



**PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF HEALTH
PROJECTS AT KASHA RWANDA Ltd, KIGALI-RWANDA**

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ABSTRACT

Most organizations are currently using projects to achieve their goals or missions and create competitive advantage. All organizations and corporations aim at better performance so that they can meet their business objectives and achieve a reason for existence. High performance in health projects implementation is the ultimate goal to all health project stakeholders In Rwanda. However, The success of health projects in Rwanda is still being challenged in a sense that some projects remain delayed and do not provide expected results with little income and impact to the society as planned. The main objective of study was :To Assess the Influence of Project Management Practices on Performance of health projects,in Kasha Rwanda ltd. Specific objectives were: To assess the influence of project planning on performance of health projects performance in Rwanda; To Examine the influence between resource planning on health projects performance in Rwanda; To assess the influence of quality management on performance of health projects performance in Rwanda.The study examined how the three project management practices influence projects to succeed in terms of completion within scheduled time, compliance to budget, and within quality scope of work for client acceptance and satisfaction. This research adopted correlational research. The research sampled three health projects at Kasha, Packard foundation, gates-agent expansion and gates-family planning projects. This study used both stratified and purposive sampling methods. The population was made of Kasha Rwanda employees, Sponsors, contractors(Nurses&Agents) and government officials involved in health project implementation. The sample size for this study was given by the Slovin's formula equivalent to 109 from a target population of 150 where purposive sampling (also known as judgment, selective or subjective sampling) technique was used where the researcher relies on her own judgment to select respondents who will participate in the study. The primary data was obtained using questionnaires while the secondary data was gathered from the literature. Quantitative data were analyzed using computer software Statistical Package for Social Sciences (SPSS) version 23.0 to enable mathematical computations. The study sought to assess the three project management practices and their influence on performance of health projects in Rwanda. The conclusions were drawn from the findings and summarized per objective. Based on findings, the three project management practices, project planning, resource planning and quality management positively influence performance of health projects in Rwanda and it can be concluded for any organization to be able to succeed in project management, those 3 practices are crucial and must be considered. The study strongly recommends Kasha to reinforce use of project management practices across the team. The study also recommends all project implementers to set up PMO within the team to help monitor and control use of project management practices. Companies running health projects and others to put checks and control for all Project Managers that the 3 project management practices are performed. This study recommends health project managers to always perform project planning, resource planning & quality management practices for successful project performance.

Key Words: PMP, Health, Project, Performance, Kasha Rwanda Ltd

I. INTRODUCTION TO THE STUDY

1.1. Background of the study

Countries worldwide have been engaging with how to ensure efficiency and effectiveness in project management practices for business success. Evidence shows that there is a growth in the number of countries streamlining their results by strengthening their projects Management (Dhiman,2020). Mackay in 2006 stated that developing countries have a high demand for project management practices for effective government management and performance and to ensure proper public sector management. He further states that the culture of evaluation has become a path to enhance government performance; hence, developing countries are working to strengthen their existing Project Management practices, while others are developing them from scratch. In Rwanda, use of Project Management practices has been increased from public to private sectors to enhance project performance which is indicated by completion of projects within agreed quality, time, cost and scope of work leading to acceptance of project deliverables and customer satisfaction.

In the recent decades, there has been a significant increase in adoption to project management practices in different sectors and industries. However, there are still difficulties in different sectors, mostly health projects, to effectively apply project management practices which create issues such as resource scarcity, duration uncertainty, project delays and budget overrun all due to the ineffective use of project management practices. (Winter and Szczepanek, 2008).

Project Management Institute (PMI) in 2018 states that successful project management is ‘the application of knowledge, skills, tools, and techniques to project activities to help meet the project or overall business requirements’ Hence project management practices are vital to project performance. All types of businesses ranging from small, medium and large enterprises always look into running projects for business success. With that said, businesses are now pursuing their plans, strategies and stability and growth with high consideration of project management as functional activity to be placed at the core of their business processes and ensure its success. At the same time project managers/planners always look at involving/engaging better ways of managing through application of best project management practices. (Roberts, 2019). Therefore,

Project Management is the systematic process of planning, organizing, executing, monitoring and controlling resources to achieve project objectives.

Different researchers and practitioners revealed that PM practices play a vital role on project performance. Project Management practices includes quality management, stakeholder management and as well as availing adequate budget allocation (PMI, 2013). Projects are currently being used as the best ways to help reduce poverty, poor health and unemployment hence should be effectively managed. (International Development Research Centre, 2004). Landau (2010) revealed that many developing countries such as Ghana are inquiring about high resource allocation on agricultural projects to improve their performance and likelihood of the population and help reduce poverty and unemployment.

Project management best practices are currently being highly focused on project management literature and organizations only seem to give attention to this once they are shown value. (Majeed,2021) Therefore, the results from this study will be influential to different organizations as it will show how presented Project Management Practices contributed to project Performance. Generally, Project management practices are found to be vital to project success as it offers useful information guiding in managerial decision making within a project, uplift accountability and transparency as well as ensuring continuous stakeholder feedback and tracking of project progress.

1.2. Statement of the Problem

In today's challenging economic environment, most businesses, governments and corporations are using project implementation to achieve their goals or missions and create competitive advantage. All organizations and corporations aim at better performance so that they can meet their business objectives and achieve a reason for existence and projects highly support this. In Rwanda, local governments and other businesses are always looking at patterning with private sectors through projects implementation to provide access to basic services such as access to health services(increase SRH knowledge and SRH product youth empowerment, access to proper sanitation, a sustainable electricity supply, health, construction etc.. to help improve the livelihood of the population. Project Management practices aids in improving project performance by tracking the rhythm of the entire project implementation as well as giving key

information to make adjustments through different practices like project planning, quality management and availing adequate Resource Planning.

However, there is still a common challenge that most projects are performing badly, some are delayed in terms of completion, generally not performing as expected which most projects express as being caused by the lack of effective project management practices. There is generally a serious problem of project failure across nations including Rwanda due to lack of project management practices throughout the project implementation. A world bank report of 2007 stated that In Africa, the 62% of health and construction projects were not completed as per scope of work, 32.8% were not completed due to lack of financial resources and improper Resource Planning, 32% of projects had unexpected activities added during the project implementation hence lack of quality management and 53% of projects were not successful completed due to lack of monitoring and evaluation practices.

In Rwanda, the report of the office of auditor general of 2017, showed that more of 50% audited projects had unqualified opinions, 50% projects received adverse opinions which all resulted from lack of quality management. A total of 109 projects were audited, contracts worth 206 billion had been delayed to be completed, 123 billion abandoned and 45 billion were not finalized where 63% of the project were health and construction projects with main reasons of not meeting deadlines confirmed to be lack of effective project management practice.

Therefore, this study intended to determine the influence of Project Performance practices on performance of health projects at Kasha Rwanda ltd so that projects can learn how best to position themselves in terms of Project Management for better performance. There are past researches which revealed that project planning, quality management and adequate Resource Planning are important factors to project performance. Though there were similar studies done and unfortunately they were focused mostly on construction sector projects hence lack of information on health related projects. Again, that's a serious issue to be addressed to avoid consistent failure of projects especially health sectors which is also a misuse of government and public funds which eventually lead to a decline of national economic development. This study will then help Organizations understand how project management practices influence project

success and which ones are the most influential so they can even start using them effectively.

1.3. Objectives of the study

1.3.1. General objective

The general objective of this study was to assess the *influence of project management practices on performance of health projects at Kasha Rwanda Ltd, Kigali-Rwanda.*

1.3.2. Specific objectives

This research was guided by the following specific objectives:

- i. To Assess the Influence of Project Planning on Performance of Health Projects in KASHA Rwanda Ltd.
- ii. To Examine the Influence of Resource Planning on Performance of Health Projects in KASHA Rwanda Ltd.
- iii. To Assess the Influence of Quality Management on Performance of Health Projects in KASHA Rwanda Ltd.

II. LITERATURE REVIEW

2.1. Theoretical Review

This study was based on different theories to help explain and show how concepts constructed on the influence of Project Management practices on project performance are related.

2.1.1 Theory of Change

Came out in the 1990s and was popularized by Weiss; it was part of the program theory created as an improvement to the evaluation theory. (Anderson, 2016). Theory of change explains how to find solutions to problems through effective changes/corrective actions management consulting stakeholders during project implementation to achieve long-term solutions. (United Nations Development Group, 2005). Also, theory of changes provides comprehensive frameworks on changes during projects implementation which includes clarity on how changes happens, partners' roles contributing to the changes, and effective articulation (definitions and testing) of critical assumptions and developing a conceptual pathway (activities need, change in knowledge/skills required, who needs to work on what, when and how).

Theory of change is highly used by local governments in the implementation of donor's project to articulate long term impact on projects (James, 2011). In fact, this theory of change enhances the ability of stakeholders to decide on desire vs actual outcomes to facilitate effective change management processes. This application of theory of change helped to assess if right corrective actions were taken during project management practices of health projects at Kasha Rwanda Ltd, and found that project stakeholders were involved and trained on all changes made throughout the projects and effective frameworks were used.

2.1.2 Participatory Theory

Participatory Theory explains how important participation is needed till the end result and has been actively used from development researchers to development agencies. Participatory theory has been conceptualized by Mahatma Gandhi to help the community in their development of social life. The theory highlights how there has been a tremendous growth in participatory development where development agencies considered participatory development as a key factor for development and success of projects as it improves effectiveness and efficiency (Nelson& Wright,2010). Sharing of information and enabling individual contribution leads to accountability and self-reliance.

Also, participation empowers local citizens' confidence, feedback sharing, removing misunderstanding and enhancing better solutions. Participatory theory was adopted in project management as a way of encouraging project team participation including stakeholders to enhance project developments. According to this theory, we assessed if all stakeholders were empowered and engaged during health project management at Kasha.

2.1.3 Resource Based View(RBV)

This theory explains the significance of adequate budget allocation per task because success of a task or activity is highly affected by resources or funds allocated. RBV emerged in the 1980s and 1990s as an approach to achieving competitive advantage, after the major works published by Wernerfelt(1984), Prahalad, Hamel, Barney. RBV theory states that internal resources or funds of an organization are the essential determinants of its competitive advantage hence should be highly considered rather than looking into competitive environments. The theory again emphasizes how organizations should take into consideration internal strengths with resources

considered as major one.(Jurevicius,2013)

Rothaermel(2012) also expanded on RB theory and confirmed that strategic management of an organization's resources includes changing the position of human resources, financial resources, natural resources and technological resources etc.. create customer value and increase performance. Therefore, organizations with valuable and well allocated resources are highly likely to have long-term competitive advantage and project success. Therefore, the theory Explains the significance of adequate budget allocation per task because success for a task or activity is highly affected by resources or funds allocated. This theory was used to assess how resources has been allocated to different tasks during project implementation

2.2. Conceptual Review

2.2.1 Conceptual Framework

A conceptual framework refers to an analytical tool with several variations and contexts associated. (Colander,2003). It is used to make conceptual differences and organization of ideas as independent or dependent. (Shields & Rangarjan,2013). With this study, The independent variables of project management practices with reference to project planning, quality management and Resource Planning will be examined to establish their influence in relation to the project's performance with reference to quality-customer satisfaction, time-completing project within schedule, cost-completing project within schedule and Quality- project deliverables' acceptance. The variables will be evaluated to measure their relationship and how they influence each other.

2.3. Empirical review

Other researchers also studied how project management practices influence project performance and will mention a few below:

2.3.1. Project Planning and Project Performance

Defining the scope is a neglected area in most projects. It is however the foundation on which the schedule, budget and resource plans are built. Get it wrong, and everything else went wrong. Based on those empirical reviews, the gap to be filled during this research is to examine the project planning on the implementation of projects especially basing on contractual between

parties in local governments to the performance of the health projects in Rwanda.

Research results have shown that greater project planning efforts lead to improved performance on industrial projects in the areas of cost, schedule, and operational characteristics (Gibson and Hamilton 1994; CII 1995; Griffith and Gibson 1995; Griffith et al. 1998). The process of managing a project requires project planning. This exercise is integral parts of a project cycle and are important for ensuring that due process, standardization and adherence to project specification are followed (McCoy, 2005). Studies reveal that 90% of MARA projects are experiencing delays which decelerate the implementation of MARA strategic planning. Findings of a recent study have proven that higher levels of project planning effort can result in a significant cost and schedule; specifically; the research study categorized 53 capital facility projects into three different intensities of project planning effort and compared total potential cost and schedule performance differences (CII 1994; Hamilton and Gibson 1996). The Project management decision making changes during the implementation thereby increasing the chances of good project performance;(Crawford et al., 2003). Kadir (2005) argued that coordination problems between main contractors and subcontractors is a 25 major hindrance to work progress, this is because the parties in the construction project are interdependent and failure of any of the parties seriously affects project quality and execution (kanji, 1998). Akintoye and Main (2014) and Saad, Jones and James (2002) indicate that project underperformance is caused by the main contractor tendency to focus on dyadic relationships between themselves and clients that downstream is the weaker link and needs to be improved in supply chain management.

2.3.2. Resource Planning and Project Performance

Adequate Resource Planning exercise is also found as keen to the performance of projects. IFRC in 2011 revealed that Resource Planning Planning in project management is key to project success and should be effectively allocated. For example, donors and organizations suggest that the budget for M&E practices should be between 2%-3% of the total project budget. So the amount set for a specific position of the project should be effectively discussed and planned so that there is no deviation from the overall project budget allocation.(Chaplowe,2008). Mwangi (2014) confirmed that adequate budget allocation enhanced the success of the CDF project. Heconfirmed that one unit increase in Resource Planning Planning to M&E led to a quarterly

increase of efficiency and effectiveness of programs for CDF projects which in the end led to project success.

Adequate Resource Planning is a key practice of project management to ensure proper performance of projects. Mutunga (2010), reports that there is wastage of Kenya public funds hence the government keeps putting a lot of money in the CDF projects not working . It further reports that in some areas within the country of Kenya, most of the projects had either stalled or failed to kick off and unsatisfactory performance by merchants had been noted and all due to lack of proper use of project management systems. However, this study was particularly done in Europe and the findings may not necessarily apply for Rwanda hence a need to run my study focusing on Rwanda for further insights.

A study of Mugo and Oleche confirmed that of all the Project Management factors, budget allocation plays a vital role to project success. The study focused on the impact of M&E on project success using prohibit model and the results showed that Resource Planning Planning had a significant influence on project performance as it had a large robust coefficient of 0.656939 at a Z statistic of 4.92 and high marginal effect at a Z statistic of 5.44. Also, the amount of budget allocated to monitoring and evaluation contributes to the efficient execution of Monitoring and control activities by 13.3% which also contributes to project performance.

2.3.3 Quality Management and Project Performance

Many studies have recommended that the implementation and adoption of Quality Management is very likely to influence project's performance. The study done by Mir and Pinnington in (2014) examined the relationship between TQM and project success in the United Arab Emirates and also adopted and tested the PMPA framework of TQM against project success. The study revealed that PMPA and its contributing variables had positively influenced project success. The relationship between those variables was checked using 2 methods of linear regression and Pearson's correlation and both analyses confirmed that "KPIs, staff, leadership, and lifecycle management processes were the most contributing variables" to project success. Whereas, Partnership and resources, PM policy and strategy were found to have a low influence on project success.

Din, Abd-Hamid, and Bryde (2011) evaluated how Malaysian ISO 9000 certified differ from non-certified companies in terms of project management practices, financial management practices, and project success. The study revealed that certified companies performed better than non-certified companies in terms of project management practices and financial management practices. Also, ISO 9000 65 certification showed a positive moderating effect on the influential relationship between TQM practices and project success by comparing certified vs non-certified companies. However, there was no clear link identified specifically for project management practices and project performance.

A study conducted by Ali and Rahmat in 2010 investigated the performance measurements of construction projects managed by ISO-certified contractors in Malaysia. The study revealed that functionality and clients' satisfaction are the most important criteria for measuring construction project performance while time and cost were found to be the least important. This study used mean statistics to rank the importance of project performance measurements as perceived by the contractors in the ISO-certified companies. However, there was no analysis done specifically on the relationship between TQM and project performance.

Although a few studies were conducted to study the relationship between quality management and project performance but there were limitations on health sectors which my study focused on.

III. RESEARCH METHODOLOGY

3. 1. Research Design

This study adopted a mixed method research design whereby both qualitative and quantitative approaches have been used together by the researcher to assess the influence of Project management practices on health projects. This study used descriptive research design where both open and closed-ended questions were used through questionnaires and surveys to understand respondents' point of view. Descriptive statistical data analysis was employed to measure how variables relate and influence each other. Qualitative methods were also employed through open end questions and analyzed through content analysis to get observable findings and gain a more in-depth understanding of a topic. Population refers to the entire set of objects and

events or groups of people which is the object of the research and also at which the researcher wants to determine some characteristics. (Mugemba,2003). The population targeted was obtained across all project teams and based on the information received from the Kasha management, the target population of this study was 150 people made of kasha employees, sponsors, contractors and government officials. The sampling technique that was used in this study is Simple random sampling where respondents had an equal chance to participate in the research if available which gives 109 participants. It was also combined with purposive sampling technique also known as judgment, selective/ subjective sampling in which a researcher relies on his or her own judgment when choosing members of the population to participate in the study and select respondents. (McLeod,2019).

3.5. Data Collection

Both primary and secondary data were collected. Primary data were generated through questionnaires given to Kasha projects team mentioned above. The questionnaire included open ended and closed-ended questions where respondents chose from the alternative answers. We used both printed questionnaires and google forms depending on respondents preference.

Secondary data were collected by reading documentary documents and electronics sources such as websites, textbooks and past research projects on similar topics.

Validity and Reliability were used to measure the quality of the research. Validity checked to how accurately a method or instrument measures what it is intended to measure while measured consistency throughout the study.

The study used the Statistical Package for Social Sciences (SPSS) in processing and analyzing data as well as interpretation focusing on the research questions as it's easy to use and most accurate. Frequencies, means, median, variance standard deviations, Statistical correlation was measured by Pearson correlation coefficient r and multiple regression were calculated to help analyze data. r is a numerical value that ranges from +1.0 to -1.0; $r > 0$ indicates positive relationship, $r < 0$ indicates negative relationship. High degree: If the coefficient value lies between ± 0.50 and ± 1 , then it is said to be a strong correlation. Moderate degree: If the value lies between ± 0.30 and ± 0.49 , then it is said to be a medium correlation. Low degree: When the

value lies below + . 29, then it is said to be a small correlation, while $r = 0$ indicates no relationship or that the variables are independent and not related)

IV. DATA ANALYSIS, FINDINGS AND INTERPRETATION

For the researcher to present research findings and interpretation, tables, figures, frequencies, and percentages were used as means of analyzing and interpreting the data. Responses were collected from a sample of 107 employees including project team, Kasha part time agents, project sponsor and government officials. In order to measure the use of employees' project management practices and influence , 9 statements were presented to the respondents and responded agreed at strong level Project planning((98.1%) , quality management(97.2 %) and resource planning(95.3%) .

The study assessed through 3 statements key performance indicators for health projects and respondents revealed Client Satisfaction askey performance indicator(99.07%), followed by Project completion within budget (98.13%) and Project completion (97.20%).

A correlation coefficient was tested to a measure statistical relationship between 3 variables and the results indicated a strong positive correlation factor of 0.963 between health project performance and project planning practice. $r = 0.959$ between quality management practice and $r = 0.829$ between Resource Planning and project performance with correlation coefficient and significant value of 0.00 This relationship was found to be statistically significant as the significant value was 0.00 which is less than 0.05.

The study used multiple regression so as to be able to predict project performance from project planning, quality management and resource planning practices. Results showed $R = 0.991$, a strong positive variation between project management practices and health project performance; $R^2 = .991$ meaning there was variation of 99.1% on the project's performance by using project planning, quality management and resource planning. This reflected that 99.1% of the entire

health project's performance resulted from above 3 project management practices(The remaining 0.90% is explained/Influenced by other factors not included in this research).

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996a	0.991	0.991	0.01327

a Predictors: (Constant), RP, PP, QM

ANOVA was measured to determine whether a regression method is a good approach for the data collected, whether the above R Square value was significantly >0 and how well the regression equation fits the data (i.e.indicates how independent variables significantly predict dependent variables). Results showed a P-value=0.0001 below 0.005 indicating 95 % confidence and hence project management practices had a significant effect on Health Project performance and the regression model is significant.

Table 4. 15:ANOVA

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.042	3	0.681	3896.83	.000b
	Residual	0.018	103	0.0002		
	Total	2.06	106			

a Dependent Variable: HPP

b Predictors: (Constant), PP, QM, RP

The overall regression model analysis was statistically significant

The overall regression model analysis was statistically significant, $F(3, 103) = 3898.83$, $P < 0.005$, $R^2 = .991$. (i.e:regression model is a good fit for the data and Independent Variables predicted health project performance at a significant level). Based on Unstandardized Beta Coefficients, Project Planning(Beta=0.509 at Sig= 0.000), Quality Management(Beta=0.283 at Sig= 0.000) and Resource planning (Beta=0.112 at Sig=0.000) have high significant influence on Health Project Performance.

Table 4.16:Regression Coefficients

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.48	0.067		7.167	0.000
	PP	0.509	0.026	0.439	19.262	0.000
	QM	0.283	0.016	0.397	17.401	0.000
	RP	0.112	0.007	0.227	16.541	0.000

a Dependent Variable: HPP

V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study intended to investigate the influence of project management practices on performance of health projects in Rwanda using a case study of kasha Rwanda Ltd. Specifically, the study assessed the influence of project planning on performance of health projects in Rwanda, assessed the influence of project planning on performance of health projects in Rwanda, assessed the influence of resource planning on performance of health projects in Rwanda and assessed the influence of quality management on performance of health projects in Rwanda. The findings showed that project management practices have significant positive influence on performance of projects in the health sector in Rwanda. A multiple regression was run to predict health project performance from project planning resource planning and quality management. The three variables statistically significantly predicted Health Project Performance as it will be discussed below:

From the findings of the study, It can be concluded that Project Planning(Project Plan; project scope, project schedule and communication plan) and quality management(Quality Management;

requirements monitor and control, Project Team commitment and continuous improvement) strongly increase performance of health projects while resource planning (adequate resource, resource allocation and resource control) alone moderately increase health projects performance and that variation of any of the components of project planning; increases the performance of the overall health project performance. Therefore, organizations running health projects should consider using project planning practice effectively, ensuring PMO is controlling all components of project planning for project's success.

The study strongly recommends Kasha to continue using project management practices and reinforce that across the team. The study also recommends all project implementers to set up PMO within the team to help monitor and control use of project management practices. Companies running health projects and others to put checks and control for all Project Managers that the 3 project management practices are performed. This study recommends health project managers to always perform project planning, resource planning & quality management practices for successful project performance. Future researchers, to study on other PMP practices not covered in this study such as monitoring and evaluation, etc...Future researchers to conduct in depth research /focus on one project management practice to gather as many details as possible

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