

**FACTORS INFLUENCING ADOPTION OF PROJECT MANAGEMENT
METHODOLOGY ON UNITED NATIONS OFFICE FOR PROJECT
SERVICES: A CASE OF INFRASTRUCTURE PROJECTS
IN KAKAMEGA COUNTY, KENYA**

BY

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**A Project Report Submitted in Partial Fulfillment of the Requirements for
the Award of the Degree of Master of Arts in Project Planning and
Management of the University of Nairobi**

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DECLARATION

This project report is my original work and has not been submitted for any award in any other university.

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DEDICATION

I dedicate this study to my wife Barbra Linda and our two little twins, Darren and Darrel, with whom I get the inspiration to wake up every single day to handle challenging tasks brought by a new dawn. I also dedicate this to my Mother Wilkister Odiembo who taught me that all manner of success are hidden in books “knowledge through books is all you have to change the world”

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LIST OF ABBREVIATIONS AND ACRONYMS

PMM:	Project Management Methodology
UNOPS:	United Nations Office for Project Services
SDGs	Sustainable Development Goals
UNICEF:	United Nations International Children's Emergency Fund
NGO:	Non-governmental organization
UN:	United Nations
UNDP:	United Nations Development Program
UNESCO:	United Nations Educational, Scientific and Cultural Organization
SPSS:	Statistical Packages of Social Sciences
PMBok:	The Project Management Body of Knowledge
PRINCE 2:	Projects in Controlled Environment
SDLC:	Software Development Life Circle
NPM:	New Public Management
PMO:	Programme Management Office

ABSTRACT

The purpose of the study is to establish factors influencing adoption of project management methodology on United Nations office for project services with special focus on infrastructure projects in Kakamega County, Kenya. The study encapsulates research problem in the objectives which are as follows; to determine whether support from top management influences adoption of project management methodology on UNOPS, to establish how organizational Structure influences adoption of project management methodology on UNOPS, to highlight how cross-functional teams influences adoption of project management methodology on UNOPS and to establish the role of organizational culture in influencing adoption of project management methodology on UNOPS. The study adopted a mixed method approach employing a descriptive survey and phenomenological research design. The population of the study was 71 participants who are directly involved in the adoption of project management methodology on UNOPS. The research used census when undertaking the study. Interview guide was used to collect data from 6 county government officials, 3 from contractors and 4 at the National Ministry of Health while questionnaire was used to collect data from 58 UNOPS personnel. UNOPS personnel consisted of those who are directly engaged in the implementation of infrastructure projects in Kakamega County. The literature review covered the adoption of project management methodology, support of top management on adoption of project management methodology, Cross-functional teams in project management methodology, organizational structure in project management methodology and organizational culture on project management methodology. A set of questions were developed to assess the opinions about each variable. The analysis of the data was done using Statistical Package for Social Sciences (SPSS). The information was analysed, presented and interpreted using tables showing relationships, or lack thereof. Finally, the researcher made a summary of his findings, like, majority of the respondents at 53.8% have heard of PMM hence it is an approach, which is not unique to them. These findings indicate that majority of the respondents agreed that organization culture influences successful adoption of PMM in UNOPS infrastructure projects as 53.4 % admitted to a great extent and 34.5 % admitted to a very great extent. The Recommendations are that infrastructure development in institutions and organisations in Kenya should be a joint venture project and should be done in collaboration with partners like UNOPS with strong project management expertise. From findings of the study, it is acknowledged that infrastructure development should cut across key teams in the organisations like project management team, design unit and project support team to enhance its success. It is crucial to engage all key stakeholders in the organisation in case of project implementations since it was realised from this study that staff turnover is quite high hence the need to train more on infrastructure development and PMM adoption strategies. This study suggests that another research be carried out on use of PMM in other projects apart from infrastructure that are implemented through private public Partnership in County governments in Kenya as well as how other international non-governmental organizations can tailor various existing project management methodologies to help in delivering their mandates.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Global changes brought about by technology and globalization has brought numerous changes to organizations and other institutions, which they must amend to succeed. A myriad of organizations have been forced to design, adopt and implement unique business ideas and strategies of implementing them in order to remain relevant (Srivannaboon and Milosevic, 2006). Most organizations have enhanced the use of management methodologies in their daily operations that has resulted into improved ability to plan and execute (Brancheaum and Wetherbe, 1987). In most organizations, managers are for the opinion that, to remain relevant and competitive, they must implement good project management practices in organizations.

According to Bryvolfssan and MacAfee (2016), the fourth industrial revolution will have verified a comprehending and profound influence in its size and peculiarity and the expected transformation is something that humanity has not experienced before. Robots will perform 10% of the jobs, labour markets will be disrupted thus reducing labour costs will be a priority. Organizations must therefore adopt ways of ensuring efficiency and creativity to ensure delivery is within schedule, scope and cost.

Jurison (1999) noted that, the main reason for undertaking project management in any setting is to ensure that the deliverables are within identified schedule, scope and budget. Researchers have proved that close to 40% to 50% of the implemented projects do not adhere to the set original budgets and in some scenarios exceed by 200% (Robey and Keil, 2001). A study by Standish Group International (2014), recorded that out all the projects they surveyed, only 29% were successful in terms of being delivered within the set constraints of cost, time and scope with 18% of such initiated, failing to kick off, cancelled after initiation or successfully implemented and delivered but never used.

According to Turner and Simister (2000), a methodology can be delineated as an approach that can be used to structurally implement and deliver projects; and entails various defined processes with each set having defined activities and resources to support. In most cases, a project Management Methodology (PMM) helps the organization to identify some of the best practices

with regards to project management, reduces duplication of work by utilizing pooled resources, enhances internal and external communication, knowledge sharing, documentation and training (Clarke, 1999).

The Project Management Body of Knowledge (PMBok) and PRINCE 2 are generally regarded as a best practice PMM for infrastructure and construction projects, and is often adopted or adapted by organizations (Zielinski, 2007). Kerzner (2001) noted that, the PMBoK and PRINCE 2 are too rigid, and proposes that organizations adopt and tailor PMM that is sufficiently flexible to support all projects. This may seem labour intensive, but he points out that the time invested in PMM development would depend on the typical size and nature of projects implemented, market competitions and functional boundaries (ibid). Payne and Turner (1999) further supports Kerzner's and stated that, there is high rate of success when procedures are tailored in project management compared to where consistent procedures are adopted irrespective the project type and size. Rozenes (2011) posits that some of the best organizations in the world are adopting PMM as a "way of working," and not adopting them as just another methodology or a tool.

According to Wilton (2005), in the era of global demands and uncertain changes in the society, which requires radical human understanding and action for accountability and transparency in all operations undertaken in all organizational step-ups and startups, and in dealing with different stakeholders, characterized by many players, some political PMM is best suited for use. Crawford and Helm (2009) noted various benefits of implementing PMM: First, there is enhanced accountability and transparency, consistency in delivery and increased control. Secondly, better risk management and efficient and effective management of public funds, thirdly, better staff morale and satisfaction in delivering value to the public and lastly ,effective approach to mitigate political risks on adverse media coverage (Ronald, 2000).

Shenhar and Thamhain, (2007) noted that, when a management adopts project management methodology/framework during projects implementation, there is ease with regards to resources identification, clarity of scope, enhanced performance, improved accountability and focus on the project outcomes and benefits to be achieved. According to Eve (2007), adoption of project management methodology can help the institution or individuals plan and control projects hence increasing the chances of delivering within budget, schedule and as per the set scope, hence, the

need to utilize project planning method as a reliable tool for efficiency and effectiveness in project life cycles.

Globally, international institutions and networks have come together to implement and deliver various projects in different countries with success or at times with failure (Summer 2000). Infrastructure projects have been one of the top agenda for organizations and other stakeholders. Researchers have noted that Amsterdam is a very good place to discuss the importance of infrastructure. Netherlands has always been known to owe its wealth to trade. But you can just as well argue that the Netherlands is the ultimate example of the triumph of efficient, sustainable infrastructure. The dikes, the sea- and airports, the transformation of Amsterdam from a wet bog to a world city, the canals and roads; these are all examples of how essential infrastructure investments are not only for a country's economic growth and well-being, but also for its direction in history and its identity.

Turner and Sinister (2000) stated that the success of a project is dependent on the level of best practice adopted. Payne and Turner (1999) significantly noted the project management adopted in the implementation of projects is unique to each implemented project. Kerzner (2001) however believes that the best way to increase the success rate of projects delivered is to adopt a project management methodology that can be used in the implementation of all projects within the organization. This does not only ensure high rate of successful delivery but also consistency.

A number of organizations have adopted practices from some of the existing standards like PRINCE2 and PMBok. This is however limiting due to the uniqueness of projects and the delivery requirements (Zielinski, 2007). A methodology that is developed and tailored to the organization also varies and the time required to develop the same is different due to different project size, nature, number of areas to be covered and the organization expectations as well (Kerzner, 2001) hence, the need for UNOPS to adapt the methodology that suits them in their infrastructure projects.

The Sustainable Development Goals (SDGs) are aligned to realizing the importance of infrastructure. Almost all the 17 SDGs have an aspect of Infrastructure development. UNOPS, which is the major focus for this study is the United Nations specialized Agency mandated by the United Nations General Assembly to be a one stop shop for other United Nation Agencies and

International partners to support with contract management, procurement, infrastructure development and civil works among others. In Kenya, UNOPS presence has had been in the country since 1995 with support provided in several areas related to infrastructure, civil works, procurement, human resource services and other advisory services. The Nairobi team provides logistical supports to partners in about 17 countries in Africa including Kenya. (UNOPS 2018)

UNOPS is engaged in several activities like supporting UN Mine action in Somalia, improving Uganda's health sector by procuring much-needed medical equipment, undertaking rehabilitation services in Mombasa Kenya among others. UNOPS works to provide practical solutions to assist its partners with building better and more sustainable results (UNOPS 2018). In Kenya which is major focus for this study ,UNOPS has an ongoing projects under United Nations International Children's Educational Fund (UNICEF) which includes rehabilitation of clinics in different Counties like Kakamega, Homabay, Nairobi, Laikipia, Samburu, Kilifi and Garissa. Project two is construction of refugee camps in Kakuma, rehabilitation of oxygen and X-ray Centres in various clinics in Nairobi among other projects which it is engaged in with several other partners.

1.2 Statement of the Problem

Infrastructure is key to sustainable growth and development globally. However, this is not always the case; many countries in Africa and other developing countries still lack comprehensive infrastructure development plans that are capable of satisfying the needs of the population and the community demands for sustainable use (Ncube and Lufumpa, 2016). Infrastructure investments normally face a lot of challenges in middle income economies like assessing risk accurately, Improving the project pipeline by shortening and strengthening the project-planning phase of infrastructure, Strengthening regulatory and planning capacity of local and national governments, Increasing political stability and accountability. National resource mobilization through taxes and private sector will be a major boost to infrastructure development in developing economies but it may not be the immediate drive. The need for various infrastructure projects in several settings underscores the need for a better methodology that helps in the effective delivery of the same (Tiwana and Keil, 2004).

Most governments like the Kenya government provide framework conditions for private sector investments (UNOPS, 2018). National and County governments may work with the UN to secure

a successful implementation of the Vision 2030 in securing inclusion of all in the development process. It is in this context that the National governments can work with the United Nations (UN) whose role in these efforts is focused on UN values such as sustainability, capacity building and inclusion and to secure a successful implementation of infrastructure projects in developing countries. These projects play important aspects in serving the needs of the majority of the population who are needy. UNOPS, the United Nations Office for Project Services and the major focus for this study, is particularly suited to build new partnerships, and to play a role in harnessing private sector investments for sustainable development and infrastructure development (UNOPS, 2018).

To deliver their mandate of expanding implementation capacity across peace and security, humanitarian, and development efforts, and through its project services including infrastructure, procurement, project implementation and since UNOPS became a separate, self-financing entity within the UN development system from 1995 UNOPS partners with governments and other UN agencies, foundations and businesses to achieve their objectives (UNOPS mandate and Reforms). For the year 2017, UNOPS maintained operations in more than 80 countries with recorded project delivery worth \$1.4 billion (UNOPS, 2018). UNOPS has a strong, local presence and partners call them to bring the best management practice, expertise, help reduce project related risks, enhance the quality of delivery, and improve effectiveness besides improving project delivery speed. UNOPS has strategically positioned itself as a center of project excellence within the UN system. However, despite all these, UNOPS still need to use project management methodology as it applies in project circle to enable its infrastructure development (UNOPS, 2018). It is in this context that this study established factors influencing adoption of project management methodology on United Nations office for project services within the infrastructure projects implemented in Kakamega County, Kenya.

1.3 Purpose of the study

The purpose of the study is to establish factors influencing adoption of project management methodology on United Nations office for project services with a focus on infrastructure projects in Kakamega County, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives

1. To determine how support from top management influences adoption of project management methodology on United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya.
2. To establish how organizational Structure influences adoption of project management methodology on United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya.
3. To highlight how cross-functional teams influences adoption of project management methodology on United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya.
4. To establish how organizational culture influences adoption of project management methodology on United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya.

1.5 Research Questions

1. What is the effect of support by top management on the adoption of project management methodology on United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya?
2. What is the effect of organizational Structure on adoption of project management methodology on United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya?
3. How do cross-functional teams influence adoption of project management methodology on United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya?
4. What is the role of organizational culture in influencing adoption of project management methodology in United Nations Office for Project Services infrastructure projects in Kakamega County, Kenya?

1.6 Significance of the Study

This research may be beneficial to the development sector globally since it may provide insight on the factors that influence adoption of project management methodology in the implementation of projects by international Non-Governmental Organizations like UNOPS.

This study may similarly be valuable to policy makers in Kenya especially those dealing with infrastructure projects and other countries in identifying gaps in policy formulation as far as project management methodology in the implementation of projects by international bodies is concerned.

This study may also help fill research gaps on the area of project management methodology in implementation of projects by NGOs and other international bodies.

Researchers, scholars and academicians may use this study as a literature source as well as forming a basis from which future studies may be conducted in the area of project management methodology in the implementation of projects by international organizations and partners.

1.7 Limitations of the Study

The researcher might face challenges getting some of the targeted participants to respond to questions on the questionnaire. The duration of this study could also be limiting to reach all the targeted population and collect the necessary data required. Finance could also be a constraint in this study, as it requires a lot of travel.

As a solution, the researcher already approached a number of the respondents with most of them reiterating their support about providing their answers. As the participants were already aware of the study, the data collection was completed within the stipulated timelines. Finally, the researcher managed to mobilize the required resources smoothly.

1.8 Delimitation of the Study

This research focused on the factors influencing adoption of project management methodology on UNOPS with a special reference to Infrastructure projects implemented in Kakamega County in Kenya hence the findings of this study cannot be generalized to other countries or other international bodies adopting project management methodology in the implementation of infrastructure projects. It is as well likely that different researchers might have different

interpretations of the provided data, which might add to research bias on the interpretations. Since it was a descriptive survey study, it was only limited to Project Management Methodology in the Implementation of Projects by UNOPS in Kenya. The study is as well delimited to the following variables; organizations support, organizational structure, cross-functional teams and organizational culture.

1.9 Basic Assumptions of the Study

The study assumed that;

The respondents were available and would answer the questions as required; that data collection instruments were valid and would measure the desired variables; that the respondents were conversant with the work and factors that influence implementation of PMM in infrastructure projects by UNOPS in line with its their mandate.

1.10 Definition of significant terms used in this study

Community development: According to the United Nations, it as a process where members of the community come together and collectively act and create solutions to communal problem.

Culture: Is defined as the collective programming of the perception of an individual that distinguishes how one group is distinct from the others or it is essentially a product of shared values, attitudes, competencies and patterns of behavior that determines the commitment to safety and well-being within the company.

Finance: It is the monetary and non-monetary aspect needed in a project for its implementation as well as sustainability.

Management: This is defined as the coordination and the organization of various activities of a project or business in order to achieve specific set objectives.

Implementation of Projects: This is the logical execution of the project. This is the phase where the plans and visions are actualized.

Infrastructure Projects: Refers to basic physical systems of a business or nation transportation, communication, sewage, water and electric systems .They are all high-cost and are vital to a country's economic development and prosperity.

Organizational Structure: This is a well-defined system that outlines various activities that are directed with the view of achieving an organizational goal. It determines how information flows.

Project Management Methodology: This is delineated as a combination of logical processes methods and practices that dictates the best practice with regards to planning, developing, controlling and delivery of projects through to logical conclusion.

1.11 Organization of the Study

This study is structured into five chapters that are highlighted as Chapter One to Five. Chapter One is the introduction to the study. It exhibits the study background, statement of the problem, purpose of the study, the study objectives, research questions, and significance of the study, basic assumptions, and limitations and delimitations of the study. Chapter Two presents the review of literature, which looks at factors Influencing Adoption of Project Management Methodology on UNOPS. The chapter presents a review of existing literature with regards to project management methodology. Besides, the theoretical framework in which theory of project management methodology is reviewed in relation to the study and the conceptual framework. Chapter Three presents the study design, the target population, data collection techniques, validity and reliability of the research instruments, sampling and procedures and data collection and analysis. Chapter Four contains data analysis, presentation and interpretation. Lastly, Chapter Five gives a summary of the findings, discussions, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives a brief review of literature in the area related to research investigations. Various research studies that are reviewed helped in designing the study but also thwart scholarly potential pitfalls. Literature for this study is sourced from secondary sources. An illustrative analysis of the literature related to the current work is done by referring to a large number of publications including journals, encyclopedias, books, abstracts, and national level publications. The study also had theoretical framework based on Theory of Project Conceptualization, Planning, Management and theory of Control and finally the conceptual framework.

2.2 Adoption of Projects Management Methodology

Project management has become a key element in managing organizational affairs. According to Hill (2009), business in the recent past have organized their operations within the project management processes with the aim of ensuring that required outputs are delivered within scope, cost, schedule and within the required and acceptable quality. It is therefore important to adopt a methodology within the organizational management to achieve this synergy.

The required synergy is already present in a number of the organizations; however, the adopted processes are not only uncoordinated but uncontrolled. Businesses must appreciate that the investment injection should yield a maximum value back to the organization. To ensure maximum yield, organization must tailor its processes within the adopted project management methodology.

According to Charvat (2003), methodology is delineated as combined principles and guidelines that can be tailored to a specific organizational situation. It entails checklists, required templates, adopted approach used during the projects lifecycle. Kerzner (2011) presents a number of benefits to an organization when a better project management methodology is adopted, including; reduced project implementation cost, deliverables within the set constraints; increased chances of project success; reduces projects risks; enhanced decision making; improved clients satisfaction; captures best practices amongst others. However, management should encourage PMM as a best practice in project management and not quick fix to deliverables.

Terlizzi, de Souza Meirelles, and de Moraes (2016) acknowledges some of the challenges that the organizations might face when attempting to adopt a methodology within the operations. Some of the barriers they submit includes; lack of knowledge on PMM, lack of commitment from the management, cultural and organizational barriers especially on replacing organizational habits and lack of enough resources. They noted as well that senior management should create an environment that supports the implementation of project management methodology.

2.3 Support of top management on the adoption of project management methodology

In any organizational setting, management is quite important (Kerzner, 2001). One of its key mandates is the management oversight: the importance of top management and key leaders' involvement and oversight in establishing a PMM in an organization—not to mention its maturity. Crawford (2006) stresses that it is important that management demonstrate an active interest in monitoring and measuring project performance and making the project manager responsible for the outcomes and accomplishments.

If the Project Management community in the organization observes lack of interest from the management and realizes that no one is held responsible for project performances, an unwritten signal is sent to them that the organization does not support the establishment of a PMM or perhaps PM in general in their organization (Eve, 2007). Therefore, it is advisable that, top management should use the data, which is being disseminated by the PM community, to the improvement of the overall performance of the organization. In their study, (Kerzner, 2001) and (Eve, 2007) identified a myriad of reasons as to why most organizations and institutions try to adopt a relevant project management methodology in the delivery of various projects. The study posits that the main driver in most of the organizations that implement PMM is the desire by the top management to have a methodology and an approach that is consistent and addresses the required organizational needs. As a result of this; management did not only offer the required resources in terms of time and money but also their experience advise to ensure successful implementation; consistent with the literature (Milošević and Iewwongcharoen, 2004).

According to Ozmen (2013), customizing project management methodology requires huge investment in terms of time and money besides human resource. Contrary, for the small organizations, the desire to adopt a methodology is often the desire of the project manager to

improve project management ability and efficiency but also to enhance knowledge about project management (Kendall, 2009). Other studies also suggest that, a number of project managers or heads have a massive influence on the management when it comes to adopting best project management practices; therefore getting a project manager who is also keen on improving skills about project management besides delivery is an asset to the organization (Milošević and Iewwongcharoen, 2004).

According to Yeo, (2002) Project Methodology is not specific to one specific skill category. It is an odd mix of skills, including technical, leadership and management, which few people naturally exhibit. Therefore, continued learning and development of such skills are necessary since investment in infrastructure and innovation are crucial drivers of economic growth and development (Nations Development Programme, SDG 9 Industry, innovation and infrastructure).

The body of knowledge in these skills continuously evolves, and new skills also crop up from time to time; therefore, project managers need to refine and renew their skill set on a continuing basis. In line with the project manager being held responsible, Muller and Turner (2007) also insists that management needs to clearly define the project manager's role and authority in definitively communicating to all concerned within the organization set up. Thereafter, they must back up the project manager to help avoid the interference which would undermine the former's authority. The project manager's job must be seen by all "to be important and to be considered so by top management" (Payne and Turner, 1999).

A number of the current projects cannot adopt the traditional SDLC project development approach given that the expected product cannot be documented and specified at the beginning (Wallace, Keil and Rai 2004). Similarly, the agile approach can as well not be adopted given that it might be difficult to develop the bite-sized outputs at very basic regular intervals to improve the expected product (Milošević and Iewwongcharoen, 2004). This as well affects some IT related projects, which are ill suited for the agile approach since there is some level of control and high discipline that is required. Therefore identifying and choosing the right methodology at the beginning is necessary when the projects were to be successfully implemented.

Talukder and Quazi (2010) hold that recent reforms in various sectors of the economy and the public sector worldwide have undergone a "new public management" initiatives. The main focus

of the new management initiative is to enhance the quality of deliverable to the public besides reducing the public service force. Best practices from UN bodies have been adopted by local and County governments to achieve this. One such main practice is competitive tendering, which has led to a number of public service delivery given to the private sector. The implication is that some of the major technical work that local and County governments possessed are likely to be discarded. Researches have noted that, public servants have moved from being technocrats to mainly managers who undertake contract management within ministries. By International bodies like UNOPS implementing projects using the project management methodology, the benefits include enhanced accountability and transparency, greater consistency in delivery, increased control, better risk management and more efficient and effective management of public funds, as well as better staff morale and job satisfaction (Firth and Krut 1999).

According to Piderit (2000), public sector managers need to be aware that there are ethical issues in the planning and implementation of public projects at all levels; as such, projects are generated because of public interest and benefit. Whilst they need to attend to public demand and interest, they also need to have an equitable balance in handling private sector personal/contractors that they oversee; making sure that distrust is not created with them. Public sector project manager needs to professionally manage project governance within complex rules and regulations while working in a generally politically hostile environment and downsized staffing conditions created by NPM movement (Kassel 2012). Additional challenges arise in the governance of projects when they are initiated as a result of strong political pressures. Maintaining professional standards and processes can be a struggle where stakeholders sometimes push to relax or abandon them altogether.

2.4 Organizational Structure and the adoption of Project Management Methodology

As a global implementer, UNOPS holds a strong belief that humanity conditions can be improved when projects are better managed. Adopting project management methodology helps in sustainable use of resources besides ensuring efficiency. UNOPS has a face in over 80 countries and manages projects and programmes of various sizes besides ensuring that they build capacity of the locals to manage such projects. Each project team has an approved management structure that ensures that delivery is within constraints. UNOPS believes in developing local solutions to help address the needs of the people. The bottom up approach adopted helps in ensuring that

projects are efficiently managed. UNOPS has years of engagement with locals on various humanitarian support and it brings a massive technical and an agile expertise required to deliver the activity within schedule, cost, quality and specifications (UNOPS, 2018). Given the complexity of projects UNOPS engages, it has adopted a complex project management structure that ensures that delivery is within schedule, cost and required quality (UNOPS 2018).

PMM can only succeed when there is a clear structure on how things should be implemented and who should implement it. UNOPS for example has an example of a structure whereby there is an executive office/country manager/director, Head of Program who is in charge of implementation and Head of Support Services with each representing the executive, senior user and senior supplier respectively (UNOPS 2018). With this structure, UNOPS is not only able to track implementation, but as well to ensure that enough resources are availed to help in the implementation of projects. The Project Manager who is responsible to the daily running and management of the projects reports to the Head of Programs who can substitute the Director as an Executive in the project Board.

According to UNDP (2017), poor infrastructure is a major hindrance to the business productivity by close to 40%. In Kenya, County governments do not focus on financial gains when they engage in projects but instead holds the traditional practice, exercised through a transparent, multi-stage procurement processes designed to look after and maintain public confidence. According to De Vries & Nemec (2013), there are two different demands on managers in the current public sector environment: firstly, the requirement to take control and have accountability (public and visibility); and secondly, to improve customer responsiveness, efficiency and to have economies of scale.

The first set of demands requires restoration and strengthening elements of bureaucracy. The second set calls for the adoption of better management tools such as lean management, innovation, cooperation and networks in order to achieve better efficiencies and customer responsiveness. Implementing PMM also falls in this realm. De Vries and Nemec (2013) have identified that such demands create challenges in terms of pressures of operating with multiple layers of stakeholders, regulation, self-governing and steering. Adoption of a PMM would be of relevance as a best management process (Sumner, 2000).

Lawton (2010) also discusses public accountability gaining relevance in the policies of sovereign countries and in studies by academics in the line of maintaining the ethical behavior of public servants. A framework such as a PMM embeds and fulfills governance requirements, which in turn assists in framing accountability to the public and private sector operations.

Organizations that intend to adopt PMM within the project delivery framework should ensure that there are relevant and necessary competencies within the organization (Andersen and Vaagaasar 2009). If there is a missing link, they should ensure that they pursue the same including engaging external stakeholders. This will not only enhance efficiency but as well improve internal appreciation of PMM. According to Warlei (2012), Personnel expected to champion PMM within the organization should have relevant skills and proper competencies in project management to enable them offer relevant support and guidance to other employees within the organization.

The management should as well undertake a skill matrix exercise so that they are aware of what is required to undertake proper implementation of PMM. For the successful implementation of PMM in any office, it is important to have a structure and team members that can advance the PMM agenda. According to Project Management Institute (2008) project/programme offices with a well-structured Project Management Office (PMO) are likely to adopt and successfully implement and tailor PMM in their operations. The management should therefore consider having a structure skewed towards adopting PMM. As mentioned in PRINCE2 principles, tailoring is the only way of ensuring that the adopted PMM addresses the required project needs. The project team should be able to tailor the tools, processes and stages in some of the methodologies like PRICE2 and PMBok when implementing projects (Project Management Institute 2008).

2.5 Cross-functional Teams and the adoption Project Management Methodology

According to Staw and Ross (1997), Public is characterized by a myriad of cross-functional teams that ensures efficient delivery of tasks and meeting the public expectations especially with the advent of new public management. Cross-functional teams are groups consisting of experts from different functions within the organization. In the public sector, the need for cross-functional teams was brought about by the idea of New Public Management (Lata and Michael 2012).

The label, “New Public Management” resulted from an emphasis that has emerged recently towards the complete transformation of the public sector originating in the United Kingdom in the

1980s and followed by European, Commonwealth and Scandinavian countries (Gomes, Yasin and Lisboa, 2008).

De Vries and Nemec (2013) identified two dimensions to NPM, one being the minimization of government, and the second being the attempt to improve the overall internal performance of the public sector. These authors noted that in order to achieve these aims, NPM was attempting to downsize the public service in line with neo-liberalism concepts. These left two alternatives for the reform of the public sector: to outsource work to the private sector or to improve the quality of delivery of public service. Profound changes have occurred in staffing, management and public services delivery because of the introduction of NPM (Lawton, 2010). Their understanding is that there should be lean interlinked functions within the sector that efficiently manage public operations. PMM stipulates clear roles for all the members who are involved in the management of the project. Cross-functional functions makes it easier to adopt PMM since each member of the team will understand the role to be played (Wysocki, 2011).

According to Dorsch and Yasin (1998), Public sector organizations now need to operate in a quasi-business manner, within a specific matrix of statements, which helps in defining the designing, management, planning and the function of the public sector. Pynnönen and Takala (2014) noted that NPM challenges the traditional bureaucratic framework, going on to say that values such as dynamicity, good service; effectiveness, innovation, flexibility, efficiency and economic achievement are appreciated in NPM. De Vries and Nemec (2013) thought these principles were too demanding and critical and that a demand to adopt such principles suddenly would lead the public sector to perform worse in comparison to the private sector. However, they also suggest that there is evidence that the majority of tools used in NPM, if effectively employed, would improve efficiency.

In the recent past, UNOPS team have indicated their capability to work with several investors many of them infrastructure, health, education and other priority areas as indicated by UN. The organization has expertise in different fields that enable it work closely with both the less developed, middle income and developed countries all together. The skill mix ensures efficiency and a solution oriented processes. Given the complexity, there is a clear need to bring in people from different areas, expertise skills to help in mapping investors and undertake analysis. The

cross-functional teams help in identifying the key priority areas, which are within UNOPS mandate (UNOPS, 2018).

According to Project Management Institute (2008), a project-based organization should be able to identify mix of expertise that not only helps in delivery but also monitoring and evaluation of the project impact. UNOPS has well-structured cross-functional teams that helps in delivery. In the recent past, there has been a consistent advocacy for various cross-functional teams for three main reasons; it improves integration and coordination, span the required organization boundaries and reduces cycle time when developing new products. Having people from different skill set aids in solving problems and leads to a better decision making (Light, Rosser, and Hayward, 2005). The team is likely to encourage the spirit of cooperation hence helping in addressing partner's needs besides meeting corporate goals.

According to Project Management Institute (2008), public sector project team members need to be accountable to a broad range of stakeholders, including those within the project team and government as well as those external, such as the public, special interest groups and the media. The cross functional teams should therefore be able to engage and understand the role each member plays in ensuring that the partners are satisfied. Adopting an appropriate methodology can increase the likelihood of successful project completion and also facilitate transparency and the accountability mechanism (Hurt and Thomas 2009).. The PMI goes on to note that everyone has the right to challenge public sector cross functional team members and a PMM offers an effective management process that provides the assurance to the stakeholders that resources are being effectively managed.

2.6 Culture and adoption of Project Management Methodology

According to Dent and Goldberg, (1999), many at times, some organizations are less structured, less bureaucratic, flatter and more employee focused. Employee effectiveness may be the single largest differentiator between the 'best' and 'not so best' organizations. Owing to this phenomenon employers have started to observe and perhaps even expect certain optional behaviors out of their employees which fall beyond the purview of specific job requirements and reward systems. These extra role behaviors tend to promote long service periods and those who perform them are known as good "organizational citizens." The industries have gone a monumental transformation since

the countries liberalization of 1991. The entire management and thinking process of people drastically changed over the last years (Jiang, Klein, Balloun and Crampton, 1999).

Shi (2011) noted that, organizations both small and large should embrace the culture of business transformations and learning with the aim of ensuring that employees adopt PMM as a way of organizations life and a learning guide and best practice of doing things. Cooke-Davies, Crawford and Lechler (2009) agreed with Shi (2011) and reiterated that organizations should have a clear path about career in project management within the organizations. The adoption of PMM culture needs to happen gradually, not radically (Firth and Krut 1999), which would lead to structural reorganization of the business. They have warned against radical change, stating that it would lead to tremendous anxiety on the part of employees, who would quickly realize that they need different skills and behaviors to what they have and that these would be in high demand and of value in the future of the organization. They identified four key steps for successful adoption of PMM by an organization; appraise the current status; identify gaps, development needs and barriers; and define goals to be achieve; establish centralized control of project activities; develop competence in staff ; make working on the project attractive to employees; relax centralized control, as project success is evident.

In line with the above, scholars have stressed that a formal appraisal method in traditional organizations does not appreciate or evaluate the contribution of the employee towards projects adequately, but captures only operational contribution. Reiterating this, Procca (2008) recommends for the appraisal system to be modified in order to identify and motivate potential project managers.

According to Project Management Institute (2008), organizations culture entails its norms, values and beliefs. Organizational culture can either be expressed explicitly or in some instances remain hidden to be part of the organization' implicit context. This can as well be part of the organization's life with a huge impact on decision-making. Organizations that have recorded high success project delivery holds similar culture that the management of project is key and is important. The organization's culture roots from the management of the organization (Ronald, 2000).

In order for a PMM to be successfully deployed, it is important to secure the buy-in and support of the top and middle management of the organization (Firth and Krut, 1999). These authors further

state that deployment is a delicate balancing act and needs to be rolled out at a pace that is governed by the feedback being received, although, in general, organizations go through a fast phase change in order to keep up with others in the industry. Therefore, the deployment of a PMM might not necessarily attract attention from middle management, as one would expect.

According to Gist (2007), PMM should be introduced in “small bite” stages in the backdrop of the existing dominant culture; if not, one could expect a backlash. On the contrary, fear of potential antipathy from line managers would slow down the deployment process, which is counterproductive and would not help the movement towards a new PMM culture. During the deployment stage, it is important that specialist PM advice and support be available for projects “in the line.” At this stage, it is appropriate, as the PMM competency within the organization grows, that any specialist support be trimmed down (Ruuska, 2009).

Igbokwe-Ibeto (2012) noted that poor project management is detrimental to the public perception of the council, and incurs significant financial losses. Therefore, it is important that local government councils maintain proper PMM procedure, that is, holistic methodology, such as a PMM, to ensure compliance, transparency and governance. This can apply to infrastructure projects implemented by UNOPS in Kakamega County.

2.7 Theoretical Framework

The theoretical background that is adopted in the study is based on two theories; theory of project conceptualization, planning, management and control and the theory of change.

2.7.1 Theory of Project Conceptualization, Planning, Management and theory of Control

These combined theories believe that Project is a transformation of inputs in project implementation to the identified outputs, whereby the identified achievements to be realized. The intention is to optimize the benefits besides designing activities in a reasonable sequence hence ensuring that projects are delivered as planned and all the relevant tasks are undertaken. Theory of planning focuses of the role of management and its possible effects on the project’s success.

Management theory asserts that, in terms of management, proper implementation and execution mainly focuses on handling activities to various workstations (Koskela and Howell 2000).

The theory holds the assumption that all the required resources and skills are ready before the project is executed and that everything will be undertaken as per plan. On the other hand, control theory connotes that there are stipulated processes that requires control at different stages when implementing projects with standard performance and units of performance measurements. The assumption is that there is a flow that can be analyzed at aggregated terms and the stipulated stages can be controlled at all stages (Koskela and Howell 2000). Atego (2018) noted that, Every stakeholder in construction projects implementation should be sensitized on the reality that projects will most likely suffer delay in contract duration and efforts should be made to avoid all the contributors to this threat. This theory is relevant to UNOPS infrastructure projects in Kakamega County because they relate to the implementation of infrastructure projects.

2.7.2 Theory of change by Kirkpatrick (2001)

This is a theory based approach to project management about planning, execution, monitoring and evaluating any change that is recorded at individual level, institutional level or at the community. The underlying assumption is that the change recorded is always intentional and purposeful. The theory explains how the project adopted is supposed to realize various outcomes through outlined tasks besides looking at the context. This approach is applicable to a number of social sciences including community development, business management, education and health sciences among others (Anderson, 2005).

The approach was first designed in 1960s when Kirkpatrick adopted the model to analyze the effects of training on learners. According to Kirkpatrick (2001), managers are often judged on how well they manage change within the team. The author recommends a model with key steps in implementing and managing change, which includes; shaping change aspirations; adopting

uncertain strategy; investigate possible feedback; create a schedule; making change plan and executing change.

The model is currently popular and being applied by a number of disciplines to provide a framework that explains actions that improves social change. There are many forms of theory based methods and explained in variety of ways including realistic evaluation, implementation theory and program theory. All these forms usually incorporates the theory of change in one way or another. By adopting the theory of change approach, the organization is able to explain the outcomes that is expected. This can be done by looking at the current setting under which the project operates and some of both internal and external factors that can affect the delivery of the same and some of the actions that can be undertaken to achieve the desired change (Kirkpatrick 2001).

2.8 Conceptual Framework

The framework below is an illustrative representation of the causal connections between the independent variable and the dependent variable. The independent variables include, support of top management, organizational structure, cross-functional teams and organizational culture. The dependent variable is the adoption of PMM. The moderating and intervening variable are; Government policies and political interference and how they affect the relationship between independent and dependent variable.

Figure 2. 1: Conceptual framework

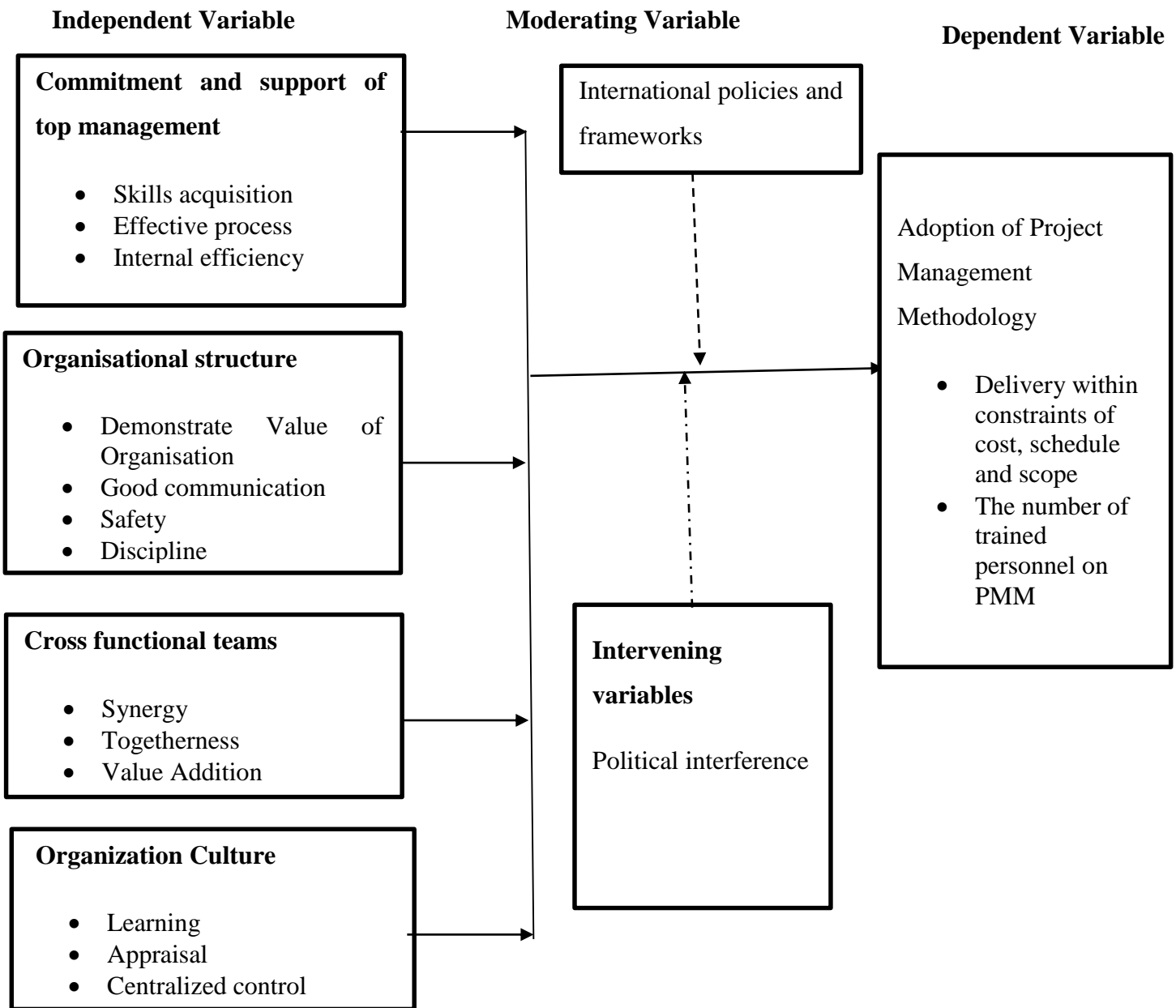


Table 2. 1: Knowledge Gaps

The knowledge gaps identified in this chapter are;

Author	Findings	Knowledge Gaps
Crawford (2006)	Stresses that it is important that management demonstrate an active interest in monitoring and measuring project performance and making the project manager responsible for the outcomes and accomplishments	The manager is held accountable to the project performance instead of the entire team.
Payne and Turner (1999)	The project manager's job must be seen by all "to be important and to be considered so by top management"	The project managers role is espoused hence the need to involve all
Tulakhaba (1999)	Project delays in Kenya is linked to poor project management practices. The deficiency points are on planning, estimation, projection, risk management and controls	There is need for research in the areas of project estimating and price changes to develop surrogates of measurement of these factors influencing project completion.
Thomas and Mullaly (2008:74)	In their study indicated that personnel who will be leading the project management methodology should have the required skills and competencies so as to provide guidance to other members of the team who might be lacking similar skills.	Little literature is on employees influence and impact on project management competencies.

2.10 Summary of Literature Review

This chapter reviews the relevant literature in connection to the objectives of the study. The chapter has highlighted the literature that is related to Factors Influencing Adoption of Project Management Methodology in the Implementation of Projects on United Nations Office for Project Services; The Case of Kakamega County .The existing literature is reviewed from both primary and secondary sources in relation to the four objectives under investigation. The discussed areas includes; adoption of project management methodology on UNOPS, support from top management and adoption of project management methodology on UNOPS, organizational Structure on adoption of project management methodology on UNOPS; cross-functional teams and adoption of project management methodology on UNOPS and organizational culture and adoption of project management methodology on UNOPS.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the specific areas on concepts and methodology. It presents the research design, the target population, the sample size and sampling procedure, data collection instruments, techniques of data analysis, ethical considerations and operational definition of variables.

3.2 Research Design

The research design is of great importance as it determines the success or failure of the research. The research design entails the observation and describing a specific behavior of a particular subject matter without having an influence in any way (Shuttleworth, 2008). The study adopted a mixed method approach employing a descriptive survey and phenomenological research design. A descriptive survey research design enabled the research collect general information that can be generalized. On the other hand, the phenomenological design allowed the researcher to gather in-depth information based on factors influencing adoption of PMM on UNOPS. Phenomenology is mainly concerned with analyzing the experience from participants perspective, and so the goal is to describe a lived experience as noted by (Giorgi, 2012). This research design is the most convenient since it comprise of making enquiries from the selected population about a certain issue and allows the researcher to gather facts on the actual condition of the phenomenon during the period study (Mugenda and Mugenda, 2012).

3.3 Target Population

Fox and Bayat (2007) characterize population as the whole group of people or items from which the study seeks to take a broad view of its findings. The population of this study consisted of UNOPS infrastructure projects which are sponsored by UNICEF but implemented by UNOPS. The study narrowed down to Health supported projects, which are done in collaboration with the ministry of health in Kenya and the Devolved County Governments.

The projects are being implemented in the five (5) Counties Kenya. Namely; Homabay, Kakamega, Turkana, Nairobi and Mombasa; however, this study focused on the infrastructure projects implemented in Kakamega County. The UNOPS staff involved in infrastructure projects were; Project Management team, Design Unit and Support personnel. Within the County government, the target population was infrastructure project managers

Table 3. 1: Target Population

Respondent Category	Average No of Participants Involved in the Implementation	Percentage
Kakamega Governors Representative	1	1.33%
County Works Officers	5	6.67%
MOH Officers	5	6.67%
UNOPS Project Management Team	35	46.67%
UNOPS Project Design Team	10	13.33%
UNOPS Support Personnel	15	20%
Contractors	4	5.33%
Total	75	100.00%

Source: UNOPS Nairobi Office – (UNOPS 2018) Department of Health- Kakamega County

3.4 Sample Size and Sampling procedure

This study used census, which adopts entire population. It means that the entire unit was considered during the study.

3.4.1 Sample Size

The study used census, which in essence is using the whole or entire population. The advantages of census method is its accuracy since every unit is counted hence drawing tangible conclusions as per the problem under investigation (Fox and Bayat, 2007).

3.4.2 Sampling Procedure

Sampling is necessary in research because it is normally very difficult to obtain a big population hence the need for a smaller population. In this study, the population comprises personnel, Kakamega county officers and contractors who are directly involved in the implementation of infrastructure projects in Kakamega county. Census was used since it increases confidence interval; enhances chances of identifying negative feedback and it involves everyone (Mugenda and Mugenda, 2012).

3.5 Data Collection Instrument

The Research instruments used were questionnaires and interview schedules.

The questionnaire was closed-ended and some used a Likert-type scale. These personnel work in different section/units within UNOPS and at some point been members of project team within the organization.

Primary data was obtained through semi-structured questionnaires. Kothari (2004) stated that a questionnaire is the most effective survey instrument due to many advantages including economy, ease and standardization of responses. It is also easier to analyze data from questionnaires. The questionnaires were administered to the respondents by the researcher and the research assistants. The interview guides have open-ended questions. The use of interview guides produced more in-depth information on the implementation of PMM. According to Fox and Bayat, (2007), the less structured approach allows the interviews to be much more like conversations than formal events hence permitting the respondents' views to unfold.

3.6 Pilot Testing of the Instrument

According to Mugenda and Mugenda (2012) a pilot sample of 10% is acceptable. Therefore, the piloting study was conducted in County where infrastructure projects are implemented by other international organizations rather than UNOPS. These respondents did not take part in the main study to avoid chances of bias. The Pilot testing involved testing the research instrument in order to determine the suitability in actual field conditions (Sekaran and Bougie 2013).

The research employed pilot study in testing the validity and reliability of the data collection instruments. This is done for the testing of research instrument to be used in the main study and period of answering the questionnaire.

3.6.1 Validity of the Instrument

Research instrument's validity is the extent to which a sample test objects denotes the content the test is intended to evaluate (Mugenda and Mugenda, 2012). For this study, data collection instruments were pre-tested for validity via pilot study of a small sample size of 15 people from another PMM project by another organisation. The subject connected technique evaluates the level to which the questions objects replicated the particular ranges covered.

3.6.2 Reliability of the Instrument

According to Mugenda and Mugenda (2003), reliability is measurement's consistency and is often evaluated by the test–retest reliability technique. Reliability is enhanced by incorporating several related objects on an evaluation, by examining a varied sample of people and by even testing procedures. The survey instrument was subjected to reliability analysis, which was done through test-retest method. This method was applied on twenty respondents whom were issued with the measuring questionnaires within an interval of one week.

3.7 Data Analysis Techniques

The filled questionnaires and the interview schedule were collected from the respondents and responses tabulated. The data gathered was cleaned, edited, coded and classified in order to achieve an accurate deductions and inferences to be answered to the research questions. Qualitative data was analysed via content analysis, while quantitative data through inferential statistics. The collected data on section A was analysed through descriptive statistics and content analysis; Section B, was analysed through inferential statistics. Demographic information was presented in percentages, frequencies, tables. Statistical package for social sciences (SPSS) version 20.0 was utilized in conducting analysis.

Data analysis seeks to provide answers to research questions. The choice of analysis procedure depends on how best the techniques are suited to the study objectives and scales of measurement of the variables (Hauser, 2013). This study applied both qualitative and quantitative approaches process, analyse and interpret the data. Data was first edited, numbered and coded, and then cleaned by the researcher to ensure the data is clear and precise. Descriptive and inferential analysis was used to establish statistical significance. The quantitative package was based on the Likert-type scale to be coded in the computer with the SPSS (Statistical Package for Social Sciences) version 22.0. Quantitative analysis of gathered data was used to produce frequencies in addition to percentages. This was followed by the interpretation of the data within the frame of reference of the research objectives. The analysed data was presented in tables.

3.8 Ethical Considerations

The researcher described to the respondents assuring to them that the study is simply for the purpose of academic. It was well described that the involvement is by volunteer and that the respondents were at liberty to turn down or withdraw any moment during the period of research.

Protection of their privacy was guaranteed by stringent standards. The researcher also sought informed consent from the respondents. The researcher as well got approval from the Kenya National Commission for Science, Technology and Innovation to collect data. The respondents were requested not to indicate any identifying information in the questionnaires that they filled.

3.9 Operationalization of Variables

Table 3. 2: Operationalization of Variables

Research Objective	Type of Variable	Indicators	Scale of Measurement	Data collection method	Type of data analysis
To determine how support from top management influences adoption of project management methodology on UNOPS infrastructure projects in Kakamega County, Kenya.	Independent Variable	<ul style="list-style-type: none"> • Skills acquisition • Effective process • Internal efficiency 	Ordinal	Questionnaire and interview schedules	Tables
To establish the effect of organizational Structure on adoption of project management methodology on UNOPS infrastructure projects in Kakamega County, Kenya	Independent Variable	<ul style="list-style-type: none"> • Demonstrate Value of Organisation • Good communication • Safety • Discipline 	Ordinal	Questionnaire and interview schedules	Tables
To determine how cross-functional teams influences adoption of project management methodology on UNOPS infrastructure projects in Kakamega County, Kenya	Independent Variable	Synergy Togetherness Value Addition	Ordinal	Questionnaire and interview schedules	Tables
To establish the role of organisational culture in influencing adoption of project management methodology on UNOPS infrastructure projects in Kakamega County, Kenya	Independent Variable	Learning Appraisal Centralized Control Competency Development	Ordinal	Questionnaire and interview schedules	Tables
Adoption of project management methodology	Dependent Variable	Identification Completion Evaluation Cost	Ordinal	Questionnaire and interview schedules	Tables

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This chapter presents the data that was found on Factors Influencing Adoption of Project Management Methodology on United Nations Office for Project Services. The research was conducted on a sample of 75 respondents to which questionnaires and interview schedules were administered. The data collected was keyed and analysed by simple descriptive analysis using Statistical Package for Social Scientists (SPSS) version 20.0 software. The data was then presented through frequency tables and narrative analysis, and then analysed using descriptive statistics.

4.2 Questionnaire Response Rate

This part analyzes information on the questionnaires that were returned from the field. Findings on filled in questionnaires and unreturned questionnaires are presented in Table 4.1.

Table 4. 1: Response Rate

Response	Frequency	Percentage
Filled in questionnaires	71	94.67
Un returned questionnaires	4	5.33
Total	75	100

As indicated in table 4.1, out of the population, 75 questionnaires distributed. 71 were filled and returned forming a response rate of 94.67%. Based on the overall response rate, it is concluded that the response rate was excellent and representative to permit data analysis and reporting.

4.3 Demographic characteristics of the respondents

The respondents' personal information included education, work section, profession, gender, and number of years worked for UNOPS. The findings are shown in subsequent sections:

4.3.1 Distribution of participants by Level of Education

The respondents were requested to indicate their highest level of education. The findings on analysis of respondent's level of education is presented on Table 4.2.

Table 4. 2: Distribution of Participants by Level of Education

	Frequency	Percentage (%)
Secondary	1	1.7
Diploma	8	13.8
Degree	24	41.4
postgraduate degree	25	43.1
Others	0	0
Total	58	100%

From the findings in table 4.2, it is clear that the majority of the respondents 43.1% had postgraduate studies, followed by Degree holders at 41.4% diploma holders at 13.8% and lastly secondary school holders were at 1.7%. This implies that respondents were well knowledgeable with majority having minimum of bachelor’s degree training and hence higher chances of getting reliable data.

4.3.2 Distribution of Respondents by Gender

The respondents were requested to indicate their gender. Accordingly, the findings are as presented in the Table 4.3.

Table 4. 3: Distribution of Respondents by Gender

	Frequency	Percentage (%)
Male	33	56.9
Female	25	43.1
Total	58	100.0%

From the findings in table 4.3, majority (56.9%) of the respondents was males and 43.1 of them were females. This is an indication that infrastructure projects implementation is still dominated by males.

4.3.3 Distribution of Respondents by Age

The findings based on the age of the respondents are as shown in Table 4.4

Table 4. 4: Distribution of Respondents by Age

	Frequency	Percentage (%)
18-30Years	18	31.0
31-40 Years	30	51.7
41-50	7	12.1
51 and above	1	1.7
Missing valus	2	3.4
Total	58	100%

18 of the respondents admitted to be between the ages of 18-30 years making up for 31 % of the sample, respondents who admitted to be between 31-40 years had the highest frequency of 30 representing 51.7 % of the sample. 7 admitted to be between 41-50 years representing 12.1 %, only one was 51 years and above while 2 did not respond to the question representing 1.7 % and 3.4 % respectively. The study shows that most of the personnel working in the infrastructure projects are aged between 31 and 40.

4.3.4 Years worked for UNOPS Infrastructure Section

The findings based on the age of the respondents are as shown in Table 4.5

Table 4. 5: Years worked for UNOPS Infrastructure Section

	Frequency	Percentage (%)
Not allocated	2	3.4
0-1 Years	9	15.5
2-5 Years	32	55.5
6- 10Years	13	22.4
Over 11 Years	2	3.4
Total	58	100%

From the study, 9 respondents admitted to have worked at UNOPS infrastructure section between 0-1 year representing 15.5 % of the sample.32 admitted to have spent between 2-5 years as employees at UNOPS infrastructure section representing 55.5 % of the sample. While 13 admitted

to have worked between 6-10 years at UNOPS infrastructure section, 2 admitted to have worked for over 11 years representing 22.4 % and 3.4 % respectively and 2 respondents did not indicate the duration they have worked at UNOPS infrastructure section making up for the other 3.4 % of the sample. This is an indication that there is staff turnover in this section after mostly 5 or so years in services.

4.4 Support from Top Management and its Adoption of PMM

The first objective of this study sought to determine how support from top management influences adoption of project management methodology on UNOPS infrastructure projects in Kakamega County, Kenya. In order to achieve this, a 7 item 6 point Likert scale was developed based on which the respondents who participated in the study provided their responses. The responses were provided as no extent(NE) , little extent(LE) ,moderate extent(ME) , great extent(GE), very great extent(VGE) and missing values (MV) .The data obtained was analysed to show frequencies and percentages. The details of the findings are presented as follows.

Table 4. 6: Support from Top Management and its on Adoption of PMM

	NE	LE	ME	GE	VGE	MV	TTL
	FP(%)	FP(%)	FP (%)	FP (%)	FP(%)	FP(%)	FP(%)
Top Management are the leaders in implementing PMM	0(0)	0(0)	10(17.2)	32(55.2)	16(27.6)	0(0)	58
There is support in implementing PMM in the Infrastructure projects done by UNOPS	0 (0)	0(0)	10(17.2)	35(60.3)	12(20.8)	1(1.7)	58
Top management initiative the PMM model	0(0)	5(8.6)	11(19.0)	35(60.3)	7(12.2)	0(0)	58

As presented in table 4.6 ;cumulatively, majority of the sample respondents admitted that UNOPS top management are leaders when it comes to the implementation of PMM with 17.2 % agreeing to a moderate extent, 55.2 % to a great extent and 27.6% to a very great extent. This finding clearly contributes to the adoption of PMM. The findings as well revealed that there is proper support to UNOPS infrastructure projects by top management as 17.2 % of the respondents agreed to a moderate extent, 60.3% to a great extent and 20.85% to a very great extent. From the findings also, majority of the respondents cumulatively agreed that top management initiates PMM in UNOPS with 19.0 % agreeing to a moderate extent, 60.3 % agreeing to a great extent and 12.2 % agreeing to a very great extent.

When asked to discuss challenges facing UNOPS in the implementation of PMM, a number of respondents mentioned that some of the top management are not in support of agreeable PMM. The respondents mentioned that some of the top management believes in a specific way of doing things hence are reluctant in accepting or adopting PMM when implementing projects. The respondents also mentioned that when the management are not in support, it is very likely that stakeholders involved in the implementation of projects will not find PMM as acceptable way of implementing projects and way of life.

4.5 Organizational Structure and Adoption of PMM

The second objective of this study sought to determine how organizational structure influences adoption of project management methodology on UNOPS infrastructure projects in Kakamega County, Kenya. In order to achieve this, a 7 item 6 point Likert scale was developed based on which the respondents who participated in the study provided their responses. The responses were provided as no extent(NE) , little extent(LE) ,moderate extent(ME) , great extent(GE), very great extent(VGE) and missing values (MV) .The data obtained was analysed to show frequencies and percentages. The details of the findings are presented as follows.

Table 4. 7: Organizational structure and its adoption on PMM

	NE	LE	ME	GE	VGE	MV	TTL
	FP(%)	FP(%)	FP (%)	FP (%)	FP(%)	FP(%)	FP(%)
UNOPS has well defined organization structure	2(3.4)	1(1.7)	10(17.2)	22(37.9)	1(1.7)	22(37.9)	58
There is proper channel of communication flow in managing UNOPS projects	0 (0)	6(10.3)	10(17.2)	20(34.5)	21(36.2)	1(1.7)	58
Job description is well defined in UNOPS to enable PMM adoption	1(1.7)	5(8.6)	11(19.0)	18(31.0)	23(39.7)	0(0)	58
Chain of command is well understood in UNOPS hence support for PMM adoption	1(1.7)	4(6.9)	17(29.3)	15(25.9)	20(34.5)	1(1.7)	58

As per table 4.7, most of the sample respondents admitted that UNOPS has a well-defined organization structure with 17.2 % agreeing to a moderate extent, 37.9 % to a great extent and 37.9% to a very great extent. This finding clearly contributes to the adoption of PMM. The findings further revealed that there is proper channel of communication flow in managing UNOPS projects as 17.2 % of the respondents agreed to a moderate extent, 34.5 % to a great extent and 36.2 to a very great extent. From the findings also, majority of the respondents cumulatively agreed that job description is well defined in UNOPS to enable PMM adoption with 19.0 % agreeing to a moderate extent, 31.0 % agreeing to a great extent and 39.7 % agreeing to a very great extent. Further the findings also indicated that the chain of command is well understood in UNOPS hence support for PMM adoption as 29.3 % agreed to a moderate extent, 25.9 % to a great extent and 34.5 % to a

very great extent. This finding therefore shows that Organizational structure is an influencing factor in the adoption of PMM on UNOPS infrastructure projects in Kakamega County, Kenya.

4.6 Cross Functional Teams and the Adoption of PMM

The third objective of the study sought to highlight how cross-functional teams influences the adoption of PMM on UNOPS infrastructure projects in Kakamega County, Kenya. In order to achieve this, a 4 item 5 point Likert scale was developed based on which the respondents who participated in the study provided their responses. The responses were provided as strongly disagree (SD) , disagree (D) ,uncertain (U) , agree(A), strongly agree(SA) and missing values (MV) .The data obtained was analysed to show frequencies and percentages. The details of the findings are presented as follows.

Table 4. 8: Cross Functional Teams and the Adoption of PMM on UNOPS

	NE	LE	ME	GE	VGE	MV	TTL
	FP(%)	FP(%)	FP (%)	FP (%)	FP(%)	FP(%)	FP(%)
Cross functional teams are important in PMM adoption	1(1.7)	0(0)	3(5.2)	14(24.1)	39(67.2)	1(1.7)	58
Cross functional teams can ensure project timely delivery	1(1.7)	2(3.4)	3(5.2)	13(22.4)	38(65.5)	1(1.7)	58
Cross functional teams are prone to delays in PMM adoption	4 (6.9)	1(24.1)	14(24.1)	14(24.1)	11(19.0)	1 (1.7)	58
Cross functional teams are the acceptable standards for PMM adoptions in project cycles	4(6.9)	2(3.4)	7(12.1)	16(27.6)	28(48.3)	1(1.7)	58
Indicate the extent to which Cross -functional teams influence adoption of PMM infrastructure projects undertaken by UNOPS	4(6.9)	2(3.4)	7(12.1)	16(27.6)	28(48.3)	1(1.7)	58

The findings as presented in 4.8 indicate that majority of the respondents cumulatively agreed that cross functional teams are important in PMM adoption with 24.1 % agreeing and 67.2 % strongly agreeing. The findings also showed that majority of the sample respondents agreed that cross

functional teams can ensure project timely delivery as 22.4 % agreed and 65.5 % strongly agreed. However, there was a conflicting view on whether cross functional teams are prone to delays in PMM adoption as 6.9 % of the respondents strongly disagreed, 24.1 % disagreed and 24.1 % were uncertain. Further the findings indicated that cross functional teams are the acceptable standards for PMM adoptions in project cycles as 27.6 % agreed and 48.3 % strongly agreeing. These findings are similar to the conclusion drawn from another finding above which indicated that 46.6 % of the respondents admitted that cross functional teams influence that adoption of PMM in infrastructure projects undertaken by UNOPS to a great extent as 44.8 % admitted to a very great extent.

4.7 Organizational Culture and Adoption of PMM

The fourth and final objective of the study sought to establish how culture influences the adoption of PMM on UNOPS infrastructure projects in Kakamega County, Kenya. In order to achieve this, a 7 item 6-point Likert scale was developed based on which the respondents who participated in the study provided their responses. The responses were provided as no extent(NE) , little extent(LE) ,moderate extent(ME) , great extent(GE), very great extent(VGE) and missing values (MV). The data obtained was analysed to show frequencies and percentages. The details of the findings are presented as follows

Table 4. 9: Organizational Culture and the Adoption of PMM

	NE	LE	ME	GE	VGE	MV	TTL
	FP(%)	FP(%)	FP (%)	FP (%)	FP(%)	FP(%)	FP(%)
To what extent does organization culture influences successful adoption of PMM in UNOPS Infrastructure projects?	0 (0)	0(0)	7(12.1)	31(53.4)	20(34.5)	0(0)	58

These findings indicate that majority of the respondents agreed that organization culture influences successful adoption of PMM in UNOPS infrastructure projects as 53.4 % admitted to a great extent and 34.5 % admitted to a very great extent. The findings are consistent with the information presented in the literature review that the culture adopted by an organization has a bearing on the implementation of PMM.

4.8 Interview responses

The interview schedule conducted among thirteen personnel from the County Government and the National Ministry of Health found out that, 23.1 of the respondents, which was the highest, has been with respective organizations for 5 years with other categories having been between 1 year at 7.7, 2years (30%) among others. Most of the respondents are directly involved in the implementation of infrastructure projects in collaboration with UNOPS.

Majority of the respondents at 53.8% have as well heard of PMM hence it is an approach, which is not unique to them besides admitting that it is a good approach to project management. When

asked whether projects implemented by UNOPS are viable and impacts positively on community members, 12 respondents out of 13 admitted to this. When asked whether UNOPS normally involve them in projects before implementation of projects, all the respondents admitted that UNOPS normally involve them when implementing projects. All the respondents as well admitted that project management requires a methodology that ensures that the required processes are followed to ensure that the desired result is achieved.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This is the last chapter of this project report. The chapter presents summary of the findings as per the study, discussions, conclusions and recommendations for further research suggested. The discussions will be guided by the research objectives and whether the data confirms the research questions.

5.2 Summary of Findings

The aim of this study was to establish factors Influencing Adoption of Project Management Methodology on United Nations Office for Project Services: A Case of Infrastructure Projects in Kakamega County, Kenya .The data was analyzed through the questionnaires and the interview schedules which were done. The study had four objectives

5.2.1 Support from top management and adoption of project management methodology

From the findings, majority of the respondents admitted that top management are the leaders in implementing PMM with 17.2 % agreeing to a moderate extent, 55.2 % to a great extent and 27.6 % to a very great extent. This indicates that their support is clearly necessary for PMM adoption. The findings also showed that there is support in implementing PMM in the infrastructure projects done by UNOPS with 17.2 % admitting to a moderate extent, 60.3 % to a great extent and 20.8 % to a very great extent. Majority of the sample respondents also admitted that top management initiated the PMM model with 19.0 % agreeing to a moderate extent, 60.3% to a great extent and 12.1 % to a very great extent

5.2.2 Organizational structure and adoption of PMM

From this study, the respondents admitted that UNOPS has a well-defined organization structure with 17.2 % agreeing to a moderate extent, 37.9 % to a great extent and 37.9 % to a very great extent. This finding clearly contributes to the adoption of PMM. The findings further revealed that there is proper channel of communication flow in managing UNOPS projects as 17.2 % of the respondents agreed to a moderate extent, 34.5 % to a great extent and 36.2 to a very great extent. From the findings also, majority of the respondents agreed that job description is well defined in UNOPS to enable PMM adoption with 19.0 % agreeing to a moderate extent, 31.0 % agreeing to a great extent and 39.7 % agreeing to a very great extent.

5.2.3 Cross functional teams and adoption of PMM

This finding indicate that majority of the respondents agreed that cross functional teams are important in PMM adoption with 24.1 % agreeing and 67.2 % strongly agreeing. The findings also showed that majority of the sample respondents agreed that cross functional teams can ensure project timely delivery as 22.4 % agreed and 65.5 % strongly agreed. However, there was a conflicting view on whether cross functional teams are prone to delays in PMM adoption as 6.9 % of the respondents strongly disagreed, 24.1 % disagreed and 24.1 % were uncertain. Further the findings indicated that cross functional teams are the acceptable standards for PMM adoptions in project cycles as 27.6 % agreed and 48.3 % strongly agreeing.

5.2.4 Organization Culture and the adoption of PMM

This findings indicate that majority of the respondents agreed that organization culture influences successful adoption of PMM in UNOPS infrastructure projects as 53.4 % admitted to a great extent and 34.5 % admitted to a very great extent. The indication was that organizational culture impacts on various practices within the institution.

5.3. Discussion of Findings

The findings of the study have shown that there is a significant relationship between the objectives and the indicated findings in Chapter 4.

For instance, Payne and Turner (1999) stated that, there is high rate of success when procedures are tailored in project management compared to where consistent procedures are adopted irrespective the project type and size. And Rozenes (2011) posits that some of the best organizations in the world are adopting PMM as a “way of working,” and not adopting them as just another methodology or a tool. This in line with this study, which indicated that support from top management is needed in the implementation of PMM but it, could also be an issue considering that everybody may not be in support of it. The implementation of PMM not only requires expertise, but as well resources that should be invested to see its success. The management must set a budget and offer the required leadership to see the implementation of PMM succeed.

International institutions and networks worldwide have come together to implement and deliver various projects at different times in various geographical settings with both success and failure (Summer 2000). Infrastructure projects have been one of the top agenda for organizations and other stakeholders. This study especially from the interview responses indicated that UNOPS has adopted an approach that is so consultative and engaging from initiation to implementation hence the success of their infrastructure projects at the County level in Kenya. Almost all the respondents admitted that UNOPS team before implementation of projects usually consults them. The results is consistent with the literature review that project management and adoption of PMM should be consultative. To realize the expected benefits as indicated in the benefits review template, all the stakeholders should be consulted and informed on the required developments to ensure successful delivery of projects.

UNDP Report (2017) indicated that, poor infrastructure is a major hindrance to the business productivity by close to 40% in many Countries. For instance, County governments do not focus on financial gains when they engage in projects but instead holds the traditional practice, exercised through a transparent, multi-stage procurement processes designed to look after and maintain public confidence. This study, agreed that cross functional teams are important in PMM adoption with 24.1 % agreeing and 67.2 % strongly agreeing. The argument presented is that various stakeholders should be included in the implementation of projects. The office must have a matrix of professionals with diverse experience and expertise in different fields that are required for the implementation of projects. This includes support team, design technical unit and the implementation team. As the global infrastructure is moving to an evidence-based implementation, it is important that the office gets expert that ensures a result that is evidenced based and sustainable as per the world SDGs.

According to Project Management Institute (2008) organizations that have recorded high success project delivery holds the similar culture that the management of project is key and is important. This could be seen from the findings of this study, which indicated that, organization culture influences successful adoption of PMM in UNOPS infrastructure projects as 53.4 % admitted to a great extent and 34.5 % admitted to a very great extent. The study shows that organizational culture often dictates the way of doing things in an organization. If the organization adopts the culture that inculcates project management as a way of life, then there will be easier way of adapting to a new methodology. There is an encouragement to remain flexible especially from the personnel so that implementation of PMM is successful.

Other researchers like Gist (2007), noted that PMM should be introduced in “small bite” stages in the backdrop of the existing dominant culture in the organization and if not, one could expect a backlash. On the other hand fear from potential antipathy from line and other top managers would slow down the deployment process of projects, which is counterproductive and would not help the

movement towards a new PMM culture. The implementation of PMM should therefore be in phases. The management must be convinced first on the need to have a methodology that helps in the successful delivery of projects. The same can then be trickled down to the rest of the personnel who are involved in the daily implementation of PMM.

5.4. Conclusion of the study

It is axiomatic to argue that projects that adopt clear project management methodology have high chances of success compared to the ones that do not follow any methodology. PMM provides tools, templates, procedures and processes to guide the implementation of projects especially the complex ones like infrastructure projects. There a high likelihood that benefits might not be showcased if a proper methodology is not followed. The project managers benefits from PMM as it provides guidelines on how to better implement the projects.

Infrastructure development is important to any organisation or institutions in Kenya and beyond. It is through infrastructure that institutions and organizations can fulfill their mandate and responsibilities. It is important therefore, that local government councils and other institutions maintain proper PMM procedure, that is, holistic methodology, to ensure compliance, accountability transparency and proper governance structure. This scenario can apply to infrastructure projects implemented by UNOPS in Kakamega County, Kenya, which was the focus for this study. Other Infrastructure partners can also work alongside other groups to ensure PMM success in other projects. In a nutshell, both private and public project organizations should at least adopt a methodology when implementing projects.

5.5 Recommendations

The study recommends that infrastructure development in institutions and organisations in Kenya should e a joint venture project and should be done in collaboration with partners like UNOPS with strong project management expertise.

From findings of the study, it is acknowledged that infrastructure development should cut across key teams in the organisations like project management team, design unit and project support team to enhance its success.

It is crucial to engage all key stakeholders in the organisation in case of project implementations since it was realised from this study that staff turnover from this study is quite high hence the need to train more on infrastructure development and PMM adoption strategies.

5.6 Suggestions for Further Research

This study suggests that another research be carried out on use of PMM in other projects apart from infrastructure that are implemented through private public Partnership in County governments in Kenya.

How other international non-governmental organizations can tailor various existing project management methodologies to help in delivering their mandates.

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APPENDICES

Appendix I: Letter Of Transmittal

Samson Odiwuor Odiembo

P.O Box 783-00621 Village Market

Nairobi Kenya

Tel: 0728527468

Email: samodiembo@gmail.com

Dear participant,

I am Samson Odiwuor Odiembo. I am currently pursuing a Master of Arts degree in Project Planning and Management (PPM) at the University of Nairobi, Kenya. I am undertaking a research on *‘Factors Influencing Adoption of Project Management Methodology in the Implementation of Projects on United Nations Office for Project Services; The Case of Kakamega County’*. This is in line with the requirements to complete my Masters studies. I do kindly request you to participate in this study by candidly filling the questionnaires, which I will issue.

Thank you for your time

Yours Faithfully

Samson Odiwuor Odiembo-0728527468

Regd.No.L50/85870/2016

Appendix II: Questionnaire for UNOPS Staff

Topic

Factors Influencing Adoption of Project Management Methodology in the Implementation of Projects on United Nations Office for Project Services; The Case of Kakamega County

SECTION A. DEMOGRAPHIC INFORMATION

Tick the correct answer

1. Your Highest Level of education:

- a)Secondary () b)Diploma () c) Degree ()
 d)Postgraduate () e) Others Please Specify_____

2. Kindly indicate the section/Unit you work in_____

3. Indicate your Profession; _____

4. Your Gender:

- a) Male () b) Female () c) Other Specify ()

5. Your Approximate Age :

- a)18-30yrs () b)31-40yrs () c)41-50yrs () d)51yrs and above ()

6. How long have you worked at UNOPS in the Infrastructure section:

- a) 0- 1 year () b)2-5 years () c) 6-10years d) Over 11 years ()

SECTION B. Top management Support to adoption of PMM

7. Clearly state whether you agree with the following in regard to Top management support to adoption of PMM in UNOPS Infrastructure projects

Using a scale of 1 to 5, rate below

1= No Extent, 2= Little Extent, 3=Moderate Extent, 4= Great Extent, 5= Very Great Extent

	1	2	3	4	5
Top Management are the leaders in implementing PMM					
There is support in implementing PMM in the Infrastructure projects done by UNOPS					
Top management initiates the PMM model					
Concerned staff are quite aware of utilization of PMM					
Staff need further training on PMM					

Implementing PMM is quite expensive for the top management staff					
PMM is not result oriented					

8. To what extent does organization culture influences adoption of PMM in UNOPS infrastructure projects?

Very Great Extent	
Great Extent	
Moderate Extent	
Little Extent	
No Extent	

9. Discuss challenges that UNOPS faces in implementing PMM in the health sector Infrastructure projects.

SECTION C. Cross functional teams influence in adoption of PMM in UNOPS infrastructure projects.

10. Have you experienced disputes in infrastructure projects in UNOPS?

- a)Yes () b)No () c) Not Sure ()

11. What is the extent does disputes affect completion of infrastructure projects in undertaken by UNOPS?

Very Great Extent	
Great Extent	
Moderate Extent	
Little Extent	
No Extent	

12. Give a reason for your answer above

13. Using a scale of 1 to 5, Indicate the degree to which you agree or disagree with the below statements. 1=strongly disagree, 2= disagree, 3=Uncertain, 4=agree, 5= strongly agree

	1	2	3	4	5
Cross functional teams are important in PMM adoption					
Cross functional teams can ensure project timely delivery					
Cross functional teams are prone to delays in PMM adoption					
Cross functional teams are the acceptable standards for PMM adoptions in project cycles					

SECTION D. Organizational Structure

14. UNOPS maintains the teams after project implementation and completion of infrastructure projects. a)Yes () b)No () c)Not Sure ()

15. If the answer to question (14) above is Yes, how does PMM adoption improve on the performance of UNOPS infrastructure projects.

16. Indicate the extent to which cross –Functional teams influence adoption of PMM infrastructure projects undertaken by UNOPS

Very Great Extent	
Great Extent	
Moderate Extent	
Little Extent	
No Extent	

17. Using a scale of 1 to 5, rate the extent to which organizational culture influences adoption of PMM infrastructure implemented by UNOPS?

1=No Extent, 2= Little Extent, 3=Moderate Extent, 4=Great Extent, 5= Very great Extent

	1	2	3	4	5
UNOPS has well defined organization structure.					
There is proper channel of communication flow in managing UNOPS projects					
Job description is well defined in UNOPS to enable PMM adoption					
Chain of command is well understood in UNOPS hence support for PMM adoption					

SECTION E. Organizational Culture

18. Have you experienced constraints in working with stakeholders in project implementation by UNOPS?

a)Yes () b)No () c) Not Sure ()

19. If the answer to (18) above is yes, how does this affect your work in project implementation?

20. What is the extent to working relations affect infrastructure project completion?

Very Great Extent	
Great Extent	
Moderate Extent	
Little Extent	
No Extent	

21. What are some of the challenges that UNOPS faces in implementing infrastructure projects in selected Counties in Kenya?

22. Discuss some of the strategies for ensuring that PMM is adopted in all projects under by UNOPS at Country level

Appendix III: Interview for level management at the County and MoH

1. How long have you been in your current organisation?
2. What is role in the organisation?
3. Have you heard of Project Management Methodology?
4. If so, do you think it's a good project management strategy?
5. How often do interact with UNOPS staff implementing projects in your jurisdiction
6. Which projects are being implemented in your jurisdiction?
7. Are they viable or useful to the community?
8. Are you normally involved before UNOPS implements a project?
9. Do you think they are using good methodologies in planning, designing and implementing them?
10. What is their (UNOPS) implementing teams' relationship with the locals they are working in their communities or working with.
11. What is your take towards supporting UNOPS and ensuring that the projects they undertake are complete and usable to the community they are meant to serve?

THE END

THANK YOU