowers them and therefore improves inclusion. Omondi (2014) analyzed the factors that influence the implementation of projects in nongovernmental organizations. The study found that technological factors, organizational factors, organizational structures, and factors associated with donor policies and practices impacted project execution. Siganda (2012) identifies the factors influencing project execution at Kenya's state-owned sugar firms. The thesis employed a descriptive survey design of stratified random sampling. The preliminary results indicated that the primary determinants of successful project execution at Sony Sugar Company Limited are individuals with implementation experience. Mbaria (2014) examined the factors influencing the performance of consulting firms' projects. The study discovered that information technology has an impact on how programs are implemented within their organizations.

Table 1: Questionnaire Return Rate

Department	No. Administered	No. Returned	Return Rate
Administration	17	14	30.43
Finance	18	12	26.08
Procurement	25	20	43.47
Cumulative	60	46	76.67

The response rate was representative and was adequately used to answer the research questions. According to Mugenda (2003) that a response rate above 50% is adequate for analysis and reporting; a

METHODOLOGY

The researcher collected data from respondents using a descriptive research design. This study's population consisted of 61 employees. Probability samples or non-probability samples was used. Due to the study's limited population, a census form was used. Primary data was collected through questionnaires. The questionnaire data first was modified and coded to present a sense finding. Quantitative data was analyzed and displayed in tables employing descriptive statistics such as mean, standard deviations, frequencies, and percentages. This was achievable with the use of SPSS version 20.0. Correlation analysis and inferential statistics were used. The regression equation was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon_i$$

Where Y= Implementation of projects

β_0 - Intercept coefficient

ϵ_i - Error term (extraneous variables)

X_1 – strategic planning

X_2 – stakeholder participation

X_3 – governance practice

X_4 – monitoring and evaluation

$\beta_1, \beta_2, \beta_3$ =regression coefficients

FINDINGS AND DISCUSSION

The researcher administered 60 questionnaires to the project Management staff in county headquarters, sub county offices and ward offices who oversee County government projects implementation in Busia County. 46 of the questionnaires were returned, which was 76.67%.

rate of 60% is good and a response rate of 70% and over is excellent.

Descriptive Statistics

The study carried out descriptive statistics to establish the level of agreement on each statement

on the four variables on how they influenced project management practices on the implementation of projects in Busia County, Kenya. The findings are as shown in subsequent sections.

Influence of Planning Practice on the Implementation of Projects in County Governments

Table 2: Influence of Planning Practice on the Implementation of Projects in County Governments

Statements	Mean	Std Dev
Project planning distributes roles with clear lines of responsibility and liability.	4.21	0.358
Planning the project work involves identifying and understanding external dependencies.	4.01	0.328
Project planning enables the organization to have a communications matrix.	3.79	0.247
Project planning enables managers to monitor progress towards attaining the goal.	3.92	0.817

From the findings in table 2 the respondents strongly agreed that; Project planning distributes roles with clear lines of responsibility and liability (mean =4.21, St.D .358), and that Corruption from the politicians has been the source of project failure (mean =4.01, St.D .328). In addition, the respondents agreed that; Project planning enables the organization to have a communications matrix which was represented with a mean of (mean=3.79, St. D .247) and that Project planning enables managers to monitor progress towards attaining the goal (mean=3.92, St.D .817). This

Respondents were further asked to indicate their level of agreement on influence of planning practice on the implementation of projects in Busia County, Kenya. A scale of 1-5 was used where; strongly agree – 5, Agree – 4, Neutral – 3, Disagree – 2, Strongly Disagree – 1. The findings were as shown in Table 2.

implies that there is existence of planning practice which relates to the implementation of projects in County Governments.

Influence of Governance Practice on the Implementation of Projects in County Governments

The study sought to determine the influence of governance practice on the implementation of projects in County Governments and the results are as presented below;-

Table 3: Influence of Governance Practice on the Implementation of Projects in County Governments

Statement	Mean	Std Dev
Accountability from politicians and others has influenced projects' success.	1.975	0.716
Corruption from the politicians has been the source of project failure.	1.953	0.918
Employees in the county projects are of nepotism and favoritism birth.	1.86	0.917
Transparency in project implementation has a significant influence on their success.	2.86	1.028

The study established that on the factor that accountability from politicians and others has influenced projects' success was represented with a mean of 1.975 and St.D of .716; on the statement that corruption from the politicians has been the source of project failure had a mean of 1.953 and a St.D of .917 and lastly on the factor that transparency in project implementation has a

significant influence on their success was represented with a mean of 2.86 and a standard deviation of 1.028. This implied that accountability practices had significant effect on implementation of projects.

Influence of Monitoring and Evaluation on the Implementation of Projects in County Governments

Respondents were asked to indicate their level of agreement on Monitoring and Evaluation on implementation of projects. A scale of 1-5 was used

where; strongly agree – 5, Agree – 4, Neutral – 3, Disagree – 2, Strongly Disagree – 1. The findings are as shown in Table 4.

Table 4: Influence of Monitoring and Evaluation on the Implementation of Projects in County Governments

Statement	Mean	Std Dev
The budget allocated for project monitoring and evaluation of project implementation activities	2.023	1.021
Carry out periodic reports and share the status of the project with all the project stakeholders.	3.615	0.874
Does the organization/project have a monitoring plan and monitoring?	2.395	0.948
Do you provide feedback to the beneficiaries after monitoring?	3.714	0.872

The study established that majority of the respondents had strong opinion that budget allocated for project monitoring and evaluation of project implementation activities as supported by a mean of 2.023 with standard deviation of 1.021. Carry out periodic reports and share the status of the project with all the project stakeholders as supported by a mean of 3.615 with standard deviation of 0.874. The organization/project have a monitoring plan and monitoring as shown by a mean of 2.395 with standard deviation of 0.948. The study as well noted that the institution provides feedback to the beneficiaries after monitoring was represented with a mean of 3.714 and a St. D of .872. This agrees with Georgieva &

Allan (2008) who states that monitoring the progress and activities of any project work are some of the key management styles used to manage the work by organizations. Similarly, the PMC cycle is a persistent procedure until the point that the project is executed and finished (Meredith & Mantel, 2012).

Stakeholders Participation and Project Implementation

Respondents were asked to indicate their level of agreement on stakeholder participation on implementation of projects in Busia County, Kenya. A scale of 1-5 was used where; strongly agree – 5, Agree – 4, Neutral – 3, Disagree – 2, Strongly Disagree – 1. The findings are as shown in Table 5.

Table 5: Stakeholders Participation and Project Implementation

Stakeholder Participation	Mean	Std Dev
Projects take care of user's needs in the development of the system.	1.975	0.716
The project allows users to assume some measure of responsibility during the system design and implementation process.	1.953	0.918
Project implementation encourages shared ownership of the project.	1.86	0.917
Project implementation makes users accountable for the results of specific tasks integral to the implementation process.	2.86	1.028

The study established that projects take care of user's needs in the development had a mean of 1.975 and a St.D of .716, the statement that project allows users to assume some measure of

responsibility during the system design and implementation process it had a mean of 1.953 and standard deviation of .918, on the factor that project implementation encourages shared

ownership of the project was represented with a mean of 1.86 and a standard deviation of .917 and lastly on the factor that Project implementation makes users accountable for the results of specific tasks integral to the implementation process had a mean of 2.86 and a standard deviation of 1.028. This implies that stakeholder participation was vital in the entire project implementation process.

The results in this study concur with the findings of Meredith and Mantel (2012) who argued that all stakeholders are involvement in project implementation regardless on the extent of participation. The study findings are also supported the study Njogu (2016) who noted that stakeholders involving in project monitoring

improves efficiency. The findings of Nyandika and Ngugi (2014) concur with the findings of the study by indicating that the stakeholder participation lead to project success. The study concluded that project planning, feasibility reports, and the organization of seminars and conferences all lead to the success of Highway 11 projects.

Project Implementation

Respondents were asked to indicate their level of agreement on implementation of projects in Busia County, Kenya. A scale of 1-5 was used where; strongly agree – 5, Agree – 4, Neutral – 3, Disagree – 2, Strongly Disagree – 1. The findings are as shown in Table 6.

Table 6: Project Implementation

Statement on project Implementation	Mean	Std. Dev
Project Implementation is based on the scope, objectives of the project	1.975	0.716
Project implementation is on budget.	1.953	0.918
Beneficiaries use the project.	1.86	0.917
Project implementation has achieved set goals and Objectives	2.86	1.028
Project implementation is on schedule.	1.975	0.953

The study established that majority of the respondents strongly felt that Project Implementation is based on the scope, objectives of the project as supported by a mean of 1.975 with standard deviation of 0.716. Majority of the respondents also felt that Project implementation has achieved set goals and Objectives addressed as supported by a mean of 2.86 with standard deviation of 1.028. Respondents had a strong opinion that Beneficiaries use the project as supported by a mean of 1.953 with standard deviation of 0.918. There was an indication of Project implementation is on schedule as supported by a mean of 1.975 with standard deviation of 0.953.

This study was supported by the findings of Siganda (2012) who identified the factors influencing project execution at Kenya's state-owned sugar firms. The thesis employed a descriptive survey design of stratified random

sampling. The preliminary results indicated that the primary determinants of successful project execution at Sony Sugar Company Limited are individuals with implementation experience. The findings are also supported by the study of Mbaria (2014) examined the factors influencing the performance of consulting firms' projects. The study discovered that information technology has an impact on how programs are implemented within their organizations.

Regression Analysis

The regression analysis is a statistical method of estimating the relationship among study variables. It constitutes of both analysing and modelling different study variables which focus on the relationship between the dependent and other independent variables as describes by Marshall, C., (2012).

The study applied multivariate regression analysis to ascertain the significance of the relationship

between the dependent variable and all the other study independent variables when put together. The regression analysis served the purpose of estimating the proportion of the dependent variable which can be predicted from the independent variables (planning practice, governance practice, monitoring and evaluation and stakeholder participation).

The findings from the regression analysis highlighted that there is a significant positive relationship between dependent variable and the independent variable. The independent variables R were found to have value of .691a which indicates

that there was a perfect relationship between dependent and independent variables. In the study, when the R square value is at 0.768 this implies that 72.1 percent of the corresponding variation in implementation of projects in county Governments which can be expounded on or predicted by (planning practice, governance practice, monitoring and evaluation, stakeholder participation) which shows that the technique was fit for this particular study data. The study findings regression analysis clearly shows a significant positive relationship between the study dependent variable and independent variable at ($\beta = 0.757$), $p=0.000 < 0.05$).

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 ^a	.768	.721	1.21626

a. Predictors: (Constant), planning practice, monitoring and evaluation, and stakeholder participation

Analysis of Variance (ANOVA)

Analysis of variance is type of statistical technique applied in testing the difference between two or more means. When testing the significance level, the statistical significance is usually significant in the event the p-value is less or equivalent to 0.05.

In the current study, the p-value is at 0.00 which is less than 0.05. This implies that the regression model is statistically significant in predicting the implementation of projects in County Governments.

Table 8: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5.324	6	2.072	5.298	.000 ^b
Residual	36.784	40	.391		
Total	42.108	46			

a. Dependent Variable: Implementation of Projects in County Governments
b. Predictors: (Constant), planning practice, monitoring and evaluation, and stakeholder participation

Table 9: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.542	.341		4.401	.000
Planning practice	.050	.057	.107	.887	.377
Governance practice	.227	.059	.425	.845	.000
Monitoring and evaluation	.010	.057	.018	.172	.864
Stakeholder participation	.360	.092	.212	.913	.000

a) Predictors: (Constant), planning practice, monitoring and evaluation, and stakeholder participation
b) Dependent Variable: Implementation of Projects in County Governments

The formula illustrated below was used.

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

Where; Y = the dependent variable (Implementation of Projects in County Governments)

X_1 = planning practice

X_2 = governance practice

X_3 = monitoring and evaluation

X_4 = stakeholder participation

The regression equation is therefore;

$$Y = 3.542 + 0.050X_1 + 0.227X_2 + 0.010X_3 + 0.360X_4$$

The regression model above noted that taking all factors into consideration (planning practice, monitoring and evaluation, and stakeholder participation) to be constant zero, the implementation of project implementation of projects in County Governments will be an index of 3.542. The study results taking into consideration of the independent variables to be zero then a unit increase in planning practice can lead to an increase of 0.05 in the implementation of projects in the county governments; a unit increase in governance practice of 0.227 can lead to an increase in implementations of projects in county governments and a unit increase of 0.01 by monitoring and evaluation can lead to an increase in implementation of projects in county Government and lastly a unit increase in stakeholder participation leads to an increase in implementation of projects in County Government. This implied that the four study variables had a strong positive relationship to the dependent variable which was implementation of projects in County Governments.

CONCLUSIONS AND RECOMMENDATIONS

The study sought to establish the extent to which project management practices influence implementation of projects in Busia County. The regression model noted that taking all factors into consideration (planning practice, monitoring and evaluation, and stakeholder participation) to be constant zero, the implementation of project implementation of projects in County Governments would be an index of 3.542. From the study results

taking into consideration of the independent variables to be zero then a unit increase in planning practice could lead to an increase of 0.05 in the implementation of projects in the county governments; The study noted that a unit increase in governance practice of 0.227 could lead to an increase in implementations of projects in county governments. The study found out that a unit increase of 0.01 by monitoring and evaluation can lead to an increase in implementation of projects in county Government. The study established that a unit increase in stakeholder participation leads to an increase in implementation of projects in County Government. This implied that the four study variables had a strong positive relationship to the dependent variable which was implementation of projects in County Governments.

The study concluded that project planning is vital towards completion of county public projects and thus leads to the success of the county projects. Community involvement is vital as it leads to better results for all stakeholders, stakeholder ownership and lower project costs. Monitoring and evaluation is considered one of the critical success factors in project implementation, effective executive involvement can significantly improve project success. Maintaining open, regular and accurate ways of communicating M & E reports with all levels of stakeholders is vital to ensuring the effective implementation of capital expenditure projects.

The study recommended that project planning should involve all parties involved in the project implementation process so that the project implementation cycle should be more effective and efficient. The study recommended that monitoring and evaluation reports should be shared on time to enhance evaluation of project and also adoption of feasibility measures in the due project implementation cycle. Stakeholder involvement is important in the long term success of project implementation and completion. Therefore, the study recommended that strict scrutinization of project teams to be done to ensure that all the

stakeholders are well represented. This will ensure that various needs are effectively addressed.

Suggestions for Further Study

The current study was limited on establishing the influence of project management practices on

implementation of projects in County Government, Kenya. Other similar studies can be conducted in the Government institutions and other parastatals.

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