

**EFFECTS OF MANAGEMENT PRACTICES ON IMPLEMENTATION OF
SELECTED PROGRAMMES IN MURANG'A COUNTY**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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DEDICATION

This research study is dedicated to my lovely sons Serge and Judah for being considerate during the many times I spent time away from them during the research project writing. To all my friends and family for their moral support throughout the entire study for a Masters in Public Administration.

ABSTRACT

Devolution is the decentralisation of power and resources that culminates in the formulation of sub national government units to improve efficiency, access and response to service delivery, promote participation and empowering local citizens to be more accountable. The success of any form of devolution is based on the programmes undertaken by the local governments; ownership of such programmes; efficiency in human resource management within the select programme; prudent financial management and cost control. Management practices largely affect programme implementation in a myriad way. Such management practices may include; public or community involvement, strategic choices on the management of financial resources and human resource management. While various scholars opined that low public confidence levels and lack of civic education hindered implementation of local programmes, management practises used in public participation, financial management and human resources management practises and their effect on programmes being implemented, had largely been unaddressed. In furtherance, the scope of the studies undertaken largely concentrated on various parts of the world thus the relationship between the variables of concern in this study had not been addressed within the scope of Murangá County. It is against this background that the study sought to analyse the effects of management practices on programme implementation in Murang'a County. The main objective of the study was to analyze the effects of management practices on programme implementation in Murang'a County. The specific objectives of the study were to establish the relationship between management practices and project implementation in Murangá County; to analyze the effects of public participation on programme implementation in Murangá County; to examine the effects of financial management on programme implementation in Murang'a County and to determine the effects of human resource management practices on programme implementation in Murang'a County. Three theories were reviewed: management by objective theory, control theory and goal setting theory and how they related to this study. Descriptive statistics design complemented with correlation research design was used in the study. A sample size of 150 respondents was stratified according to sub counties using the number of registered voters 579,218 to determine the proportions. The response rate was 80% hence reliability and validity of the study. The findings of the study revealed that 60.6% of the project implementation is explained by the effect of public participation, the financial management explains 44% of the project implementation. 87.2% of the county project implementation is explained by the human resource. While 44% of the project implementation is explained by the combination of all the above four factors. The study recommended that since the research covered one among the 47 county governments in Kenya, the study may not be a true representation of the status quo in other counties. Further, the research did not cover the entirety of programmes covered by the County government of Murang'a hence the need for furtherance of this research.

Table of Contents

DECLARATION	i
ACKNOWLEDGEMENT	ii
DEDICATION	iii
ABSTRACT	iv
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS AND ACRONYMS	xii
OPERATIONAL DEFINITION OF TERMS	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Concept of Devolution, Management Practices, and Programme Implementation	1
1.1.2. Relationship between Public Participation and Programme Implementation.....	3
1.1.3 Relationship between Management Practices and Programme Implementation...	3
1.1.4 Relationship between Human Resource Management Practices and Programme Implementation	4
1.1.5 Relationship between Financial Management on Programme Implementation	5
1.1.6 Murang’a County Government	5
1.2 Statement of the Problem.....	6
1.3 Research Objectives.....	7

1.4 Specific Objectives	7
1.5 Research Questions	7
1.6 Significance of the Study	8
1.6.1 County Governments	8
1.6.2 Programme Managers	8
1.6.3 Policy Makers	8
1.6.4 The General Public and All Stakeholders	9
1.6.5 Future Researchers	9
1.7 Scope of the Study	9
1.8 Conceptual Framework	22
CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 Introduction	10
2.1 Theoretical Review	10
2.1.1 Management by Objective Theory	10
2.2.2 Control Theory	11
2.1.3 Goal-Setting Theory	12
2.2. Public participation and programme implementation	12
2.3 Management Practices and programme implementation	13
2.4 Human resource management and programme implementation	13
2.5 Financial management and programme implementation	14
2. 6 Empirical Review	14
2.6.1 Public Participation and Public Ownership in Programme Implementation	14
2.6.2 Management Practices and Programme Implementation	17

2.6.3 Human Resources Management Practices and Programme Implementation	17
2.6.4 Financial Management and Programme Implementation	20
2.7 Research Gaps.....	21
2.8 Summary of the Literature Review	21
CHAPTER THREE	23
RESEARCH METHODOLOGY.....	23
3.1 Introduction.....	23
3.2 Research Design.....	23
3.3 Target Population.....	23
3.2 Sampling and Sample Size.....	24
3.3 Data Collection Procedures.....	26
3.4 Pilot Study.....	27
3.5 Reliability of Research Instrument	27
3.6. Validity of Research Instrument	27
3.7 Data Analysis Methods	28
3.8. Ethical Considerations	29
CHAPTER FOUR.....	30
DATA ANALYSIS, PRESENTATION, AND INTERPRETATION	30
4.1 Introduction.....	30
4.2 Response Rate.....	30
4.3 Demographic Characteristics of the Respondents	30
4.3.1 Gender.....	30
4.4 Effects of public participation on programme implementation	31
4.4.1 Effects of Public Participation and Programme Implementation	31

4.5 Effects of human resource management practices on programme implementation ...	32
4.5.1 Effects of human resource management practices on programme implementation	32
4.6 Effects of financial management on programme implementation.....	33
4.6.1 Effects of financial management on programme implementation.....	33
4.7 Correlations of the Study Variables.....	33
4.8 Public participation and project implementation.....	35
4.9 Multiple Regression management practices on programme implementation.....	36
4.10 Human resource management and programme implementation.....	38
4.11 Financial management and programme implementation.....	38
4.12 Programmes Implemented in Murangá County.....	40
CHAPTER FIVE.....	41
SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION.....	41
5.1 Introduction.....	41
5.2 Summary of major findings.....	41
5.2.1 The effects of public participation on programme implementation.....	41
5.2.2 The relationship between management practices and project implementation.....	41
5.2.3 The effects of human resource management practices on programme implementation.....	42
5.2.4 The effects of financial management on programme implementation.....	42
5.3 Conclusions.....	43
5.4 Recommendations.....	43
5.4.1 Public participation on programme implementation.....	43
5.4.2 Relationship between management practices and project implementation.....	44

5.4.3 Effects of human resource management practices on programme implementation	44
5.4.4 Effects of financial management on programme implementation	44
5.5 Areas for further research	45
References	46
APPENDICES	50
Appendix I	50
Letter of Introduction	50
Appendix II	51
Questionnaire	51
Appendix III:.....	57
Map of Murang'a County	57

LIST OF TABLES

Table 3.1: Target Population

Table 3.2: Sample Size

Table 4.1: Response Rate

Table 4. 2: Gender

Table 4. 3: Effects of Public Participation and Programme Implementation

Table 4. 4: Effects of financial management on programme implementation

Table 4.5: Effects of human resource management practices on programme implementation

Table 4.6: Correlations of the Study Variables

Table 4.7: model summary of effects of management practices on programme implementation

Table 4.8: Model Summary of effect of public participation on project implementation

Table 4.9: Model Summary of effect of financial management on project implementation

Table 4.10: Model Summary of effect of Human Resource on project implementation

Table 4.11: Model Summary of Programmes Implemented in Murangá County

LIST OF FIGURES

Figure 2.1 Conceptual Framework

LIST OF ABBREVIATIONS AND ACRONYMS

CIDP: County Integrated Development Plan

ICT: Information Communication Technology

IT: Information Technology

MBO: Management By Objective

NACOSTI: National Commission for Science, Technology, and Innovation

PMIS: Project Management Information System

SPSS: Statistical Package for the Social Sciences

TQM: Total Quality Management

OPERATIONAL DEFINITION OF TERMS

Policy: Refers in general to a purposive course of action that an individual or group consistently follow in dealing with a problem

Public Participation: The process by which an organization consults with interested or affected individuals, organizations and government entities, before making a decision.

Human resources: Are defined as the development and strengthening of human and institutional resources.

Financial management: Is the handling of money matters.

Legislation: Is the act or process of making or enacting laws.

Public: The general public includes the community to be served by the county government.

Management practices: The ability to provide regular, helpful feedback to employees in a manner that encourages them.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 Concept of Devolution, Management Practices, and Programme Implementation

Devolution refers to the transfer of functions exercised by the ministers and Parliament to a subordinate elected body on a geographical basis (Burrow, 2000). The overarching purpose for devolution is to bring services closer to the people and also to distribute choices and resources. This means that services that were once reserved at the national level can now be accessed with ease at sub-national levels. Further, devolution can be said to be the decentralisation of power and resources that culminate in the formulation of sub-national government units to improve efficiency, access, and response to service delivery, promote participation and empowering local citizens to be more accountable (Kiprono & Wanyoike, 2016). Devolved systems have taken different dimensions in the world, success on devolved programmes has largely been witnessed in the US, UK, Sweden, India, Nigeria and South Africa. These countries provide a good benchmark that can be applied in Kenya for similar success in county programmes through the acquisition of knowledge and sharing of experience.

The devolved system of government in South Africa has regional governments led by a Premier where the National Government only oversees and supervises their roles. One of the provinces, Gauteng, is considered to the hub of South Africa's financial investment, manufacturing, transport and telecommunication infrastructure (Mungai, 2013). However, these countries cannot offer concrete comparable cases in terms of learning experiences with Kenya's devolved functions since most of them are largely developed. The success of any form of devolution is based on the programmes undertaken by the local governments; public ownership of such programmes; efficiency in the management of human programme resources; prudent financial management and cost control and the programmes ability to improve livelihoods (Amade, Ogbonna & Kaduru, 2012).

Management refers to the process of outlining and maintaining a surrounding that has people working collectively in groups and accomplishing selected aims (Koontz and Weihrich 1990, p. 4). Management practices are techniques or methods that have been proved to be the most effective and practical in the achievement of an objective while making the maximum of the organization's resources (Bloom, 2012). According to Sadun (2012), management practices are classified into three operational dimensions: performance monitoring; target setting; and incentives/people management. Within these three areas, "best" management practices are defined as ones that continuously collect and analyze performance information from stakeholders, set challenging and interlinked short- and long-run targets, institute prudent management measures for both financial and human capital and reward high performers while reprimanding low performers.

Programme implementation or execution is the phase in which a design or plan is put into action (Amade *et al.*, 2012). It is a series of actions undertaken by responsible organizational agents to plan change process to elicit compliance needed to install changes (Paul, 2004). Programmes being a point at which plans become action oriented, call for thorough preparation for their implementation to be a success. Managers implement changes in firms through the use of management practices that create an enabling environment for thriving and survival of the requisite changes since they serve as the main process actors in the firm. Implementation is no easy task as it is ubiquitous; it lays out procedures to be taken by the firm to support change.

In its unique way, implementation helps to reduce the need for continuous reporting, identifying personnel's responsibility, the methodology for trade-off analysis, setting the time limit, early identification of problems, and so on (Amade *et al.*, 2012). Management practices largely affect programme implementation in myriad ways. As opined by Sadun (2012), such management practices include; public or community involvement in all stages of programmes implementation, strategic choices on the management of financial resources as well as employee relations in regard personnel management. In addition, successful implementation of programmes will be marked by the ownership of the programmes by the clientele, timely delivery, adherence to budget

allocations, meets the set objectives in an efficient and effective manner and is beneficial to the target population towards improving their well-being Mbaluku and Bwisa (2013).

1.1.2. Relationship between Public Participation and Programme Implementation

Public participation is founded on the belief that those affected by a decision have a right to be engaged in the decision-making process. It is the process by which a firm consults with the interested or affected individuals, organizations, and government entities before implementing a decision. Public participation in itself is a two-way communication; it is also a collaborative problem-solving mechanism that aims at achieving better and also more acceptable decisions (Jones & Wells, 2007). Malebese (2013), conducted a study to assess the effectiveness of public participation programmes towards service delivery within the Capricorn District Municipality. Close ended questionnaires were used as the main data collection tool. Respondents were drawn from ward committees to respond on effectiveness of public participation programmes in the Aganang and Blouberg municipalities.

The findings revealed that there lacked effective participation in local programmes by the community due to low confidence in the local authority in providing regular feedback on commitments made about service delivery. The findings further revealed that the lack of civic education plays a major role in regards to effective communities' participation in municipal programmes. According to the findings, the research recommended that mechanisms for public hearings and outreach programmes be put in place to build the public's capacity to engage with the local government. This particular research however ignored to reveal the management practices used in public participation and their effect on citizenry's ownership of programmes being implemented.

1.1.3 Relationship between Management Practices and Programme Implementation

Thomas (2012), opines that management practices are critical in overcoming change resistance and incorporation of experiences in latter phases of programme management. A study conducted by Hendricks and Sinfhal (2001), regarding Total

Quality Management (TQM) implementation, proved successful in enhancing an organization's physical performance in regards to financial achievements (Hendricks and Sinfhal, 2001). Various factors such as social relationships, cultural factors have a major influence on business practice and organizational performance. Whereas literature proves that implementation of TQM eventually brings some degree of benefits to organizations, implementation of TQM does not warrant positive consequences. Further, all these studies do not offer a clear linkage between management practices and programme implementation which are the main concerns of this study.

1.1.4 Relationship between Human Resource Management Practices and Programme Implementation

Changes frequently occur in the manner in which tasks are undertaken. Nowadays, it is essential for managers to help individuals to develop new skills, to grow in their confidence, to cope, and to adapt to the challenges of organizational change. A study was conducted in a privately owned research and distribution ICT Company in Slovenia by Borstnar and Pucihar (2014) on the impact of implementation of a project management information system (PMIS). The study tested three areas that included; human resources, financial planning, and collaboration aspects impact on the implementation of PMIS. Human resource management was assessed by the workload plan, the task delegated and accepted, the time spent on task, and communication and collaboration in the organization. A census was undertaken where top management, project managers, administration workers and project teams were subjects who were recruited as IT support staff were interviewed, observed as well as their documents analyzed. The results of the study showed the importance of human resource and financial management in the implementation of PMIS. The study was conducted regarding a private ICT company and thus not a reflection of the scenario in government or public institutions.

1.1.5 Relationship between Financial Management on Programme Implementation

Giannakopoulos & Eybers (2015), in their investigation of the effects of financial management on project implementation, argue that most organizations continue spending on business intelligent implementations despite having financial difficulties. The aim of the study was to establish the relationship between financial management and business intelligence implementations. Qualitative research technique was utilized in this study whilst data was analyzed using descriptive statistics with respondents drawn from four different firms. The findings revealed positive results where effective financial management was applied. The study also showed that project implementation was positively related to good financial management. However, the scope of this study may not be a true reflection of the scenario in Murangá County.

Further, studies by Sabri, Juen, Othman & Rahim (2015), proved that financial management had positive significance on financial literacy and retirement confidence amongst working women in Malaysia. The study applied purposive sampling techniques and descriptive statistics design. Findings from the study depicted that significance between financial management and retirement confidence is quite indirect. However, these studies were skewed towards one gender and thus may not be a true representation of the general population a parameter that is key to this research.

1.1.6 Murang'a County Government

In August 2010, Kenya's system of government and way of governance took a different turn when the new constitution was promulgated detailing the devolved structure of governance. Kenya now has 48 governments comprising of 47 County governments and the National Government. As noted over time, devolution has granted power to the local and regional as well as state level institutions which so far has created major challenges (Burugu, 2010). Murang'a County is one of 47 counties outlined as county number 21 in the Constitution of Kenya, 2010 and one of the five counties making up central region. It borders Nyeri County in the North, Kiambu County on the South, Nyandarua on the west and Kirinyaga on the East. The County is subdivided into seven

sub-counties namely Gatanga, Mathioya, Kangema, Kandara, Kiharu, Kigumo, and Maragwa. Murang'a County aims to be the Leading County in socio-economic transformation while pursuing a mission of transforming the county via equitable, participative, and sustainable development initiatives for the benefit of all; Murang'a County Integrated Development Plan [CIDP] 2013-2017. In 2009, the County had a total population of 936,228 people of whom 451,751 are males and otherwise females.

To improve the livelihoods of all her residents and in adherence legal provisions, (Section 108, County Governments Act, 2012) the County Government developed its five-year economic blueprint, the County Integrated Development Plan (CIDP). The plan provided clear goals and objectives for the County's development, an implementation plan with clear outcomes, provisions for monitoring and evaluation as well as clear reporting mechanisms to be able to address the County's internal transformational needs, (The Murang'a County Integrated Development Plan, 2013-2017). In spite of having a detailed economic blueprint, that clearly elaborated how the County would tackle several challenges bedeviling her population. The County has not documented any management practices specific to the County's programme aspirations in its five-year term since inception. This forms the background for this study that seeks to examine the effects of management practices on programme implementation in Murangá County.

1.2 Statement of the Problem

It is now approximately four years since the operationalization of the County Governments following the General elections held on the 4th March 2013. Whereas the economic blueprint for the County was developed by the County Executive and approved by the County Assembly, the plan failed to enumerate management practices processes and their effect on programme implementation. The success of any form of devolution is based on the programmes undertaken by the local governments; ownership of such programmes; efficiency in human resource management within the select programmes; prudent financial management and cost control. Management practices largely affect programme implementation in a myriad ways. Such management practices may include; public or community involvement, strategic choices on the management of financial resources and human resource management.

While various scholars opined that low public confidence levels and lack of civic education hindered implementation of local programmes, management practises used in public participation, financial management and human resources management practises and their effect on programmes being implemented, had largely been unaddressed. In furtherance, the scope of the studies undertaken largely concentrated on various parts of the world thus the relationship between the variables of concern in this study had not been done within the scope of Murangá County. It is against this background that the study sought to analyze the effects of management practices on implementation of selected programmes in Murang'a County.

1.3 Research Objectives

The main objective was to analyze the effects of management practices on implementation of selected programmes in Murang'a County

1.4 Specific Objectives

Specifically, the study sought to:

- i. Analyze the effects of public participation on implementation of selected programmes in Murangá County.
- ii. Establish the relationship between management practices and project implementation in Murangá County.
- iii. Determine the effects of human resource management on implementation of selected programmes in Murangá County.
- iv. Examine the effects of financial management on implementation of selected programmes in Murangá County.

1.5 Research Questions

- i. Does a relationship exist between programme implementation and management practices in Murang'a County?

- ii. Does public participation as a management practice affect programme implementation in Murang'a County?
- iii. How does human resource management practices affect programme implementation in Murang'a County?
- iv. How does financial management affect programme implementation in Murang'a County?

1.6 Significance of the Study

The following parties were deemed to find information contained in this research beneficial;

1.6.1 County Governments

The study findings would be of benefit to both the national and county governments in Kenya in developing and implementing policies that would promote proper and informed programme implementation processes. This is because the study exposed the effects of management practices on programme implementation in Murangá County. The recommendations of this study will help County Governments to improve on process management practices for their aspired County programmes.

1.6.2 Programme Managers

Through its findings, this study exposed management loopholes to be avoided by programme managers during programme implementation. Recommendations emanating from this research will assist programme managers in managing risks and challenges associated with programme design, planning, implementation and handing over.

1.6.3 Policy Makers

This study will also serve as an eye opener to policy makers at County Assemblies on budget approvals, oversight of financial resources for enhanced implementation of County programmes.

1.6.4 The General Public and All Stakeholders

The findings of this research will help sensitize the public and stakeholders on the need for involvement in governmental affairs of the County and more specifically on oversight of the County Government to ensure effective and timely implementation of programmes through public participation.

1.6.5 Future Researchers

This study will provide future researchers in development of additional literature in programme implementation in Murang'a County. In addition, future researchers and academicians will also gain from this study as reference material for the development of proposals and reports.

1.7 Scope of the Study

The 4th schedule of the Kenyan Constitution, 2010 outlines the distribution of functions between the National Government and the County Governments. This study focused on four devolved functions as outlined on the fourths schedule of the Constitution of Kenya, 2010. The study focused on programmes undertaken by Murang'a County Government in regard to Agriculture; Trade development through cooperatives; Control of drug and substance abuse and Disaster Management in 2013-2016. The study evaluated the successes and failures of management practices in the implementation of the four selected programmes.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter summarized the information obtained from other researchers who did their research in the same field of study. It consisted of theoretical review and the empirical review. The theoretical review showed a detailed discussion of various theories; management by objective theory, control theory and goal setting theory which were pertinent to the subject matter of the study. The empirical review highlighted findings of previous researchers, noting the context, methodology, and data which they used to arrive at their various conclusions.

2.1 Theoretical Review

In the following section three management theories from which the study is hinged were discussed in detail. The discussion included the proponent of the theory, strength, and weakness of the theory and its relevance to the current study.

2.1.1 Management by Objective Theory

Drucer (1954), founded management by objective (MBO) theory. The theory focuses on the different hierarchies in a firm that has to be integrated. All the firms do have a motive why they are formed, to attain this motive; the executive decision makers must set goals and objectives that engage all individuals in the organization. The MBO theory proposes the need for dialogue during execution of plans and objectives for the organization at different levels. During dialogue, both the superior and the subordinate are able to bring their specific goals and measures that will help accomplish the task beforehand in a better way (Githenya & Ngugi, 2014). The involvement of the subordinate in the setting of goals and objectives and their measurement ensures that the subordinate commits to the plan and are thus held responsible for the accomplishment of the goals within the set time frames.

Githenya & Ngugi (2014), argues that MBO is a participative goal setting management practice which settles for a suitable course of action and the process of decision making. The MBO theory advocated the measuring of the employees' actual performance against their own set standards since there is the likelihood of fulfilling what one has set for oneself unlike those set out by others. The advantage or benefit of applying this theory is that employees are motivated due to the engagement in the whole process in return boosting job satisfaction, commitment, communication, and coordination. The theory further proposes frequent reviews and interactions between superiors and subordinates which are meant to improve and maintain harmonious relationships within the organization in finding solutions to many problems that may emerge whilst clarifying goals.

2.2.2 Control Theory

This theory opines that the mode of control in an organization helps in consistent adherence to organization's goals and objectives (Kirsch, 1997). The founder of control theory Ouchi (1979) explained that since the concept of control is linked to the interests between the controller and controlee, the controller's interest will be controlled by the modes of control. The mode of control that may be adopted by the controller can either be formal or informal (Tiwana, 2009). Formal modes of control are defined by behavior and outcome whereas informal modes are presented by clan and self-modes of control. Behavioral control entails connection between the rules and procedures, and rewards that are based on the spelled rules while on the other side, outcome control rewards based on the outcome and goals that have been met (Eisenhardt, 1985).

Clan mode of control exists where a group of individuals sharing common values, problems and beliefs exercise the same at work activities such as hiring & training of staff, socialization and so on whereas self-mode of control is exercised when individuals set goals that can be achieved via mechanisms of self-management, individual empowerment and self-set goals among others (Kirsch, 1997). Programme implementation involves programme teams and programme managers who have different vested interests. To ensure the pertinent issues in programmes execution (cost, time and

specifications) are adhered and kept within limits or control, the programme manager has to use different modes of control to ensure team compliance (Githenya & Ngugi, 2014). Management practices should ensure that control mechanisms and rules are aligned to the programme goals and those of the programme teams.

2.1.3 Goal-Setting Theory

According to Locke (2010), having goals is one way of motivating people to work hard. Individual goals communicate what ought to be done and the amount of effort to be expended on the various tasks ahead (Greenberg & Baron, 2000). This theory is an important theory in programmes implementation since productivity is assessed based on the specific output generated by the employee. Goal-setting theory presupposes that an individual is always committed to the goals in such a way that the fortitude is above the goal. Goal-setting focuses on behaviour and employee motivation (Locke, 2010).

Milestones have been made mostly where goals are publicly declared. This phenomenon is most synonymous with politicians to whom the law has mandated with the governance of public affairs. Political declarations made in public put pressure on the politician to ensure that the set goals have been achieved. This theory will be used to analyze how personnel motivation through leave and training and development will affect programme implementation. The assumption under this theory is that employees' perception of the value of the incentives accorded to them will be important in improving job performance and in effect determining programme implementation.

2.2. Public participation and programme implementation

Karimi (2011), observed that Junior employees tend to have a higher commitment to objectives set by themselves than those imposed on them. The MBO theory proposes the need for dialogue during execution of plans and objectives for the organization at different levels. During dialogue, both the superior and the subordinate are able to bring their specific goals and measures that will help accomplish the task beforehand in a better way (Githenya & Ngugi, 2014). The involvement of the subordinate in setting goals, objectives and their measurement ensures that subordinate commit to the plan and are

thus held responsible for the accomplishment of the goals with the set time frames. The management practices employed will, therefore, be geared towards cohesion of the subordinate's objectives to those of the overall organization. The County government should apply participatory form of management approach to ensure that all programmes fully meet the expectation of the public to whom the County government remains accountable to. Participative goal setting management practice as proposed in this theory settles for suitable courses of action and the process of decision making. The theory further proposes frequent reviews and interactions between superiors and subordinates which are meant to improve and maintain harmonious relationships within the organization in finding a solution to many problems that may emerge whilst clarifying goals. The relevance of this theory in public involvement as a management practice for improved programme implementation could not be ignored.

2.3 Management Practices and programme implementation

The theory pronounces that having elaborate management practices is one way of encouraging people to work hard. According to Locke's (2010), management practices influences behaviour of employee in programme implementation. 'Quality work have been done ordinarily when good and elaborate management practices are exercised. This phenomenon is most synonymous with politicians to whom the law has mandated with the governance of public affairs. The concept of control is linked to the interests between the controller and controlee, the controller's interest will be controlled by the modes of control (Ouchi,1979). Whereas programme implementation involves programme teams and managers who have different vested interests, programme managers may be forced to use different modes of control to ensure programme implementation in terms of cost, time and specifications.

2.4 Human resource management and programme implementation

The theory opines that having goals is one way of motivating people to work hard. According to Locke's (2010), goal-setting focuses on behaviour and employee motivation. Milestones have been made mostly when goals are publicly declared. This

phenomenon is most synonymous with politicians to whom the law has mandated with the governance of public affairs. The assumption under this theory is that employees' incentive is linked to individual own set goals hence critical in improving job performance and in effect determining programme implementation.

2.5 Financial management and programme implementation

Ouchi (1979) explained that since the concept of control is linked to the interests between the controller and controlee, the controller's interest will be controlled by the modes of control. And whereas programme implementation involves programme teams and managers who have different vested interests, programme managers may be forced to use different modes of control to ensure programme implementation in terms of cost, time and specifications. The current study applied control theory as an approach to implementation of County-based programmes.

2.6 Empirical Review

This section reviewed observations made by previous researchers based on three management practices presumed to have greater effect on programme implementation in Murang'a County.

2.6.1 Public Participation and Public Ownership in Programme Implementation

Public participation is founded on the belief that those affected by a decision have a right to be engaged decision-making process. It is the process by which a firm consults with the interested or affected individuals, organizations, and government entities before implementing a decision. Public participation involves a two-way communication and collaborative problem-solving mechanism with the goal of achieving better and more acceptable decisions (Jones & Wells, 2007). The beginning of citizen participation can be traced back to Colonial New England and ancient Greece. For instance, before the 1960s, governmental procedures and processes were designed to facilitate "external" participation. The participation of citizens was institutionalized in the mid-1960s with

President Lyndon Johnson's Great Society programs (Cogan & Sharpe, 1986 p. 283 as cited in Mungai, 2013).

Vanda & Reis (2016), conducted a case study of Portugal's democratic system to describe citizens' opinions and trust in politicians and government institutions and to show that healthy citizen engagement in politics can be upheld if citizens trust their leaders and political institutions. The study revealed that public participation is an investment made by politicians and citizens, with the goal of obtaining a substantial return. Although the findings of this study revealed the nexus between citizen participation and development, the study failed to prove correlation between public ownership of developmental programmes and citizens' engagement.

In Europe, a case study conducted from Romania, Poland, and Belgium on local public participation in Europe concluded that that participation takes place at the level of selecting between different solutions, but not at the level of deciding on the final decision to be implemented. With regard to implementation, participation should affect the form of implementation but with a right of the center's management to intervene (which would lead to the same goal, just in a different way). A form of participation in the evaluation phase could still be implemented, (Tarrow & Petrova, 2007). This study, however, did not expressly reveal the relationship between public participation in all phases of programmes implementation.

Malebese (2013), conducted a study to assess the effectiveness of public participation programmes towards service delivery within the Capricorn District Municipality. Close ended questionnaires were used as the main data collection tool. Respondents were drawn from ward committees to respond on effectiveness of public participation programmes in the Aganang and Blouberg municipalities. The findings revealed that there lacked effective participation in local programmes by the community due to low confidence in the local authority in providing regular feedback on commitments made about service delivery. The findings further revealed that a lack of civic education plays a major role for the effective engagement of communities within the municipal programmes. Based on the findings, the research recommended that mechanisms public hearings and outreach programmes should be put in place to build the

public's capacity to engage with the local government. This particular research however ignored to reveal the management practices used in public participation and their effect on citizenry's ownership of programmes being implemented. This particular variable was of concern in this research.

Intensifying public participation in community development and planning efforts has been promulgated/disseminated on acquiring and developing "buy-in" which signifies the support, involvement or commitment of interested or affected parties to a community development proposal, plan, strategy or decision. In their study on a review of the status of public participation and County information dissemination framework, Chrispine (2015), concluded that Civic education; public participation and availability of information are key requirements of the Constitution as avenues for citizens to actively participate in devolved governance. County governments have the responsibility to establish mechanisms to promote civic education, public participation and access to information as required by the County Governments Act 2012. However, this study did not look at the influence of the information framework and her role to management practices.

Any citizen participation programme should be: made in a way that it functions within personnel, available resources of time, and money. It should also be responsive to the citizen participants (Cogan, *et al.* 1986). Cogan reveals that the most successful citizen participation programmes have similar elements. For instance, to be effective, citizen participation programs should: clearly articulate objectives and goals; meet legal requirements; receive adequate staff, funding, and time; command political support; delineate clear responsibilities and roles for participants; identify affected or concerned publics, and be an important section of the decision-making structure. The study, did not pay attention to the role of management practices in elaborating on other factors for successful project implementation.

County governments should put in place frameworks required by the Constitution and the laws on devolution that will enable citizens to participate in governance and expressively do this in the exercise of the State powers and in making decisions that affect them. The citizens, being the individuals that have sovereign power, should engage

by monitoring the State bodies that they have given the power to and also the officers entrusted with authority, in ensuring that programmes being implemented by the local governments gain public ownership and meet the requirements in terms of cost, time and quality.

2.6.2 Management Practices and Programme Implementation

Thomas (2012) opines that management practices are critical in overcoming change resistance and incorporation of experiences in latter phases of programme management. A study conducted by (Hendricks and Sinfhal, Total Quality Management (TQM) implementation proved successful in improving an organization's physical performance in terms of financial achievements (Hendricks & Sinfhal, 2001). Various factors such as social relationships, cultural factors have a major influence on business practice and organizational performance. Whereas literature proves that implementation of TQM eventually brings some degree of benefits to the firms, implementation of TQM does not warrant a positive consequence. Further, all these studies do not offer a clear linkage between management practices and programme implementation which are the main concerns of this study.

2.6.3 Human Resources Management Practices and Programme Implementation

Human resource management practices incorporate issues of employee attitude, training and development as well as deliberate capacity building programs on training and development. Attitude is a hypothetical construct, which represents a person's dislike or like for something; mostly a behaviour (Mowday, Porter, & Steers 1982, cited in Ahmad *et al.*, 2010). According to Allport (1935), an attitude refers to a neural or mental state of readiness that is organized via experience, exerting a dynamic or directive influence on the person's response in regards to all situations and objects to which it is related. A much simpler definition of the term "attitude" is a tendency or a mindset to act in a certain way because of both an individual's temperament or experience. For example, how individuals act at work depends on the feeling of being there. However, the

study did not, show sense regarding how individuals behaviour depends on a person's understanding of their work attitudes.

According to Carpeter *et al.* (2009), the attitude that people have towards work are the feelings they have towards various dissimilar aspects of the work environment. This author reveals that there are certain elements that influence the attitude towards work, namely person-environment fit, personality, psychological contract, job characteristics, work relationship, organizational justice, and stress. Arguments that support attitude towards works cause performance; they usually refer to the functions of attitudes as guidelines and facilitators of behavior. They refer to functions of attitude as the facilitative or energizing effects of positive effects at the workplace. Also, they can refer to certain functions of an attitude taken as motivational effects of personal identification or importance with the organization or the job, for example as a consequence or component of commitment (Riketta, 2008).

An effective training of employees enhances the quality of goods and services mainly because of few mistakes. Consequently, effectiveness, accuracy, safety practices, good work, and quality customer service will be expected. A well trained and intelligent workforce is important to both the success and productivity of an organization. They can save money by ensuring that their employees are well trained; the cost of recruitment and training of new workers can be avoided. Also, the organization can gain from training for instance through its effects on quality. Training offers employees with important skills that will lead to better performance. An increase in human performance can be directly related the business performance. According to Rothwell & Kazanas (2006), training influences the bottom line, and it is also important in cost saving. The level of is generally reduced as a consequence of employee training; this ensures the success of projects being undertaken for instance by the county government and also as alignment to quality delivery of services.

Investing in development and training is imperative to any kind of organization. The organization will ultimately realize a return on investment as a result of developing and training its employees. The organization that ignores this essential aspect of human resource management are likely to suffer the consequences as stated by Nel et al. (2004)

who says that taking the time to invest in worker education and training is important in the modern competitive markets. When organizations fall behind in regards to the development of their workers, they are also more likely to fall behind in many other ways; this is confirmed by Noe et al. (2003) when they state that we live in extremely turbulent times. In organizations, change is expected at any time, for example in jobs and also in how they are performed. In the modern times, it is essential that managers help the employees to grow in terms of confidence as well as to develop new skills that will help them to adapt and cope with the challenges of change.

One of the most critical areas of today's human resource development is closing the skills gap; this ensures that organizations are able to penetrate the market continuously. The skills gap threatens the competitiveness and productivity both in operational levels and in organizations. This means that human resource professional should begin the enhancement of employee skill as from the recruitment period. The problem is that this is not easy considering the fact that there exist specific tasks that require customization of skills. Also, not all new employees acquire social skills aside from their basic skills. When responding to the challenges of skills deficiency and skills gap, human resource professionals should create programs that address the issue (Sims, 2006).

A study was conducted in Slovenia research and distribution ICT Company by Borstnar and Pucihar (2014) on the impact of implementation of a project management information system (PMIS). The study tested three areas; human resources, financial planning, and collaboration aspects impact on the implementation of PMIS. Human resource management was assessed by the workload plan, the task delegated and accepted, time spent on task, communication, and collaboration in the organisation. A census was undertaken where top management, project managers, administration workers and project teams were subjects who were recruited as IT support staff and were interviewed, observed as well as their documents analyzed. The results of the study showed the importance of human resource and financial management in the implementation of PMIS.

2.6.4 Financial Management and Programme Implementation

Apaza *et al.* (2012), conducted an investigation on the effects of financial management on project implementation through ensuring accountability and transparency through integrated public management systems. The aim of the study is to analyze the integrated management system in Bolivia through a World Bank loan of US\$ 15 million. The study indicated that curbing corruption and public expenditure has a positive influence on project implementations and overall cost of implementation. The study applied a cross-sectional survey design which enabled the collection of data through questionnaires. The study findings depict that new measures/tools should be put in place to ensure accountability and transparency in the use of public finances by public officials. This study did not, however, reveal the relationship between management practices in programme implementation.

Giannakopoulos & Eybers (2015), in their investigation of the effects of financial management on project implementation, argue that most organizations continue spending on business intelligent implementations despite having financial difficulties. The aim of the study was to establish the relationship between financial management and business intelligence implementations. This study applied a qualitative research technique whilst data was analyzed using descriptive statistics with respondents drawn from four different firms. The findings revealed positive results where effective financial management was applied. The study also showed that project implementation was positively related to good financial management. The scope of this study may not be a true reflection of the scenario in Murangá County.

According to a study conducted by Sabri, Juen, Othman & Rahim (2015), financial management has a positive significance on financial literacy and retirement confidence amongst working women in Malaysia. The study applied purposive sampling techniques and descriptive statistics design. Findings from the study depicted that significance between financial management and retirement confidence is quite indirect. The findings of this study were skewed towards one gender and thus may not be a true representation of the whole populations; a parameter that is key to the research.

A study conducted by Bempah (2015), to investigate the effect of financial management on project implementation by investigating on factors affecting budgeting and financial management practices of district health directorates in Ghana. The study employed probability sampling techniques. After categorizing the 107 health directorates, the study hypothesized that sound budgeting and financial management had a positive influence on the district health directorates. The current study wanted to fill the gap left by researchers on the correlation between financial management practices and programme implementation, the scope being Murangá County.

2.7 Research Gaps

A close scrutiny of several studies done in the past have adopted purely descriptive statistics research instead of combining both descriptive and correlation design; the latter was appropriate since most of the studies had conceptualized the relationship between independent and dependent variables. From the studies reviewed, it was evident that several research works on the determinants of the programme implementation have been carried worldwide. However, empirical evidence revealed mixed and inconclusive results where different researchers established different correlation results. Again most of the studies had been conducted in the developed nations leaving out the least developed and developing nations like Kenya. For those limited to Kenya, the majority of the case studies were focused on the whole country. None of the studies had narrowed to County-based programmes hailing from Murang'a. The current study sought to breach this gap by establishing the effects of management practices on programmes implementation in Murangá County.

2.8 Summary of the Literature Review

Three theories were reviewed: management by objective theory, control theory and goal setting theory and how they related to this study. The chapter also explored the extant literature based on the four study objectives that have been aligned to programme implementation. Empirical results were discussed to show where there exists knowledge gap that the study wished to fill. The proceeding chapter discussed how, what, where and

which of the tools were used to collect data, enter data, and do data cleaning, analysis, and interpretation of results.

2.9 Conceptual Framework

A conceptual framework can be said to be a set of broad principles and ideas taken from relevant fields of inquiry and utilized to structure subsequent presentation (Bogdan, 2007). The conceptual framework showed the logical relationship between management practices and programme implementation. The dependent variable is programme implementation measured by public ownership of county programmes; improved livelihoods of the people of Murangá and efficiency of the human resource. The independent variable of management practices is expected to relate to the dependent variable through public participation, financial management, and human resource management practices.

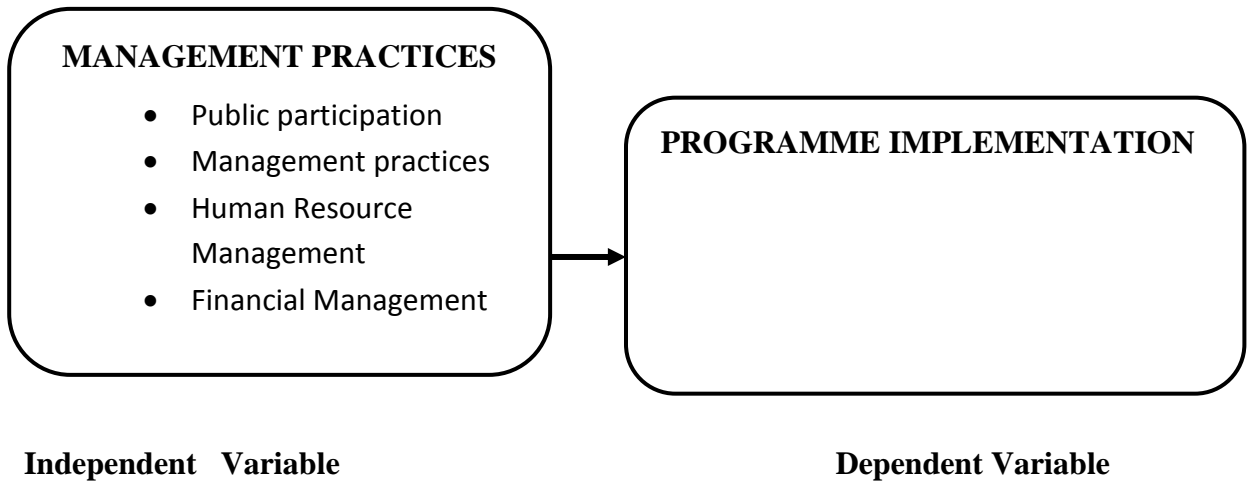


Figure 2.1 Conceptual Framework

Source: Self Conceptualization 2017

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The current chapter discussed the research design and methodology adopted in the study. The chapter has the following key parts; research design, target population, sampling design and data collection instruments and data analysis methods.

3.2 Research Design

The study was guided by descriptive research design. According to Oso & One (2009), they defined descriptive research like the one adopted whenever the study seeks to develop a basis for descriptions of various items under investigation, narration, facts and key features regarding a given attribute (Sekaran & Bougie, 2013; Oson & Onen, 2009). The study combined both primary and secondary data. Secondary data was retrieved from Murang'a County reports, policy documents and concept papers, past empirical and theoretical studies which explored the determinants of project implementation.

Moreover, Kothari (2011) perceived research design as the methodological approach followed when the study seeks to achieve its objectives. Although the descriptive design was most appropriate, it was complemented with correlation research design. Correlation research was selected to further examine the effects of management practices on programmes implementation in Murang'a County.

3.3 Target Population

A complete enumeration of all elements under consideration is known as the target population (Oso & Onen, 2009). Similarly, Kothari (2011) defined target population as a complete count of all the elements under consideration is known as a target population.

Table 3.1 Target Population

Constituency	Land Area(Km²)	No. of Sub-Counties	No of Divisions	No. of Locations	Total Registered Voters
Kiharu	409.8	2	7	19	115844
Kangema	173.6	1	2	10	49500
Gatanga	599	2	7	19	96694
Mathioya	351.3	1	4	12	56500
Kigumo	242.1	1	3	11	65170
Kandara	235.9	1	3	9	99225
Maragwa	547.2	1	3	11	96285
Total	2558.9	9	29	85	579218

Source: County Development Planning Office, Murang'a (2013)

3.2 Sampling and Sample Size

Researchers are mostly constrained by lack of adequate research resources, strict time frames, and geographical boundaries to be followed (Kothari, 2011). To alleviate these issues, Kothari (2011) recommended the need to consider a subset of the target population which acts as a true representative of the target population. Oso & Onen (2009) argued that the choice obtained from the target population can be made probabilistically if all respondents have equal chances of being considered or not probabilistic if the choice is made through subjective inclusion criterion.

Although there were different probabilistic sampling techniques, the current study used a stratified sampling technique to stratify respondents according to sub-counties. The stratified sampling method is appropriate if the respondents can be grouped according to different heterogeneous groups (Kothari, 2011). In addition, purposive sampling techniques were used to select sub counties according to the four specific programmes which had been undertaken by Murang'a County government. In the current

study, purposive sampling was used to select 150 respondents who must have been direct beneficiaries of the selected four programmes in Murang'a County for the period 2013-2016.

According to Kothari (2011), to draw a sample from a large population there is need to adopt a formula, in the current study a formula for sample size calculation by Kothari (2011) was adopted with the assumption that the population was normally distributed at a confidence level of 95% or 5% level of significance. The needed sample size was obtained from the formulae:

$$n = \frac{Z^2 \cdot \sigma(1-\sigma)}{e^2}$$

Where:

- **n** is the sample size
- **Z** is the Z-score and for the purpose of this study will be 1.96 in order to have a 95% confidence level
- **σ** is the Standard of Deviation and to be safe the decision is to use 0.5 as this will ensure that the sample will be large enough.
- **e** is the margin of error, and for the purpose of this study, one construed to give a confidence interval of +/- 8%.

$$n = \frac{1.96^2 \cdot 0.5(1-0.5)}{0.08^2} = 150$$

Therefore, the sample size for this study will be 150.

To ensure that the sample is a true representative of the target population the respondents will be stratified according to sub-counties, and the number of registered voters will be used to determine the proportions.

Table 3.2 Sample Size

	Total Registered Voters	Proportion	Sample
Kiharu	115844	20	30
Kangema	49500	8.5	13
Gatanga	96694	16.7	25
Mathioya	56500	9.8	15
Kigumo	65170	11.2	16
Kandara	99225	17.1	26
Maragwa	96285	16.7	25
Total	579218	100	150

Source: Author (2017)

3.3 Data Collection Procedures

In order to attain the study objectives, there was a need to collect data. There are several tools of data collection which included: key informant discussion guide, focus group discussion guide, questionnaire, document check index among others, (Kothari, 2011). The study used a closed-ended questionnaire as the main tool for data collection. Kothari (2011) opined that a closed-ended questionnaire is the main tool for data collection in social sciences owing to its simplicity and clarity on issues it seeks to address. To be able to collect data, the questionnaires were distributed to 150 beneficiaries of five selected programmes coordinated by Murang'a County government.

The questionnaire composed of demographic characteristics, management practices on programme implementation, public participation in programme implementation, financial management on programme implementation, human resources management practices on programme implementation. Moreover, the questionnaire adopted the use of nominal scale; dichotomous and categorical on demographic characteristics and ordinal scale on effects of management practices on programme implementation. The choice of the duo was guided by recommendations by Sekaran &

Bougie (2013) who argued that the use of closed-ended questions in the questionnaires gives a variety of responses and saves time since the options are clearly stipulated.

3.4 Pilot Study

There was a need for prior examination of the given research instrument to preselected groups so as to benchmark their comments from the expected data that was to be collected. Through, these comments, necessary amendments were made to improve the research instrument. The primary purpose of executing pilot study is to ensure that whatever is expected to be measured is correctly measured (Kombo & Tromp, 2006; Cooper & Schindler, 2014).

3.5 Reliability of Research Instrument

Reliability can be said to be the consistency or stability of scores over time. Validity is the extent to which a certain instrument truly measures what it was intended to measure, or it can mean how truthful the research instruments are (Kothari, 2011). The questionnaire was pretested to ensure clarity and content validity prior to administration. The need to test for reliability was to ensure that scores from the instrument were stable and consistent. Scores should be nearly the same when the researcher administers the instrument multiple times at different times. When an individual answers certain questions one way, the individual should consistently answer closely related questions in the same way (Oso & Onen, 2009).

3.6. Validity of Research Instrument

Validity depicts how accurately the data obtained in the study represents the variables of the study. Sound evidence was developed to show that the test interpretation (that of scores regarding the construct or concept that the test is assumed to measure) matched its proposed use (Cooper & Schindler, 2014). The pilot results lead to improvements and additions in the questionnaires. To ensure that validity is achieved, the outcome of the pilot study was discussed with the supervisor and proposed corrections adopted into the research instrument before the instrument was used for data collection.

3.7 Data Analysis Methods

According to Kothari (2011), there are three objectives in data analysis which include; getting a feel for the data. A feel for the data gives the researcher an idea of how well the respondent had reacted to the questions in the questionnaire and how good the questions or items and measures; testing the accuracy of the data. Establishing the accuracy of the data gives credibility to subsequent analysis and findings since it measures the reliability and validity of the measures used in the study; testing the hypotheses developed for the research. When the data is ready for analysis, the researcher is ready to test the hypothesis already developed using appropriate statistical tests (Kothari, 2011).

In analyzing the data, SPSS version-21 was used as the main tool for data analysis. The key guideline for data analysis was the retrieval of information in a systematic manner, development of conclusions and recommendations as per the research questions. Because the research questionnaire contained qualitative and quantitative information, qualitative information was analyzed using contents analysis as per the specific theme in the study while quantitative data was analyzed by utilizing both descriptive and statistics. Data was presented using graphs, figures, frequency, and percentages.

Moreover, multiple regression analysis was carried out to show the nature of the relationship between dependent and independent variables (Kothari, 2011). The level of significance was tested at 5% whereby where the p-value was less than 0.05 then there was enough evidence to reject the null hypothesis and accept the alternative hypothesis (Kothari, 2011). A multivariate regression model was utilized while linking the independent variables to the dependent variable as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu \dots \dots \dots \text{Equation (i)}$$

Where; Y = Programme Implementation

X₁ = Management practices

X_2 = Public participation

X_3 = Financial Management

X_4 = Human Resources

In the model, β_0 = the constant term. The coefficient $\beta_i = 1 \dots 4$ measured the sensitivity of the dependent variable (Y) into a unit change in the predictor variables. μ was the error term which captures the unexplained variations in the model.

3.8. Ethical Considerations

These are issues related to the protection of the researcher and the subjects in the study. Kothari (2011) explains that the researcher and the respondents should be protected from any negative effects and humiliation of research since this may jeopardize the outcome of the findings. In order to concur with the research protocol, the researcher sought ethical approval from the Ethics Review Committee of Murang'a University. Further, written permission (Research Introduction Letter) from the Murang'a University acted as an official preface for her in the field. The researcher proceeded to the National Commission for Science, Technology, and Innovation (NACOSTI) where she presented the Introduction Letter for her to get an Authorization Letter and Research Permit for data collection. Other letters from the county authorities were also secured as was directed by NACOSTI.

On the other hand, approval was sought from the County Public Service Board for permission to undertake the research. The researcher further sought the informed consent of the respondents and allowed them to participate voluntarily. The information given to the researcher was treated with confidentiality. The respondents' names were not used but remained anonymous throughout the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

This chapter covered the research finding and discussion, which involved the analysis and presentation of the research data collected. Data presentation was through charts and tables. Each section discusses the data presented. The analyzed data helped the researcher to get facts on the issue under scrutiny. The researcher began with the presentation of return rate information of the respondent.

4.2 Response Rate

Out of the one hundred and fifty copies of questionnaires issued, the duly filled and returned were 120 giving it 80% of the total which the study considered as representative enough. According to (Gay, 2012) 50% of the accessible population is enough for a descriptive survey, and therefore, these response return rates of 80% is good and thus, have helped increase the reliability of the study

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Responded	120	80%
Not-responded	30	20%
TOTAL	150	100%

Source: Researcher

4.3 Demographic Characteristics of the Respondents

4.3.1 Gender

The respondents who took part were asked to indicate their gender and the study established that male respondents were more than the female respondents. The number of

male respondents was 70 translating to 58.3%, while the number of male respondents was 50 translating to 41.7%.

Table 4. 2: Gender

Gender	Response	Percentage (%)
Female	70	58.3%
Male	50	41.7%

4.4 Effects of public participation on implementation of selected programmes

The study sought to establish the influence of public participation in the implementation of selected County government programmes in Murang'a County. Access to information was considered to be the first aspect of ensuring that the public is engaged followed by various aspects of involvement.

4.4.1 Effects of Public Participation and Programme Implementation

From the finding in the table below, it is evident that 60 people translating to 50% of the respondents said that public participation programmes help achieve the implementation of county government programs. Also, there was an equal number of the respondents who acknowledge that stakeholders mapping will lead to effective implementation of the county government programs.

Table 4. 3: Effects of Public Participation and Programme Implementation

Category	Number of respondents	Percentage
Public participation programs	60	50%
Stakeholders mapping	60	50%
Total	120	100%

4.5 Effects of human resource management practices on programme implementation

Human resource management and implementation of County governments mandates Human resource is an important aspect of implementation of any development agenda. This study looks at the capacity needs assessment, services offered by the county government and the personnel or manpower available with the county. (Bratton, J. and J. Gold 2007)

4.5.1 Effects of human resource management practices on programme implementation

From the finding in the table below, it is evident that 40 people translating to 41.7% of the respondents said that Human Resource attitude help achieve the implementation of county government programs, it was also established that 10 people translating to 8.3%, said skills and experience help to achieve implementation of the projects, while 60 translating to 50% of respondents acknowledge that training and development of the human resources will lead to effective implementation of the county government programs

Table 4.4: Effects of human resource management practices on programme implementation

Category	Number of respondents	Percentage
Human Resource Attitude	50	41.7%
Training & Development	60	50.0%
Skills & Experience	10	8.3%
Total	120	100%

Source: Researcher

4.6 Effects of financial management on programme implementation

Fiscal decentralization refers to the financial aspects of devolution from national to subnational government. It involves the transfer some responsibilities for expenditures and revenues to sub-national levels of government. Fiscal decentralization covers two interrelated issues. Firstly, the division of expenditure responsibilities and revenue sources between the national and sub-national (local) levels of government and secondly, the level of power and responsibility of sub-national governments over revenues and expenditure decisions. One important factor in determining the type of fiscal decentralization is the extent to which sub-national governments are given autonomy to determine the allocation of their expenditures and their ability to raise own revenue.

4.6.1 Effects of financial management on programme implementation

From the finding in the table below, it is evident that 40 people translating to 33.3% of the respondents said that budgeting help achieve the implementation of county government programs, while 80 translating to 66.7% of respondents acknowledge that public financial management will lead to effective implementation of the county government programs

Table 4. 5: Effects of financial management on programme implementation

Category	Number of respondents	Percentage
Budgeting	40	33.3%
Public financial management	80	66.7%
Total	120	100%

Source: Researcher

4.7 Correlations of the Study Variables

Correlation among the independent variables is illustrated by the matrix in the table below. Correlation is often used to explore the relationship among a group of variables

(Pallant, 2010) in turn helping in testing for multicollinearity that the correlation values are not close to 1 or -1 is an indication that the factors are sufficiently different measures of separate variables (Farndale, Hope-Hailey and Kelliher, 2010). It is also an indication that the variables are not multicollinear. Absence of multicollinearity allows the study to utilize all the independent variables. Table 4.6 shows that the lowest correlation in study was between management practices and project implementation ($r=0.612$, $p<0.00$). The highest correlation was between Human Resource and programme implementation ($r=0.935$, $p<0.00$). A correlation of above 0.90 is a strong indication that the variables may be measuring the same thing (Tabachnick and Fidell, 2013). The fact that only one variable was above 0.90 was a clear indication that the factors were sufficiently different measures of separate variables, and consequently, this study utilized all the variables.

From table 4.6, the combined correlation of four independent variables namely public participation, management practices, financial management, human resource and the dependent variable were computed to determine the strength and direction of the associations between variables. The findings in table 4.6 showed that all independent variables had strong positive relationship with the dependent variable. Public participation $r = 0.785$, management practices $r = 0.612$, financial management $r = 0.673$, human resource $r = 0.935$. The performed test of significance, each independent variable yielded p-value of 0.000 at the level of significance 0.05 two tailed. Therefore, there is strong positive correlation between the dependent variable and the independent variables. Therefore, the study concluded, that from the independent variables investigated in the study, human resource has the highest correlation to programme implementation, followed by public participation, then financial management is the third followed by management practices being the last in that order. From the table below the study concluded that all the four independent variable are equally significant as all had significance level of 0.000, meaning they are all very significant and each influence programme implementation.

Table 4.6: Correlations of the Study Variables

		Programme Implementat ion	Public Participati on	Financial Manage ment	Human Resource
Pearson Correlatio n	Programme Implementation	1.000	.784	.673	.935
	Public Participation	.784	1.000	.858	.839
	Financial Management	.673	.858	1.000	.720
	Human Resource	.935	.839	.720	1.000
Sig. (1- tailed)	Programme implementation	.	.000	.000	.000
	Public participation	.000	.	.000	.000
	Financial management	.000	.000	.	.000
	Human Resource	.000	.000	.000	.
N	Programme implementation	120	120	120	120
	Public participation	120	120	120	120
	Financial Management	120	120	120	120
	Human Resource	120	120	120	120

Source: researcher 2017

4.8 Public participation and project implementation

Public participation is essential in the implementation of projects. For the public, among other factors, participation decision making is vital for effective implementation and timely completion of projects. From table 4.8, it shows that 60.6% of the project

implementation is explained by the effect of public participation meaning that the more the public participate, the more efficient and effective the implementation of projects in the county hence leading to project completion as scheduled. This was in line with the findings by Vanda and Reis (2016) who conducted a case study of Portugal’s democratic system to describe citizens’ opinions and trust in politicians and government institutions and to demonstrate that healthy levels of citizen engagement in politics may be upheld as long as citizens trust their political institutions and leaders. The study revealed that public participation is an investment made by politicians and citizens, with the goal of obtaining a substantial return. Through public participation as a planning tool, political decisions are better adapted to reality, more attentive to existing priorities and better able to facilitate a credible plan. Citizens can influence the final decision in many ways. It is up to planners to evaluate the information provided by citizens and build partnerships, document the participation and its results, and, finally, explain how participation influenced the final decisions.

Table 4.7: Model Summary of effect of public participation on project implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.784 ^a	.615	.606	.254	.615	68.800	5	115	.000

Source: researcher

4.9 Multiple Regression management practices on programme implementation

The multiple regression analysis in table 4.7 R value measures the goodness of prediction of the variances. In this case R value of 0.935 is a good predictor of the project implementation by the independent variables: public participation, management practices, financial management, and human resource. On the other hand, the R² is the coefficient of determination which is the dependent variable that can be explained by the independent

variables. In this case the R^2 value of 0.862 means that 86.2% of the corresponding variation in programme implementation can be explained by the independent variables public participation, management practices, financial management, and human resource. However, there are other variables not covered by the study which account for 13.8% of programme implementation. This outcome shows that programme implementation can be enhanced by the predictors; public participation, management practices, financial management, and human resource, the more the value of the predictors, the more effective and efficient implementation of programmes will be. This is in line with Borstnar and Pucihar (2014) on impact of implementation of a project management information system (PMIS). The study tested three areas; human resources, finance planning and collaboration aspects impact on the implementation of PMIS. Human resource management was assessed by the work load plan, task delegated and accepted, time spent on task, communication and collaboration in the organization. A census was undertaken where top management, project managers, administration workers and project teams were subject who were recruited as IT support staff were interviewed, observed as well as their document were analyzed. The results of the study showed the importance of human resource and financial management in the implementation of PMIS.

Table 4.8 model summary of effects of management practices on programme implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.935 ^a	.875	.862	.150	.875	70.000	22	98	.000

4.10 Human resource management and programme implementation

Human resource is one of the key components in project implementation activities. For any county to implement its projects to its expectation, it must have in place human resource that will enable easier tracking of projects activities. The table below shows that 87.2% of the county project implementation is explained by the human resource. This means that having in place effective human resource will enable the county deliver its functions efficiently and effectively, the finding was in line with the findings of Borstnar and Pucihar (2014) on impact of implementation of a project management information system (PMIS). The study tested three areas; human resources, finance planning and collaboration aspects impact on the implementation of PMIS. Human resource management was assessed by the work load plan, task delegated and accepted, time spent on task, communication and collaboration in the organization. A census was undertaken where top management, project managers, administration workers and project teams were subject who were recruited as IT support staff were interviewed, observed as well as their document were analyzed. The results of the study showed the importance of human resource in the implementation of PMIS.

Table 4.9 Model Summary of effect of Human Resource on project implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R ²	F	df1	df2	Sig. F
1	.935 ^a	.875	.872	.145	.875	301.000	1	43	.000

a. Predictors: (Constant), Human Resource

4.11 Financial management and programme implementation

For the county to achieve its mandate, it must manage its finances well in order to accomplish its proposed projects. One of the areas that have controversies is the preparation of budget which is accurate and timely. It has been established that organizations that lack competence in financial management fail to deliver. In the table below, it shows that 44% of the project implementation is explained by the financial management. It means that if financial is well managed project implementation will be enhanced. This was in line with Apaza *et al* (2012) who conducted an investigation on the effects of financial management on project implementation through ensuring accountability and transparency through integrated public management systems. The aim

of the study was to analyze the integrated management system in Bolivia through a World Bank loan of US\$ 15 million. The study indicated that curbing corruption and public expenditure has a positive influence on project implementations and overall cost of implementation. The study adopted a cross sectional survey research design which enabled collection of data through questionnaires. The study findings depict that new measures/tools should be put in place to ensure accountability and transparency in the use of public finances by public officials

Table 4.10: Model Summary of effect of financial management on project implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.673 ^a	.453	.440	.303	.453	35.629	1	43	.000

4.12 Programmes Implemented in Murangá County

For the county to have appropriate programme implementation, it must manage its finances, have public participation in het projects, ensure there is enough and qualified human resource and ultimately, that the management practices in the County are of the highest standard. It has been established that organizations that lack competence in financial management, selection of qualified human resource personnel, engaging public in programme implementation and having appropriate management practices to manage all the resources at their disposal to have proper programme implementation, thus most of the counties fail to deliver their mandate. In the table below, it shows that 44% of the project implementation is explained by the combination of all the above four factors. It means that if they are well managed project implementation well be enhanced. This was in line with Apaza *et al* (2012) who conducted an investigation on the effects of human resource management, public participation, financial management and management practices on project implementation through ensuring accountability and transparency through integrated public management systems. The study findings depict that new tools should be put in place to ensure proper implementation of County Government programmes, through integration of financial management, public participation, human resource and management practices in programmes implementation.

Table 4.11: Model Summary of Programmes Implemented in Murangá County

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.784 ^a	.615	.606	.254	.615	68.800	5	115	.000

Source: researcher

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter consists of the summary of every specific objective of the study, the conclusions in every specific objective based on the major findings and also recommendations based on every specific objective as well as areas for further studies.

5.2 Summary of major findings

The study investigated the effects of management practices on programme implementation in Murang'a County. The County's programme implementation was based entirely on the data collected from respondents on important factors. The study employed descriptive survey research design, the questionnaire and interview guide as the main instruments for research.

5.2.1 The effects of public participation on programme implementation

Under the first objective, findings show that there was almost a unanimous consent of respondents that public participation influenced programme implementation. It was urged that this brought in ideas from public with ultimate skills required for more effective implementation of the County's programmes. This also helped to reduce errors and duplication problems, it also helped in reducing resistance for programmes being implemented. A driving factor behind public participation was to improve the programme implementation process in all its stages from initiation to handing over.

5.2.2 The relationship between management practices and project implementation

The results from an analysis of the data show that there exists a strong bond between management practices and project programmes implementation. However, the management practices that were exhibited showed to be more customer-focused in their project management practices than into other resources required in successful programme implementation. Nonetheless, the existence of a link between a and customer-focused

project management practice provides a potential route for those looking to improve project implementation through placing a greater emphasis on satisfying the customer. The absence of a link between the management practices and a focus on other stakeholders suggest that the elements of total quality management that facilitate an increase in customer-focus are not able to overcome the barriers to high levels of stakeholder-focus on programme implementation. Thus, there is need to ensure that both management practices are not skewed on customer focus only, leaving other stakeholders. The proper encompassing of management practices with all other stakeholders in programme implementation will lead into successful programme implementation.

5.2.3 The effects of human resource management practices on programme implementation

On human resource management and its relation to programme implementation it was accepted by employees citing their reasons that Human Resource is key in executing the proposed activities of the various project. The effects of Human Resource on the programme implementation was very great, in that, it affected the ultimate achievements of the desired goals. Improvement of the human resource management practices, through better remuneration and equipping them with the appropriate knowledge and skills will lead to quality output. Thus, human resource management practices are one of the key critical success factors that influence programme implementation.

5.2.4 The effects of financial management on programme implementation

The role of financial management and programme implementation is essential to achieving sustainable success, and is universal to all organizations, regardless of size, type, and location. Strategies and plans need to be informed by quantitative and qualitative insights and a sound understanding of the external competitive environment, including customers, as well as of internal organizational performance. Executing strategy involves translating strategies into action, allocating resources to the right areas, and measuring results and holding people accountable. The influence of financial management on programme implementation covers all of these core aspects of managing

and improving the overall programme implementation process. It involves understanding the linkages between intangible or non-financial factors and financial outcomes, as well as ensuring that operational activities are carried out effectively and efficiently. Managers need to know that the organization is doing the right things as well as doing them in the best way possible for success in programme implementation.

5.3 Conclusions

Public participation has become a strategic program implementation approach in our current competitive corporate and public business environment. Success in implementation of County programs could be determined on how well it manages public participation and manages both its financial and human capital.

5.4 Recommendations

The findings of the study depict positive correlation between public participation, financial management, enactment of laws and policies as well human resource skill and capacity to programme implementation. In the foregoing, the research recommends that the implementers of County programs take keen considerations in the subsequent County programmes for enhanced success.

5.4.1 Public participation on programme implementation

Public participation is an important aspect of the vision 2030, because, the critical cornerstones of the social and economic pillars is devolution. It is anticipated that policy-making, public resource management and revenue sharing and as especially as devolved funds become key drivers of development communities will need to be actively engaged so that there is better targeting of resources. In addition to this, there is also a need for a deepened and enhanced consultation and information sharing process in the budgeting, implementation and monitoring and evaluation aspects in development projects. Developing mechanisms for participation, which also entail real citizen participation, should be encouraged at the smallest unit of the devolved governance similar to the “barazas” of the former Provincial Administration.(Ebel, D., & Serdar ,Y. (2002).

5.4.2 Relationship between management practices and project implementation

It is recommended that the management practices should be more elaborate. Under Article 200 (1) of the Constitution, Parliament is empowered to enact management practices legislation to give effect to all matters appertaining to implementation of the devolved system of government. Such management practices legislation will provide for; the number of wards in the County Assemblies, the educational, moral and ethical requirements for members of the County Assemblies, the governor and the speaker, the procedure for election and removal from office of speakers of the County Assemblies and the (Ackerman, L.1982).

5.4.3 Effects of human resource management practices on programme implementation

The various Government Training and Management Development Institutes will be especially useful in developing training programmes that focus on the requirements of the transformed public service. These programmes will not only be on the development of transformative leadership and change management but also the development of technical and professional skills necessary in the realization of the mandates of the public service. Curriculum development should in this connection involve the training institutions, national and county governments as well as professional associations. The Kenya School of Government should be identified as critical to continuous capacity building in county governments. The current training policy in the public service should continue to apply in the county service with adaptation aimed at addressing county-specific capacity building requirements. (Staheli, L.,Janet, E. K. and Collin, F. 1997).

5.4.4 Effects of financial management on programme implementation

The planning and budgeting and revenue linkages should be entrenched in the policy and legislations to provide adequate financial controls. The laws to be developed as proposed under should incorporate budgetary controls operations, which will facilitate monitoring, and evaluation. The law should also incorporate PCM as tools for monitoring and evaluation through community participation. From the above analysis it is clear that

internal audit function is major tool for financial controls, which could be employed by the county governments. To achieve good governance and controls of the financial affairs of the county government there will be need not only to implement good internal control practices but also to anchor it appropriately in the policy and legislative framework. (Bindags 2009).

5.5 Areas for further research

The researcher discovered the areas which need to be researched further. The area on how to outsource human resource services in an organization. This is because many human resource managers don't know the best ways of outsourcing HR services which leads to making the mistakes by hiring the wrong people to do the job. The other area was on the factors leading to outsourcing HR activities. This area needs to be researched further because many HR managers in many organizations don't know what can lead them to outsource HR services. The research further covered one among the 47 county governments in Kenya and therefore is not a true representation of the status quo in other counties. Further, the research did not cover the entirety of programmes covered by the County government of Murang'a hence the need for furtherance of this research.

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APPENDICES

Appendix I Letter of Introduction

Irene Muthoni Mungai,
P.O. Box, 29866-00202
KNH, Nairobi.

Date

Name of Respondent-----

Name and address-----

Dear Sir/ Madam,

RE: REQUEST FOR RESEARCH DATA

I am a Master of Public Administration student, undertaking a Research Project on the “**Effects of management practices on implementation of selected programmes in Murang’a County**” The research is being carried out as part of the requirements for obtaining the degree.

You have been chosen to form part of this study and are kindly requested to assist in data collection by responding to questions in the accompanying questionnaire. The information provided will exclusively be used for academic purposes only and will be treated with utmost confidence. As a participant, you are free to request a soft copy which can be sent to you via email.

Your cooperation and assistance will be highly appreciated.

Yours faithfully,

Irene Muthoni Mungai

(Masters. Candidate)

(Supervisor)

**Appendix II
Questionnaire**

Questionnaire Serial No.....

Date.....

Instructions to the Respondent

This research on “Effects of Management practices on Implementation of Selected Programmes in Murangá County” is for academic purposes. Response to this questionnaire is on voluntary basis.

Kindly fill the following and subsequent questions by putting a tick (√), mark(x) or numbers within the appropriate box that match your view or alternatively write in the spaces provided where necessary.

N/B:

1. This information will strictly be used for academic purposes only and will only be treated so with utmost confidence.
2. Do not write your name anywhere in this questionnaire.
3. Do not tick more than one as a response to a question.
4. Kindly complete all the sections of the questionnaire.
5. Kindly express yourself freely.

SECTION A: BACKGROUND INFORMATION

1. Your gender

Male [] Female []

2. Academic qualifications

Doctorate [] Masters [] Bachelor []

Diploma/Certificate [] Other (Specify)

3. Age in years

Below 20 [] 21-30 [] 31-40 [] 41-50 []

51-60 [] over 60 []

4. Indicate your sub county

Kiharu [] Kangema [] Gatanga [] Mathioya []
 Kigumo [] Kandara [] Maragwa []

PART B: ASPECTS OF PROGRAMME IMPLEMENTATION

Section 1: Effects of management practices on programme implementation

- a) Are you aware of the management practices used by the County in implementation of its programmes
 _____Yes _____No
- b) If yes, which of these management practices can you identify with;
- (i) Stakeholder involvement management []
 - (ii) Financial Management and Cost control practices []
 - (iii) Human Resource Management []
- c) In your own opinion, to what extent have the management practices affected programmes implementation in Murang'a County?
- | | |
|----------------------------|---------------------------|
| (i) _____ | T |
| o a very low extent [] | (iv) To a low extent [] |
| (ii) _____ | T |
| o a moderate extent [] | (v) To a great extent [] |
| (iii) _____ | |
| To a very great extent [] | |

Section 2: Effects of public participation on programme implementation

- a) Have you ever participated in the initiation/conceptualization of Murang'a County based programmes?
 _____Yes _____No
- b) If your answer is yes, what was your area of participation?
- I was consulted through a meeting []
 - I contributed materials []
 - As a leader/part of the committee []
 - Others. Specify _____

c) In your own opinion, to what extent has the stakeholders' participation embarked implementation of county based programmes in Murang'a County?

- To a very great extent [] To a great extent []
 To a moderate extent [] To a low extent []
 To a very low extent []

Name at least two main benefits associated with public participation in the projects?

- Strong ownership of the projects []
 Timely maintenance []
 Continuity of the projects []
 Expansion of the projects []
 Better service delivery []
 Conflict management []
 Others (specify) _____

d) Indicate your extent of agreement to the following statement on how public participation contributes to implementation of County based programmes? Please tick your corresponding responses. Use **1: I Strongly Disagree, 2: I Disagree, 3: I am Neutral, 4: I Agree 5: I Strongly Agree**

	1	2	3	4	5
a) Stakeholders are involved in design of projects					
b) Stakeholders are involved in monitoring and evaluation					
c) Stakeholders are involved in provision of labour or human resources					
d) Stakeholders are involved in provision of security of the programs					
e) Stakeholders are involved in program maintenance or daily activities					
f) Involvement of the target locals is crucial for the successful implementation of County-based programs.					
g) Stakeholders' involvement in the program implementation has enhanced continuity in the operation of the County-based projects					

Section 3: Effects of financial management on programme implementation

Please indicate the level of frequency to the following statements that seek to explain how financial management and budgets affect program implementation in Murangá County by ticking the appropriate corresponding choice. **Use scale where 1: Very Rare, 2: Rarely 3: Sometimes, 4: Often and 5: Very Often**

		1	2	3	4	5
A	In all county government based programs we are constantly involved in budgetary making process					
B	Financial records of the current ongoing programs in the county can be reviewed by Murang'a residents.					
C	The cost and benefits of programs are usually discussed before any program is started and implemented					
D	Records for the past projects are usually kept to enable future comparison of program of the same nature					
F	The County Government usually explains every coin spent on County programs to all stakeholders.					

Section 4: Effects of human resources management practices on programme implementation

Please show the level of your agreement with the following statement that explains how Human resources skills affect implementation of county programs by ticking the appropriate corresponding choice. **Use scale where: 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree.**

	1	2	3	4	5
Decisions concerning implementation of programs are practical					
There is sufficient technical expertise to manage county-based programs					
There is sufficient human resource for sustainability of county-based programs					
The leadership skills of project managers are satisfactory					

The residents are satisfied with the overall management of the County-based programs					
Community-based programs are complex and require multifaceted management skills					
Project managers have adequate and experience (task familiarity) in management					

Section 5: Programmes Implemented in Murangá County

There is a need for successful implementation of County-based programs established in Murang'a County? Please tick your corresponding responses that are on a scale of: **1: Strongly Disagree, 2: Disagree, 3: Not Sure, 4: Agree, and 5: Strongly Agree**

	1	2	3	4	5
Our County has implemented various strategies and programs to promote agriculture within the County					
Has the County government established measures to respond to disastrous occurrences?					
Have the people of Murang'a benefitted from cooperative societies and trade partnerships with other institutions to improve their livelihoods?					
According to NACADA, drug and substance abuse has been rampant in Mt. Kenya region, Do you think the County Government has done enough to deal with drug and substance abuse?					

Kindly give your opinion on how management practices by the county government on agriculture, drug abuse, trade development through cooperatives and disaster management have been successful.

County Programmes	
Agricultural Inputs	
Trade development through cooperatives	
Disaster management	
Control of Drugs and	

Substance abuse	
-----------------	--

.....*Thank You For Participating In The Study*.....

Appendix III:
Map of Murang'a County

