

Factors Affecting Project Performance of Vulnerable Children Programs in Lurambi Constituency of Kakamega County

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Abstract: The purpose of the study is to investigate the factors affecting performance of vulnerable children projects with specific objectives, to establish how project planning, project financial resources, Project human resources and project monitoring & evaluation affect performance of vulnerable children projects in Lurambi constituency Kakamega County. The study applied stratified random sampling and descriptive survey design targeting a population of all the 12 orphans and vulnerable projects in Kakamega county comparing 120 employees. A total of 52 structured questionnaires were distributed to the eleven OVC projects. Questionnaire were used to collect primary data. Descriptive data analysis entailed counts, percentages, cross tabulations and measures of central tendencies. Results presented by pie-charts, bar graphs and tables. The study found out that Good Project planning determines the success of a project, Skilled human resource influences the success of a project, that regular and adequate budget allocation increases project success and finally that regular monitoring and feedback improves chances of project success as indicated by the mean scores of 3.29, 3.49, 4.00 and 3.32 respectively. Based on significance values, the study found out that project human resource significantly explains the project success as indicated by the significance value of 0.01. All together the four independent variables explain 70% of dependent variable. The study recommends that projects to succeed, good Project planning, skilled human resource and finally that regular monitoring & feedback are important.

Keywords: Project human resources, Project financial resources, project monitoring & evaluation, project planning, Project success, vulnerable children projects.

1. INTRODUCTION

The rise in the number of OVC in Kenya has been attributed to HIV/AIDS pandemic and is estimated to have reached 1.2 million by 2009 (Kenya Demographic Health Survey, 2010) The Kenyan government provides leadership for the OVC response. The OVC response program is handled by the Kenya OVC Secretariat under the Department of Children's Services of the Ministry of Gender, Children, and Social Development (MOGCSD). The multi- Sectoral National OVC Steering Committee was established to advise the government on OVC issues in policy, practice, and implementation; and to monitor OVC programming. Members include key ministries such as health, education, and finance; the National AIDS and STI Control Program (NASCOP); National AIDS Control Council (NACC); and development partners. It is chaired by the Permanent Secretary of the MOGCSD. The steering committee meets regularly to review and advise the government on OVC issues.

Performance of the project is considered as a source of concern to both public and private sector clients. Kumaraswamy (2002) remarked that project performance measurement include time, budget, safety, quality and overall client satisfaction. Thomas, S.R., et al (2002), defined performance measurement as monitoring and controlling of projects

accordingly on a regular basis. Kuprenas (2003) stated that project performance measurement means an improvement of cost, schedule, and quality for design and construction stages. Long *et al* (2004) stated that a project performance measurement is related to many indicators such as time, budget, quality, specifications and stakeholders' satisfaction. Navon (2005) stated that the main performance problem can be divided into two groups: (a) unrealistic target setting (i.e., planning) or (b) causes originating from the actual construction (in many cases the causes for deviation originate from both sources). The definition offered by Cleland and Kerzner, in their work, "A Project Management Dictionary of Terms", and includes the following characteristics: (A project is). A combination of human and nonhuman resources pulled together in a temporary organization to achieve a specified purpose. A project, then, can be defined as possessing the following characteristics: a defined beginning and end (specified time to completion), a specific, preordained goal or set of goals, a series of complex or interrelated activities and a limited budget. Project implementation success has been defined many ways to include a large variety of criteria. However, in its simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion). Comes in on-budget (monetary criterion). Achieves basically all the goals originally set for it (effectiveness criterion). Is accepted and used by the clients for whom the project is intended (client satisfaction criterion).¹ By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable therefore that any assessment of project implementation success should include these four measures. In 2010, Elite Community Based Organization conducted a baseline study covering over 2,000 households to understand issues affecting orphans and vulnerable children (OVC) projects in Kakamega County Kenya. The National Program Guidelines on Orphans and Vulnerable Children definition states that "an orphan is a child who has lost one or both parents while a vulnerable child is a child living in high-risk setting". From this and previous studies on HIV/AIDS Gender Relations and Culture, it was established that there exists a large percentage of the population being orphans and vulnerable children (OVC) in the Kakamega community. In light of the above, this study undertakes to establish factors affecting the management of such programs.

1.1 Statement of the Problem

Following a structured project management method enables companies to predict and mitigate risks, better manage costs and deliver quality results that satisfy clients. In the most mature project management organizations, these project goals are directly linked to strategic business objectives, giving these organizations a powerful competitive advantage. Yet few companies consistently meet their project goals or measure project success. This inconsistency stems largely from a failure to implement and follow well-defined project management practices, despite ongoing efforts to improve processes with the goal of delivering better, faster, cheaper results (Milosevic, 2003). Pinto & Slevin (1998) after sampling over 650 project managers, the researchers concluded that "project success" is something much more complex than simply meeting cost, schedule, and performance specifications. Most researchers focus on how projects do not have best financial management practices and do not give ideas on how to fill in the gap. To narrow this gap, this study will consider how project planning, project financial resources, project human resources and project monitoring and feedback affect OVC projects management

1.2 Purpose of the Study

To investigate the factors affecting project performance of OVC projects in Lurambi constituency Kakamega County

1.3 Research Objectives

- I. To establish how project planning affects OVC projects in Lurambi constituency Kakamega County.
- II. To investigate how project financial resources affect OVC projects in Lurambi constituency Kakamega County.
- III. To ascertain how Project human resources affect OVC projects in Lurambi constituency Kakamega County.
- IV. To determine how project monitoring and feedback affect OVC projects in Lurambi constituency Kakamega County.

1.4 Research questions

- I. How does project planning affect performance of OVC projects in lurambi constituency Kakamega County?
- II. To what extent do financial resources affect performance of OVC projects in Lurambi constituency Kakamega County?
- III. In what ways do human resources affect performance of OVC projects in Lurambi constituency Kakamega County?
- IV. Does project monitoring and evaluation affect performance of OVC projects in Lurambi constituency Kakamega County?

2. LITERATURE REVIEW

2.1 LITERATURE REVIEW

2.1.1 Project planning effects on OVC projects

The key to a successful project is in the planning. Creating a project plan is the first thing you should do when undertaking any kind of project. Often project planning is ignored in favour of getting on with the work. However, many people fail to realize the value of a project plan in saving time, money and many problems. A project plan, according to the Project Management Body of Knowledge, is: "...a formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines. A project plan may be summarized or detailed, (PMBOK, 2000 Edition). The objective of a project plan is to define the approach to be used by the Project team to deliver the intended project management scope of the project. At a minimum, a project plan answers basic questions about the project: Why? – What is the problem or value proposition addressed by the project? Why is it being sponsored? What? – What is the work that will be performed on the project? What are the major, products/deliverables? Who? – Who will be involved and what will be their responsibilities within the project? How will they be organized? When? – What is the project timeline and when particularly meaningful points, referred to as milestones, will be completed.

2.1.2 Project financial resources effects on OVC projects

Developing the project budget is a process for allocating administered and departmental funds necessary to build a financial foundation for producing stated project deliverables. When we talk about the project budget and financial resources we mean the solid framework that helps project managers to deal with the "on budget" part of the project implementation process. This framework involves cost planning and control. For successful delivery of the project product, the project manager should effectively estimate costs, track expenditure over time and adequately react to situations when the financial resources are over-spent or under-spent, or there are opportunities for savings in the project budget. A project budget template should be designed and managed under supervision and control of the project manager. Also the customer and sponsor should be involved in allocating and managing financial resources. Project budget management is a set of activities for estimating the necessary amount of financial resources for the project, controlling project costs within the approved budget and delivering the expected project goals. In the big picture world of project management, ensuring the overall success of a project is a project manager's top priority. If a project goes wildly over-budget (as they often do), it will not be considered a success, even if it's delivered on time and meets end users' needs. That's why project managers need to meticulously manage their budgets. Here are four strategies for maintaining control of your project budget and preventing massive cost overruns. 1. Continually forecast the budget. A project run without frequent budget management and re-forecasting will likely be headed for failure. 2. Regularly forecast resource usage. Just as the budget needs to be constantly revisited to keep it on track, you need to do the same for resource usage, since the people working on a project contribute to its cost. Project managers should review the number of people currently working on a project and the project's future resource needs on a weekly basis. Keep the team informed. Always keep the project team informed of the project budget forecast. An informed team is an empowered team that takes ownership of the project. 4. Manage scope meticulously. Scope creep is one of the leading causes of project overruns. As unplanned work finds its way into your project, billable hours mount and the project budget can get out of control. Project managers must carefully manage scope by creating change orders for work that isn't covered by the project's initial requirements. Change orders authorize additional funding for the project to cover the cost of extra work, and thus keep the project to its new budget.

2.1.3 Project human resources effects on OVC projects

In the past, projects have been managed as technical systems instead of behavioral systems. Relatively little attention has been paid to human resource factor. However, the Project Management Institute in its official definition of Project Management Body of Knowledge (P.M.B.K.) included human resource management as one of the six fundamental basic functions of project management. In this arena which lacks theoretical foundation, a relatively recent study made the situation even worse. Pinto and Prescott (1988) concluded that the 'Personnel factor' (independent variable) was the only factor in their research that was marginal for project success (dependent variable). Resources can be of different types, such as people, materials, equipment and other supplies. For instance, in a software development project, you will need programmers, software engineers, system analysts, office staffs, as well as a convenient office place, computers with high configuration, internet facilities etc. The project manager must ensure about the availability of these resources. In some cases, the project manager identifies that the project is heading in a wrong direction. Deadline is approaching very fast, available budget is getting exhausted; however more than 50% of project activities are still unfinished. In this moment of severity, the project manager has two options; he has to make arrangements for the appropriate training for the team members to enhance their capabilities, or he needs to hire skilled personnel. Promptness in decision making is largely required in this case for the project manager. Again, choosing right people for the right job is not a very simple task. The project manager must have the capability to determine the appropriate skill level necessary for a particular activity in the project, and also to match people to those skills. To hire the perfect staff, the project manager should make sure to define the roles properly, arrange interview and test the candidates. He should also be careful about the budget, because hiring skilled people may not always be achieved in a cheaper way. The project manager must guarantee that the team members are respected properly. Without getting proper attention, admiration and respect, the team members in a project will not try to give their 100%. Furthermore, the project manager will have to utilize his motivation skills properly. He must encourage his team members to render their best effort, and remunerate them whenever they do something special. He must also try to empower the team members and ensure their participation in all sorts of decision-making process. This will ultimately increase the overall productivity and the project will lead towards success. Ensuring better workplace environment is another important thing that must be carefully taken care of by the project manager. Experiments have suggested that people's performance and their job satisfaction are seriously affected by the room size, furniture, equipment, temperature and humidity, brightness and quality of light, noise and most often the degree of privacy available. If the project manager fails to ensure good working condition, it may become really costly for the project. Staff turnover will increase, and more money should be spent on recruiting and training of new staffs. There will be the possibility that the project will not be finished in time.

2.1.4 Project monitoring and feedback effects on OVC projects

Monitoring and Feedback refer to the project control processes by which at each stage of the project implementation, key personnel receive feedback on how the project is comparing to initial projections. Making allowances for adequate monitoring and feedback mechanisms gives the project manager the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked. Schultz and Slevin, (1975) demonstrate the evolving nature of implementation and model building paradigms to have reached the state including formal feedback channels between the model builder and the user. The need for adequate communication channels is extremely important in creating an atmosphere for successful project implementation. Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the client. As the factor Communication has been developed for the model, it refers not only to feedback mechanisms, but the necessity of exchanging information with both clients and the rest of the organization concerning project goals, changes in policies and procedures, status reports, etc.

2.1.5. Project success

Judgev and Muller (2005) in their article mentioned that in order to define what success means in the project context is like gaining consensus from a group of people on the definition of "good art." Project success is a topic that is frequently discussed and yet rarely agreed upon (Baccarini, 1999: p. 26). Based on a current study conducted by Crawford, Pollack and England (2006) to uncover the journal emphases over the last 10 years in the field of project management, it is found that the study of project evaluation and improvement has gained increase significance. This implies that more studies have been directed to the area of project management and project success. Generally, the views on project success have

evolved over the years from simple definitions that were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the entire project and product life cycle (Judgev& Muller, 2005). The very famous and well-known “Golden Triangle” or “Iron Triangle”, have been traditionally used as criteria to measure project success. This “Golden Triangle” refers to the basic criteria of cost, time and quality. Project success will be accorded if it is completed within the budgeted cost, implemented on time and to quality parameters requested. However, these criteria have received many critics for being inadequate in determining project success, customer opinion and contact was minimal and no long term follow-up effort was established. Over the time, various attempts have been made either to add more dimensions to the basic criteria or to abstract to fewer dimensions (Atkinson, 1999). Later it is observed that other researchers try to extend the measurement of process to include perception from the client, this is not surprising as this is an era where the concept of Total Quality Management (TQM) has begun to evolve where customer satisfaction is one of the most important element to measure performance. In an effort by Kerzner (1998) in his book, *In Search of Excellence in Project Management*, he identified 5 criteria that can be used to measure project success. The criteria are completed in time, within budget, completed at the desired level of quality, accepted by the customer and resulted in customers allowing the contractor to use them as a reference (Kerzner, 1998). Further exploration through the literature reveal that researchers were now extending the measurement of project success to the after delivery stage in contrast to the early literature where emphasis was given to measurement criteria on the project management stage. One of the researchers, Atkinson (1999) in his study extended the measurement of project success beyond the Iron Triangle; he proposed a new way to consider project success criteria called the Square Route. The three additional success criteria categories are the information system which looks into the maintainability, reliability, validity and the quality of the information used, benefits as perceived in the organization which can be measured in terms of improved efficiency, effectiveness, increased profits, organizational learning and lastly benefits or effectiveness of the project as perceived by the stakeholder community such as satisfaction of users, social and environmental impact and personal development, to name a few. The elements under these three new criteria categories are not exhaustive and can be added whenever an appropriate and applicable element is identified to be deemed related to the individual project being measured.

2.2 Theoretical framework

The criteria for measuring project success must be established at the beginning of the project, otherwise team members and project leader will find they heading into different directions and the result of the project will not be successfully determined due to difference in perception, emphasis and objectives (Baccarini 1999). Four success dimensions have been classified by Shenhar (1997). The first dimension is the efficiency which is not limited by the dimension of time, cost and quality but can be extended to number of engineering changes prior final design release, production efficiency and yield, efficiency of purchase order and safety measures. Organization need to be caution as not to limit the measurement of success using efficiency measures as these efficiency measures are basically measuring project success in the implementation success and does not represent the total success of the project. The second dimension is the impact on the customer or end user followed by the third dimension which is impact on the organization. Lastly the success of the project need to be measured by the way it helps the organization to move and prepare for the future. Questions like does the project explore new opportunities for further markets, ideas, innovations and products? Does the project management build new skills, develop new technologies and core competencies need to be addressed before determining the success of the project. Pinto and others have published a number of articles of between 1987-1990 on critical success factors and has established a widely known accepted 10 critical success factors. Pinto used a fifty-item instrument called Project management Profile (P.I.P) to measure a project's score on each of the ten factors in comparison to over 400 projects studied. The 10 critical success factors identified by Pinto (1986) are listed as follows: 1). Project mission – initial clarity of goals and general direction, 2). Top management support – willingness of top management to provide the necessary resources and authority of power for project success, 3). Project schedule/plans – detailed specification of the individual action steps required for project management, 4). Client consultation – communication and consultation with, and active listening to all affected parties, 5). Personnel – recruitment, selection and training of the necessary personnel for the project team, 6). Technical tasks – availability of the required technology and expertise to accomplish the specific technical action steps, 7). Client acceptance – the act of “selling” the final project to its intended users, 8). Monitoring and feedback – timely provision of comprehensive control information at each stage in the implementation process, 9). Communication – provision of an appropriate network and necessary data to all key actors in the project management, 10). Trouble shooting – ability to handle unexpected crises and deviations from plan.

2.3. Conceptual framework

From the fore discussion, the dependent variable is project success and independent variables are project planning, project financial resources, project human resources and project monitoring & evaluation as shown by figure 1.1 below

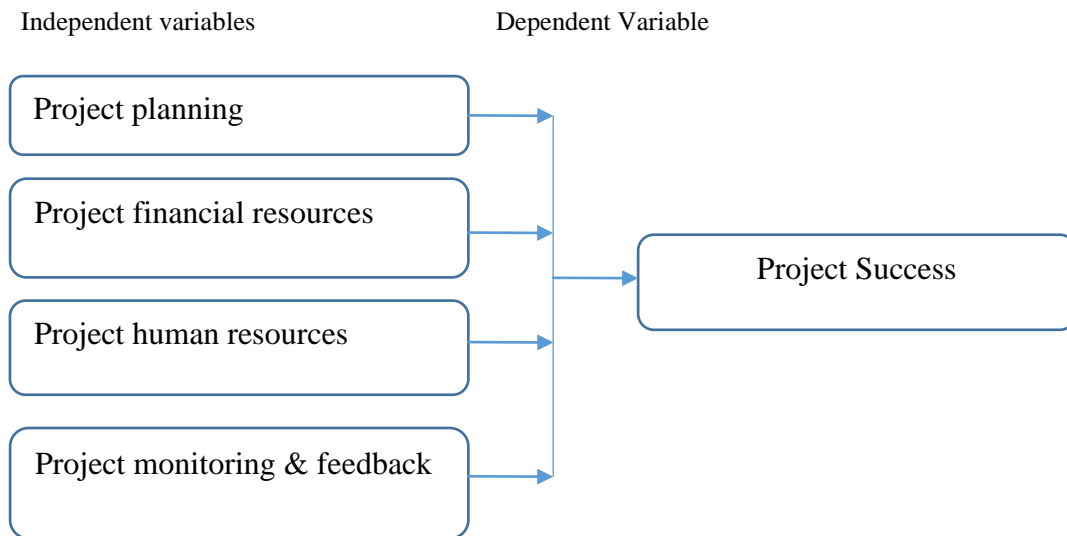


Figure 1.1 Conceptual framework

From figure 1.1, the positive the independent varies for example good project planning done before the project begins, regular availability of project funds, experienced human resources factor from the project manager himself to the team members and the putting monitoring and evaluation in place, then the project will succeed and vice versa when the independent variables are to the negative.

3. RESEARCH METHODOLOGY

The researcher applied a descriptive survey design because it is concerned with describing the characteristics of a particular group and can't manipulate the independent variables with the view to determine their effect on dependent variables thus their relationship is determined retrospectively. According to Rumfield (2014) it is important during research to balance between quantitative and qualitative methods if need be, Quantitative measures are good for telling us what happens while qualitative methods build on what to explore the why and the how. The target population for the study was made up of 520 stakeholders of OVC projects in Lurambi Constituency. The study will target persons involved in OVC projects implementation and management including all Community Based Organizations (CBOs) and orphanages (children homes) within communities in constituency. The study sample size of 52 respondents was drawn from the population using stratified random sampling which comprised 10% of the target population. This sampling method ensured that each strata of the target population was represented proportionally and those populations attributing to characteristics within a stratum are adequately and representatively captured in the sample. According to Mugenda and Mugenda (2002 & 2003), 10% is the representation of a target population. A structured questionnaire was used to collect primary data from the respondents. The questionnaires were collected, carefully edited to detect errors and omissions which were corrected for consistency and completeness. Descriptive statistics in form of percentages and frequencies was used to analyze the data which was then presented in form of tables so as to facilitate clear interpretation of results and assist in drawing of conclusions.

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Project planning

The researcher wanted to understand how project planning affect performance of OVC projects in lurambi constituency set up. From the findings by table 1.1, the respondents agreed that Project planning is the first step to the success of a project, Project planning is the key to the success of a project, Project planning saves time actions completion time are

already documented, Project planning saves money because the budget is known and Project planning reduces confusion in the team as activities for each are known as indicated by the mean scores of 3.10, 3.22, 3.59, 3.95 and 3.63 respectively. According to Athanasios, et al., (2018), this findings agrees with the previous studies that it is obvious that the two most cited critical success factors in the corresponding literature are project mission/goals and objectives and top/senior management support (e.g. Silva et al., 2016b; Yong and Mustaffa, 2017). Project mission is thought to be one of the most important parameters in a project enclosing the determination of its scope, directions, goals and objectives. The proper definition of the project and its goals and objectives among all stakeholders is a prerequisite for its success. Also, the support from top/senior management and the commitment of the senior organizational executives provide a special meaning to a project and can significantly increase the possibility of its success from the early development stages (Athanasios L & Dimitra, 2018).

Table 1.1: Project planning

PROJECT PLANNING	N	Mean	Std. Deviation
Project planning is the first step to the success of a project.	41	3.10	0.30
Project planning is the key to the success of a project.	41	3.22	0.42
Project planning saves time actions completion time are already documented	41	3.59	0.55
Project planning saves money because the budget is known	41	3.95	0.84
Project planning reduces confusion in the team as activities for each are known	41	3.63	0.54

4.2 Project Human resources

From the findings in table 1.2, the respondents agreed that Human resource factor is important to the success of a project, Strong skilled project manager increases chances to success, Determine the appropriate skill level necessary for a particular activity in the project leads to success, Project manager will have to utilize his motivation skills properly to lead project success and Better workplace environment is another important in project success as indicated by the mean scores of 3.24, 3.41, 3.70, 4.00 and 3.32 respectively. This study findings on project human resources variable on project success agrees with that of Athanasios L and Dimitra V., (2018) where in a particular reference is made for the project team (project team competence, project personnel), to which the successful or not completion of a project is mainly attributed (e.g. Ofori, 2013; Wai et al., 2013; Montequin et al., 2014; Silva et al., 2016b). The review also indicates that the members of the project team should have the proper managerial and technical competencies in order to carry out the project as it was planned and designed. Political environment, social environment and economic environment occupy relatively high positions in the findings and consist the concept of the external environment that surrounds every project (e.g. Alias et al., 2014; Montequin et al., 2014; Osei-Kyei, 2015; Silva et al., 2016b; Yong and Mustaffa, 2017). The external environment is separated by the majority of researchers for many years, because it reflects the general conditions in which every project should be adapted and continuously develop. Hence in conclusion, Lamprou and Dimitra Vagiona states that as a consequence, such factors can dramatically influence the performance of a project at all stages of its lifecycle (Athanasios L & Dimitra V., 2018).

Table 1.2: Project Human resources

PROJECT HUMAN RESOURCES	N	Mean	Std. Deviation
Human resource factor is important to the success of a project	41	3.24	0.43
Strong skilled project manager increases chances to success	41	3.41	0.50
Determine the appropriate skill level necessary for a particular activity in the project leads to success	41	3.70	0.52
Project manager will have to utilize his motivation skills properly to lead project success	41	4.00	0.71
Better workplace environment is another important in project success.	41	3.32	0.52

4.3 Project financial resources

Respondents agreed that Regular and adequate budget allocation increases project success, Monitoring spending and adjusting budget improves project performance and Reviewing of the project finances to reflect current economic changes improves success as indicated by the mean scores of 3.07, 3.41 and 3.41 respectively. This findings of this study are in line with the classic approach of evaluating project success is based on the simplified scheme of the three basic success criteria (time, cost and quality / performance), known in the scientific community as the "Iron Triangle" or "Golden Triangle" or "Triangle of Virtue" (Atkinson, 1999; Westerveld, 2003; Ika, 2009). On monitoring spending and adjusting budget improves project performance, this study finding agree with Mugo and Oleche (2015) in a study on M&E of development projects and economic growth in Kenya agreed with the findings where the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects.

Table 1.3: Project financial resources

Project financial resources	N	Mean	Std. Deviation
Regular and adequate budget allocation increases project success	41	3.07	0.35
Monitoring spending and adjusting budget improves project performance	41	3.41	0.55
Reviewing of the project finances to reflect current economic changes improves success.	41	3.41	0.71

4.4 Project Monitoring and evaluation

Respondents agreed that Key personnel receive feedback on how the project is comparing to initial projections, Gives the project manager the ability to anticipate problems, to oversee corrective measures, Adequate communication channels are extremely important in creating an atmosphere for successful project implementation, Communication between departments is key to project success, Communication between stakeholders is key to project success, Monitoring reduces waste and puts a project on course and Monitoring and evaluation are unavoidable as indicated by the mean scores of 3.46, 3.61, 3.32, 3.80, 3.78, 3.63 and 3.93 respectively. According to Fredrick and Makori (2016) monitoring and evaluation of projects in Kenya is very critical because a lot of government and donor funded resources are provided to organizations to implement various projects. This results also concurs with the project review by Athanasios L & Dimitra (2018) that the other ranked success factors presented are such as monitoring and feedback, project risk management (anticipate problems, to oversee corrective measures), project organization structure (communication channels), and project characteristics refer to main internal processes and the general structure of a project (e.g. Khan et al., 2013; Ofori, 2013; Wai et al., 2013; Alias et al., 2014; Silva et al., 2016b; Yong and Mustaffa, 2017). It should also be highlighted that project risk management tends to be one of the most contemporary issues concerning the construction field and modern project management.

Table 1.4: Project Monitoring and evaluation

Project monitoring and evaluation	N	Mean	Std. D
Key personnel receive feedback on how the project is comparing to initial projections.	41	3.46	0.67
Gives the project manager the ability to anticipate problems, to oversee corrective measures	41	3.61	0.59
Adequate communication channels are extremely important in creating an atmosphere for successful project implementation.	41	3.32	0.47
Communication between departments is key to project success.	41	3.80	0.56
Communication between stakeholders is key to project success.	41	3.78	0.65
Monitoring reduces waste and puts a project on course	41	3.63	0.73
Monitoring and evaluation are unavoidable	41	3.93	0.91

4.5 Project success

The respondents agreed that there Good Project planning determines the success of a project, Skilled Human resource influences the success of a project, that Regular and adequate budget allocation increases project success and Regular monitoring and feedback improves chances of project success as indicated by the mean scores of 3.29, 3.49, 4.00 and 3.32 respectively. Respondents agreed that regular and adequate budget allocation increases project success to a great extent than the others. This findings concurs with findings of Athanasios Lamprou et al., (2018) in his literature review that success criteria and critical success factors in project success include factors such as project communication (feedback), project planning, project monitoring, and project manager/leader competence and experience (human resources) are placed in very high positions in the final ranking according to the quantitative index of reference/occurrence frequency (e.g. Alias et al., 2014; Montequin et al., 2014; OseiKyei and Chan, 2015; Silva et al., 2016b; Yong and Mustaffa, 2017).

Table 1.5: Project success

Project success	N	Mean	Std. Deviation
Good Project planning determines the success of a project	41	3.29	0.46
Skilled Human resource influences the success of a project	41	3.49	0.93
Regular and adequate budget allocation increases project success	41	4.00	0.96
Regular monitoring and feedback improves chances of project success	41	3.32	0.47

4.6. Model summary

From the model summary in table 1.6 below, there is a very positive relationship (R=0.586) between the dependent variable and the independent variables. The value of adjusted R Square (R²= 0.344) indicates that 34.4% of project success could be explained by the combined effort of independent variables of the study as shown by table 1.6 below.

Table 1.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
4	0.58636	0.34382	0.27091	0.32003

d. Predictors:(Constant),X1,X2,X3,X4

e. Dependent Variable: Y

4.7 ANOVA

The significance value of 0.000 indicates that the regression relationship was highly significant in predicting how independent variables affect project success as shown by table 1.7 below

Table 1.7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.93	4	0.48	4.72	0.00
	Residual	3.69	36	0.10		
	Total	5.62	40			

d. Predictors: (Constant),X1,X2, X3,X4

e. Dependent Variable: Y

4.8 Coefficients

From the findings level of projects success explained by 50.0% of project financial resources and 34.0% of project monitoring and evaluation activities. While project planning activities and project human resources indicate negative relationship to project success at -1% and -13 respectively. Based on significance values, the study found out that project human resource significantly explains the project success as indicated by the significance value of 0.01. All together the four independent variables explain 70% of dependent variable; the rest can be explained by other factors that were not considered by the study.

Table 1.8: Coefficients

Model	Unstandardized Coefficients	Error	Standardized Coefficients	t	Sig.
(Constant)	0.53	0.32		1.65	0.11
X1	-0.02	0.21	-0.01	-0.08	0.94
X2	-0.17	0.22	-0.13	-0.77	0.44
X3	0.45	0.16	0.50	2.76	0.01
X4	0.40	0.19	0.34	2.06	0.05

a. Dependent Variable: Y

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. SUMMARY

5.1.1. Project planning

The first objective was to answer the research question, how does project planning affect performance of vulnerable children projects in lurambi constituency Kakamega County? The study found out that project planning is the first step to the success of a project, project planning is the key to the success of a project, project planning saves time actions completion time are already documented, project planning saves money because the budget is known and that project planning reduces confusion in the team as activities for each are known as indicated by the mean scores of 3.10, 3.22, 3.59, 3.95 and 3.63 respectively.

5.1.2. Project human resources

To answer the research question, in what ways do human resources affect performance of vulnerable children projects in Lurambi constituency Kakamega County? The study showed that human resource factor is important to the success of a project, strong skilled project manager increases chances to success, determining the appropriate skill level necessary for a particular activity in the project leads to success, project manager will have to utilize his motivation skills properly to lead project success and better workplace environment is another important in project success as indicated by the mean scores of 3.24, 3.41, 3.70, 4.00 and 3.32 respectively.

5.1.3. Project Financial resources

The Third research question was, to what extent do financial resources affect performance of vulnerable children projects in Lurambi constituency Kakamega County? The study found out that regular and adequate budget allocation increases project success, monitoring spending and adjusting budget improves project performance and reviewing of the project finances to reflect current economic changes improves success as indicated by the mean scores of 3.07, 3.41 and 3.41 respectively.

5.1.4. Project monitoring and evaluation

To answer the question, does project monitoring and evaluation affect performance of children projects in Lurambi constituency Kakamega County? The study found out that Key personnel receive feedback on how the project is comparing to initial projections, gives the project manager the ability to anticipate problems, to oversee corrective measures, adequate communication channels are extremely important in creating an atmosphere for successful project implementation, communication between departments is key to project success, communication between stakeholders is key to project success, monitoring reduces waste and puts a project on course and monitoring and evaluation are unavoidable as indicated by the mean scores of 3.46, 3.61, 3.32, 3.80, 3.78, 3.63 and 3.93 respectively.

5.1.5. Project success

The study found out that Good Project planning determines the success of a project, Skilled human resource influences the success of a project, that regular and adequate budget allocation increases project success and finally that regular monitoring and feedback improves chances of project success as indicated by the mean scores of 3.29, 3.49, 4.00 and 3.32 respectively. Respondents agreed that regular and adequate budget allocation increases project success to a great extent than the others.

5.2. CONCLUSIONS

5.2.1. Project planning

The study concludes that Project planning is the first step to the success of a project, project planning is the key to the success of a project, project planning saves time actions completion time are already documented, project planning saves money because the budget is known and that project planning reduces confusion in the team as activities for each are known

5.2.2. Project human resources

The study showed that human resource factors, strong skilled project manager, determination of the appropriate skill level necessary for a particular activity in the project, project manager will have to utilize his motivation skills properly to lead project success and better workplace environment is another important in project success.

5.2.3. Project Financial resources

The study found out that regular and adequate budget allocation increases project success, monitoring spending and adjusting budget improves project performance and reviewing of the project finances to reflect current economic changes improves success.

5.2.4. Project monitoring and evaluation

The study concludes that Key personnel receive feedback on how the project is comparing to initial projections, gives the project manager the ability to anticipate problems, to oversee corrective measures, adequate communication channels are extremely important in creating an atmosphere for successful project implementation, communication between departments is key to project success, communication between stakeholders is key to project success, monitoring reduces waste and puts a project on course and monitoring and evaluation are unavoidable.

5.2.5. Project success

From the study the factors that make a project a success include, good Project planning, skilled human resource, regular and adequate budget allocation and finally that regular monitoring & feedback improves chances of project success. Adequate budget allocation increases project success to a great extent than the others.

5.3. RECOMMENDATIONS

The project management process is complex, usually required extensive and collective attention to a broad aspect of human, budgetary and technical variables. In addition, projects often possess a specialized set of critical success factors in which if addressed and attention given will improve the likelihood of successful implementation. On the other hand if these factors were not taken seriously might lead to the failure of the project management. Having analyzed the data and the findings the researcher came up with the following conclusions as possible remedial measures: The study concluded that, the funding should be adequate so as to ensure Performance of OVC programs. From the study also recommends that projects to succeed, good Project planning, skilled human resource and finally that regular monitoring & feedback are important.

5.4 SUGGESTIONS FOR FURTHER RESEARCH

The following areas are suggested for further studies: First, a study should be done on the same topic of study from different parts of the country to evaluate if there are other factors left out as well as their effects and solutions. Another study should be carried out on the perceptions against future trends in the implementation of OVC projects in the country.

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