THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Project Management Practices and the Performance of Maternity Projects in Machakos County, Kenya

Miriam Ndunge Mutinda

MBA Student, Kenyatta University, Kenya

Dr. Lucy Ngugi

Lecturer, Department of Management Science, School of Business,
Kenyatta University, Kenya

Abstract:

Because of the large number of deaths of women during and shortly after childbirth registered in the County of Machakos, Kenya. The county government of Machakos has introduced numerous projects to reduce the deaths. The county government has also allocated billions of shillings to maternal care projects. However, despite the resources and projects, access to maternal care was found to be very limited. Further, a review of the auditor-general reports indicates that a number of projects which are implemented under the maternal healthcare initiative remain uncompleted, under-utilised, and/or poorly managed. Consequently, the number of maternal and child deaths still remain high. These raise the question of the influence of project management practices on the implementation of maternal healthcare projects in Machakos County, Kenya. The aim of this research was to determine the influence of project management practices on the performance of maternal health care projects in Machakos County, Kenya. The objectives of the study were to determine the influence of project planning, stakeholder participation, the competence of project team, and monitoring and evaluation on the performance of maternal healthcare projects in Machakos County, Kenya. In the study, census sampling approach was used. The researcher sampled all the 21 maternal healthcare projects implemented in Machakos County, Kenya during the period 2013-2017. Respondents were all the 43 health officers charged with implementing the projects. The research design used in this project was descriptive. The data for the study was collected using questionnaires. The effect of the project management practices was determined using inferential analysis which entailed the estimation of a linear equation. The descriptive statistics and inferential statistics were obtained using the statistical packages for social sciences. The study established that project planning, stakeholder participation, competencies of the project team, and monitoring and evaluation had positive and statistically significant effect on the performance of maternal healthcare projects in Machakos County, Kenya.

Keywords: Project management, stakeholder participation, risk management, planning, monitoring and evaluation

1. Introduction and Background

In 2010, Kenya promulgated a new constitution which requires equity to be the underlying principle of governance in the Country. This effectively saw the introduction of devolution which is a precursor for the introduction of County governments (Nyanjom, 2011). Prior, to the introduction of devolution, there was an unequal distribution of wealth and thus unbalanced development in the country. The aim of devolution was to ensure development at the grass-roots; fair distribution of resources throughout the country; and to curtail uneven development in the country which arose out of political rather than needs-based distribution of resources (Wanambisi, 2013). The devolution process in Kenya entails transferring some duties from the central government to the devolved units (counties) (Githinji, 2018). Article 186 of the Kenyan constitution spells out the duties and responsibilities of county governments. The duties and responsibilities include the provision of health services (Republic of Kenya, 2009). According to Nyansarora (2017), the devolution of health care was one of the key tenets of devolution as this was meant to benefit the individual citizen given that better health care was assured at the grassroots particularly with the setting up of referral hospitals at the constituency level. According to the World Health Organisation (WHO) (2018), approximately 140 million women give birth annually across the globe. However, 830 women lose their lives each day during the process of childbirth, with ninety-nine percent of these deaths been registered in developing countries like Kenya (WHO, 2018). In response, the global community has initiated projects geared towards reducing the number of maternal deaths and improving maternal health care. In the United States, the government has introduced several projects that align with this agenda including improving and measuring the quality of care; enhancing education for maternal health services providers, increasing access to maternal health, and increased funding for research (Harvard T. Chan School of Public Health, 2018).

In Asia, the projects introduced to improve maternal health include the systematic use of data for collecting, reporting, analysing and decision making to support maternal outcomes; task shifting which entails moving the responsibility of monitoring and caring for expectant women and mothers to midwives based in the grassroots; and offering respectful care to ensure that expectant women and mothers visit health facilities (Management Science for

Health, 2018). In Africa, the initiatives involve building health centres and dispensaries, encouraging expectant women and mothers to use the health facilities, and training traditional birth attendants (Africa Medical Relief Foundation (Amref), 2017). In Kenya, the government has introduced numerous projects to improve maternal health services including abolishing maternal fees, training of midwives, building maternal hospitals, and increasing ambulances to deliver women to the hospitals (Ministry of Health, 2017).

In support of the initiatives to boost maternal health, the government of Kenya has been increasing allocations to the projects. In 2012/2013, 2013/2014, 2015/2016 and 2016/2017 the government allocated approximately Kshs 3.5 billion, Kshs. 3.8 billion, Kshs. 4.0 billion, and Kshs 4.3 billion respectively (Institute of Economic Affairs (IEA), 2014, 2015, 2016, 2017). Despite this massive substantial financial investment in numerous projects around the country, Kenya scores poorly in the provision of maternal health. Data indicates that there are 488 deaths per 100,000 births in Kenya which is dismal compared to the target set by WHO of 70 per 100,000 live births (WHO, 2018).

Research by Njuguna, Kamua, and Muruka (2017) identified various issues as being responsible for Kenya having high maternal mortality rates. Key amongst the issues was poor project planning and implementation. Njuguna et al. (2017) concluded that the financing although not sufficient was enough to yield better results had the projects been planned and implemented much better. These findings are substantiated by successive reports of the Office of the Auditor General which indicates that more than Ksh 2.0 billion allocated to projects meant for maternal health in Kenya were not completed on time; were poorly completed; were poorly conceived and constructed; were underutilised and were inadequate. (Mwere, 2018; Otieno, 2018). Mochal (2009) showed that many organisations worldwide used project management practices to ensure successful project implementation and performance. When government agencies used project management practices, the projects implemented were found to have a positive impact on the wellbeing and welfare of the community (Mochal, 2009).

1.1. Research Problem

More than 140 million women give birth across the globe annually. However, about 830 women lose their lives daily when giving birth with most of the deaths occurring in the developing world. In a bid to stem the number of maternal deaths the government of Kenya has invested significant money in maternal health care services. Despite this massive substantial financial investment in numerous projects around the country, Kenya scores poorly in the provision of maternal health. Data indicates that there are 488 deaths per 100,000 births in Kenya which is dismal compared to the target set by WHO of 70 per 100,000 live births (WHO, 2018).

Research by Njuguna, Kamua, and Muruka (2017) identified various issues as being responsible for Kenya having high maternal mortality rates. Key amongst the issues was poor project planning and implementation. Njuguna et al. (2017) concluded that the financing although not sufficient was enough to yield better results had the projects been planned and implemented much better. These findings are substantiated by successive reports of the Office of the Auditor General which indicates that more than Ksh 2.0 billion allocated to projects meant for maternal health in Kenya were not completed on time; were poorly completed; were poorly conceived and constructed; were underutilised and were inadequate.

There are numerous studies that assessed the effects of project management practices on the performance of projects. Chinyio & Olomaliye (2010), Kihara (2012) and Madukani (2013), evaluated project management practices that included: project management systems, procurement methods, and project leadership on project performance. The studies focused on the construction industries in Kenya and Nigeria. This research evaluated the effect of project planning, the competence of project teams, stakeholder participation, and monitoring and evaluation on project performance in the health sector in Kenya. Mwanga and Iravo (2015) assessed the manner in which monitoring and evaluation impacts the outcomes of CDF in Gatanga Constituency, Kenya. That study only considered monitoring and evaluation in Gatanga; this study expanded the number of variables and the scope to the county level. Muema (2013) evaluated the practices used by Safaricom to manage their projects and the challenges that arose. Muema (2013) established that project management practices have a positive and significant effect on project outcomes in Safaricom. This research study sought to determine the effect of the project management practices on maternal healthcare projects in Machakos County, Kenya.

1.2. Objectives of the Study

The specific objectives of the study include:

- To determine the relationship between project planning and the performance of maternity projects in Machakos County, Kenya.
- To assess the relationship between stakeholder involvement and the performance of maternity projects in Machakos County, Kenya.
- To investigate the relationship between the competence of the project team and the performance of maternity projects in Machakos County, Kenya.
- To evaluate the relationship between monitoring and evaluation and the performance of maternity projects in Machakos County, Kenya.

1.3. Significance of the Study

The results of this research project are relevant to various parties. The results and findings of the study are useful to policymakers in the government as they highlight how project management practices affect the successful and efficient

implementation of maternity projects. This will help the government when developing projects and strategies. The findings of the study are also useful to the government when allocating resources to counties.

The findings of the study are beneficial to the residents of Machakos County Kenya as they will be able to understand why the projects developed by the county government remain incomplete, underutilised, and or not properly constructed. The study focuses on four project management practices this will provide a platform for future studies on how these variables affect performance of projects in other areas.

2. Literature Review

2.1. Theoretical Review

2.1.1. Stakeholder Theory

This work is attributed to Edward Freeman (1984). This theory identifies and models the stakeholders of a firm. The theory further identified the manner and methods through which the firm's management can give consideration to the needs and demands of the firms' stakeholders. According to Miller (2011), this theory basically identified who and what really counts to the firm. In the classical view of the firm, the owners are the important stakeholders. The key duty of the management is to fulfil their needs which would entail increasing the value of the firm. However, in the stakeholder theory, Freeman argues that other entities such as creditors, customers, suppliers, the government, the community, and employees are stakeholders of the firms. These stakeholders deserve consideration by the management. Donaldson and Preston (1995) indicated that the stakeholders are identified from their interest in the organisation and not the organisation's interest in them.

Sims and Kramer (2015) aver that the stakeholders are integral to the project management process. They emphasize that the stakeholders have intrinsic values and as such are the responsibility of the project managers. The users of maternal care projects in Machakos County are the stakeholders, therefore, it is important that the county government involves them in these projects from the start. The involvement of the stakeholders broadens the Country government's vision of its role and responsibility (Oakley, 2011).

As regards maternal projects in Machakos County, this theory indicates that the outcome of the projects is mainly influenced by the involvement and participation of all the stakeholders. All the project stakeholders are taking into consideration at all the stages of the projects and even during the implementation. This research project interrogated the degree of stakeholder participation in maternal projects in Machakos County, and the effect on project performance.

2.2.2. Theory of Constraints

This supposition was put forward by Goldratt (1984). According to Goldratt (1984) in any management system, the processes are limited in achieving their desired objectives by a few constraints. According to Izmailov, Korneva, and Kozhemiakia (2016) whether it is a single project or numerous projects, whether the projects are huge or small, whether the project is being conducted for internal or external clients, or whether the propose of the project is for development, construction, information technology, design or services; the projects suffer from two challenges. Firstly, the projects are faced with uncertainty. Secondly, the projects entail three different and competing dimensions namely date, budget, and content. These results in project overload where there are continual limits in the resources available, and challenges in determining the tasks that are the most important.

The theory of constraints provides the framework to address the root causes and cope with the challenges. The solutions include vigorous and meticulous planning; precise and realistic scheduling of processes and tasks; clear framework and methodology of performing work that results in increased capacity; implementation process which provides a robust mechanism to control the project, support for decision making and clear visibility; and work behaviours and conduct that are good for encouraging positive project outcomes (Jacob & McClelland, 2001). The theory of constraints was thought to be relevant to this research as it identifies importance of project management practices on ensuring that projects are completed successfully. The theory of constraint identifies the project management elements that are necessary for the projects to be completed on time. The researcher wanted to identify elements of project management that are being used on maternity projects in Machakos County, Kenya.

2.3. Empirical Review

Idoro (2012), undertook research on the levels of project planning and their effect on the performance of projects in the private and public sectors in Nigeria. Project planning was indicated by project plans, project conception, project design, contract, and overall. Project performance was evaluated using time and cost. The researcher administered 130 questionnaires to various project managers. The study established that the level of pre-project planning was higher in the private sector than in the public sector. Further, projects in the private sector performed better than those in the public sector. Overall, the study established that project planning contributed to the successful performance of projects.

Kihoro (2015) conducted an empirical investigation to determine the factors affecting the performance of projects in the construction industry in Kenya. The main focus of the researcher was gated communities in Nairobi County. Performance was measured using timely completion, cost, and quality. The researchers used the survey approach. Both primary and secondary data were collected. Questionnaires were used to collect the primary data. It was established that the competence of the management team, project planning, and stakeholder management positively impacted the outcomes of the projects.

Ocharo and Kimutai (2018) performed a study to determine the project management practices used for the implementation of power projects in Kenya. The practices evaluated were project planning, monitoring, evaluation, and stakeholder participation. The researchers employed the explanatory survey method. The researchers sampled the top managers, project managers, project engineers, consultants, procurement officials and accountants. The study sampled 380 respondents. The study established that power projects were well planned for, however, these plans were never implemented; there was no participation of the users/stakeholders; and that project monitoring and evaluation feedback were not implemented.

Oyalo and Bwisa (2015) conducted research to determine the variables that influence the finishing of projects which received funds from CDF in Kangudo constituency, Kenya. The research design used by the researchers was descriptive. The researchers obtained data using semi-structured questionnaires. The respondents of the study were technical officers, constituency development fund chairpersons, and project beneficiaries. The data collected was evaluated using multiple regression equations. The researchers found that the participation of the people living in the area where the project was being conducted in the process of project selection and project implementation resulted in successful project completion.

Fraz et al. (2016) researched the effect of project management practices on project success in make-to-order manufacturing organisations in Pakistan. That study focused on engineering firms that operate on make-to-order-projects. The researchers hypothesised that engineering firms have work environments where manufacturing practices are integrated with project management practices. Project scope management, human resource management, communication management, stakeholder management, and planning were the independent variables of the study. The researchers found that the use of project management practices significantly improved the project's success.

Wawira and Were (2017), assessed the factors that influence the effective implementation of the CDF projects in Balambala Constituency. The independent variables included risk management, quality management, stakeholder participation, and cost management. Community development was indicated by community development. The researchers used the random-sampling design to identify the 196 interviewees. Study data was collected using questionnaires. The researchers determined the dimensions of project management practices namely risk management measure, quality management strategies, level of stakeholders' participation and budget adherence measures had an effect on project performance. The level of stakeholder participation was found to have the largest effect on project performance.

Kuen, Zailani, and Fernando (2009) conducted a study to find the main variables that influence the success of project implementation of production firms in Malaysia. The independent variables of the study included objective of the project, commitment and support of senior management, customer participation, technical and mechanical tasks, human resources competency, customer acceptance, problem solving, project planning, monitoring, and adequate correspondence with stakeholders. The study used the moderating variable change control. The study interviewed 79 project managers who had successfully completed projects. Kuen, Zailani, and Fernando (2009) established that positive outcomes by the production firms in Malaysia were duo-faceted. Competency of the human resources and the objectives of the project were found to be main variables affecting micro-project success. The macro-project success factors were found to be top management support and resource availability.

Haron, Devi, Hassim, Tahir, and Harun (2017) investigated the effect of project management practices on project success of Malaysian construction firms. The aim of the researchers was to establish the main variables that affected the projects and the degree of use and the overall effect on project success focusing specifically on project implementation. The dependent variables consisted of project maturity, support from the organisation's management, and percentage of projects completed successfully. The critical success factors were planning and control, cost and time estimation, competency of the personnel assigned to work on the project, organisational attributes, top management support, the performance of subcontractors and suppliers, total quality management, environmental, health and safety attributes, customer satisfaction, management of new technologies, and mutual learning. The researchers collected data and information using questionnaires. The researchers found that innovative and new measures such as satisfaction of the internal and external clients, competency of the personnel assigned to work on the projects and performance of the consultants, and suppliers are new indicators of success in addition to the traditional indicators of cost, quality, and time.

Usman (2018) conducted a study to determine the project management competencies and complexity in projects and their impact on project performance in big engineering projects in Pakistan. The competencies evaluated included technical ability, behavioural competencies, and contextual competences. Performance was indicated using goal, scope, and resource utilisation. Data for the study was collected using questionnaires from 82 project managers working on engineering project. The study established project team competences have a positive and statistically significant effect on performance.

Karangwa and Mbabazize (2016) assessed the influence of the management of projects on the success of the projects by the health department in Rwanda. The researchers focused on HIV/AIDs projects funded through single streams. The studies independent variables including project initiation and planning, project execution, and monitoring and controlling. The study used questionnaires with close-ended question to collect data. The study established that project planning, project execution, and project monitoring had positive and significant effect on project performance.

Mwangu and Iravo (2015) sought to find out how monitoring and evaluation affect the performance of development projects undertaken at the constituency level. The study focused on Gatanga constituency. The study was conducted through a field survey of contractors and project supervisors. The study sampled 45 respondents. The study established the contractors and project supervisors typically use monitoring tools which contributed significantly to project success.

Sugal (2017) conducted a study to assess the factors that influence the effective implementation of Constituency Development Fund (CDF) projects in Balambala Constituency. The independent variables of the study included monitoring

and evaluation, stakeholder relationships, management training and project planning. The study adopted a descriptive research design. The study sampled a total of 398 respondents. The study data was collected using structured questionnaires. The data collected was analysed using descriptive statistics, regression and correlation analysis. The study found that there was a significant positive relationship between stakeholder involvement and project implementation. Sugal (2017) established that the effect of planning was moderate and positive while monitoring and evaluation were found to have weak insignificant positive effect on project implementation.

3. Research Methodology

The descriptive research design was employed in this study. This is similar to the approach used by Oyalo and Bwisa (2015), Kihoro (2015), and Sugal (2017). Kakkar (2018) asserts that research approach should be applied when the author wants to explain the behaviour in the manner in which it occurs in the environment. The descriptive research design provides rich information. This is the complete group of individuals, items, objects, and phenomenon in which the researcher has an interest of drawing a conclusion on (Knight, 2018). In this study, the target population were the maternal healthcare projects in Machakos County. There is a total of 21 maternal projects in Machakos County. Sampling entails determining the elements, items, individuals, and objects from the study population who participated in the study (Cheyenne, 2018). There was a total of 21 maternal health care projects in Machakos County, Kenya during the period 2013-2017. The county assigned 47 health officers to ensure that the projects were implemented. The number of projects and officers was considered manageable. Thus, the study carried out census sampling. In census sampling every element of the population is captured by the researcher. The study took a census of all the 21 maternal healthcare projects implemented in the county of Machakos during the period 2013-2017. The respondents of the study were the 47 health officials working to implement the identified projects. The researcher collected primary data as it provides in-depth information that aided in the comprehension of the relationship between the variables being studied (Creswell & Creswell, 2017). The questions in the questionnaire were structured and open-ended. The research instrument was formulated to elicit information about the influence of project management practices on the performance of maternal health care projects in Machakos County. The questionnaire had a Likert Scale that ranges from 1-5 where 1 denoted strongly disagree, 2 denoted disagree, 3 denoted neutral/undecided, 4 denoted agree and 5 denoted strongly agree. Equation 1 was estimated so as to ascertain the relationship between the study variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots 1$$

Y denoted project performance, X_1 denoted project planning, X_2 denoted stakeholder participation, X_3 denoted competence of the project team, X_4 denoted monitoring and evaluation, β_0 denoted the constant, β_1 - β_4 are the regression coefficients, ε denoted the error term.

4. Research Findings and Discussions

Table 1 summaries the regression findings.

	Model.	Unstandardized-Coefficients		Standardized-Coefficients	t-value	Sign.
		B	Std. Error.	Beta.		
1.	Constant	2.917	.320		9.114	.000
	Project Planning	.097	.074	.912	5.351	.000
	Stakeholder Participation	.032	.055	.750	5.471	.000
	Competence of Project Team	.340	.111	.784	3.062	.004
	Monitoring and Evaluation	.317	.149	.060	.246	.007

Table 1: Regression Coefficients

a. Dependent Variable: Project Performance

Findings Summarised In Table 1 allow Equation (1) To Be Rewritten As Follows

$$\hat{Y} = 2.917 + 0.097X_1 + 0.032X_2 + 0.340X_3 + 0.317X_4 \dots\dots\dots 2$$

Results presented Table 1 suggest that project planning has a positive and statistically significant effect on the implementation of maternity as implied by $\beta = 0.097$ and p-value 0.000. These results mean that a unit increase in the use of project planning results in a 0.097 rise in project performance. These results confirm the results of Idaro (2012), that project planning has a positive effect on project performance. The effect of project planning on project performance was found to be low (0.097). According to Idaro (2012) this is the typical situation in the public sector where project planning is not very rigorous.

The relationship between the variables stakeholder participation and project performance was established to be positive and statistically significant. This is deduced from $\beta = 0.032$ and p-value = 0.000. The findings imply that a unit increase in stakeholder participation will result in a 0.032 increase in project performance. These findings confirm the findings of Ollows (2012) and Oyalo and Bwisa (2015) that the involvement of the stakeholders ultimately results in the successful implementation of projects.

The findings summarised in Table 1 show that the competency of project team has a positive and statistically significant effect on project performance as implied by $\beta = 0.340$, p-value 0.004. This suggests that a unit increase in the use of project performance will result in a 0.340 increase in project performance. The findings summarised in Table 4.13 suggest that monitoring and evaluation has a positive and statistically significant effect on project performance as implied by $\beta = 0.317$ and p-value 0.007. This implies that a unit increase in the monitoring and evaluation of maternity projects will result in a 0.317 increase in the performance of maternity healthcare projects in Machakos County, Kenya.

5. Conclusions

It was established that the effect of project planning had a positive and statistically significant effect on project performance. These findings indicate that there should be a lot of emphasis on planning and/or adherence to and with project plans. The study established that stakeholder participation has a positive and statistically significant effect on the performance of maternal healthcare projects in Machakos County, Kenya. The study thus concludes that the meetings and expectations of the stakeholders serve to stimulate the health officers to ensure that the objectives of the project are met. From the responses given, the study can conclude that a driving factor in the implementation of the healthcare projects in Machakos County is the need to meet the expectations of the stakeholders.

The competencies of the project team were found to have a positive and statistically significant effect on the performance of maternal healthcare projects in Machakos County, Kenya. The study concluded that the educational competencies of the employees hired to carry out various functions contribute significantly to the performance of the project. Similarly, their experience in similar projects is an added advantage. The study established that monitoring and evaluation had a positive and statistically significant effect on the performance of maternity healthcare projects in Machakos County, Kenya. The monitoring and evaluation were found to have the most significant effect performance. These findings suggest that of all the elements of project management, monitoring and evaluation is the most important.

6. Recommendations

The responses given by the participants lead the researcher to recommend that the county of Machakos should continue to plan for the healthcare projects and to ensure adherence to the set-out plans. This will ensure that projects are completed within the stipulated time period and in the specified costs. Further, the researcher recommends that there should be continuous involvement of all stakeholders at every stage in the project process. This will ensure that the projects meet the needs of the stakeholders and create a sense of ownership.

The competency of the project team was found to be very high. The study recommends that the county continue to hire employees with high educational attainments as this will have positive effects on project outcomes. Additionally, the study recommends that appointments to healthcare projects should be based on project experience and not on job functions. This will ensure that the team has the competencies needed to fulfil its mandate. It is recommended that the county government continue to use the identified monitoring and evaluation tools. The monitoring and evaluation tools were found to be the most effective project management practices.

7. Suggestions for Further Studies

This research work was undertaken so as to evaluate the nature of the relationship between project management practices and the performance of healthcare projects in Machakos County, Kenya. The research was limited to project management practices that affected performance. Further studies can evaluate the effect of county government on the outcomes of these projects. Additionally, the study was only limited to health projects in the county, it is recommended that future studies should evaluate the management of other projects implemented by the county so as to provide a comprehensive view of how the county manages its projects.

8. References

- i. Amref. (2017). *New initiatives to improve maternal and child health care through mobile health systems*. Retrieved from <https://amref.org/news/new-initiative-improve-maternal-child-health-care-mobile-health-solution/>
- ii. Auditor General. (2016). *Report of the Auditor General on the financial statements of the County Government of Machakos for the year ended June 2015*. Nairobi: Government Press
- iii. Auditor General. (2017). *Report of the Auditor General on the financial statements of the County Government of Machakos for the year ended June 2016*. Nairobi: Government Press
- iv. Cheyenne, O. (2018). What is sampling in research? Definition, methods, and importance. Retrieved from <https://study.com/academy/lesson/what-is-sampling-in-research-definition-methods-importance.html>
- v. Constituencies Development Fund. (2015). *About NG-CDF*. Retrieved from <https://www.ngcdf.go.ke/index.php/about-ng-cdf>
- vi. Creswell, J., & Creswell J. (2017). *Qualitative, quantitative, and mixed methods approach*. New York: Sage Publications.
- vii. Donaldson, T., & Preston L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence. *The Academy of Management Review*, 20(1), 65-65.
- viii. Field, A. P. (2005). *Discovering statistics using SPSS*. New York: Sage Publications Inc.
- ix. Fraz, A., Waris, A., Afzal, S., Jamil, M., Tasweer, S., Shah, H., & Sultana, S. (2016). Effect of project management practices on project success in make-to-order manufacturing organisations. *Indian Journal of Science and Technology*, 9(21), 1-8.
- x. Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.

- xi. Githinji, G. (2011). The role and functions of county governments in Kenya. *Epic Kenyan*. Retrieved from [/www.epickenyan.com/role-and-functions-of-county-governments-in-kenya/](http://www.epickenyan.com/role-and-functions-of-county-governments-in-kenya/)
- xii. Haron, N., Devi, P., Hassim, S., Alicks, A., Tahir, M., & Harun, A. (2017). Project management practice and its effects on project success in Malaysian construction industry. *Material Science*, 291.
- xiii. Harvard T. Chan School of Public Health. (2018). *Maternal health task force*. Retrieved from <https://www.mhtf.org/projects/>
- xiv. Idoro, G. (2012). Evaluating levels of project planning and their effect on performance in the Nigerian construction industry. *The Australasian Journal of Construction Economics and Building*, 9(2), 39-50.
- xv. Institute of Economic Affairs. (2014). Health financing profile. Retrieved from https://www.healthpolicyproject.com/pubs/7887/Kenya_HFP.pdf
- xvi. Institute of Economic Affairs. (2015). Health financing profile. Retrieved from https://www.healthpolicyproject.com/pubs/7887/Kenya_HFP.pdf
- xvii. Institute of Economic Affairs. (2016). Health financing profile. Retrieved from https://www.healthpolicyproject.com/pubs/7887/Kenya_HFP.pdf
- xviii. Institute of Economic Affairs. (2017). Health financing profile. Retrieved from https://www.healthpolicyproject.com/pubs/7887/Kenya_HFP.pdf
- xix. Institute for Social Accountability. (2016). *Issues highlighted by Auditor General's Reports on CDF use for 5 selected sub-counties*. Retrieved from <https://www.tisa.or.ke/index.php/reports>
- xx. Jacob, D., & McClelland, W. (2001). *Theory of constraints project management: A brief introduction into the basics*. New York: Goldartt Institute.
- xxi. Kakkar, P. (2018). *Descriptive research*. Retrieved from www.slideshare.net/Prateek301/descriptive-research-design
- xxii. Karangwa, J., & Mbabazize, M. (2016). Influence of project management processes on project success in Rwandan health sector: A case study of single stream of funding for HIV/AIDS projects. *European Journal of Business and Social Sciences*, 5(7), 197-216.
- xxiii. Kihoro, M. (2015). Factors affecting performance of projects in the construction industry in Kenya. A survey of gated communities in Nairobi County. *The strategic Journal of Business and Change Management*, 2(50), 37-66
- xxiv. Knight, P. (2018). To know clearly about the population. *Stack Exchange*. Retrieved from stats.stackexchange.com/questions/87401/to-know-clearly-about-the-population
- xxv. Kuen, C., Zailani, S., & Fernando, F. (2009). Critical factors influencing the project success amongst manufacturing companies in Malaysia. *Academic Journal of Business Management*, 3(1), 16-27.
- xxvi. Machakos County Government (2013). *Budget Statement for fiscal year 2013/2014*. Retrieved from www.machakosgovernment.com/.../Budget_Statement_Fiscal_Year_2013_14.pdf
- xxvii. Machakos County Government (2014). *Budget Statement for fiscal year 2014/2015*. Retrieved from www.machakosgovernment.com/.../Budget_Statement_Fiscal_Year_2014_15.pdf
- xxviii. Machakos County Government (2015). *Budget Statement for fiscal year 2015/2016*. Retrieved from www.machakosgovernment.com/.../Budget_Statement_Fiscal_Year_2015_16.pdf
- xxix. Machakos County Government (2016). *Budget Statement for fiscal year 2016/2017*. Retrieved from www.machakosgovernment.com/.../Budget_Statement_Fiscal_Year_2016_17.pdf
- xxx. Machakos County Government (2017). *Budget Statement for fiscal year 2017/2018*. Retrieved from www.machakosgovernment.com/.../Budget_Statement_Fiscal_Year_2017_18.pdf
- xxxi. Management Science for Health. (2018). *Three ways to improve maternal health: Reflection from South Asia*. Retrieved from www.msh.org/blog/2015/03/26/three-ways-to-improve-maternal-health-reflections-from-south-asia
- xxxii. Ministry of Health. (2017). *Maternal and newborn health care in Kenya*. Retrieved from www.google.com/search?q=maternal+health+kenya&ie=utf-8&oe=utf-8&client=firefox-b
- xxxiii. Mochal, T. (2009). *Best practices for successful project management*. New Delhi: McGraw-Hill Publishing.
- xxxiv. Mwere, D. (2018a, June 17). Auditor-General queries Ksh 14 billion expenditure as house committee summons health PS. *Daily Nation*. Retrieved from www.nation.co.ke/news/Auditor-General-queries-Sh14bn-expenditure-at-health-ministry-/1056-4616366-578bh8/index.html
- xxxv. Njuguna, J., Kamau, N., & Muruka, C. (2017). Impact of free delivery policy on utilization of maternal health services in county referral hospitals in Kenya. *BMC Health Services Research*. Retrieved from bmchealthservres.biomedcentral.com/articles/10.1186/s12913-017-2376-z
- xxxvi. Nyanjom, O. (2011). Devolution in Kenya's new constitution. *Society for International Development*. Retrieved from sidint.net/docs/WP4.pdf
- xxxvii. Nyansarora, V. (2018). Devolution of health services in Kenya: What you need to know to devolve health care in Kenya. *Kenyaote*. Retrieved from <https://kenyaote.com/devolution-health-services-kenya-need-know-devolved-healthcare/>
- xxxviii. Ocharo, R., & Kimutai, G. (2018). Project management practices and implementation of power projects in Kenya. *International Academic Journal of Information Science and Project Management*, 3(1), 28-46.
- xxxix. Ollows, M. (2012). *The impact of project management practices on organisational performance of small and medium size enterprises: A case of Letan Limited (unpublished masters' thesis)*. University of Nairobi, Kenya.

- xl. Otieno, R. (2018, March 6). Audit: Sh10 billion wasted on abandoned projects. *The Standard News papers*. Retrieved from www.standardmedia.co.ke/business/article/2001272125/how-taxpayers-sh10-billion-went-down-the-drain
- xli. Republic of Kenya. (2009). *Constitution of Kenya*. Nairobi: Government Press
- xlii. Sims, R., & Kramer, S. (2015). Stakeholder management: A theoretical analysis of the PMBOK guide. *Electronic journal of business ethics and organisation studies*, 2(2), 34-42.
- xliii. Sugal, D. (2017). *An assessment of the factors influencing the effective implementation of the CDF projects in Balambala Constituency (unpublished master's thesis)*. United States International University, Kenya.
- xliv. Usman, M. (2018). *Project management competence and complexity in projects: Impact study on performance of mega engineering projects in Pakistan (unpublished master's thesis)*. Umea University, Sweden.
- xlv. Wanambisi, L. (2013, April 8). Kenyan's to elect constituency development fund committee members. *All Africa*. Retrieved from: <https://allafrica.com/stories/201304081752.html>
- xlvi. Wang, Y. (2013). Constructing career competency model of hospitality industry employees for career success. *International Journal of Contemporary Hospitality Management*, 25(7), 994-1016.
- xlvii. World Health Organisation. (2018). *Maternal health*. Retrieved from <http://www.who.int/maternal-health/en/>