PROJECT MANAGEMENT FUNCTIONS AND SUCCESS OF COMMUNITY DEVELOPMENT PROJECTS IN SOROTI-A CASE STUDY OF THE KATINE COMMUNITY PARTNERSHIP PROJECT

BY

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JANUARY 2012.

DECLARATION

I **Martha Olwenyi**, hereby declare that the work contained in this dissertation is my, original work and has never been submitted to any University for the award of a masters degree or its equivalent.

Signed……..

Date ……

APPROVAL

I **Martha Olwenyi** certify that this dissertation has been submitted for examination with approval from my supervisors.

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DEDICATION

I dedicate this dissertation to my beloved family members for their support through this tough time of writing the dissertation.

ACKNOWLEDGEMENT

First and foremost, I thank my supervisors, Dr. Benon Basheka and Mr. Gilbert Matabi for their guidance and encouragement in the process of writing this dissertation. I really thank them for their critical, but intellectual input in the production of this dissertation.

I am indebted to my family for initiating me into the kind of education beyond the primary level. Their financial support, intellectual guidance and love were special and significant inputs throughout my secondary school education to date.

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ACRONYMS AND ABBREVIATIONS

AACE-American Association of Cost Engineers

AMREF-African Medical and Research Foundation

CIDI-Community Intergrated Development Intiative

CPM-Critical Path Method

DV-Dependent Variable

ICB-International Competence Baseline

IPMA-International Program Management Association

IT-Information Technology

IV-Independent Variable

ISO-International Standards Organisation

KCPP- Katine Community Partnership Projects

PERT-Program Evaluation Review Technique

PMI- Project Management Institute

MV-Moderating Variables

PMBOK-Project Management Book of Knowledge

SOCCADIDO-Soroti Catholic District Diocese

ABSTRACT.

The study was an assessment of the contribution of project management to the success of community development projects in Soroti district with a case study of the Katine Community Partnerships project. Project management was measured using three dimensions of planning, executing and controlling. Success of community development projects was studied using the dimensions of time taken to deliver the project, cost of the project and scope of the project. The study followed a cross sectional design using both qualitative and quantitative approaches. The study population comprised of respondents of the project management committee and the district steering committee. Quantitative data was collected using self administered questionnaires and qualitative data was collected using interview guides. Data was analyzed using different statistical techniques which included frequencies for demographic data, descriptive statistics mainly mean and standard deviation, relational statistics using Pearson's Moment Correlation Coefficients to establish the relationships between variables and multiple regression analysis to establish cause effect relationship. The major findings of this study were that among the three project management functions studied, only controlling had a strong significant relationship (p=.899) and effect to project success. Recommendations made were that project management team should periodically evaluate the planning process and at the same time involve the right people. More over goals and objectives should be smarter. Pertaining execution, this study recommends that project management team should not manage execution in isolation since it is part of the project lifecycle. Therefore there is need for the project manager during execution to utilize all the plans, schedules, procedures and templates that were prepared and anticipated during prior phases. For control the project manager and team members should utilize a risk management plan prepared in the previous phases and develop and apply new responses and resolution strategies to unexpected eventualities.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study was an assessment of the contribution of project management to the success of community development projects in Soroti district with a case study of the Katine Community Partnerships project. Project management was the independent variable studied under the dimensions of planning, executing and controlling. Success of community development projects was the dependent variable and was studied under the dimensions of time taken to deliver the project, cost of the project and scope of the project. This chapter presents the background of the study, the statement of the problem, the purpose or general objectives of the study, the specific objectives of the study, the research questions, the hypotheses, the scope of the study, the significance of the study, justification of the study and operational definition of the terms and concepts.

1.1 Background of the study.

1.1.1 Historical Background

Project management is the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives (Cleland and Gareis 2006). Project management has been practiced since early civilisation before Christ (BC). Until 1900 projects were generally managed by creative architects and engineers themselves, among those for example Christopher Wren (1632–1723) , Thomas Telford (1757-1834) and Isambard Kingdom Brunel (1806–1859) according to Lock (2007). Kwak & Carayannis et.al. (2005) argues that project management has been in practice since the 1950s, and that organizations started applying systematic project management tools and techniques to complex projects .Similarly several tools and techniques have also come along way with the

evolution of project management. Gantt (1861-1919) commonly known for his gantt chart as a project management tool invented the gantt chart which is a systematically drawn chart showing when the activities will be implemented by time and this helps to focus the implementers on the time management aspect which is one of the indicators of project success in addition to the cost and the scope. Gantt's work is the forerunner to modern project management tools including work breakdown structure (WBS) and resource allocation. This project management functions help to organize the projects and hence leading to a successful project implementation.

As a discipline, Project Management developed from different fields of application including construction, engineering and defense (Cleland and Gareis 2006). The 1950s marked the beginning of the modern Project Management era. Project management was formally recognized as a distinct discipline arising from the management discipline (Cleland and Gareis, 2006). Again, in the United States, prior to the 1950s, projects were managed on an *ad hoc* basis using mostly gantt charts, and informal techniques and tools. At that time, two mathematical project scheduling models were developed. The "Critical Path Method" (CPM) developed in a joint venture by both DuPont Corporation and Remington Rand Corporation for managing plant maintenance projects. And the "Program Evaluation and Review Technique" or PERT, developed by Booz-Allen & Hamilton as part of the United States Navy's (in conjunction with the Lockheed Corporation) Polaris missile submarine program; These mathematical techniques quickly spread into many private enterprises.

At the same time, technology for project cost estimating, cost management, and engineering economics was evolving, with pioneering work by Hans Lang and others. In 1956, the American Association of Cost Engineers (now AACE International; the Association for the Advancement of Cost Engineering) was formed by early practitioners of project management

and the associated specialties of planning and scheduling, cost estimating, and cost/schedule control (project control). AACE has continued its pioneering work and in 2006 released the first ever integrated process for portfolio, program and project management (Total Cost Management Framework).

Harrison& Lock (2004) also reveals that in 1969, the Project Management Institute (PMI) was formed to serve the interests of the project management industry. The premise of PMI is that the tools and techniques of project management are common even among the widespread application of projects from the software industry to the construction industry. In 1981, the PMI Board of Directors authorized the development of what has become A Guide to the Project Management Body of Knowledge (PMBOK Guide ,2004), containing the standards and guidelines of practice that are widely used throughout the profession. The PMBOK guide emphasizes that for project success the process of cost estimation, time planning and scope planning are very critical and if it carefully handled then the project will be implemented in a balanced manner.

Kousholt (2007) argues that the International Project Management Association (IPMA), founded in Europe in 1967 has undergone a similar development and instituted the IPMA Competence Baseline (ICB). The focus of the ICB also begins with knowledge as a foundation, and adds considerations about relevant experience, interpersonal skills, and competence. Both organizations are now participating in the development of an ISO project management standard.

Project success is commonly measured by what many people defined as project management meeting the budget, meeting the time schedule, and conforming to the requirements known as the project scope. This prevalence of project success is so ingrained, that the Standish Group (2001) has gathered statistics since 1994 on projects in IT that succeeded, failed or were

"challenged" on the criteria mentioned below. The Standish Group categorizes projects into three resolutions types:

Successful: The project is completed on time and on budget, with all features and functions originally specified.

Challenged: The project is completed and operational, but over-budget, over the time estimate, and with fewer features and functions than initially specified.

Failed: The project is cancelled before completion or never implemented (Standish Group)

According to the extreme CHAOS report (2001), only 16-28% of the projects examined were considered a success.

1.1.2 Theoretical Background

Theory of Project

Burner (2007) argues that the theory of project views tasks and operations as a transformation process. This explains that you have some inputs, a change happens, and presto, you get some outputs. You throw some garbage in, the team has a go at it, and you get some garbage out. You provide requirements according to certain specifications as input, the operation programming starts, and the end result is some running program.

Like some Russian Babushka (the little dolls that have little dolls in them) each transformation can consist of multiple smaller transformations. Requirements specification A, B and C are inputs, Programming A, B and C happen, and you get as outputs program A, B and C. The management principles behind this all use the fact that you can play with the inputs, outputs and decomposition of the tasks.

Theory of Management

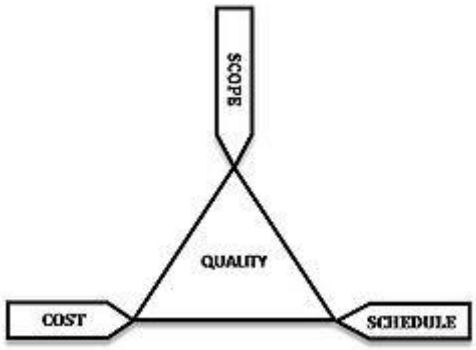
Burner (2007) argues that to describe the management part, three theories are needed: management-as-planning, the dispatching model and the thermostat model.The idea behind *management-as-planning* is, that management soaks up all the information about the process, creates a detailed sequence of actions, with time and resources assigned, throws the plan to the operational level and yields just do what the plan outlined. This next part is the *dispatching model* where you issue an order down the chain of command that someone has to start on a task, and that will be it; the worker will automatically without any hesitation or problem start working on it. If you have the management-as-planning view of the world you think that there is a direct relationship between what is on paper (the planning) and what happens in reality. If you are creating a plan that will be executed blindly, you must be very sure that you know exactly what must be done; you must almost be able to predict the future. It provides a sense of predictability (no surprises will occur) and you have the ultimate control of the situation; change the planning, and all the working people will change what they are doing. Paper is reality, if the paper plan is right, then any deviation from the plan in reality is evil. Lastly the *thermostat model* is the control and in this model nothing more than looking for reality to be not in line with the plan, and kick the real world back into shape, so it fits the plan again. You define upfront the desired situation, you put in the thermometer ones in a while into the project, and when you do not have the desired temperature, you correct the process until you have your temperature.

1.1.3 Conceptual Background

The project management function was the independent variable and was studied under the dimensions of project planning , project execution and project controlling PMBOK guide (2004) .The success of the project was the dependent variable and will be studied under the dimensions of scope, time and cost (Kerzner 1999). A project is a finite endeavor--having

specific start and completion dates--undertaken to meet particular goals and objectives, usually to bring about beneficial change or added value. This finite characteristic of projects stands in contrast to processes, or operations which are repetitive, permanent or semi-permanent functional work to produce products or services. In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management. (Paul C.Dinsmore et al 2005).

Fig: 1 **The project management triangle**



Source .A short course in project management (Carl 2007.)

Carl (2007) argues that “Like any human undertaking, projects need to be performed and delivered under certain constraints. Traditionally, these constraints have been listed as "scope," "time," and "cost" These are also referred to as the "Project Management Triangle," where each side represents a constraint. One side of the triangle cannot be changed without affecting the others. A further refinement of the constraints separates product "quality" or "performance" from scope, and turns quality into a fourth constraint. These three constraints are often competing constraints: increased scope typically means increased time and increased cost, a tight time constraint could mean increased costs and reduced scope, and a tight budget could mean increased time and reduced scope. The discipline of Project Management is about

providing the tools and techniques that enable the project team (not just the project manager) to organize their work to meet these constraints.

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project goals and objectives. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing. Managing a project includes: identifying requirements, establishing clear and achievable objectives, balancing the competing demands for quality, scope, time and cost, adapting the specifications, plans, and approach to the different concerns and expectations of the various stakeholders. In project management, Project managers often talk of a "triple constraint"— project scope, time and cost—in managing competing project requirements for project success. The three constraints affect the project quality. High quality projects deliver the required product, service or result within scope, on time, and within budget (PMBOK 2004)

Project management is the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives. (Cleland and Gareis 2006).

1.1.4 Contextual Background

Although several studies have been carried out on the roles of project management and success of projects, no study has been carried out in assessing the role of project management functions or processes and the success of the Katine community partnership project in Katine Sub-county, Soroti district. Katine community partnership project is a 3 year integrated development project covering all the 66 villages in Katine sub-county in Soroti District. The project was launched on the 20th October 2007 and it comprises of 5 components to include health, education, water and sanitation, livelihoods and community empowerment with

specific objectives as follows improved community health, improved access to quality primary education, improved access to safe water, sanitation and hygiene (WATSAN), improved income-generating opportunities, communities empowered to engage in local governance

The project is implemented by AMREF, in partnership with the, FARM –Africa, Guardian and Barclays. The tables below show the percentage scope of the activities implemented matched with the expenditure in year 1.The annual project cycle of the project runs from October of one year to October of another year for example October 2007 to September 2008 is a year for the project cycle and its where the table analysis was drawn. A year always has four quarters divided into 3 months as follows quarter 1(October 2007-December 2007), Quarter 2(January 2008-March 2008), Quarter 3(April 2008-une 2008) Quarter 4(July 2008-September 2008).If the plan is to implement 100% of the annual year plan, then 25% of the annual year plan has to be implemented in every Quarter to be able to achieve 100% of the annual year plan matched with the expenditure.

Table 1: Table showing percentage progress of activities of components against the planned year 1 implementation plan

Progress in terms of completed activities				
	Percentage of Year 1 planned activities that			
Components	**Are already completed**	**Are likely to be completed by Sept 2008**	**Will not be completed by Sept 2008**	**Other comments**
Health	38%	52%	10%	
Education	26%	40%	34%	
Water and Sanitation	44%	30%	26%	
Livelihoods	14%	56%	30%	
Governance	36%	10%	54%	
Average for all components	**32%**	**38%**	**31%**	

Source: 2nd Monitoring and Evaluation report Rick Davies August 2008

Under the health component, 38% of the activities were implemented and completed by March 2008 against the plan of 50%. Only 52% of the activities are likely to be completed by September 2008 against the plan of 62% and 10% of the activities will not be implemented within the year hence it has to be carried over to year 2. This creates a problem of carry over activities into the next quarters and years leading to an over loading of the activities which will eventually affect the implementation pace, mobilisation of community time and hence limited time to reflect on the relevancy of the activities and efficient delivery of activities is jeopardised.

Under the Education component, 26% of the activities were implemented and completed by March 2008 against the plan of 50%. Only 40% of the activities are likely to be completed by September 2008 against the plan of 74% and 34% of the activities will not be implemented within the year hence it has to be carried over to year 2.

Under the Water and sanitation component, 44% of the activities were implemented and completed by March 2008 against the plan of 50%. Only 30% of the activities are likely to be completed by September 2008 against the plan of 56% and 26% of the activities will not be implemented within the year hence it has to be carried over to year 2.

Under the Livelihoods component, 14% of the activities were implemented and completed by March 2008 against the plan of 50%. Only 56% of the activities are likely to be completed by September 2008 against the plan of 86% and 30% of the activities will not be implemented within the year hence it has to be carried over to year 2.

Table 2 Table showing expenditure progress of components against the planned year 1 budget

Progress in terms of budget expenditure				
	Percentage of Year 1 budget that			
Component	**Was spent by March 31st 2008**	**Spent up to July 31st 2008**	**Left to be spent by September 31st 2008**	
Health	19%	40%	60%	
Education	7%	54%	46%	
Water and sanitation	43%	89%	11%	
Livelihoods	22%	30%	70%	
Governance	4%	65%	35%	
Average of all components	19%	56%	46%	

Source: 2nd Monitoring and Evaluation report Rick Davies August 2008

Under the health component, 19% out of the plan of 50% was spent and completed by March 2008. Only 40% out of the planned 64% was spent by July 2008 and a total of 60% of the expenditure is expected to be spent in the last two months of the financial year. This clears shows that the expenditure is uneven and its poor financial management to rush and spend all the money in the last months of the year.

Under the education component, 7% was spent out of the plan of 50% by March 2008 ,54 % was spent out of the plan of 75% by July 2008 and the balance of 46% will be spent by September 2008.

Under the Water and sanitation component, 43% was spent out of the plan of 50% by March 2008 , 89 % was spent out of the planned of 40% by July 2008 and the balance of 11% will be spent by September 2008. This shows over expenditure by July 2008 which should have been watched carefully.

Under the Livelihoods component, 22% was spent out of the planned of 50% by March 2008 ,30 % was spent out of the plan of 61% by July 2008 and the balance of 70% will be spent by September 2008.The expenditure are not adhering to the targets

Under the Governance component, 4% was spent out of the plan of 50% by March 2008, 65 % was spent out of the plan of 54% by July 2008 and the balance of 35% will be spent by September 2008.The expenditures are not adhering to the targets

1.2 Statement of the problem

The Katine community partnerships project has been implemented for one year and seven months from October 2007 to July 2009. Despite the fact that the funds have been raised by the donors and made available to the implementing organization, the project has continued to lag behind in implementing as per the agreed target timeframes in the implementation plans. The agreed timeframes in the implementation plan was to implement at least 80% of the activities in the first two years and the balance of 20% in the third year. According to the income and expenditure statement of the project of the month of May 2009, 30% of the activities were over spent, 50% were under spent and 20% were an average expenditure. Further still the analysis of the 3 year implementation plan revealed that only 40% of the planned activities have been accomplished out of the expected 67%.The variance of 33% have either been abandoned due to budget constraints and poor planning seasons. This problem needs to be studied so that the results can be shared with the project management team to avoid project failure and a loss to the benefiting community. Kerzner (1998) argues that managing projects within time, cost and performance is easier said than done. Hence a need to find out the prevailing challenges as early as possible so that the primary challenge of project management to achieve all of the project goals and objectives while honoring the preconceived project constraints are studied and given careful attention to avoid failed projects (Ireland & McGraw 2006).

1.3 General Objective

To assess the contribution of project management functions to the success of Katine community partnership project.

1.4 Specific objectives

1. To find out how project planning contributes to the success of the Katine Community partnerships project.

2. To assess the extent to which project execution contributes to the success of the Katine Community partnerships project.

3. To establish how project controlling contributes to the success of the Katine Community partnerships project.

1.5 Research questions

1. How does project planning contribute to success of the Katine Community partnerships project?

2. To what extent does project execution contribute to the success of the Katine Community partnerships project?

3. What is the contribution of project controlling to the success of the Katine Community partnerships project?

1.6 Hypotheses of the study

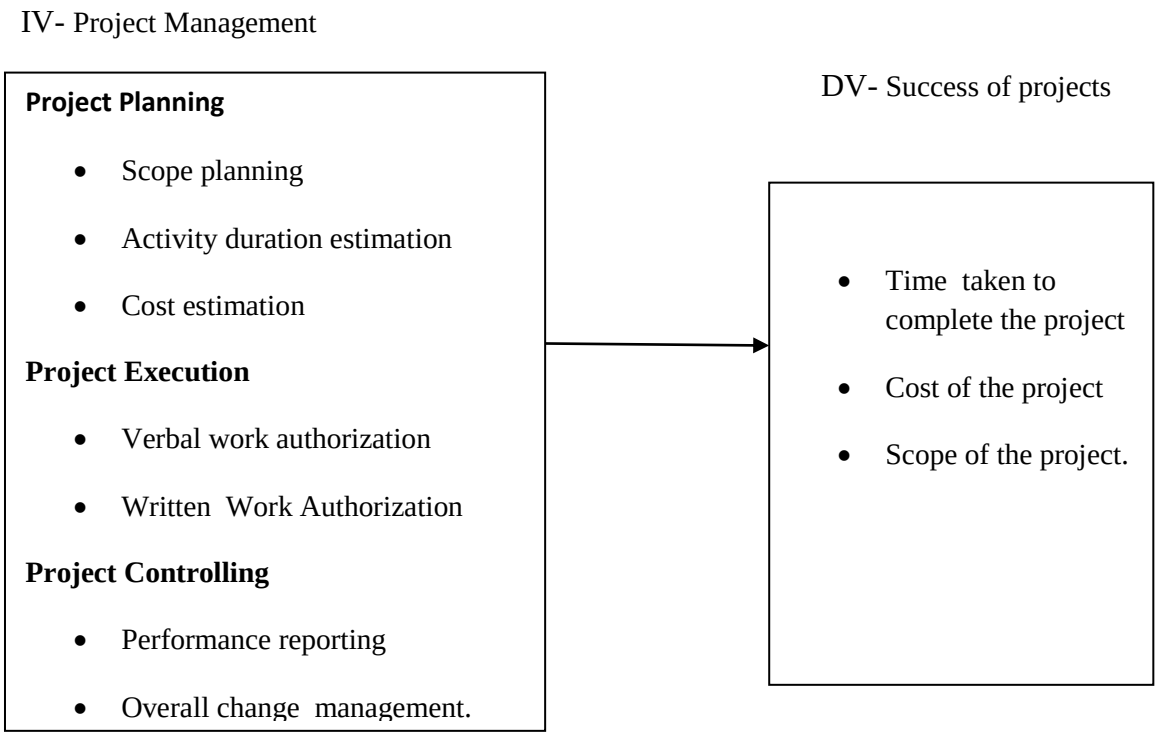
1. There is a significant relationship between project planning and success of the Katine Community partnerships project

2. There is significant relationship between project execution and the success of the Katine Community partnerships project.

3. There is a significant relationship between project controlling and the success of the Katine Community partnerships project.

1.7 Conceptual Framework

Fig 2: Conceptual frame work



Source: The conceptual frame work was adapted from the PMBOK guide (2004) and modified to suit the study by the researcher.

Fig 1 above shows a diagrammatic representation of the conceptual frame work of the relationship between the independent and dependent variables. The study assessed the role of project management specific to the planning, executing and controlling functions to the success of a community development project. PMBOK Guide (2004) divides project management processes into initiating, planning, execution, controlling and closing processes. The study concentrated on the core processes of planning, execution and controlling. A central idea is that these processes form a closed loop: the planning processes provide a plan that is realized by the executing processes, and variances from the baseline or requests for

change lead to corrections in execution or changes in further plans. The success of a community development project was looked at under the dimensions of time taken to complete the project and cost of delivering a successful project

1.8 Significance of the study

The study may provide information to the Katine project and other similar development projects which could be used in the re-design, planning, implementation and evaluation of the project. It may further inform the project if the element of project management has a significant contribution to the pace of implementation of the project and if the planning, execution and controlling management functions would be areas of emphasis at all stages of implementation.

To the community at large and the public, the findings of this study may inform the office of the community development officer at Katine sub county, Soroti district on the need to actively encourage the project management to pay attention to above the core management functions at all stages of the project since failure to perform the management functions from the initial stages of project design could have a bearing on the project time, project cost and the performance of the project deliverables. The findings may also inform the already existing NGOs like Christian Children Fund, SOCCADIDO, CIDI, and Africare about the degree of emphasis to be put on the management functions while recruiting a project management team.

To the academia, the findings add to the body of knowledge on whether functions of core management studied above are key to the implementation of the project and if managed well then the constraints of project success like project time taken to complete the project, project cost and the project scope could be carefully planned.

1.9 Justification of the study

This study was necessary from the fact that development has gone project based and projects face different management challenges which don't enable them succeed through the constraints of time, cost and scope to achieve the desired objectives. Specific to Katine Community Partnership Project, there is no such study that has been carried out in this integrated project. This study provides information for the implementing organization, donors, and the community at large on the role of management in delivering a successful, challenged or failed project. Lastly, in project work, usually little attention is paid to management functions which should be the core of attention especially the functions of planning, execution, controlling which are core to successful project implementation. Its believed that if the planning process is detailed in terms of scope planning, activity planning, cost estimation, resource planning, time planning and is matched by timely verbal or written work authorization then the implementation process will run on schedule, spending the required amount of money while monitoring performance and proposing changes to the execution and planning stage hence leading to the likely achievement of the project objectives.

1.10 Scope of the study

The research was specific to the Katine community partnership project in Katine sub county, Soroti district 20 kilometers North of Soroti town about 45 minutes drive on Soroti-Lira high way. The Katine sub-county has a population of 25,000 people (Census UBOS 2000), 6 parishes and 66 villages. The study sought to interview the members of the project management committee at the sub-county level, the members of the district steering committee at district level, all project staff. The study covered the work of the project from October 2007 when the project started to October 2009. Key independent variables investigated is Project management functions in the dimensions of planning, execution and controlling against the dependent variable of success of community development project

under the dimensions of time taken to complete the project, cost of delivering the project, scope of the project , quality of the outputs and quantity of the deliverables of the project.

1.11 Operational Definitions

1. Planning

This is the process of goal setting, developing strategies, out lining tasks and schedules to accomplish the goals.

2. Executing.

This is where the project manager gives verbal or written authorization to implement the project activities. It usually involves approval of the requests and related documents.

3. Controlling

This is where the responsible staff monitors the agreed plan and suggests changes as appropriate.

5. Success.

This is the measure of achievement of the intended outcomes under the dimensions of efficiency, effectiveness, impact, sustainability, transparency, equity

6. Project time

Refers to the amount of time available to complete a project. This is the period planned to complete a task, series of tasks and eventually a project activities.

7. Project cost

Refers to the budgeted amount available for the project. This is the amount of budget available to implement the project

8. Project scope

Refers to what must be done to produce the project's end result. This is actually content scope which is the amount of work to be done to complete a project.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter basically reviewed the existing literature related to the study. It started with literature on the theories related to the study variables both for and against the study under the sub title of theoretical review; it further provided a section of conceptual review where the literature for the independent, dependent variables and their relationship were reviewed. A section on actual review of the literature was the last and here we reviewed literature objective by objective. Each objective was given a theme that reflects both variables of the study and appropriate literature was reviewed. A summary of this chapter which documents the lessons and gaps identified in the process of literature review which close the chapter.

2.1 Theoretical Review

There are several theories that explain project management and success of projects. However the study will look at the theory of projects and theory of management. The theory of management discusses three other sub-models of management: management–as planning, the dispatching model and the thermostat model. Management-as-planning has been the widely held – even if most often implicit - view on intentional action in organizations up to now (Johnston & Brennan 1996). The dispatching model, closely associated with management-as-planning, has been common in industrial engineering from the beginning of the 20th century. Likewise, the thermostat model has been the dominating view on management in the 20th century (Giglioni & Bedeian 1974). These ideas were all current when project management emerged. Together they form the theoretical foundation of present management practice.

Below are the theory of the project and theory of management as crystallized by Turner 1993 and the PMBOK guide and the relationship with the success of projects?

Theory of Project

Feed Burner (2007-2009). The theory of project views tasks and operations as a transformation process. This explains that you have some inputs, a change happens, and presto, you get some outputs. You throw some garbage in, the team has a go at it, and you get some garbage out. You provide requirements to certain specifications as input, the operation programming starts, and the end result is some running program.

Like some Russian Babushka (the little dolls that have little dolls in them) each transformation can consist of multiple smaller transformations. Requirements specification A, B and C are inputs, Programming A, B and C happen, and you get as outputs program A, B and C. The management principles behind this all use the fact that you can play with the inputs, outputs and decomposition of the tasks.

The theory relates out puts delivered to a success of a project. The management functions play their role of planning, executing and controlling and at the end of the processes, an output is expected for a project to be considered as successful. A project that fails to deliver some out puts is not considered successful.

According to Turner (1993) scope management is the *raison d'être* of project management. He defines the purpose of scope management as follows: an adequate or sufficient amount of work is done, unnecessary work is not done, and the work that is done delivers the stated business purpose. The scope is defined through the work breakdown structure (WBS). What does Turner say, from a theoretical point of view? Firstly, he (implicitly) claims that project management is about managing work; this is the conceptualization. Secondly, he claims that

work can be managed by decomposing the total work effort into smaller chunks of work, which are called activities and tasks in the PMBOK Guide. Thirdly, he claims that this conceptualization and the principle of decomposition serves three essential purposes of project management of scope management, time management, and cost management, and that their management and control is centralized because the tasks are related by sequential dependence. Turner (1993) proposes that for project management to deliver a successful project with the constraints of time cost and scope, the tasks in the core areas of scope management, time management and cost management have to be detailed. This is also supported by the description of Morris of the classic - and still current - project management approach as follows (Morris 1994): ...first, what needs to be done; second, who is going to do what; third, when actions are to be performed; fourth, how much is required to be spent in total, how much has been spent so far, and how much has still to be spent is central to the success of projects.

When we compare this crystallization of project management to the theories of operations management in general, it is easy to recognize that it rests on the transformation theory (or view) of production, which has dominated production thinking throughout the 20th century. For example, Starr (1966) formulates any production process can be viewed as an input-output system. In other words, there is a set of resources which we call inputs. A transformation process operates on this set and releases it in a modified form which we call output. The management of the transformation process is what we mean by production management.

In the transformation view, production is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which production is managed (Koskela 2000). These principles suggest, for example, decomposing the total transformation

hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently. The transformation view has its intellectual origins in economics. The popular value chain theory, proposed by Porter (1985), is one approach embodying the transformation view. An explicit production theory based directly on the original view on production in economics has been proposed by a group of scholars led by Wortmann (1992). However, mostly the transformation view has been implicit – so embedded in thinking and practice that it has formed the basis of an invisible, unspoken paradigm that shapes behaviour.

Theory of Management

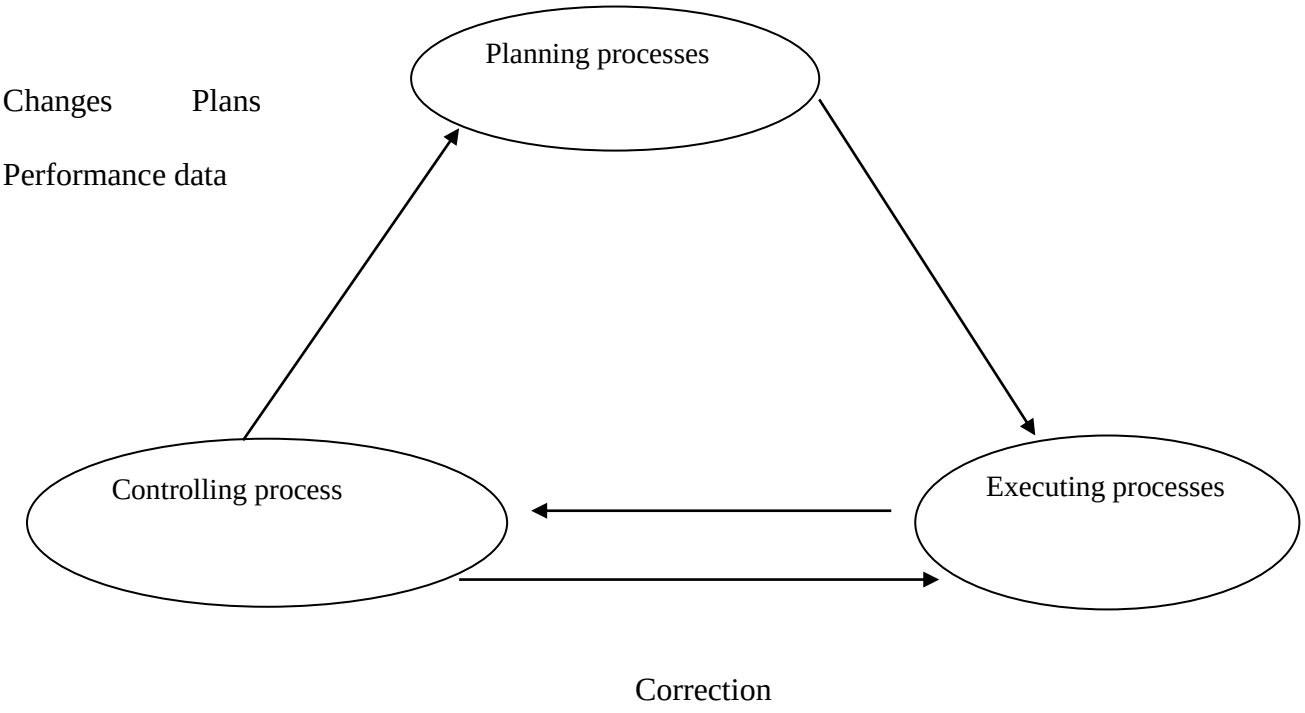
Feed Burner (2007-2009) argues that to describe the management part, three theories are needed: management-as-planning, the dispatching model and the thermostat model. The idea behind *management-as-planning* is, that management soaks up all the information about the process, creates a detailed sequence of actions, with time and resources assigned, throws the plan to the operational level and yields just do what the plan outlined. This last part is the *dispatching model*: you issue an order down the chain of command that someone has to start on a task, and that will be it; the worker will automatically without any hesitation or problem start working on it. If you have the management-as-planning view of the world you think that there is a direct relationship between what is on paper (the planning) and what happens in reality.

If you are creating a plan that will be executed blindly, you must be very sure that you know exactly what must be done; you must almost be able to predict the future. And that is exactly what the appeal of this approach to management is: it provides a sense of predictability (no surprises will occur) and you have the ultimate control of the situation; change the planning, and all the working people will change what they are doing. The *thermostat model* is the Control and in this model nothing more than looking for reality to be not in line with the

plan, and kick the real world back into shape, so it fits the plan again. You define upfront the desired situation, you put in the thermometer ones in a while into the project, and when you do not have the desired temperature, you correct the process until you have your temperature.

The PMBOK Guide (2004) divides project management processes into initiating, planning, execution, controlling and closing processes. Let us concentrate on the core processes of planning, execution and controlling (Figure 3). A central idea is that these processes form a closed loop: the planning processes provide a plan that is realized by the executing processes, and variances from the baseline or requests for change lead to corrections in execution or changes in further plans.

Figure 3: **The closed loop of managerial processes in project management according to the PMBOK Guide**



Source: PMBOK Guide (2004)

2.2 Actual review

2.2.1 Planning and success of community development project.

In the United States, the forefather of project management Henry Gantt, called the father of planning and the control techniques argue that planning helps you to estimate the time, cost and scope of the project Stevens (2002).And from the fact that project success is measured in term of time ,cost and scope then planning will help to estimate the success of a project.

According to PMI (2002), it argues through the theory of planning that planning is structured into ten core processes to include: scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, and schedule development, cost budgeting and project plan development. These processes are the core to project success. The study looked at three core processes to include scope planning, activity duration estimating and cost estimating. Johnston & Brennan (1996) argue that comparison to theories in the general field of operations reveals that the perspective is that of management-as-planning. Here, it is assumed that the organization consists of a management part and an effectors part. Management at the operations level is seen to consist of the centralized creation, revision and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization. By assuming that translating a plan into action is the simple process of issuing "orders", it takes plan production to be essentially synonymous with action.

Planning is argued as the core stage of project development.The Develop Project Management Plan process includes the actions necessary to define, integrate, and coordinate all subsidiary plans into a project management PMBOK guide 2004.This signifies that the management function of planning is very necessary and detail attention have to be paid to it to enable the

project to meet its objective within the constraints of time, cost and scope. The time planning, cost estimation, scope definition and planning will define the plan for these constraints .Then further the smaller constraint plans can be integrated and coordinated to help in the proper management of the project and eventually the success of the project.

Weaver (2002) observes that the power of regular updates contributes to the project success by motivating and giving direction to the project team, aiding in identifying and solving problems and above all open up a communication path for the project team. This simply explains that management functions of planning must plan for days when to review and give feed back to the team on project progress which will show whether the soft skills of project success are being adhered too.

Further still, Zwikael & Globerson (2006) argue that performance ranking on project's success that was found among industries was attributed to the level of quality of planning. Construction and engineering organizations, which scored the highest on project success, also obtained the highest score on quality of planning. Production and maintenance organizations, which scored the lowest on project success, received the lowest score on quality planning

However Zwikael & Globerson (2006) argue that performance deviation among the industries is probably due to the difference in the nature of their operations. While construction and engineering companies are project oriented, as most of their work involves initiation and execution of new projects, production and maintenance organizations are engaged mostly with day-to-day operations, and their planning is oriented to that rather than to project planning. This implies that for project oriented companies, the function of project planning is key to the success of their projects.

2.2.1.1 Scope planning and success of projects

PMBOK guide (2004) are that Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Project scope management is primarily concerned with defining and controlling what is and is not included in the project. Defining what is and controlling what is not included in the project to help project implementers to have a clear view of the activities to be implemented and a thorough idea of the overall project scope. This avoids unnecessary activities being added which can increase the scope of the project hence affecting the cost and time within which the project is to be implemented and rendering it unable to meet the desired start-finish time and being over spent.

Further still, PMBOK Guide (2004) argues that defining and managing the project scope influences the project's overall success. Each project requires a careful balance of tools, data sources, methodologies, processes and procedures, and other factors to ensure that the effort expended on scoping activities is commensurate with the project's size, complexity, and Importance. For example, a critical project could merit formal, thorough, and time intensive scoping activities in place. while a routine project could require substantially less documentation and scrutiny. The project management team documents these scope management decisions in the project scope management plan. The project scope management plan is a planning tool describing how the team will define the project scope, develop the detailed project scope statement, define and develop the work breakdown structure, verify the project scope, and control the project scope. It's also argued by PMI (2002) that the preparation of a detailed project scope statement is critical to project success and builds upon the major deliverables, assumptions, and constraints that are documented during project initiation in the preliminary project scope statement. During planning, the project scope is defined and described with greater specificity because more information about the project is

known. Stakeholder needs, wants, and expectations are analyzed and converted into requirements. The assumptions and constraints are analyzed for completeness, with additional assumptions and constraints added as necessary. The project team and other stakeholders, who have additional insight into the preliminary project scope statement, can perform and prepare the analyses.

2.2.1.2 Activity duration estimation and success of projects

PMBOK Guide (2004) argues that the process of estimating schedule activity durations uses information on schedule activity scope of work, required resource types, estimated resource quantities, and resource calendars with resource availabilities. The inputs for the estimates of schedule activity duration originate from the person or group on the project team who is most familiar with the nature of the work content in the specific schedule activity. The duration estimate is progressively elaborated, and the process considers the quality and availability of the input data. For example, as the project engineering and design work evolves, more detailed and precise data is available, and the accuracy of the duration estimates improves. Thus, the duration estimate can be assumed to be progressively more accurate and of better quality. PMBOK Guide (2004) states that the Activity Duration Estimating process requires that the amount of work effort required to complete the schedule activity is estimated, the assumed amount of resources to be applied to complete the schedule activity is estimated, and the number of work periods needed to complete the schedule activity is determined. All data and assumptions that support duration estimating are documented for each activity duration estimate. Estimating the number of work periods required to complete a schedule activity can require consideration of elapsed time as a requirement related to a specific type of work. Most project management software for scheduling will handle this situation by using a project calendar and alternative work-period resource calendars that are usually identified by the resources that require specific work periods. The schedule activities will be worked according

to the project calendar, and the schedule activities to which the resources are assigned will also be worked according to the appropriate resource calendars(PMBOK Guide 2004)

2.2.1.3 Cost estimation and success of projects

Estimating schedule activity costs involves developing an approximation of the costs of the resources needed to complete each schedule activity. In approximating costs, the estimator considers the possible causes of variation of the cost estimates, including risks. Cost estimating includes identifying and considering various costing alternatives. For example, in most application areas, additional work during a design phase is widely held to have the potential for reducing the cost of the execution phase and product operations. The cost estimating process considers whether the expected savings can offset the cost of the additional design work. Cost estimates are generally expressed in units of currency (dollars, euro, yen, etc.) to facilitate comparisons both within and across projects. In some cases, the estimator can use units of measure to estimate cost, such as staff hours or staff days, along with their cost estimates, to facilitate appropriate management control (PMBOK Guide 2004)

Cost estimates can benefit from refinement during the course of the project to reflect the additional detail available. The accuracy of a project estimate will increase as the project progresses through the project life cycle. For example, a project in the initiation phase could have a rough order of magnitude (ROM) estimate in the range of -50 to +100%. Later in the project, as more information is known, estimates could narrow to a range of -10 to +15%. In some application areas, there are guidelines for when such refinements are made and for what degree of accuracy is expected. Sources of input information come in the form of outputs from the project processes in Chapters 4 through 6 and 9 through 12. Once received, all of this information will remain available as inputs to all three of the cost management processes. The costs for schedule activities are estimated for all resources that will be charged to the project.

This includes, but is not limited to, labour, materials, equipment, services, and facilities, as well as special categories such as an inflation allowance or a contingency cost. A schedule activity cost estimate is a quantitative assessment of the likely costs of the resources required to complete the schedule activity. If the performing organization does not have formally trained project cost estimators, then the project team will need to supply both the resources and the expertise to perform project cost estimating activities.

2.2.2 Execution and success of community development projects

PMI (2002) through the theory of execution argue that the project plan is executed in regard to work authorization system, which is presented by four sentences:

A work authorization system is a formal procedure for sanctioning project work to ensure that work is done at the right time and in the proper sequence. The primary mechanism is typically a written authorization to begin work on a specific activity or work package. The design of the work authorization system should balance the value of the control provided with the cost of that control. For example, on many smaller projects, verbal authorizations will be adequate.

The underlying theory of execution turns out to be similar to the concept of job dispatching in manufacturing where it provides the interface between plan and work. This concept can be traced back to Emerson (1917). The basic issue in dispatching is allocating or assignment of tasks or jobs to machines or work crews, usually by a central authority. According to a modern definition, job dispatching is a procedure that uses logical decision rules to select a job for processing on a machine that has just come available (Bhaskaran & Pinedo 1991). Obviously, dispatching consists of two elements: decision (for selecting task for a workstation from those predefined tasks that are ready for execution), and communicating the assignment (or authorization) to the workstation. However, in the case of project management, that decision is largely taken care in planning, and thus dispatching is reduced to mere

communication: written or oral authorization or notification to start work. Here, the underlying theory seems to be the classical theory of communication (Shannon & Weaver 1949), where a set of symbols (voice or written speech) is transmitted from sender to receiver. PMBOK guide (2004) write that the work of project execution is a core management function and the project management team headed by the project manager play an instrumental role in authorising the project requests. This implies that this management function speeds up the implementation process and if the verbal or written authorisations are not made in time then this will affect the time taken to complete the project, the cost will be under spent and the scope of the project will not be covered hence project success will be affected and the project may end up in the category of challenged projects.

PMBOK guide (2004) further argues that in order to execute the project the project manager, along with the project management team, directs the performance of the planned project activities, and manages the various technical and organizational interfaces that exist within the project.

2.2.2.1 Verbal work Authorisation and success of projects

The project manager, along with the project management team, directs the performance of the planned project activities, and manages the various technical and organizational interfaces that exist within the project (Kerzner 1998).This signifies that the project manager and his team takes decisions on when, how and why activities are implemented. This means that the power to verbally authorize requests and ensure that they are implemented is very important for the project to succeed within the time, cost and scope constraints. As the project manager makes work authorisations, this enables deliverables to be produced as outputs from the processes performed to accomplish the project work planned and scheduled in the project management plan. These deliverables are defined as project success. Work performance

information about the completion status of the deliverables, and what has been accomplished, is collected as part of project execution and is fed into the performance reporting process and the project is rated as a success or a failure (PMBOK 2004).

2.2.2.2 Written work Authorisation and success of projects

PMBOK Guide (2004) argues that project execution also requires implementation of approved corrective actions that will bring anticipated project performance into compliance with the project management plan. This will ensure that the paper plan implemented as planned and there is no variance hence leading to the success of projects. Further still approved preventive actions to reduce the probability of potential negative consequences are very necessary for making corrections to the project image and helping the project to achieve its intended objectives.

2.2.3 Controlling and success of community development projects.

PMI (2002) contributes to controlling through the theory of controlling as discussed by the PMBOK guide (2004) that controlling is divided into two core process of : performance reporting and overall change control. Based on the performance reporting, corrections are prescribed for the executing processes, and based on the overall change; changes are prescribed for the planning processes. Here we consider only performance reporting, based on performance baseline, and associated corrections to execution. They clearly correspond to the cybernetic model of management control (thermostat model) that consists of the following elements (Hofstede 1978): there is a standard of performance, performance is measured at the output (or input), and the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached. This thermostat model is identical to the feedback control model as defined in modern control theory (Ogunnaike & Ray 1994).This model promotes a feedback mechanism which helps to check whether the project is achieving the intended objectives as well as percentage achievement. In so doing the

measure of success of the project is on a check and balance state which helps the project implementers to remain focused.

PMBOK guide (2004) argues that the Monitor and Control Project Work process is performed to monitor project processes associated with initiating, planning, executing, and closing. Corrective or preventive actions are taken to control the project performance. Monitoring is an aspect of project management performed throughout the project. Monitoring includes collecting, measuring, and disseminating performance information, and assessing measurements and trends to effect process improvements. Continuous monitoring gives the project management team insight into the health of the project, and identifies any areas that can require special attention. The monitor and control project work process is concerned with: comparing actual project performance against the project management plan, assessing performance to determine whether any corrective or preventive actions are indicated, and then recommending those actions as necessary, analyzing, tracking, and monitoring project risks to make sure the risks are identified, their status is reported, and that appropriate risk response plans are being executed, maintaining an accurate, timely information base concerning the project's Product and their associated documentation through project completion, providing information to support status reporting, progress measurement, and forecasting, providing forecasts to update current cost and current schedule information, monitoring implementation of approved changes when and as they occur.

The corrective actions are documented recommendations required to bring expected future project performance into conformance with the project management plan. If the corrective actions are implemented this will reduce the risk of the project failing. Preventive actions are documented recommendations that reduce the probability of negative consequences

associated with project risks. Forecasts include estimates or predictions of conditions and events in the project's future, based on information and knowledge available at the time of the forecast. Forecasts are updated and reissued based on work performance information provided as the project is executed. This information is about the project's past performance that could impact the project in the future; for example, estimate at completion and estimate to complete. Some defects, which are found during the quality inspection and audit process, are recommended for correction PMBOK Guide (2004).

2.2.3.1 Performance reporting and success of projects

The monitor and control project work process is performed to monitor project processes associated with initiating, planning, executing, and closing. Corrective or preventive actions are taken to control the project performance. Monitoring is an aspect of project management performed throughout the project. Monitoring includes collecting, measuring, and disseminating performance information, and assessing measurements and trends to effect process improvements. Continuous monitoring gives the project management team insight into the health of the project, and identifies any areas that can require special attention PMBOK Guide (2004)

2.2.3.2 Overall change and success of projects

Prince (2004) argues that one of the outputs of directing and managing project execution is through changes requested to expand or reduce project scope, to modify policies or procedures, to modify project cost or budget, or to revise the project schedule are often identified while project work is being performed. These changes requested will help management to closely follow the project to the end and minimise errors related to not achieving the project activities. The integrated change control process is performed from project inception through completion. Change control is necessary because projects seldom run exactly according to the project management plan. The project management plan, the project scope statement, and other deliverables must be maintained by carefully and

continuously managing changes, either by rejecting changes or by approving changes so those approved changes are incorporated into a revised baseline. The integrated change control process includes the following change management activities in differing levels of detail, based upon the completion of project execution: identifying that a change needs to occur or has occurred, influencing the factors that circumvent integrated change control so that only approved changes are implemented, reviewing and approving requested changes, managing the approved changes when and as they occur, by regulating the flow of requested changes PMBOK Guide (2004).

2.3 Summary of the Literature review.

With an average success rate of less than 30%, the questions of: why are so many projects started? Or a better question is: Why allow projects that are "Challenged", the largest percentage, to be fully implemented? There must obviously be benefits to those organizations that are implementing such projects when such a large percentage of "Challenged" projects continue to completion (Standish group 2005).This Study sought to understand why only a small percentage of projects succeed and the contribution of project management functions to the three categories of successful projects challenged and failed projects. Over the years, traditional project management metrics have served the project management community well. However, these metrics are very often short sighted in their view of whether a project will ultimately be successful, or a failure, in the real business terms of its product. If we were to fully understand this comprehensive "project success", then it is essential that we identify the necessary metrics and monitor them throughout the entire process including one or more post implementation reviews. That is, the project manager must do more than just focus on the specifications, money and time during the project, but also on the expected results, the benefits (Willard 2005). The study will help to ascertain whether the three outstanding constraints of time, budget and scope are the only key metrics that attribute to project success.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter describes the methodology that was used in the study. The description includes the research design, study population, the sample size and selection, data collection methods procedure of data collection, data collection instruments, validity and reliability and data analysis. The research findings relied on the data collected from the staff of KCPP, members of the project management committee and district steering committee. The rationale of the methodology was because this study took a short time and it's a case of a specific project.

3.1 Research Design.

A cross-sectional survey design was used in the research and this enabled the researcher to have an in-depth investigation of the relationship (Mugenda & Mugenda 1999). This research was for a short period of time and did not take a long period of time from a sampled population with different elements in the population and according to Amin (2005), this is the appropriate research design that describes the situation at a time, captures attitudes and practices of the situation. A triangulation of qualitative and quantitative designs was used to investigate the phenomena.

3.2 Study population

The study population included staff of the project who were divided into general management which comprise of only the project manager (1), support management (4) which comprised of the communications officer, the administration officer, Accountant, the IT officer ,the second category included middle level technical staff like the project officers (5)for health, education, water and sanitation, livelihoods and community empowerment, the third category included junior technical staff like project assistants (4) for health, education, water and sanitation and livelihoods. The other categories of persons outside the project team included the members of the project management committee which comprise of 20 members

and district steering committee which comprises of 20 as well. This was the target population where the sample was chosen purposively and the interview tools were administered after sampling. Its argued by Mugenda & Mugenda (1999) that the sample of the target population therefore can generate data about which research finding will be generalized.

3.3 Sample size and Selection.

The population being very small, all the project team was part of the sample selected which was census, then I used simple random sampling to determine each of the 15 respondents of the project management committee and the district steering committee. This was in agreement with the argument of Ary (1972) as cited by Ndosi (2001) that a sample size of 10% of the accessible population is acceptable in the descriptive research. The sample size was determined by the formula provided by Krejcie and Morgan as cited by (Amin 2005). This table was used because it has already been calculated and you can also confirm this using the formulae provided by (Amin 2005).

Table 3: Sample size and selection

CATEGORY	POPULATION	SAMPLE	TECHNIQUE
General management	1	1	Census
Support management	3	3	Census
Senior technical	5	5	Census
Junior technical	4	4	Census
Project management committee members	20	15	Simple random sampling
District steering committee members	20	15	Simple random sampling.
Total	**53**	**43**	

Source of the population :HR records of AMREF.

Out of the entire accessible population of 53, a sample size of 43 respondents was determined to reduce on the workload and cost. Mugenda & Mugenda (1999) observe that collecting data from the entire accessible population would be costly in data collection and analysis. Therefore sampling the accessible population is recommended though it would still be costly in the data collection and analysis. He further argues that 10% of the sample size can be studied.

Further still the sampled population enabled the researcher to concentrate on the few and pay more detail to the responses. And this is in agreement with Saps ford (1999) as cited by (Ndosi 2001) who argue that sampling allows more time for few cases but the information obtained is more detailed.

3.4 Sampling techniques and procedure

In this study census was used to select the project staff though other probability and non probability sampling techniques was used as well. Probability sampling, or random sampling is a sampling technique in which the probability of getting a sample may be calculated, while for non probability sampling technique the probability of getting a sample is not calculated (Amin, 2005).Both techniques are necessary depending on the population.

Probability sampling technique

Simple random sampling was used to select the subjects in the project management committee and the district steering committee to take part in the study according to (Mugenda & Mugenda 1999).Simple random sampling technique is where every member in the sampled population has equal chance of being selected (Mugenda & Mugenda 2003). A list of 20 members of the project management committee and 20 members of the district steering committee of the project was obtained from management and each member was

assigned a number. The researcher then randomly selected 15 members of the project management committee and 15 members of the district steering committee without replacement.

Non- probability sampling technique

Amin (2005) states that purposive sampling is where the researcher chooses the sample based on who he/she thinks would be appropriate for the study and is usually used when the researcher knows that the respondents have the information required .In this study the staff to respond was purposively sampled because they interface with the project on a daily basis and have hands on knowledge on project progress and the effect of project management on the success of the project. Further still non-probability methods like purposive sampling was used for collecting qualitative data that included opinions, perspectives of different people on the subject. Mugenda & Mugenda (1999) state that purposive sampling allows the researcher to use cases that have the required information with respect to the objectives of the study. Sekaran (2003) argues that such methods especially the convenience method has been known for achieving sufficient responses and makes the study viable. Amin (2005) argues that this method is quick and inexpensive.

3.5 Data collection methods

The researcher used a triangulation of methods to collect quantitative and qualitative data. The primary data was collected using interviews and questionnaires. The Secondary data was gathered through document review of published documents, project reports, minutes of meetings, Memorandum of understandings, organization strategy documents, the organization.

Questionnaire survey method

Sekaran (2003) defines a questionnaire as a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. This questionnaire method is where the researcher uses questionnaires to capture data. Sekaran (2003) argues that administering questionnaires and observing people and phenomena are among the main data collection methods in research. Mugenda & Mugenda (1999) contend that questionnaires enable respondents to answer without bias, are low cost and can conveniently reach many people in a short time. Questionnaires are efficient and convenient in collection of qualitative and quantitative data which enables triangulation (Sekaran 2003; Amin 2005).

Interview method

The interview method is where the investigator uses a face-to-face interaction to exchange views as stated by (Amin, 2005). Using the interview guide, data was collected from members of the project management committee and district steering committee. The interviews provided an opportunity to the researcher to probe the respondents incase of any ambiguities in the responses. It also enabled the researcher to observe the body language of the respondents. Interviews generally supplemented data obtained by other research methods utilized by the researcher.

3.6 Data Collection Instruments

The researcher used a number of instruments as listed below:

Interview guide

The researcher used a structured interview guide and this was used to collect qualitative data through questioning of the respondents. This method was suitable for collecting detailed qualitative information from the staff and the members of the project management community which was not captured in the questionnaire. Interviews were conducted face to face by the researcher so as to save time and reduce the costs. The researcher was able to gather information through probing and also observe body language.

Questionnaire

The close ended structured questionnaires was used to collect quantitative data, this was pre-tested and corrections made and later administered to respondents. This questionnaire focused on issues of the independent, dependent and moderator variables which were measured using a five –likert scale of coding. A questionnaire was used by the researcher in the collection of data because of its efficiency and convenience in collection of qualitative and quantitative data to make triangulation feasible (Sekaran, 2003; Amin 2005).Further still it was less expensive than interviews and many respondents were reached in a short time. Questions were standardized to avoid bias. The questionnaire was formatted and structured for purposes of precision and accuracy in the data collection, to ensure that the items have the same measure and reliability. It had close ended questions to enable the capture of quantitative data. A five-likert rating scale was used (5: Strongly agree, 4: Agree, 3: Not sure, 2: Disagree 1: Strongly disagree). This will also allow the respondents to choose from a set of alternatives.

3.7 Pre-testing (Validity and Reliability)

The questionnaire was pre-tested to determine the validity and reliability of data using a piloted sample from a sister project in order to obtain feedback that guided the necessary adjustments on the questionnaire before the actual research was done. This helped to measure the dependability and consistency of the content.

Validity

Validity in terms of face validity of the questionnaire was checked to test for the time it takes to conduct the interview, content validity was checked by experts to find out whether the questions make sense and they agree with the issues (Sekaran 2003) and construct validity was tested for accuracy of the questionnaire and this was ensured through pre-testing of the research tools in a sister project and any amendments were made as deemed necessary. Mugenda& Mugenda (1999) argue that pre-testing an instrument helps in enhancing the reliability and validity of an instrument and its further argued that when an instrument is reliable, it yields consistent responses. The researcher gave the instruments to the supervisor who deleted the irrelevant items leaving the relevant. After that we computed the content validity index (CVI) as Relevant items/Total number of items. This yielded 37/42=0.88. Therefore the instrument was valid.

Reliability

Reliability of the data was measured using the Cronbach's alpha coefficient which should give an acceptable estimate of at least 0.70. Reliability was also be ensured through test-retest procedure of both the questionnaire and the interview guide. The supervisors also reviewed the questionnaire and the interview guides to ensure that they are capable of capturing the required data. Further still the reliability was ensured through test-retest procedure of the questionnaire.

Table 4: Table showing reliability results

Variable	Description	Construct	Number of items	Cronbach alpha
Dependent	Success of community based projects	Time taken to complete the project, cost of the project, scope of the project	8	.869
Independent variable	Project planning	Scope planning, Activity duration estimation, cost estimation	9	.749
	Project execution	Verbal work authorization, written work authorization	8	.884
	Project controlling	Performance reporting, overall change	7	.881
Moderator variable	Staff work relations		5	.775

3.8 Procedure of data collection.

Upon approval of the proposal from Uganda Management Institute, the researcher was given a letter of introduction to the Katine Community Partnership Project. The researcher met the management team of the Katine Community Partnership Project and sought permission to conduct interviews with the intended respondents to assess the role of project management functions and the success of the Katine Community Partnership Project. The researcher then pre-tested the questionnaire in the sister project to Katine Community Partnership Project successfully and comments, advice were collected to make changes to the final tool to be used. The questionnaires was re-administered to the actual respondents as shown in the sampling table. The respondents were given a maximum of four days to fill the questionnaire.

While appointments were being made with all the respondents for the structured interviews and focus group discussions.

3.9 Data Analysis

Data Analysis is the process of bringing order, structure and meaning to the mass of information gathered (Mugenda& Mugenda 1999). The instrument used to collect information yielded both qualitative and quantitative data. The raw data was coded, cleaned before analysis. Data was analyzed at three levels. Univariate analysis was to investigate the variables which include the demographic and social economic variables where frequency tables, graphs, mean and percentages was computed and interpreted. The data was presented in tables, charts and interpreted. Bi variate analysis was used to cross tabulate the tables .The degree of relationships between the variable was assessed using the chi-square test of statistics. Data was analyzed using SPSS package version 16.0. Qualitative data was analyzed in themes. Themes were identified and put in coding categories. A scheme of analysis was worked out following the coding categories, using quotations and the most occurring ideas.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

In this chapter, the results of the study are presented, analyzed and discussed in the context of research objectives of the study and the research questions. The main objective of the study was to investigate how project management functions of planning, execution and controlling influence project success.

4.1 Response rate

Self administered questionnaires were distributed and responded to by stakeholders at Katine Community Partnership Project. The response rate is below presented:

Table 5: Response rate

Stakeholders	Sample	Frequency (response)	% response
General management	1	1	100%
Support management	3	3	100%
Senior technical	5	4	80%
Junior technical	4	4	100%
Project management committee members	15	10	66.6%
District steering committee members	15	10	66.6%
Total	**43**	**32**	**74.4%**

Sources; Primary data (data collected from respondents.)

There was 74.4% response rate of respondents in the study as shown in table 2 above. The percentage response was high and gives a high level of confidence on which sound conclusions in this study were drawn. This high response rate was attributed to the importance

which respondents attached to the study and the personal commitment of the researcher. The low response rate among project management committee and district steering committee members could imply low stakeholder involvement in the project.

4.2 Social Demographic characteristics of respondents

4.2.1 Age of respondents

Table below 3.0 shows the age of the respondents:

Table 6: Age of respondents

		Frequency	Percent	Cumulative Percent
Valid	20-25 years	1	2.8	3.1
	26-30 year	5	13.9	18.8
	31-35 years	7	19.4	40.6
	36-40 years	5	13.9	56.2
	Above 50 years	14	50.0	100.0
Total		32	100.0	

Sources: Primary data (data collected from respondents.)

The age of respondents were analyzed to determine whether it has any influence on the project management function and success of the community development project. The age of the respondents were grouped into 5categories starting from 20years to above 50years with a range of 5years. 2.8% of the respondents were in the age group of 20-25 years, 13.9% in the category of 26-30years, 19.4% were in the category of 31-35 years, 13.1% were in age category 36-40 and 50.0% of the respondents were in the age category of above 50 years. The results show that most of the respondents were in the category of the mature groups which is 31 and above and their views could therefore be relied upon.

4.2.2 Gender of the respondents

The table 4 below shows the gender of the respondents

Table 7: Gender of respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	26	81.3	81.3
	Female	6	18.7	100.0
Total		32	100.0	

Sources: Primary data (data collected from respondents.)

This was mainly to ascertain the gender distribution of the respondents and to establish whether gender had any influence on the project management and success of community project of KCPP. Out of the 32 respondents, 81.3% were males and 18.7 were females. This could imply that there is low female involvement at KCPP.

4.2.3 Level of education

Table 8: Highest level of Education of respondent

		Frequency	Percent	Cumulative Percent
Valid	O'level	5	13.9	15.6
	Certificate	2	5.6	21.9
	Diploma	8	22.2	46.9
	Degree	3	8.3	56.2
	post graduate	3	8.3	65.6
	Masters	2	5.6	71.9
	Others	9	41.7	100.0
Total		32	100.0	

Sources; Primary data (data collected from respondents.)

The results reveal that different respondents had attained several qualifications as follows O'level had 13.9%, certificate had 5.6%, diploma 22.2%, degree 8.3%, postgraduate 8.3%, masters 5.6% and others 41.7%. This (41.7%) could imply that there could be untrained people among KCPP project and its management could be affected by low literacy levels.

4.2.4 Work experience

The researcher also took into consideration the work experience of the respondents in order to establish whether this has any influence on the study. This is illustrated in the table below:

Table 9: Work experience of respondent

		Frequency	Percent	Cumulative Percent
Valid	Lee than 1 year	2	5.6	6.2
	1-2 years	2	5.6	12.5
	3-4 years	6	16.7	31.2
	Above 5 years	22	72.1	100.0
Total		32	100.0	

Sources: Primary data (data collected from Soroti)

Out of the 32 respondents, 5.6% less than one year, 5.6% had work experience of 1-2 years, 16.7% had work experience of 3-4 years and 72.1% had work experience above 5 years. This implies that majority of respondents were experienced enough in KCPP project management.

4.2.5: Level of position occupied by respondents

The level of positions occupied by respondents was analysed to find out whether it had any influence on the responses towards factors influencing project management and success of community development projects. The table below shows the results:

Table 10: Position level occupied by respondent

		Frequency	Percent	Cumulative Percent
Valid	Operations	4	11.1	12.5
	lower management	7	19.4	34.4
	middle management	10	38.9	65.6
	top management	1	2.8	68.8
	Senior management	1	2.8	71.9
	Others	9	25.0	100.0
Total		32	100.0	

Sources: Primary data (data collected from Soroti)

The results from the table indicate that 11.1% were under operations, 19.4% under lower management, 38.9% under middle management, 2.8% were top management, 2.8% were senior management and 25.0% others. This implies that majority of the stakeholders at KCPP were at middle management level and others could be among the non-management team (other project support team members).

4.3 Descriptive Results of variables

Descriptive statistics such as means and standard deviations were obtained for the interval-scaled independent variable. The average mean value for discussion was taken to be three point zero (3.0). This is because 3.0 above demarcates towards agreement and 3.0 below towards disagreement. Standard deviation greater than one (>1) shows wide divergence in respondents' views whereas less than one (1) indicates narrow divergence in respondents' views. Further, this study perceived Agree and Strongly Agree to be Agree (A), Strongly Disagree and Disagree to be Disagree (D), NS for Not Sure, M for Mean and SD for Standard Deviation.

4.3.1 Descriptive results of the dependent variable

Eight items were used to measure the dependent variable (Project success). The table below shows the descriptive results:

Table 11: Descriptive results for project success

	SUCCESS OF KCPP	A	NS	DA	M	SD
29	Timely work planning contributes to the success of the project	84.4	9.4	6.2	4.5	0.7
30	All activities need to have a start and finish time for the success of KCPP	75.0	9.4	15.6	4.3	0.7
31	A project is successful when completed within the time	96.9	0.0	3.1	3.7	1.3
32	A successful project is one which covering the entire planned scope	62.5	15.6	21.8	4.1	0.9
33	Covering the scope is necessary for the success of a project	81.2	15.6	3.1	2.2	1.0
35	A successful project is one completed within the planned budget	71.8	18.8	9.4	4.0	1.1
36	Budget estimating is necessary for the success of a project	9.4	6.2	84.4	2.7	1.1
38	Is a project called successful when implemented within the planned budget	62.5	25.0	12.5	3.7	0.9
	Overall aggregated index (SUCCESS)				**3.5**	**0.4**

Sources; Primary data (data collected from respondents.)

When asked to comment on whether timely work planning contributes to the success of the project, 84.4% agreed, 9.4% were not sure and 6.2% disagreed. The mean of 4.4 indicated that respondents were in agreement towards that measure of project success and moreover a standard deviation of 0.7 indicates that respondents were not far away in their views towards the same. On whether a successful project is one completed within the planned budget, 71.8% agreed, 18.8% were not sure and 9.4% disagreed. The mean of 4.0 was towards agreement and a standard deviation of 1.1 shows a wider divergence in respondents' views towards the

same. Concerning whether budget estimation was necessary for the success of a project, 9.4% agreed, 6.2% were not sure and 84.4% agreed. A mean of 2.7 indicates that respondents were in disagreement towards the same. Results from interviews also revealed that it is not only budget estimation that determines project success as one of the managers responded, ‘*’KCPP Project success may be determined by realistic budgeting not only estimating, resource allocation and time management. When these are not handled together, project success will have a problem*.’’

When all the items of project success were aggregated into one index (SUCCESS), they revealed a mean of 3.5 and a standard deviation of 0.4. This implies that staff generally were in agreement with the success of KCPP project and moreover a standard deviation of 0.4 reveals very small divergence in their views.

4.3.2 Descriptive results of independent variables: Planning

Six items were used to measure planning function at KCPP and below are the descriptive results in the table:

Table 12: Descriptive results for project planning function

	PLANNING OF KCPP	A	NS	DA	M	SD
1	Detailed planning contributes to success of KCPP	100	0.0	0.0	4.5	0.7
2	Planning has a relationship with KCPP	84.4	3.1	12.5	3.7	1.3
3	Scope planning is necessary for KCPP	81.2	15.6	3.1	3.1	0.7
4	Scope planning informs the core of the kind of activities to be implemented to achieve the success of KCPP	75.0	21.9	3.1	4.1	1.0
5	Activity duration estimating is essential for success of KCPP	68.8	12.5	15.7	3.9	1.1
6	Cost estimating is during planning essential for success of KCPP	78.1	6.2	15.6	4.0	0.7
	Overall aggregated index (PLANNING)				**4.1**	**0.5**

Sources; Primary data (data collected from respondents.)

As regards planning, respondents were asked to give their views on whether detailed planning contributes to success of KCPP project, 100% agreed. This implies that detailed planning is perceived as very necessary for KCPP project success. On whether scope planning is necessary for KCPP project success, 81.2% agreed, 15.6% were not sure and only 3.1% were in disagreement. The overall oral aggregated statistic for (PLANNING) index generated a mean of 4.1 and a standard deviation of 0.5. This implies that planning is viewed as a key determinant of KCPP project success. In an oral interview, one of the respondents narrated, ‘*’The project manager is always tasked with generation of activities upon which costs are attached and a detailed budget prepared to be shared with the different stakeholders for approval. Once approved, project implementation starts.*’’

4.3.3 Descriptive results for execution

Five items were used as indicator of execution function and the results are below presented in the table:

Table 13: Descriptive results for project execution function

	EXECUTION OF KCPP	A	NS	DA	M	SD
	Execution management function has to be strong for the success of KCPP	84.4	3.1	12.5	4.1	1.2
	Execution can be done by any other staff	56.3	21.9	25.9	3.4	1.2
	Execution is both verbal and written	84.4	12.5	3.1	4.2	0.8
	Verbal work authorization is good for KCPP to succeed	34.4	12.5	53.1	2.6	1.2
	Written work authorization is effective for the success of KCPP	84.3	3.2	12.5	3.9	1.1
	Overall aggregated index (EXECUTION)				**2.9**	**0.3**

Sources; Primary data (data collected from respondents.)

When respondents were asked whether execution management function has to be strong for success of KCPP project, 84.4% agreed, 3.1% were not sure and 12.5% disagreed. Whether execution can be done by any other staff, 56.3% agreed, 21.9% were not sure and 25.9% disagreed. Generally respondents seem not to be sure who is to execute KCPP project. About whether verbal authorization is good for KCPP project success, 34.4% agreed, 12.5 not sure and 53.1% disagreed. This implies that verbal execution is not good for project success. One of the respondents in an interview commented, ‘*’When someone tells you to implement an activity without any written authorization, you are free to undertake it or not as you will not have any commitment towards the same*.’’ Moreover an aggregated mean of 2.9 indicates strong disagreement towards execution function on project success.

4.3.4 Descriptive results for controlling function

Three items were used to measure the controlling function. The table below shows the descriptive results:

Table 14: Descriptive results for project controlling function

	CONTROLLING FUNCTION AT KCPP	A	NS	DA	M	SD
	Controlling function of management is necessary for success of the project	84.4	9.4	6.2	4.2	1.0
	Performance reporting is a good tool for the success of KCPP	75.0	9.4	15.6	3.8	1.2
	Overall changes in the project is necessary for the success of KCPP	96.9		3.1	4.5	0.7
	Overall aggregated index (CONTROLLING)				**4.1**	**0.7**

Sources; Primary data (data collected from respondents.)

Generally respondents were in agreement with the indicators that were used to measure controlling function. For instance, 84.4% agreed that controlling function of management is necessary for success of the project, 9.4% were not sure and only 6.2% disagreed.

The mean of 4.1 and standard deviation of 0.7 generally further indicates a strong agreement that controlling could determine KCPP project success.

4.4 Relational statistics

Having crudely made predictions about the variables under study using percentages, frequencies, means and standard deviations as descriptive statistics, analysis proceeded to relational statistics in order to answer the research questions. Below are Pearson' Product Moment Correlation Coefficient in the table for all the independent variables measured against Project success:

Table 15: Relational statistics for planning, execution and controlling against project success

Correlations

		PLANNING	EXECUTION	CONTROLLING	SUCCESS
PLANNING	Pearson Correlation	1	.309	.350*	.195
	Sig. (2-tailed)		.085	.049	.284
	N	32	32	32	32
EXECUTION	Pearson Correlation	.309	1	.108	.040
	Sig. (2-tailed)	.085		.556	.827
	N	32	32	32	32
CONTROLLING	Pearson Correlation	.350*	.108	1	**.899****
	Sig. (2-tailed)	.049	.556		**.000**
	N	32	32	32	**32**
SUCCESS	Pearson Correlation	.195	.040	.899**	1
	Sig. (2-tailed)	.284	.827	.000	
	N	32	32	32	32

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Concerning the relationship between planning and the success of KCPP project, the study revealed sig. value of 0.284 which is above the acceptable limits of 0.05 at 95% level of

significant. This implies that there is no significant relationship between planning and project success. On the side of controlling function and project success, the results revealed a sig. value of 0.000 which is below the acceptable limits of 0.05 at 95% level of significance. This therefore implies that there is a very strong relationship between controlling function and project success. On establishing that some of the variables yielded statistically significant results, the study sought to rank these variables in order of strength in their determination of project success.

4.6 Multiple regression results

The multiple regression results were computed following the multiple regression linear model of Y= mx + c, where Y is the dependent variable, x the independent variable, c is the constant and m the changes in the independent variable. Below in the table are the results starting with the model summary:

Table 16: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. value
1	.361[a]	.131	.071	.58992	.131	2.177	2	29	.132
2	.908[b]	.825	.792	.27928	.695	34.464	3	26	.000

a. Predictors: (Constant), work experience of respondent, highest level of education of respondent

b. Predictors: (Constant), work experience of respondent, highest level of education of respondent, PLANNING, EXECUTION, CONTROLLING

The results revealed a sig. value of 0.000 at 95% level of significance. These indicate that all the project management functions (planning, execution and controlling) put together have a very strong and positive effect on KCPP project success. Further below are the coefficients of results presented in the table:

Table 17: Coefficient of results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.652	.440		8.305	.000
	highest level of education of respondent	-.070	.040	-.324	-1.776	.086
	work experience of respondent	.204	.127	.293	1.604	.120
2	(Constant)	1.691	.583		2.901	.007
	highest level of education of respondent	-.005	.021	-.025	-.262	.795
	work experience of respondent	-.013	.068	-.018	-.187	.853
	PLANNING	-.141	.107	-.123	-1.312	.201
	EXECUTION	-.043	.157	-.025	-.271	.788
	CONTROLLING	.750	.078	.944	9.676	.000

a. Dependent Variable: SUCCESS

As a conclusion, coefficient of results above revealed that only controlling with sig. value of 0.000 at 95% level of significance revealed statistically significant results. This implies that controlling has a very strong positive effect on KCPP project success. This could be followed by planning sig. value 0.201 and lastly execution sig. value 0.788 whose results were not significant at all.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of findings in chapter four, conclusions, recommendations made, contribution of the study and areas for further research.

Summary

The major findings of this study were that among the three project management functions studied, only controlling had a strong significant relationship and effect to project success.

5.1 Discussion of findings

This section discusses the results of the research. Discussions are presented objective by objective based on the findings in chapter four.

5.1.1 Contribution of project planning to the success of the Katine Community partnerships project

Pertaining project planning, the study revealed a very weak relationship. This study is in agreement with Weaver (2002) who observes that it is not only planning per say but the power of regular updates that contributes to the project success by motivating and giving direction to the project team, aiding in identifying and solving problems and above all open up a communication path for the project team. This study further agrees with Zwikael & Globerson (2006) who argue that performance ranking on project's success that was found among industries was attributed to the level of quality of planning not merely planning.

Meanwhile Zwikael & Globerson (2006) further argue that performance deviation among the industries is probably due to the difference in the nature of their operations not particularly planning. They affirm that while construction and engineering companies are project oriented, as most of their work involves initiation and execution of new projects, production and maintenance organizations are engaged mostly with day-to-day operations, and their planning is oriented to that rather than to project planning.

5.1.2 Execution and success of community development projects

The results of this study revealed that execution does not significantly contribute to project success. The results of this study is in disagreement with Emerson (1917) who suggest that the basic issue in execution is allocating or assignment of tasks or jobs to machines or work crews, usually by a central authority and that this contributes to project success. Much as PMBOK guide (2004) write that the work of project execution is a core management function and the project management team headed by the project manager play an instrumental role in authorising the project requests, this study revealed contradicting results.

One dimension of execution as revealed by Kerzner (1998) is verbal work authorization. He asserts that the power to verbally authorize requests and ensure that activities are implemented is very important for the project to succeed within the time, cost and scope constraints. This study on the other hand is not in support of this argument. Much as PMBOK (2004) supports Kerzner (1998) that work performance information about the completion status of the deliverables, and what has been accomplished, is collected as part of project execution and is fed into the performance reporting process and the project is rated as a success or a failure, this study is not in support of the submission.

Another dimension of execution as suggested by PMBOK Guide (2004) is written work authorization. It argues that project execution also requires implementation of approved corrective actions that will bring anticipated project performance into compliance with the project management plan. It states that written authorization will ensure that the paper plan implemented as planned with no variance hence leading to the success of projects. This study however contradicts the finding.

5.1.3 Contribution of controlling to project success

The study revealed a strong positive relation and therefore contribution of controlling to project success. Meanwhile PMBOK (2002) guide divides controlling into two core processes of performance reporting and overall change control. It adds that controlling based on performance reporting helps to make corrections for the executing processes, and based on the overall change; changes are prescribed for the planning processes and this therefore leads to project success.

Moreover the results are in agreement with thermostat model by Ogunnaike & Ray (1994) that states that feedback control contributes to the overall project success due to the fact that project team members are fully energized. This model promotes a feedback mechanism which helps to check whether the project is achieving the intended objectives as well as percentage achievement. In so doing the measure of success of the project is on a check and balance state which helps the project implementers to remain focused.

Additionally PMBOK guide (2004) argues that the Monitor and Control Project Work process is performed to monitor project processes associated with initiating, planning, executing, and closing. Corrective or preventive actions are taken to control the project performance and

therefore project success is assured. It supplements that continuous control and monitoring gives the project management team insight into the health of the project, and identifies any areas that can require special attention.

5.2 Conclusions

Based on the study findings and discussions, the following conclusions were made objective by objective:

5.2.1 Contribution of project planning and the success of projects

The first objective sought to find out how planning contributes to project success. The study concludes that there is no contribution of planning to the success Katine Community partnerships project.

5.2.2 Execution and the success of projects

The second objective was to assess whether execution contributes to project success. The study concludes that execution alone does not necessarily contribute to the success of the Katine Community partnerships project.

5.2.3 Controlling and project success

The third objective was to examine the contribution of controlling to project success. The study concludes that controlling is the strongest contributor to the success of the Katine Community partnerships project.

5.3 Recommendations

These were aligned to the objectives of the study. From the fore going conclusions, the researcher made the following recommendations pertaining the contribution of project management to the success of community development projects in Soroti district with a case study of the Katine Community Partnerships project:

5.3.1 Project planning and the success of community development projects in Soroti district

Pertaining planning management function, the study recommends that project management team should critically pay attention to the quality of planning by putting into consideration the steps below:-

- Involve the Right People in the Planning Process (project stakeholders)
- Write Down the Planning Information and Communicate it Widely to all stakeholders
- Goals and Objectives Should Be SMARTER
- Build in Accountability (Regularly Review Who's Doing What and By When?)
- Note Deviations from the Plan and Replan Accordingly
- Evaluate the Planning Process and the Plan
- Realize that the Recurring Planning Process is at Least as Important as the Plan Document
- Ensure the Nature of the Process is Compatible to the Nature of Planners
- Acknowledgement and Celebration of Results

5.3.2 Execution and project success

Concerning execution, the study recommends that project management team should not manage execution in isolation since it is part of the project lifecycle. Therefore there is need for the project manager during execution to utilize all the plans, schedules, procedures and templates that were prepared and anticipated during prior phases. Moreover the project manager and team members need to be aware that there are unanticipated tasks and situations that may also need to be dealt with and therefore calls for vigilance among team members to scan through the entire project environment.

Where the project manager must manage changes to the project scope and schedule, implement quality assurance and quality control processes according to the quality standards and manage costs as established in the project budget.

5.3.3 Control and project success

Since control was the most contributor to project success, this study makes the following recommendations: Project manager and team members should consider this project management function throughout the project lifecycle. The project manager and team members should utilize a risk management plan prepared in the previous phases and develop and apply new responses and resolution strategies to unexpected eventualities.

5.4 Limitations of the study

The major limitation of this study was that the geographical location was far away from the researchers place of work. This was mitigated by hiring a room nearby to cut down travel costs. Moreover the respondents had low literacy levels to comprehend instruments designed in English. This was curbed by translating the items into the native language.

5.5 Contribution of the study

The findings of this study have several contributions to the present literature. First, this study contributes to the already existing body of knowledge in areas of project management functions and the success of projects. It further contributes that the project management function are mutually non exclusive for they should be manipulated together to achieve project success.

5.6 Areas of Further Research

From the study, future researchers should enrich the findings of this study by carrying out and establishing other project management functions other than the ones undertaken in this study.

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Appendices

Appendix 1: Questionnaire

A STUDY ON THE PROJECT MANAGEMENT FUNCTIONS AND SUCCESS OF COMMUNITY DEVELOPMENT PROJECTS IN SOROTI -ACASE OF KATINE COMMUNITY PARTNERSHIP PROJECT.

Project management has several functions of initiation, planning, execution , controlling and closing. The study will concentrate on the three core project management functions of planning, execution and controlling while project success is the ability of the project management team to perform the above functions within the estimated time, required budget and covering the required scope.

All information will be treated with confidentiality. To guarantee anonymity and confidentiality. Please do not write your name or any identifying marks on the questionnaire

SECTION A: About yourself.

Please respond to the following questions by placing a tick after the appropriate response. If you do not find an exact answer, please choose the response closest to your choice. Circle the appropriate response.

1. Age

1. 20- 25 years
2. 26-30 years
3. 31-35 years
4. 36- 40 years
5. Above 40 years

2. Gender

1. Male
2. female

3. What is your highest level of education

1. O’level education

2. A’level education

3. Certificate

4. Diploma

5. Degree

6. Postgraduate

7. Masters

8. PHD

9. Others

4.What is your Marital status

1.Single

2.Married

3.Widowed

4.Divorced

5.Others

5.What is your working experience

1.less than 1 year

2.1-2 years

3.3-4 years

4.above 5 years

6.What category did/does your position belong .

1.Operations

2.Lower management

3.Middle management

4.Top management

5. Senior management.

6. Others

For Section B-G ,Please indicate how much do you agree or disagree with each of the following statements about project management .Tick one space for each question

Strongly Agree(5),Agree(4),Not sure(3),Disagree (2), Strongly Disagree (1)

IV-INDEPENDENT VARIABLE.

	SECTION B:PLANNING	5	4	3	2	1
1	Good planning contributes the success of KCPP					
2	Poor planning affect the success of KCPP					
3	Planning has a relationship with success of KCPP					
4	Scope planning is necessary for success of KCPP					
5	Scope planning informs the core of the kind of activities to be implemented to achieve the success of KCPP					
6	Scope planning is not necessary for success of KCPP					
7	Activity duration estimating is essential for success of KCPP					
8	Activity duration is not necessary for success of KCPP					
9	Cost estimating is during planning essential for success of KCPP					
10	Cost estimating during planning is not Necessary for success of KCPP					
	SECTION C:EXECUTION					
11	Execution management function has to be strong for the success of KCPP					

12	Execution management function can be weak and KCPP will succeed					
13	Execution management function has to be done by the KCPP project manager					
14	Execution can be done by any other staff					
15	Execution management function is only verbal					
16	Execution management function is only written					
17	Execution is both verbal and written					
18	Verbal work authorisation is good for KCPP to succeed					
19	Verbal work authorisation is effective for success of KCPP					
20	Verbal work authorisation does not have to be effective for Success of KCPP					
21	Written Work Authorisation is not good for the success of KCPP					
22	Written work authorisation is very effective for the success of KCPP					
23	Written work authorisation does not have to be effective for the success of KCPP					
	SECTION D: CONTROLLING					
24	Controlling function of management is necessary for success of the project					

25	Performance reporting is a good tool for the success of KCPP					
26	Performance reporting is not a good tool ensure success of the project					
27	Overall changes in the project is good for the success of KCPP					
28	Overall changes in the project is very effective for the success of KCPP					

DV- DEPENDENT VARIABLE

	SECTION E:SUCCESS OF KCPP.	5	4	3	2	1
29	Timely work planning contributes to the success of the project					
30	All activities need to have a start and finish time for the success of KCPP					
31	A project is successful when completed within the time					
	A project can be successful even when it takes a long time than planned					
32	A successful project is one which covering the entire planned scope					
33	Covering the scope is necessary for the success of a project					
34	A project which can be success full even when it does not cover the scope					

35	A successful project is one completed within the planned budget					
36	Budget estimating is necessary for the success of a project					
37	Budget estimating is not necessary for the success of a project					

MV-MODERATING VARIABLE

	SECTION F:**STAFF WORK RELATIONSHIPS**	5	4	3	2	1
39	Staff work relationships affects the KCPP projects negatively and positively					
40	Poor staff work relations ships affects the success of KCPP					
41	Good staff work relationships contributes positively to the success of KCPP					
42	Poor staff work relationships delays activity implementation					
42	Poor staff works relationships compromise the quality of work					

Appendix 2: Interview guide

1 What is management according to you

2 What is project success according to you

3 What are some of the management functions you consider very important

4 Why do you consider them important

5 Do you think management functions influence the success of a project yes/No

6 In your opinion what role does the planning function of management play in the success of projects

7 How does good planning contribute to the success of projects

8 How does poor planning affect the success of project

9 In your opinion what role does the execution function of management play in the success of projects

10 How does good execution contribute to the success of projects

11 How does poor execution affect the success of project

12 In your opinion what role does the controlling function of management play in the success of projects

13 How does good controlling contribute to the success of projects

14 How does poor controlling affect the success of project.

15 Is finishing the project on time planned defined as success of a project yes/No

16 if yes why do you think is a good measure of success

17 Is finishing a project within the required scope defined as success of projects yes/no

18 If yes why do you think is a good measure of success

19 Is finishing a project within the planned coat defined as success?

20 If yes, why do you think is a good measure of success

21 In your opinion, does staff work relations influence the success of projects yes/No

22 What are the most delicate work relationships that need attention to ensure success of projects (supervisor –supervisee, colleagues, stakeholders)

23 How does good staff work relationships contribute to the success of projects

24 How does poor staff work relationships affect the success of project