

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effects of Project Management Practices on Performance of Community Development Projects in Bungoma County, Kenya

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Abstract:

This study investigates the effect of project management practices on performance of community development projects in Bungoma County, Kenya. Specifically, the study sought to establish the effects of project planning, monitoring and evaluation, communication and stakeholder participation on performance of community development projects in Bungoma County. The study adopted a descriptive research design. The target population was the one hundred and sixty (160) ongoing community development projects in Bungoma County initiated since 2015. Using stratified, the study sampled forty (48) community development projects in the County across the different sectors. Questionnaires were used to collect primary data from the population and secondary data was collected from existing reports from government, development partners, donor agencies and other related studies. Descriptive and inferential statistics was used to analyse data, while regression analysis was used to establish the effect of the independent variables on the dependent variable of the study. The study findings established that project planning, monitoring and evaluation, communication and stakeholder's participation had a positive and significant influence on performance of community development projects which is indicated by improved desired outcome, greater accountability, enhanced control and improved collaboration with reduced resistance. The study recommends that project managers should ensure that project management practices are effectively employed and integrated in the entire project life cycle. The study further recommends that project managers ensure that project activities are clearly outlined and relayed, projects are adequately financed, and enough and right human resources provided to ensure successful implementation, sustainability and beneficiary satisfaction.

Keywords: Project performance, project planning, monitoring and evaluation, communication and Stakeholders participation

Introduction

Community development (CD) projects are initiatives to improve neighbourhoods that normally involve the participation and involvement of local community to create and fulfil locally owned visions and goals. It is planning and developing an approach that is based on a set of key values that set visions and primary issues by the people who live in that geographic community, put local voices in the lead, improve on local strengths, collaborate across sectors, is intentional and adaptable and works to achieve systematic change.

Kenya's legacy of Community development from the colonial time was more substantial than bequeathed to newly established nations in the British Commonwealth. Most likely it was only Malaysia and India that adopted such a combination of field experience and organizational development. As of the Malaysian incidences, in Kenya the colonial authorities considered CD as a crucial instrument with which to try to manage and channel the forces of anti-colonialism that highly dominated the political scenes. Under most of the incidences CD, work did not encounter severe resistance from the rural community's concerned (Community development Journal-1976)

After independence, the government embarked on decentralization to promote community participation in development to achieve goals set in African Socialism Policy. The initiative gave rise to notable programs including; Majimbo system (1963), District Development Grant Program (1966), the Social Rural Development Program (1969/1970), District Development Planning (1971), the Rural Development Fund (1975) and District Focus for Rural Development (1983/1984). However, the programs failed because of inadequate funding, lack of government commitment and failure to actively involve beneficiaries in the development project among other factors (Institute of Economic Affairs, 2010).

Failure of the earlier mentioned programs led to the development challenges in the country forcing the government to initiate another program, the Constituency Development Fund (2003) and eventually devolution (2013); all to foster development in the country. Currently community development funds go directly to grassroots levels to provide opportunities for the local population to make expenditure decisions that maximize their welfare through establishing development projects to address challenges facing the community.

1.1. Statement of the Problem

Despite many CD projects intended to promote community development and improve their living standards having been undertaken in Kenya, these noble initiatives have not effectively addressed the poverty levels as intended. Most of these projects have not met the needs of the beneficiaries with some stalling, delaying or running out of budget (Mwangi, 2016). Muthomi (2015) established that most of the community development projects in Kenya have failed to meet the desired objectives because of poor monitoring and evaluation, accountability, stakeholder involvement and above all limited government regulation.

Bungoma County is home to such projects funded by different partners including; non-governmental organizations, national and the county governments, religious institutions, international organisations like the World bank, European Union among others. The Bungoma integrated county report, 2013-2017 identified several of the projects that encountered challenges. These include; the building of water pans and dams aimed at improving food security across all the nine sub-counties that stalled; construction of the model health centres in all sub-counties that was to be done in two phases, phase one is complete in most counties but phase two never took off; procurement of motor bikes and bicycles for health workers did not materialise; Mukwa-kabuke-Siboti water project stalled; building of the Bungoma Central Youth Empowerment Centre stalled, among other project.

Wachira and James (2018) did a study to ascertain that community participation, funds management, institutional capacity and M & E significantly impacted execution of CBP within Kiambu. Salome (2017), noted that government policies, community participation, management planning process and availability of resources influenced community projects performance in Machakos County. Ondari (2013) considers management support, design specifications, contractor's capacity and supervision capacity as influencers of successful completion of roads projects in Kenya. According to Owuor and Ruth (2013), the impact of delays is the funds committed on projects do not benefit intended recipients and subsequently results in cost and time overrun. A critical look at these studies indicate that there has been great emphasis on the community development projects in various sectors and counties. However, there is limited information on the four specific objectives on the community development projects in Bungoma County. It is against this background that this study sought to investigate how project management practices affect the performance of community development projects in Bungoma County, Kenya

1.2. Research Objectives

The study sought to:

- To determine how stakeholder participation affects the performance of community development projects in Bungoma County, Kenya
- To establish how project planning affects the performance of the community development projects in Bungoma County, Kenya
- To investigate how monitoring and evaluation affects the performance of the community development projects in Bungoma County, Kenya
- To examine how communication affects performance of the community development projects in Bungoma County, Kenya.

2. Literature Review

Literature review allows a researcher to formalize the key concepts: stakeholder participation; project planning; monitoring and evaluation; and communication on the performance of CD projects. Literature review gives highlights on the previous studies done by other scholars and their findings. In summary, it introduces and gives an empirical review of literature on the effects of project management practices on performance of CD projects (Wambua and Rosemary, 2018).

2.1. Stakeholders Participation and Project Performance

Stakeholder is the organization's team comprising of the clients, suppliers, employees, investors and the society. They stakeholders have different roles within the organization as they play part in the growth and development of the organization. As for the project, stakeholders may exert key impact on the project, its deliverables and the project members (project Management Institute, 2008).

Hofisi (2013) provided that, rural community are unable to sustain their development in community led projects based on their inability to be empowered by the project and that community led project will only be attainable if they enabled the involvement process from identification to completion. On the other hand, Hassanet al., (2013) in his study noted that communities aim to achieve their desired outcomes by understanding their needs and finding the ways of addressing them to ease the performance of the projects. While the plans that project teams prepare may be technically sound, they may not solicit participation by people in the communities targeted for the projects, hence this can ruin the performance of the projects. Participation of stakeholders have improved the performance of development projects in different ways. Stakeholder participation and Stakeholder commitment continue to attract attention as conduits for enhancing project success across various sectors. Various stakeholders contain varying stakes in the project (PMI 2013). Mburu (2015) on factors influencing implementation of donor funded projects, noted that organization capacity, political goodwill, community participation are critical factors in implementation of projects. He further established that community participation was essential and recommended sensitization to raise the level of awareness to ensure inclusive and active participation as well as increase in the level of women participation for effective implementation of projects. Implementation on its on is one of the of the phases of a project life and does not necessarily demonstrate the successful

performance of a given project.

Obare (2017) would also note that project team demographic diversity, training diversity and team experience diversity significantly influence performance. The study recommends that team diversity should be comprehensively addressed for increased performance. This study looks at project teams and does not consider other stakeholders and their significant contribution to the performance of the projects.

Wachira and James (2018) would conclude that communities have a positive influence on the implementation of projects. They recommended the need to actively involve the community members in all the project phases to increase the success of the project implementation. According to Wamalwa and James (2018), local community participation, staff training, financing and communication positively and significantly affect implementation of projects and therefore recommended effective communication with stakeholders at each of the project phases for successful implementation. This study did not consider planning and monitoring and evaluation and the significant impact they have on the performance of the projects.

2.2. Project Planning and Project Performance

Simerson, (2011) in his study on influence of PMP on implementation of projects noted that one of the most important benefits of any 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. Partnership in planning and making strong of the responsibilities and control of community organizations are crucial to reaching out to the poor. The essence of project planning is to increase the likelihood that a project will be implemented successfully; therefore, a project should have a workplan devised to achieve specific objectives within specific time. It is worth noting though, that planning has limitations that were not addressed in this study.

Kerzner's (2013) ascertained that a project plan is a roadmap that explains the ways in which a project will get to the end. He also notes that effective project planning needs certain skills that are far beyond just writing a document with the schedules and the budget. Planning as a prior determination of policies, procedures and programmes and a strict adherence required in all circumstances may introduce rigidity and discourage individual initiative and experimentation. Barasa (2014) on the influence of procurement practices on the effective implementation of projects noted that sound planning is not only a means of communication but also encourages people to look forward by instilling in them a sense of urgency and time consciousness. Moreover, it offers the basis for monitoring and controlling the project as well as guide the process of choosing the procurement procedures that are critical to the successful implementation of projects. It is worth noting that planning as a machinery in a project management can never be free from biases as every planner has his own likes, dislikes, preferences, attitudes and interests which redirect planning, thus excessive reliance on plans may prove to be fatal to a project.

Wachira and James (2018) noted that there was need to actively involve the community members in the planning of projects, practicing financial record keeping and proper budgeting, allocating capacity building resources to the members and project managers as well as enhancing M & E while implementing CBPs. However, plans sometimes may create a false sense of security and managers and project teams focused on fulfilling plans rather than take timely actions to make changes that may lead to lost opportunities and consequently affect performance.

2.3. Monitoring and Evaluation and Project Performance

Hagens and Morel (2012) established that project monitoring should always be a genuine commitment to reflect and develop whether things are as expected. It is worth noting that effective monitoring and evaluation however may not yield desired results if the staff lack experience and technical knowledge with regard to defining performance indicators, collection, preparation and interpretation of data.

Shihemi (2016) in the study on the influence of M & E tools on project performance sort to establish if budget allocation, baseline surveys, performance reviews and capacity building affect performance of projects using descriptive survey. From the findings the researcher concluded that there are budgets set to carry out various activities included in M & E budget scope of major events and functions in M & E and that performance baseline surveys help in understanding project expectations therefore enhances project performance. The study did not highlight that inefficient monitoring and evaluation practices are detrimental to the performance of any projects.

Wanjala et al, (2017) on effects of monitoring techniques on project performance asserted that monitoring has significance impact on performance and monitoring techniques are essential in ensuring that the project plans are managed well and concerned parties are involved in reflecting and tracking the progress of the project. Therefore, monitoring techniques contribute to the project success, however he failed to demonstrate that having monitoring techniques that are not communicated to all involved in the projects is not enough to contribute to the success of a project. Wachira and James (2018) established that community participation, funds management, institutional capacity and M & E positively influence implementation of CBPs, they further noted that there is a positive relationship between enhancing M & E activities while implementing of CBPs. Maendo, James and Kamau, (2018) also concluded that M & E has a crucial impact on performance of projects and noted that performance rely on conducting M & E activities regularly and allocating enough resources for M & E activities, committing human resources with required skills and close supervision contributes significantly towards performance of projects. However, the studies failed to demonstrate that project plan has a direct impact on monitoring and evaluation and therefore affects the outcome of a project.

2.4. Communication and Project Performance

Baker (2007) noted that 95% of all projects problem result from poor communication, and thus communication should be of higher importance in project management. Lester (2007, pp. 289-295) emphasised that information and communication is the very life blood of PM. To enhance the project's accountability, there must be an effective feedback concerning its success issues.

Steyn (2008) stated that communication management in implementation of projects should aim for the receivers of information to fully understand the message being relayed. This ensures that the project team does not suffer from misunderstanding thereby making management of communication effective within the organization and to the outside world. Effective implementation of any project revolves around continuously selling and re-selling ideas, defining the scope, target population and methodologies to diverse groups of individuals and stakeholders, engaging all service providers, negotiating and settling disputes or interpersonal conflict whether among the stakeholders or the project team or even both, communication is however dependent on other sound practices to ensure that project success is achieved.

Soderlund (2011), opined that communication has been identified as the main reason why organizations fail to influence and achieve success in project management. The researcher concluded that communication plays a significance role in project performance. Commitments to sustain decisions that people make is attained with effective communication during planning and the communities participated in the planning process. In the developing nations such as Africa, the contribution of communities towards a project creates a sense of ownership and this will therefore result in the project's success (Paddock, 2013). However, he did not demonstrate that there are challenges that come from organizational policies, technology and at times legislation that are detrimental to projects performance and may lead to conflicts among stakeholders therefore affecting the overall performance of a project.

Zulch (2014) established that communication is regarded as a process that involves gathering available information, using relevant techniques to interpret it and then effectively sharing it to teams or individuals who require or might require the information. This information has to be presented to relevant project personnel and stakeholders in a way that gives meaning for easier decision making by the management. In his study findings, he reveals that communication is the function that integrates time, cost, and scope including the quality of the service delivery project thus has a foundation function supporting all project areas. Project managers' experience and skills in communication will therefore impact greatly on core areas of project management. Communication management is therefore important in successfully implementing service delivery projects to the beneficiaries. To achieve the project objectives, projects teams ought to continually work together, share information or feedback and then effectively interpret and analyze all this information for sound decision-making.

Wamalwa and James (2018) would note that communication had the most significant effect among the four variables on the implementation of the projects and recommended more communication with stakeholders at each of the project phases in addition to sustainable financial practices for effective implementation. The study did not demonstrate how effective communication depends on planning and monitoring and evaluation to deliver desired results.

3. Research Methodology

3.1. Research Design

This study used a descriptive research design to ascertain how stakeholders' participation, project planning, M & E and communication affect performance of community projects. Descriptive research was used due to its effectiveness in analysing non-quantifiable issues and creates the possibility of observing a phenomenon in a completely natural and unchanged natural environment (Kothari, 2004).

3.2. Target Population

The population for this study was one hundred and sixty (160) ongoing community development projects in Bungoma County initiated since 2015 across different sectors. The different sectors are: Education (28); Agriculture (39); Roads and Infrastructure (11); Water (32); Health (27) and other projects (23). The target respondents were drawn from the persons running and managing the projects.

3.3. Sampling Design

The researcher used stratified sampling technique. The study used a 30% of the total population as the sample size. The population target of 160 ongoing community development projects in Bungoma county initiated since 2015. Stratified random sampling was utilized in selecting 48 projects across different sectors. The respondents were Project Managers, project team leaders and project representatives from the county and national government and the various donor agencies. The study selected two officials of the mentioned category from each of the 48 projects targeted.

Projects	Frequency	Sample Ratio	Sample size
Agriculture projects	39	0.3	12
Education projects	28	0.3	8
Roads and infrastructure	11	0.3	3
Water projects	32	0.3	10
Health projects	27	0.3	8
Other projects	23	0.3	7
Total	160	0.3	48

Table 1: Population Size
Source: Survey Data, 2019

3.4. Data Collection Methods

Questionnaires were administered through the drop and-pick and via email to gather primary data. The study applied both closed and open-ended questions in collecting data. The questionnaires were divided into sections with each section addressing questions that required specific answer to the study's objectives. Selection of these tools was largely informed by the nature of the research in addition to the objectives behind the research. The content validity of the research instruments was achieved by seeking the opinion of the supervisor who checked and rated the ability of each item to make it relevant to the study. Cronbach's alpha coefficient was used to assess internal consistency and reliability. This reflects the degree to which a set of all items can be handled as measuring specific latent variables (Cronbach, 1951). The coefficient of $\alpha > 0.7$ is recommended for any researchable study as indicated by Nunnally (1978).

3.5. Data Analysis and Presentation

The collected data was analysed through descriptive design and inferential statistics. The gathered data was edited for consistency and coded and presented through percentages and use of frequencies by the help of SPSS version 17. Descriptive statistics were used, that is, measures of tendency by use of mean and dispersion by use of standard deviation to describe the characteristics of each variable. Besides, multiple regression was utilised as per the formula provided below:

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

Where; Y = Performance of community development projects in Bungoma county

β_0 - Intercept coefficient

ε_i - Error term (extraneous variables)

X_1 -Project planning

X_2 -Monitoring and evaluation

X_3 - Communication

X_4 -Stakeholders participation

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

4. Research Findings and Discussions

4.1. Descriptive Statistics Results

The first objective was to the effect of participation on the performance of CD projects. The results are represented in Table 2. The respondents moderately agreed that participation of stakeholders is encouraged as indicated by a mean of 3.45 and standard deviation of 0.822. The respondents further slightly agreed that the organizations rules/policies are friendly as indicated by a mean of 3.19, however they disagreed that all stakeholders are provided with an opportunity to participate on quality assurance teams and employees input are always welcome concerning quality initiatives and process improvement as indicated by a mean of 2.79 and 2.81. The respondents also moderately agreed that there is collaboration among all stakeholders to improve the quality of programs and services is encouraged as indicated by a mean of 3.61 and standard deviation of 0.793. The study findings indicated that while stakeholder participation was practiced in the management of community development projects in Bungoma County, most of the elements were not effectively employed and managed affecting performance. The same findings were established by Hofisi (2013) who indicated that stakeholder involvement in project lifecycle enhances sustainability, community empowerment and hence implementation of a project as planned.

Stakeholder Participation	Mean	Std. Dev
Participation of stakeholders is encouraged	3.45	0.822
The organization rules/policies are friendly	3.19	0.716
All stakeholders are provided with an opportunity to participate on quality assurance teams	2.79	1.087
Employees input are always welcome concerning quality initiatives and process improvement	2.81	0.578
There is collaboration among all stakeholders to improve the quality of programs and services is encouraged	3.61	0.793

Table 2: Stakeholder Participation and Project Performance

Source: Survey Data, 2019

The second objective sought to establish the effect of project planning on the project performance, the results of which are presented in Table 3. The respondents moderately agreed that staff spend adequate time on project activity planning and project tasks are assigned adequate time as indicated by a mean of 3.58 and 3.71 respectively. The respondents agreed that project staff appropriately follow-up project tasks to ensure they meet their time allocations and as indicated by a mean of 4.11. The study respondents however disagreed on whether adequate finances are provided for all projects and whether project management outlined planned project activities with all stakeholders as indicated by a mean of 2.72 and 2.85 respectively. They were undecided that there is enough workman for the ongoing projects as indicated by a mean of 3.08. The study noted that while project planning is practiced by project managers in the management of the community development projects in Bungoma County, a few planning elements were not effectively managed affecting performance. This concurs with a study by Kerzner (2013) who indicated that strategic project planning process gives all levels an opportunity to participate, thus reducing the fear of the unknown and possibly eliminating resistance. The study further indicated project planning positively enhances project performance and implementation.

Project Planning	Mean	Std. Dev
Staff spend adequate time on project activity planning	3.58	0.761
Staff appropriately follow-up project tasks to ensure they meet their time allocations	4.11	0.884
Project tasks are assigned adequate time	3.71	1.130
Adequate finances are provided for all projects	2.72	1.085
There is enough workman for the ongoing projects	3.08	0.907
Project management outlines planned project activities with all stakeholders	2.85	0.831

Table 3: Project Planning and Project Performance

Source: Survey Data, 2019

The third objective sought to establish how M & E affected performance of CD projects in Bungoma County and the results presented in Table 4. The respondents somewhat agreed that there is clear monitoring and evaluation techniques/procedures, and project experience transparency is enhanced and there is sharing of ideas in management of projects risks as indicated by a mean of 3.29, 3.11 and 3.44, however they disagreed that accountability is enhanced as indicated by a mean of 2.75. The respondents agreed that the feedback from monitoring and evaluation enhanced project decision making as indicated by a mean of 4.01 and standard deviation of 1.078. This indicates that M&E is practiced in the management of community development projects in Bungoma County as a project management practice, however it has not necessarily enhanced accountability and diligent use of resources in view of the respondents because some of the elements are not effectively managed. Onohaebi and Lawal (2010) established that monitoring of a projects by approved bodies is crucial and of high benefit because of the enhanced insight they offer regarding the project completion status.

Monitoring & Evaluation	Mean	Std. Dev
There is clear monitoring and evaluation techniques/procedures	3.29	0.688
Project experience transparency is enhanced	3.11	0.728
Accountability is enhanced thus minimizing project financial mismanagement	2.75	0.907
The feedbacks from M&E enhance project decision making	4.01	1.078
There is sharing of ideas in management of project risks	3.44	0.688

Table 4: Monitoring and Evaluation and Project Performance

Source: Survey Data, 2019

The fourth objective sought to establish the effect of communication on the performance of CD projects in Bungoma County and the results are presented in Table 5. The respondents moderately agreed that the choice of medium of communication affects performance of projects, also that timely communication influences performance of projects, communication promotes project control deviation and information on where the project is at any given time is readily available to all participants as indicated by a mean of 3.59, 3.71, 3.67 and 3.84 respectively. The study further indicated that the respondents agreed that clear and consistent communication affects performance of projects as indicated by a

mean of 4.18. While the communication was practiced in the management of community development projects in Bungoma County, the choice of medium, timely communication, control of deviation and availability of information were not efficiently managed affecting the performance of projects. Emmitt (2010) noted that communication is indeed of great importance to all persons that are involved and are influenced by projects and its implementation. The study further indicated that management of communication requires systematic channeling of communication and disseminating this information through effective and efficient modes; be it within the organization itself or to the stakeholders.

Communication	Mean	Std. Dev
The choice of the medium of communication affects performance of projects	3.59	0.611
Timely communication influences performance of projects	3.71	0.723
Clear and consistence communication affects performance of projects	4.18	0.884
Communication promote project control deviation	3.67	1.27
Information on where the project is at any given time is readily available to all participants.	3.84	0.577

Table 5: Communication and Project Performance

Source: Survey Data, 2019

4.2. Multiple Regression Analysis

The study used multiple regression analysis to establish the effect of the independent variables on the dependent variable of the study. The findings of Model Summary are presented in Table 6.

Model	R	R square	Adjusted r square	Std. Error of the estimate
1	.959 ^a	.866	.859	1.75088

Table 6: Model Summary

Source: Survey Data (2019)

a. Predictors: (Constant), Project Planning, Monitoring and Evaluation, Communication and Stakeholder Participation

The coefficient of correlation (R) of 0.959 reflected a strong relationship amidst the variables of the study. The adjusted R² was 0.859 which implied that 85.9% of the variation in project performance was accounted for by the four independent variables; Project Planning, M&E, Communication and Stakeholder Involvement. The residual of 14.1% can be explained by other variables not incorporated in the current study.

An ANOVA was conducted at 95% level of significance. The findings of F Calculated and F_{Critical} are as presented in Table 7.

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	398.261	6	54.14	31.530	.000 ^b
Residual	311.121	74	5.051		
Total	709.382	80			

Table 7: ANOVA

Source: Survey Data (2019)

a. Dependent variable: Project performance

b. Predictors: (constant), Project Planning, M&E, Communication and Stakeholder Participation

It was established that the study had F_{Calculated} of 31.530 and F_{Critical} was 4.5466, this show that of F_{Calculated} > F_{Critical} an indication that the overall regression model was significant for the study. The p value was 0.00 < 0.05, further indicates that at least one of the independent variables significantly influenced the performance of community development projects in Bungoma County, Kenya.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(constant)	4.887	1.23		2.120	.000
Project Planning	1.255	.056	.515	2.652	.000
Monitoring and Evaluation	1.511	.057	.165	3.833	.000
Communication	1.169	.077	.492	2.556	.000
Stakeholder Participation	1.490	.069	.438	3.796	.000

Table 8: Regression Coefficient

Source: Survey Data (2019)

a. Dependent Variable: Project Performance

The estimated regression model is from the data above is:

$$Y = 4.887 + 1.255X_1 + 1.511X_2 + 1.169X_3 + 1.490X_4$$

Whereby: Y = Performance of Community Development Projects in Bungoma County

X_1 = Project planning

X_2 = Monitoring and evaluation

X_3 = Communication

X_4 = Stakeholder Participation

The regression results indicate that all variables held constant, project performance would be at 4.887. An increase in stakeholder participation would in turn increase performance by a factor of 1.490. The P value = $0.000 < 0.05$ indicates that increased stakeholders' participation is a significant determinant of project performance. This implies that improved stakeholder participation translates to improved project performance as also established by Wachira & James (2018) who found community participation to be a significant determinant of project implementation.

An increase in the time and resources in project planning would lead to an increase in project performance by a factor of 1.255 which indicate that there is a positive relationship between project planning and project performance. The P value = $0.000 < 0.05$ indicates that project planning is a significant determinant of project performance. These findings are similar to those by Davidson (2010) who in his study on project performance determinants indicated that proper project planning sets the base, mission and vision of a project and therefore contributes to its ultimate performance.

An increase in clarity and efficiency of monitoring and evaluation techniques would lead to an increase in performance by a factor of 1.511. The P value = $0.000 < 0.05$ indicates that M& E is a significant determinant of project performance, therefore improvement in M & E has a positive effect on project execution and performance. Similar conclusions were made by Ollows (2012) in his study where he established that project performance requires continuous monitoring and evaluation for peak performance.

It was further established that, an increase in efficiency of communication would lead to an increase in project performance by a factor of 1.169. The P value = $0.000 < 0.05$ indicates that communication is a significant determinant of project performance, therefore enhanced communication in terms of clarity, frequency, media, means and feedback leads to implementation of a project within the set specifications. This is in tandem with the findings of Nathaniel (2015).

5. Conclusion

The study concludes that project management practices have varied effects on performance of CD projects in Bungoma County. It is therefore important that stakeholder participation is enhanced, adequate time and resources are availed for project planning, clear and efficient M& E technique is employed as well as effective medium and communication technique is utilized to improve performance of the CD projects in Bungoma County.

6. Recommendations

The study recommends that managers of community development projects should ensure that project management practices are effectively integrated in the entire project life cycle. While practices under study were all practiced, they were not effectively employed to ensure peak performance. Project management practices influence the entire project life cycle. They influence the project planning, initiation, implementation, monitoring and evaluation as well as feedback. It is further recommended that the project managers should ensure that projects are adequately financed, ensure there is enough and right human resources for the ongoing projects as well as clearly outline project activities and communicated to all stakeholders and ensure that correct medium is used, in a timely manner, effectively and efficiently to promote proper control and management of projects. This will ensure that community development projects in Bungoma County are completed on time, within planned budget and meets the quality desired by the intended beneficiary.

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