

Analysis of Project Management Practices on Performance of Health Sector Projects in Nairobi City County, Kenya

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Abstract

The shortfall of the public projects can be associated with poor project management by the project managers and shareholders in the city council of Nairobi, this study ascertains and fills the need through examining the impact of Project supervision activities in conjunction with operation of public projects in Nairobi City Council, Kenya. This research benefits the national government, county governments, government parastatals and other state department and agencies on the priorities, funding and the management of government projects. Identification of challenging areas making sure these projects succeed. The study also provides information to other researchers hence making good basis to conduct more research related to the results of the research. The research sought to determine how public project performance in Nairobi City County, Kenya, is affected by project planning. The specific objectives are to determine how public project performance is affected by project planning; to determine how risk mitigation affects production of Public Projects; to investigate the ways in which public projects in Nairobi City County, Kenya, are affected by financial management practices and by monitoring and evaluating those practices. The Enterprise Risk Management Theory, the Theory of Constraints, and the Theory of Change were the three primary theories utilized in the study. The descriptive survey design was used by the researcher. 13 health sector projects were the focus of the research. Project supervisors, the clerk of works, the site supervisor, the procurement officer, the finance manager, and the quality assurance officer were the respondents, as indicated in the strata. 156 people who participated in project planning and implementation made up the target audience. In this instance, the researcher employed a Krejcie and Morgan table in 13 sampling size of 113 respondents. SPSS was used for the analysis of the collected data. Descriptive statistical techniques like the mean, standard deviation, frequencies, and percentages were utilized in the analysis of the data. In addition, inferential statistical methods like Pearson correlation and multiple regression were utilized to ascertain the relationship between the variables. The data were presented through the use of tables, graphs, and charts. The review reasons that venture arranging impacts execution of public projects in Nairobi City Region in Kenya. The study also comes to the conclusion that risk management has a significant and positive impact on the success of public projects in Nairobi City County, Kenya. In addition, the study concludes that public project performance in Nairobi City County, Kenya, is positively and significantly influenced by financial management practices. The study also comes to the conclusion that public project performance in Nairobi City County, Kenya, is significantly and positively impacted by monitoring and evaluation. Based on the findings, this study recommends that project managers managing public projects in Kenya should ensure effective project planning practices to enhance performance.

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I. INTRODUCTION

There has been a threat by the healthcare workers in the healthcare industry who strike for more and better working environment and remuneration. Many of them starting up their hospitals to get more income. Upgrading primary health care include; health equipment and proper policies on waste management. (Health Sector Working Group 10 Report, 2016). Therefore, healthcare project management can be considered the source of facts, means, implementation, policies and processes in order to attain required program specifications hence healthcare project performance. Project performance in the health sector have distinctive features of every project. Project performance can be analyzed by employing different parameters of performance used in aspects such as capital, duration, standard and scope to ascertain whether project is completed on time, cost of project is maintained and if project targets are met (Abuya, 2015).

Emergent nations apply best project management practices. They consist of national arrangement and analysis in nations of Malaysia, India and project scanning in Africa. To build productiveness of project governance in entire government is the goal (Mackay and Moneta, 2016). Within nations that are developing, many of the projects have not been achieved fully. Numerous public projects that are overpriced are not successfully achieved. Corruption is the most critical aspect in public projects that is an obstacle to the performance of public projects and improving livelihood in Europe. (Giorgio, 2017). Aduma, (2018) pointed that in Central Africa the output of a project as the measure at which the project attains the set objectives including duration, standard, capital and above all customer satisfaction. As pointed out by Antill (2017) the outcome of the project is a very important parameter that can dictate the achievement of the project. A project is beneficial when achieved or serves the intended purpose hence customer satisfaction and therefore it is viable and sustainable. Globally, many firms have been struggling over the great production of projects that underperform hence finance wastage (Chandra et al., 2012). Projects ought to take place for the benefit of the company and the satisfaction the customer.

In Nairobi City County is carrying out projects in roads construction, energy, water, education and health. The completion and viability of these projects turn on the governing procedures and policies (Abdulrahman, 2019). Project management takes specific phases, which represent the activities to be carried out, the personnel to undertake the operation, scope, person to authorize and inspect scope and check and analyze the scope (PMI, 2015).

Statement of the Problem

Public tasks require directing socio-economic growth drawbacks affecting people. Unsuccessful healthcare projects lead negative socio-economic effects in the country (World Bank, 2018). The minimal take of PMPs is as a result to inadequate expertise and capability to withstand big projects, tasks taking a lot time to be completed and insufficient financial resources and lack of strong Monitoring and Evaluation frameworks (Kathure, 2020). In Kenya, the number, extent and worth of healthcare projects target for socio-economic growth for instant standard gauge railways has yielded a lot of revenue for about six years (USAID, 2018).

In 2017 -2018 financial year, the approved budget for Nairobi City County was Kshs. 25.2 billion. The County Expenditure for the Financial Year stood at 17.8 billion and this was 185 pc of the Exchequer release. The foregoing means that an approximate amount of Kshs 8.2 billion was spent without any reference to the County Revenue Fund and basically at source. (Controller of Budgets Reports, 2019). In 2019 – 2020, the approved budget was for Kshs. 25.59 billion. The County Expenditure for the Financial Year stood at 21.02 billion and this was 166.6 per cent of the Exchequer release. This equally means that Kshs. 8.4 billion was received and transacted by the County Government at the point of receipt without any reference or deposit to the County Revenue Fund. (Controller of Budgets Reports, 2020). In 2020 -2021, the approved budget for the county was 30.83 billion. During the first Nine (9) Months of the financial Year, the Controller of Budget reported that, the County Exchequer Releases from the County Revenue Fund stood at 11.13 billion. The County Expenditure for the same duration of time stood at 17.7 billion and this was 159 per cent of the Exchequer release. (Controller of Budgets Reports, 2020)

It has been noted that there are many Kenyan unsuccessful tasks (Adek, 2016). Execution of many tasks in Kenya are not achieved because of time and cost parameters. 70% of the executed healthcare projects may need to increase completion time at about 50%. Again, greater than half of the executed tasks may need raise worth of the project beyond 20%. 90% of the public projects of infrastructure in metropolitan areas in Kenya are not completed on time though having rules and regulations that govern them and direct project management. Task accomplishment is measured on completing the healthcare project within the agreed period, by the correct worthiness and meet peculiarity limits. Kenyan projects eventually are completed on heightened cost, time delays and poor quality (Auditor General, 2019). In order for a project to succeed and achieve project goals it is very important that project supervision activities be executed and put into place no matter the magnitude of the task (Kathure, 2020).

The shortfall of the healthcare projects can be associated with poor project planning by the project managers and shareholders in the city council of Nairobi, this study will ascertain and fill the need through analyzing the impact of healthcare project supervision activities and the operation of healthcare projects of City Council of Nairobi in Kenya.

General Objective

The general objective of the study was to analyze the effect of project management practices on Performance of Health Projects in Nairobi City County in Kenya.

Specific Objectives

1. To establish the influence of project planning on Performance of Public Projects in Nairobi City County in Kenya.
2. To assess the effect of risk management on Performance of Public Projects in Nairobi City County in Kenya.
3. To investigate the effect of financial management practices on Performance of Public Projects in Nairobi City County in Kenya.
4. To examine the effect of monitoring and evaluation on Performance of Public Projects in Nairobi City County in Kenya.

II. LITERATURE REVIEW

Theory of Constraints was conceptualized for supervision research by Goldratt (1974). Project leaders may successfully supervise organizations by reviewing the system hinderances management as described by Kohli & Gupta, (2010). This phenomenon spots stoppage through the procedures and techniques in order to enhance performance. of minimizing complications and unforeseen risks. Enterprise Risk Management Theory, according to Nocco (2006), that suggests evaluating anticipated risks that may pose challenges to risk management. The primary objective is fundamentally to integrate risk mitigation in the company into a single, comprehensive framework. This theory insists that top management and the other employees ought to be part of risk management process and measuring and reverting to big organizational risks (Hallowell, *et al*, 2013 Theory of Change was discovered through 1900s as an advanced of the evaluation theory (Stein and Valters, 2012). It helped in coming up with way out to complications associated with social problems. The theory gives a clear impression and may be changes for strategic goals (Anderson, 2005). This theory also gives an approach on the way the project is supposed to work, it should be monitored and evaluated

Review of literature

Project Planning on Public Project Performance Serrador (2013) on influence of task plan on the execution of project in Canada, the study was carried out learnt that project performance contribution on the resources and time utilized in the entire planning cycle. According to Ogero (2014) parameters of PM digital process on construction sector within Nairobi City County, research recommendation was to ascertain importance of project planning on project execution. The research sample size was 98 companies in building sector. Questionnaires was used in data collection in Nairobi City County. Marren (2016) researched on task plan of action and implantation of healthcare projects in Gedo region in Somalia. The research wanted investigate the influence of planning on task execution. The research had a population of 50 employees of world vision in the health tasks. The research established different parameters of planning that impacted project performance in Gedo, Somalia. According to Anunda (2016) health sector projects are put first in the society because of their effects on social welfare. Nyingi (2017) did research to search out for the methods of managing project practices to impact execution of CDF tasks in Kasarani Sub-County-Nairobi County. The research established project planning that affected performance of CDF projects. The targeted sample of 70 members were 10 from CDF committee selected in five wards and 60 maternity hospital employees. Descriptive survey design. The researcher used 70 respondents as sample size. In conclusion, the project designing affected the achievement of CDF projects positively. It suggested that the CDF committee must keep records, procedures for project designing and formulate project guidelines. Musyoka M. & Ngugi P. (2021) did a study on Inventory management practices and the performance of

milk Processing firms in Kiambu County in Kenya. The study concludes that that just in time model has positive and significant effect on the performance of milk processing firms in Kiambu County. The study found that first in first out technique is used to avoid spoilage of the inventory but the researcher failed to establish how planning influence the performance of an organization.

Kweyu (2018) on PMP on the productivity of Kenya Power in Nakuru County. The researcher suggested that the Kenya Power to review the elements of project management cycle for initiation of the project, project control, and implementation hence project planning. The research failed establish more techniques that influence performance of the project like M&E.

Risk Management on Public Project Performance

(Aduma et al, 2018) did research in Nairobi City County to find out risk mitigation put in place at the NHIF in Nairobi. The method that is used is stratified sampling where the population was 241. All departments' employees were giving self-answering questionnaire where they were supposed to respond. Outcome of the research showed that risk transfer effected performance of NHIF by sourcing from outside the institutions, increased value of exposure contributions and insurance guidelines and consent to another person affected the

working of the Funds task. (Nsiah 2014) studied on examination of the influence of risk supervision activities in Ghana's banking sector. Researcher employed situation which was designed which included five financial institutions which were located in remote region comprised of the expected population. Questionnaire and oral interview were used to examine and the ways in which exposure supervision activities effected the working of the financial institutions. Questionnaire was given successfully to financial institution management. (Nsiah 2014) did a study to assess the task exposure supervision activities in building tasks in Abuja Nigeria. Study used descriptive research layout together with a target population of twelve building businesses in Yola. Questionnaires was administered successfully to project managers, supervisors of the organizations. (Pimchangthong, 2017) did research based on influence of exposure supervision activities on working of information technology tasks. Research used descriptive study layout and a target population of two hundred task supervisors, Information technology supervisors and Information technology analysts. The researcher successfully administered open-ended and closed-ended questionnaires.

Financial Management Practices on Public Project Performance

Kogi (2013), carried out research on aspects that result to maximum exploitation of the projects of construction in Nairobi. Categorically, the research concentrated on the effects stages of financing execution of the project. The research sample size was thirty-seven consisting different employees in the building sector. These are owners, supervisors and the employees. Researcher used descriptive study layout together with field survey layout. The researcher used questionnaire to gather important data and discovered the important aspect in construction projects is financing. Financing must be done within stipulated time and as forecasted to achieve project completion on time. The research also discovered the cost of project need to be well managed to make sure the cost meets the budget. Ngugi (2015), conducted research on the correlation of budget managing and CDF achievements in Machakos County. Research targeted sample size of twenty-four and comprised of eight CDF chairpersons, eight personal assistance and eight finance supervisors. The county has a total of eight areas. Researcher used a descriptive study layout and half designed questions to put together data.

Researcher found that adequate budget plan, budget regulation and analysing of budgets which has ability help organizations achieve objectives. Cheluget (2017) did a research to establish the importance of FMP on attaining objectives of tasks within Uasin Gishu County. Questionnaire was used in collecting data. The population of eighty-seven responded via sampling method from thirty-one tasks within the county. The researcher established and financial reporting budgeting had encouraging impact on working of tasks. Gashuga (2017) did a research in relationship between management of funds and attaining projects goals in Rwanda. The research was to find out the effects of preparing budgets, raising finances, assigning of finances and regulating of funds on task management working in Rwanda. Researcher employed descriptive study layout and put into place qualitative and quantitative technique for collecting data. Target sample size in research consisting ninety-one staff. Questionnaire was used in gathering information. Researcher discovered that allocation and, control of funds, budgeting and sourcing finances influenced project performance in Rwanda immensely. Also, budgeting process comprises of the company to put the projects and cost control first hence conducting sustainable projects that results to development of economy. With the financial reporting, the researcher discovered that the important aspect of financial control helped stakeholders to analyze the ways that projects funds have been utilized previously and the success of the project in forthcoming management decisions. These researchers concentrated majorly in the financial control methods. Detailed research was conducted to assess the interrelations among supervision activities and the tasks goals and added finance supervision activities which is part of research variables.

Monitoring and Evaluation on Public Project Performance

(Armstrong, et al, 2013), discovered that evaluation helps to determine if goals of the project had been achieved, how systematic as well as whether is successful. Furthermore, establishment and concentrating on the effects of the project implementation. Frequent data collection about a specific project of a particular company. Kimweli (2013) studied on the importance of Monitoring and Evaluation practices on achieving food security practices donated by caregivers. It was discovered there was no engagement of the society following Monitoring and Evaluation practices. The personnel implementing the project ought to make sure that the society has been taken through so as to comprehend hence participate in Monitoring and Evaluation. Muriungi (2015) conducted research to analyze the impact of state departments and controlling and checking activities. The study was to determine the drawbacks, objective, techniques and policies that ENNDA used in order to improve monitoring and evaluation practices. Target population for the study was 161 and 113 sample size respondents. The researcher used questionnaires gather information and interpreted via SPSS. The study found that PM&E increased project ownership, empowered the consumers and enhance viability of the project. The research also discovered efficacy of PM&E depends on the working of public projects can be delayed due to inadequate period, expertise, finances, personnel, technologies, awareness and substandard structures. Research

concentrated on 1 determinant over 1 state department. Researcher found that the outcome may not be extensive to different projects because the research was conducted in one department. Wambura (2016) did research focusing on effects of M&E on working of Savings in upcountry and project loans in Kwale County, Kenya. The researcher discovered that M&E affected execution of VSLAs projects. Marren (2016) investigated the influence of planning on task execution. The research had a population of 50 employees of world vision in the health tasks. The research established different parameters of planning that impacted project performance in Gedo, Somalia. (Nsiah et al, 2014) studied on examination of the influence of risk supervision activities in Ghana's banking sector. Researcher employed situation which was designed which included five financial institutions which were located in remote region comprised of the expected population. Questionnaire and oral interview were used to examine and the ways in which exposure supervision activities effected the working of the financial institutions. Questionnaire was given successfully to financial institution management. Kolo (2015) did a study to assess the task exposure supervision activities in building tasks in Abuja Nigeria. Questionnaires was administered successfully to project managers, supervisors of the organizations. Cheluget (2017) did research to establish the importance of FMP on attaining objectives of tasks within Uasin Gishu County. Questionnaire was used in collecting data. The population of eighty-seven responded via sampling method from thirty-one tasks within the county. The researcher established and financial reporting budgeting had encouraging impact on working of tasks. Gashuga (2017) did research in relationship between management of funds and attaining projects goals in Rwanda. The research was to find out the effects of preparing budgets, raising finances, assigning of finances and regulating of funds on task management working in Rwanda.

III. RESEARCH METHODOLOGY

Research Design

According to Creswell and Poth (2016), a study design is a description of the method used to collect, evaluate, and present data with the intention of establishing information in response to research questions. The descriptive survey design was used by the researcher. In order to collect firsthand data for this study, both qualitative and quantitative methods were used. The descriptive research guides the researcher on significant areas of attraction about individual and organization. This describes qualities of the respondents Sekaran (2011). The method helps in data analysis and presentation in multiple ways due data collection and dictates in establishing the variables to be tested for further study (Mugenda and Mugenda, 2013).

Target Population

According to Marshall and Rossman (2015), the target population can be institutions, companies and people. This study targeted 13 health sector projects. In every program, those that responded were the 25 project managers, 30 clerk of works and 35-site supervisor, 20 procurement officers, 26 finance manager and 20-quality assurance officer. Therefore, the total target population 156 respondents who are involved in Project Planning and project implantation process.

Sampling Procedures and Techniques

Stratified random sampling is when population is divided into small simple segments known as strata with same characteristics that represents entire target population where as simple random sampling defines population and decides the sample size. (Mugenda and Mugenda, 2013). In this case the researcher used Stratified Sampling and Simple Radom sampling method to get Size of 156 respondents in 13 healthcare projects in Nairobi City County.

Sample Population

Wilson (2003) concluded that in-group of individuals obtained by accessing populace is known as sample. A sample dimensions of between 10%-50%is accepted in a descriptive research (Goswami, 2015). In this study the sample was 113 obtained by the use of Krecjier and Morgan Table. This was a representation of the whole target population.

Table 2. Sample Size

Category	Target Population	Sample Size	Percentage (%)
Project Manager	25	18	16
Clerk of Works	30	21	19
Site Supervisors	35	25	22
Procurement Officers	20	15	13
Finance Manager	26	19	17
Quality Assurance Officers	20	15	13

Total	156	113	100
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Construction of Research Instruments

For research data collection, standard questionnaires will be used in gathering qualitative and quantitative information. Employing key-informant technique and these are project officers. Questionnaires were open and closed so that to allow informants to give more information.

Testing for Validity and Reliability

Answering the pilot study questionnaires, the researcher was personally engage with the respondents. To ascertain how valid content is, the tool of data collection was assessed through several respondents to certify content validity. Pre-test respondent must be 10 percent of the population targeted. The questionnaires were filled in the presence of the researcher.

The detected vagueness was established and rectified. Mugenda and Mugenda (2013) indicated that good pilot study uses 1%-10% percent of the sample size with same attributes with the ones in real study.

Validity

Mugenda and Mugenda (1999) defined it as actual of inferences on the findings in the research. Pre-test of the research questionnaires guided in ameliorate, rectifying the research questionnaires and make sure it is actual, straightforward and sustainable. Content validity was established by making sure that the data collection tool answered all questions in the questionnaire. Research questions corresponded to every variable in conceptual framework and make sure elements are studied.

Reliability

According to Sekaran (2014), he emphasizes that Cronbach's alpha coefficients were used to analyze reliability evaluation and establish the flow of the study tools. Sekaran (2014) describes reliability of estimation as a measure relevance, reliable and constant of a research tool and is also towards the evaluation of the research. It also helps to establish reliability. Questionnaire pre-testing helps in advancing on the research tools. Cronbach's alpha was employed as an estimation of consistency internally. The accepted level was 0.70.

Data Collection Methods and Procedures

Answering research questionnaires were managed by drop and pick method. The researcher faced every respondent, preamble herself, show authorization letter that was given by the university to the researcher, and explain the scope and reasons for carrying out the research. The researcher kept confidential information given by the respondent.

Data Analysis and Presentation

The relationship between the variables was determined using the Pearson Correlation coefficient. A multiple regression analysis was also carried out by the researcher in order to quantify the degree of the relationship that exists between the variables. The reviews were coded in order to obtain the quantitative data, which was then entered into the actual heap of the human science (SPSS) assessment programming variation. To support the portrayal and explanation of the examination revelations or study findings, data was presented in the form of tables, graphs, and pie diagrams. For the purpose of further analysis and comparison, responses were summarized using tables and figures. Through tabulations, percentages, and a central tendency measure (the mean and standard deviation), this produced quantitative reports.

IV. RESEARCH FINDINGS AND DISCUSSIONS

Reliability Analysis

According to Sekaran (2014), he emphasizes that Cronbach's alpha coefficients were used to analyze reliability evaluation and establish the flow of the study tools. Sekaran (2014) describes reliability of estimation as a measure relevance, reliable and constant of a research tool and is also towards the evaluation of the research. It also helps to establish reliability. Questionnaire pre-testing helps in advancing on the research tools. Cronbach's alpha was employed as an estimation of consistency internally. The accepted level was 0.70. The information gathered from the pilot study was not utilized in the last examination. The results of reliability are shown in Table 3.

Project planning had a Cronbach's alpha of 0.817, risk management had a Cronbach's alpha of 0.819, financial management practices had a Cronbach alpha of 0.826, monitoring and evaluation had a Cronbach alpha of 0.818, and public project performance had a Cronbach alpha of 0.832, according to the findings. These results clearly demonstrate that the questionnaire was trustworthy and did not require any modifications. These

outcomes are in accordance with the contentions of Kothari (2014) who expressed that an alpha worth which is more prominent than or equivalent to 0.7 show acceptable reliability.

Table 1: Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
project planning	0.817	Reliable
risk management	0.819	Reliable
financial management practices	0.826	Reliable
monitoring and evaluation	0.818	Reliable
Performance of Public Projects	0.832	Reliable

Demographic Information

In this study, gender, age range, and highest level of education were the demographic data. The demographic data were depicted graphically.

1. Age Bracket of the Respondents

Participants were also asked to indicate their age range as part of the demographic data. The outcomes were as shown in Figure 2. According to the results, 32% of respondents were between the ages of 30 and 39, 29% were between the ages of 40 and 49, 28% were between the ages of 20 and 29, and 11% were over 50. This suggests that the majority of respondents were between the ages of 30 and 39.

2. Highest Level of Education

In addition, the respondents were asked to specify their highest level of education. The outcomes are depicted in Figure 3. According to the findings, 39% of respondents said they had an undergraduate degree, while 32% said they had a master's, 21% indicated diploma while 8% indicated PhD. This suggests that the majority of the respondents had college degree as their most elevated level of training.

Descriptive Statistics

1. Project Planning and Project Performance

The first specific objective of the study was to establish the influence of project planning on Performance of Public Projects in Nairobi City County in Kenya. The respondents were asked to rate a variety of statements regarding the performance of public projects in Nairobi City County, Kenya, as well as project planning. A five-point Likert scale was used, with 1 representing no extent, 2 representing little extent, 3 representing moderate extent, 4 representing great extent, and 5 representing very great extent. The outcomes were as introduced in Table 4.

According to the findings, respondents agreed that a project planning policy governs each project. A mean of 3.965 (standard deviation) $dv = 0.783$). Additionally, a mean of 3.914 (standard deviation) $dv = 0.905$). The respondents agreed that project tools are used in project implementation. In addition, respondents agreed that the project's duration is specified prior to beginning. A mean of 3.899 (standard deviation) $dv = 0.834$). In addition, the respondents agreed that the project's resources are allocated prior to beginning. A mean of 3.884 (standard deviation) $dv = 0.872$).

Table 2: Project Planning and Project Performance

	Mean	Std. Deviation
Every project is guided by a project planning policy	3.965	0.783
Implementation of projects makes use of project tools	3.914	0.905
The duration of the project is specified before it begins.	3.899	0.834
The project resources are allocated before project started	3.884	0.872
Aggregate	3.851	0.823

Risk Management and Performance of Public Projects

The second specific objective of the study was to assess the effect of risk management on Performance of Public Projects in Nairobi City County in Kenya. The respondents were asked to rate a variety of statements regarding the performance of public projects in Nairobi City County, Kenya, as well as risk management. A five-point Likert scale was used, with 1 representing no extent, 2 representing little extent, 3 representing moderate extent, 4 representing great extent, and 5 representing very great extent. The outcomes were as introduced in Table 5

According to the findings, respondents agreed that the institution ensures the implementation of risk mitigation measures. This is shown by a mean of 3.905 (standard deviation) $dv = 0.722$). Furthermore, with a mean of 3.886 (standard deviation) $dv = 1.063$). The respondents agreed that the institution assesses risk and

identifies project-related risk. Further, the respondents concurred that the organization through the gamble chiefs reveal the dangers and answer them. This is shown by a mean of 3.828 (std. dv = 0.937). The respondents also agreed that they are satisfied with the effectiveness of risk mitigation strategies put in place. This is shown by a mean of 3.811 (std. dv = 0.920).

Table 3: Risk Management and Performance of Public Projects

	Mean	Std. Deviation
The institution ensures risk mitigation measures are put in place	3.905	0.722
The institutions conducts risk assessment and identifies risk associated with projects	3.886	1.063
The institution through the risk managers disclose the risks and respond to them	3.828	0.937
Am satisfied with the effectiveness of risk mitigation strategies put in place	3.811	0.920
Aggregate	3.881	0.871

Financial Management Practices and Performance of Public Projects

The third specific objective of the study was to investigate the effect of financial management practices on Performance of Public Projects in Nairobi City County in Kenya. The respondents were asked to rate various statements regarding the performance of public projects in Nairobi City County, Kenya, as well as financial management practices. A five-point Likert scale was used, with 1 representing no extent, 2 representing little extent, 3 representing moderate extent, 4 representing great extent, and 5 representing very great extent. The outcomes are shown in Table 6.

According to the findings, respondents concur that project funds are distributed on time. The standard deviation of 3.945 demonstrates this. (dv = 0.830). Additionally, a mean of 3.928 (standard deviation) dv = 0.638). The respondents were all in agreement that the project's budget was adequate. In addition, the respondents concurred that the project's cost remained unchanged. A mean of 3.883 (standard) demonstrates this. (dv = 0.908). Additionally, the respondents agreed that the project's accounting records were up to date. The standard deviation of 3.824 demonstrates this. (dv = 0.603).

Table 4: Financial Management Practices and Performance of Public Projects

	Mean	Std. Deviation
The project's funds are distributed on time	3.945	0.830
The project's budget was sufficient	3.928	0.638
The project's cost was kept the same	3.883	0.908
The project's books of accounts were kept up to date	3.824	0.603
Aggregate	3.897	0.612

Monitoring and Evaluation And Performance of Public Projects

The fourth specific objective of the study was to examine the effect of monitoring and evaluation on Performance of Public Projects in Nairobi City County in Kenya. The respondents were asked to rate various statements regarding the performance of public projects in Nairobi City County, Kenya, as well as monitoring and evaluation. A five-point Likert scale was used, with 1 representing no extent, 2 representing little extent, 3 representing moderate extent, 4 representing great extent, and 5 representing very great extent. The outcomes are shown in Table 7.

According to the findings, respondents concur that the project's key performance indicators are the focus of monitoring and evaluation. A mean of 3.955 (standard) demonstrates this. (dv = 0.866). Additionally, a mean of 3.927 (standard deviation) dv = 0.255), the respondents agreed that the project received regular progress reports. Additionally, respondents concurred that projects are audited. A mean of 3.863 (standard) points this out. (dv = 0.775). The respondents also agreed that project evaluation helps measure accomplishments in order to avoid mistakes and flaws in the future.

Table 5: Monitoring and Evaluation and Performance of Public Projects

	Mean	Std. Deviation
Monitoring and evaluation examine the project's key performance indicators	3.955	0.866
Regular progress reports on the project were produced.	3.927	0.255
Projects were audited	3.863	0.775
Evaluation of projects aids in measuring accomplishments for avoiding flaws and future errors.	3.791	0.879
Aggregate	3.897	0.256

Performance of Public Projects

On various statements regarding the performance of public projects in Nairobi City County, Kenya, respondents were asked to rate them. A five-point Likert scale was used, with 1 representing no extent, 2

representing little extent, 3 representing moderate extent, 4 representing great extent, and 5 representing very great extent. The outcomes are shown in Table 8.

From the outcomes, the respondents concurred that carried out projects meet the set goals. A mean of 3.908 (standard) demonstrates this. $dv = 0.980$). Furthermore, with a mean of 3.808 (standard) $dv = 0.561$), the respondents concurred that projects are carried out within the allotted funds. In addition, respondents agreed that projects are carried out within the allotted time. A mean of 3.755 (standard) points this out. $dv = 0.869$). The respondents also agreed that projects that are carried out accomplish the established goals. A mean of 3.727 (standard) points this out. $dv = 0.935$).

Table 6: Performance of Public Projects

	Mean	Std. Deviation
Implemented projects meet the set objectives	3.908	0.980
Projects are implemented within the set budget	3.808	0.561
Projects are implemented with the set timeframe	3.755	0.869
Implemented projects meet the set objectives	3.727	0.935
Aggregate	3.837	0.871

Inferential Statistics

The relationships between the independent variables (project planning, risk management, financial management practices, and monitoring and evaluation) and the dependent variable were evaluated using inferential statistics like correlation analysis and regression analysis. (Performance of Public Projects in Nairobi City County in Kenya).

Correlation Analysis

This study used Pearson correlation analysis to determine the relationship between the independent variables (project planning, risk management, financial management practices, and monitoring and evaluation) and the dependent variable (Performance of Public Projects in Nairobi City County, Kenya). The outcomes are shown in Table 9.

Project planning has a positive and significant relationship with the Performance of Public Projects in Nairobi City County, Kenya ($r=0.821$, p value = 0.002), as shown in table 4.6. The association was considered significant because the p -value (0.002) was less than the 0.05 level of significance. The findings are consistent with those of Anunda (2016), who found that project performance is influenced by project planning.

In addition, the findings demonstrate that public project performance in Nairobi City County, Kenya, is influenced positively and significantly by risk management ($r=0.750$, p value=0.002). The association was considered significant because the p -value (0.002) was less than the 0.05 level of significance. Aduma et al. (2018) found that risk management has a positive and significant impact on project performance, which is consistent with the findings.

In addition, the findings demonstrated that financial management practices have a positive and significant impact on the performance of public projects in Nairobi City County, Kenya ($r=0.806$, p value=0.004). The association was considered significant because the p -value (0.004) was less than the 0.05 level of significance. The discoveries are in accordance with those of Cheluget (2017) who uncovered that monetary administration rehearses have positive and critical effect on project execution.

In addition, the findings demonstrated a positive and significant association between monitoring and evaluation and the performance of public projects in Nairobi City County, Kenya ($r=0.811$, p value=0.003). The association was considered significant because the p -value (0.003) was less than the 0.05 level of significance. The results are in line with those of Marren (2016), who found that project performance is positively and significantly influenced by monitoring and evaluation.

Regression Analysis

The relationship between the independent variables (project planning, risk management, financial management practices, and monitoring and evaluation) and the dependent variable (Performance of Public Projects in Nairobi City County in Kenya) was found through the use of multivariate regression analysis in this study.

The multivariate regression model was as follows:

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

Where; Y = is the dependent variable (Performance of Public Projects in Nairobi City County in Kenya), β_0 = Constant Term; β_1 - β_4 = regression coefficients; X_1 = project planning; X_2 = risk management; X_3 = financial management practices, X_4 = monitoring and evaluation and ε = error term.

The variation in the dependent variable Performance of Public Projects in Nairobi City County in Kenya that could be explained by (project planning, risk management, financial management practices, and

monitoring and evaluation) was shown using R-squared in the study. The R squared value of 0.861 indicated that the independent variables (project planning, risk management, financial management practices, and monitoring and evaluation) could account for 87.6% of the dependent variable (Performance of Public Projects in Nairobi City County in Kenya).

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.936 ^a	0.876	0.877	0.16355

a. Predictors: (Constant), project planning, risk management, financial management practices and monitoring and evaluation

Analysis of variance was used in the study to see if the model was a good fit for the data. The calculated F was 28.450, which is higher than the F critical value of 2.461, as shown in table 4.8. In addition, the significance level of 0.05 was not reached by the p value, which was 0.001. Because of this, the model can be used to demonstrate the impact of independent variables because it was a good fit for the data, (project planning, risk management, financial management practices and monitoring and evaluation) on the dependent variable (Performance of Public Projects in Nairobi City County in Kenya).

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.222	4	18.806	28.450	.001 ^b
	Residual	6.875	101	.0661		
	Total	82.097	105			

a. Dependent Variable: Performance of Public Projects

b. Predictors: (Constant), project planning, risk management, financial management practices and monitoring and evaluation

The regression equation was;

$$Y = 0.779 + 0.314X_1 + 0.176X_2 + 0.261X_3 + 0.245X_4$$

Project planning has a positive and significant impact on the performance of public projects in Nairobi City County, Kenya (p value = 0.004), according to the findings. The relationship was considered significant because the p-value (0.004) was less than the 0.05 level of significance. The results are in agreement with Anunda (2016) findings that project planning affects project performance.

Additionally, the findings demonstrated that risk management has a positive and significant impact on the success of public projects in Nairobi City County, Kenya (p value = 0.001, $\beta = 0.176$). The relationship was considered significant because the p-value (0.001) was less than the level of significance (0.05). Aduma et al. (2018) found that risk management has a positive and significant impact on project performance, which is consistent with the findings.

Additionally, the findings demonstrated that financial management practices have a positive and significant impact on the performance of public projects in Nairobi City County, Kenya (p value = 0.003). The relationship was considered significant because the p-value (0.003) was less than the 0.05 level of significance. The discoveries are in accordance with those of Cheluget (2017) who uncovered that monetary administration rehearses have positive and critical effect on project execution.

The findings demonstrated that public project performance in Nairobi City County, Kenya, is influenced positively and significantly by monitoring and evaluation ($\beta = 0.245$, p value = 0.001). The relationship was considered significant because the p-value (0.001) was less than the level of significance (0.05). The results are in line with those of Marren (2016), who found that project performance is positively and significantly influenced by monitoring and evaluation

V. Discussion of the Results

Project Planning and Project Performance

The study results revealed that every project is guided by a project planning policy. In addition, the study found that implementation of projects makes use of project tools. Further, the respondents agreed that the duration of the project is specified before it begins. The respondents also agreed that the project resources are allocated before project started. These findings are in line with the results of Serrador (2013) on influence of task plan on the execution of project in Canada, the study was carried out learnt that project performance contribution on the resources and time utilized in the entire planning cycle. According to, the results of Ogero

(2014) parameters of PM digital process on construction sector within Nairobi City County, research recommendation was to ascertain importance of project planning on project execution.

Risk Management and Performance of Public Projects

From the results, the respondents agreed that the institution ensures risk mitigation measures are put in place. In addition, the respondents agreed that the institutions conducts risk assessment and identifies risk associated with projects. Further, the respondents agreed that the institution through the risk managers disclose the risks and respond to them. The respondents also agreed that they are satisfied with the effectiveness of risk mitigation strategies put in place. These results are in line with the findings of Aduma *et al*, (2018) who established that effectiveness of risk mitigation strategies influences the project performance.

Financial Management Practices on Public Project Performance

From the results, the respondents agreed that the project's funds are distributed on time. In addition, the respondents agreed that the project's budget was sufficient. Further, the respondents agreed that the project's cost was kept the same. The respondents also agreed that the project's books of accounts were kept up to date. The study results concur with the results of Kogi (2013) who revealed that Financing must be done within stipulated time and as forecasted to achieve project completion on time. The research also discovered the cost of project need to be well managed to make sure the cost meets the budget.

Monitoring and Evaluation and Performance of Public Projects

From the results, the respondents agreed that monitoring and evaluation examine the project's key performance indicators. In addition, the respondents agreed that regular progress reports on the project were produced. Further, the respondents agreed that projects were audited. This is shown by a mean of The respondents also agreed that evaluation of projects aids in measuring accomplishments for avoiding flaws and future errors. These results are in agreement with the results of Muriungi (2015) who established that PM&E increased project ownership, empowered the consumers and enhance viability of the project

VI. SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The study found that public project performance in Nairobi City County, Kenya, is positively and significantly influenced by project planning. According to the findings, respondents agreed that a project planning policy governs each project. The study also found that project tools are used in project implementation. In addition, respondents agreed that the project's duration is specified prior to beginning. In addition, the respondents agreed that the project's resources are allocated prior to beginning.

The study found that risk management has a positive and significant influence on the Performance of Public Projects in Nairobi City County in Kenya. From the results, the respondents agreed that the institution ensures risk mitigation measures are put in place. In addition, the respondents agreed that the institutions conducts risk assessment and identifies risk associated with projects. Further, the respondents agreed that the institution through the risk managers disclose the risks and respond to them. The respondents also agreed that they are satisfied with the effectiveness of risk mitigation strategies put in place.

The study found that public project performance in Nairobi City County, Kenya, is positively and significantly influenced by financial management practices. According to the findings, respondents concur that project funds are distributed on time. The respondents also agreed that the project's budget was adequate. In addition, the respondents concurred that the project's cost remained unchanged. The respondents additionally concurred that the undertaking's books of records were stayed up with the latest.

The study found that public project performance in Nairobi City County, Kenya, is positively and significantly impacted by monitoring and evaluation. According to the findings, respondents concur that the project's key performance indicators are the focus of monitoring and evaluation. In addition, the respondents agreed that regular progress reports on the project were produced. Further, the respondents agreed that projects were audited. This is shown by a mean of The respondents also agreed that evaluation of projects aids in measuring accomplishments for avoiding flaws and future errors.

Conclusions

The review reasons that venture arranging impacts execution of public tasks in Nairobi City Region in Kenya. The findings showed that the performance of public projects in Nairobi City County, Kenya, is influenced by planning tools, resource allocation, and project goal.

The study also comes to the conclusion that risk management has a significant and positive impact on the success of public projects in Nairobi City County, Kenya. Results showed that public projects in Nairobi City County, Kenya, are affected by risk mitigation, risk assessment, and risk disclosure.

In addition, the study concludes that public project performance in Nairobi City County, Kenya, is positively and significantly influenced by financial management practices. Results showed that public projects in Nairobi City County, Kenya, are affected by financial statements and capital budgeting.

The study also comes to the conclusion that public project performance in Nairobi City County, Kenya, is significantly and positively impacted by monitoring and evaluation. The results showed that the performance of public projects in Nairobi City County, Kenya, is influenced by M&E personnel, M&E frequency, and information sharing.

Recommendations

The study found that public project performance in Nairobi City County, Kenya, is positively and significantly influenced by project planning. Therefore, this study suggests that project managers managing public projects in Kenya should ensure effective project planning practices to enhance performance.

Additionally, the study found that public project performance in Nairobi City County, Kenya, is positively and significantly impacted by risk management. In order to improve performance, this study suggests that public project managers in Kenya implement efficient risk management strategies.

In addition, the study found that public project performance in Nairobi City County, Kenya, is positively and significantly influenced by financial management practices. Therefore, in order to guarantee that public projects in Kenya are carried out within the allotted budget, this study suggests that project managers ensure proper financial management.

The study also found that public project performance in Nairobi City County, Kenya, is positively and significantly impacted by monitoring and evaluation. In order to improve performance, this study suggests that public project managers in Kenya implement efficient monitoring and evaluation procedures.

Recommendation for Further Studies

The main purpose of the study was to analyze the effect of project management practices on Performance of Health Projects in Nairobi City County in Kenya. However, the findings cannot be generalized to the performance of other projects in Kenya because this study was restricted to health project performance in Nairobi City County, Kenya. As a result, the study suggests that additional research be carried out to investigate how project management practices affect the performance of other projects in Kenya.

Additionally, the study found that project planning, risk management, financial management practices, and monitoring and evaluation could account for 87.6% of the performance of health projects in Nairobi City County, Kenya. As a result, additional research should be carried out to evaluate additional factors that the Performance of Health Projects in Nairobi City County in Kenya.

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