

**ORGANIZATIONAL FACTORS INFLUENCING THE IMPLEMENTATION OF
JUDICIAL PERFORMANCE IMPROVEMENT PROJECT IN KENYA**

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DECLARATION

This research project is my original work and has never been submitted for a degree in any other university or college for examination or academic purposes.

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DEDICATION

This research project is dedicated to the Almighty Allah who has helped me throughout my journey and to my family for the continued support.

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ABBREVIATIONS AND ACRONYMS

DIEFP	Department for Implementation of Externally Financed Projects
GTZ	German Technical Cooperation Agency
IPMAS	Integrated Performance Management and Accountability System
JPIP	Judicial Performance Improvement Project
JTF	Judicial Transformation Framework
M&E	Monitoring and Evaluation
MIS	Management Information Systems
NGO	Non-Governmental Organization
PM	Project manager
PMBOK	Project Management Body of Knowledge
PMU	Project Management Unit
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

ABSTRACT

The judicial performance improvement project was designed to scale up and sustain stakeholder participation in the administration of justice and restore public confidence in the judiciary. This was supposed to be achieved by increasing access to courts and legal information, improving timeliness of Judiciary services and enhancing performance and quality of decision making. Despite of these goals, Judicial Performance Improvement projects have not been able to achieve them. This study focused on establishing the organizational factors influencing the implementation of judicial performance improvement project in Kenya. The study sought to establish the influence of project management competence, monitoring and evaluation, judicial organization structures and stakeholders' participation on implementation of judicial performance improvement project in Kenya. The study was grounded on Socio-Technical Theory, Stakeholder Theory, Theory of Change and System Theory. The study used a cross-sectional descriptive research design. The target population for this study was members of staff in JSC who are associated with the implementation of JPIP; both project and support staff and stakeholders. The JSC staffs who included directors, senior coordinators, field and technical coordinators, managers and officers. Further, the stakeholders who included NGOs officials, Office of the Attorney General and The National Council for Law Reporting adding up to 281 individuals. A sample size of 165 respondents was targeted. The study selected the respondents using stratified proportionate random sampling technique and simple random sampling to pick the respondents in each stratum. The study used questionnaires to collect primary data. The completed questionnaires were edited for completeness and consistency. The data was then analyzed using descriptive statistics and inferential statistics. For the hypotheses to test the relationship between the dependent and independent variables, multiple regression model was applied to determine the relative importance of each of the independent variables with respect to implementation of judicial performance improvement project. The findings were presented using tables. The study findings were significant to the Judicial Service Commission as it might use the findings herein to inform policy in the formulation of effective mechanisms of ensuring that the JPIP achieves intended objectives. The academicians in research would use the findings from this research to broaden their understanding with respect to organizational factors influencing implementation of judicial performance improvement project in Kenya and use the results of the study to further their research. The study found that risk management skills, financial planning skills, and project goal setting greatly influence the implementation of judicial performance improvement project in Kenya. Moreover, the research found that the nature of formalization moderately influences the implementation of judicial performance improvement project in Kenya. Moreover, the study established that capacity building greatly influences the implementation of judicial performance improvement project in Kenya. Further, the study established that M&E data management lowly influences the implementation of judicial performance improvement project in Kenya. The research concluded that the stakeholders' participation had the greatest influence on implementation of judicial performance improvement project in Kenya, followed by judicial organization structures, then project management competence, while monitoring and evaluation had the least influence on implementation of judicial performance improvement project in Kenya. The study recommends organizing sensitization workshops, provision of suggestion boxes and swift and objective handling arising complaints. The study also recommends mentoring programs coupled with training on leadership for all staff to help in succession planning and avoid leadership vacuum. The study further recommends that the implementation team should ensure that all the activities in implementation phase are well within the planned schedule.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The institutionalism revival in the development community has included a resurgence of interest in the role that legal and judicial institutions play, or ought to play, in promoting material improvements in the quality of life of the world's poor. Academics and policy analysts have sought to better understand the relationship between legal institutions and economic performance, while the development community has promoted legal and judicial reform projects that range from modest efforts to improve court administration to ambitious attempts to eliminate judicial corruption, promote judicial independence, and craft better, more equitable, and more market-friendly legal systems (Anantatmula, 2010).

According to Kalness (2012), the diversity and complexity of the debate about legal and the myriad judicial performance improvement projects that have already been undertaken, put a comprehensive overview of the field under study. The backbone of court system operations is, like in all professional organizations, autonomous work of highly motivated and educated individuals. In the court system, the judges also need to be completely independent and beyond control to ensure objective ruling. At the same time, the court system is a process with a set of sequential tasks and activities linked together, concerning different participants. In terms of operations management, judicial processes are, at first glance, quite simple and straightforward job-shops consisting of manufacturing units and buffers between them. Despite the apparent simplicity, almost every justice organization is facing difficulties to manage improvement of process performance. It is obvious that the environment has different types of complexity, which are difficult to express with basic operations management terms (Spender, 2011). The judicial process demands a continuous and coordinated flow of a very large number of individual and infinitely different types of cases, and it demands cooperation and coordination between multiple stakeholders. Even though every case is individual, the handling procedures cannot be completely individualized due to the great volume of cases, and the process still needs to be as standardized as possible (Arogundade & Arogundade, 2015).

Institutional factors such as project management must be capable to recognize project uncertainties' and set project expectations appropriately. Project issues which are brought due to poorly planned schedules, inadequate funds, and vague project scope. Further, according to Lumumba (2017), stakeholders must work jointly to plan, execute, and manage all aspects of the project. The challenge of managing projects can be particularly complicated. A variety of

competencies are required for project managers like interpersonal management competencies which are similarly referred to as the art of project management including information regarding the project operations and communication. Personal management in any project is characterized through the board capacity to single organization. For instance, the ability of the program leader to plan professionally, plan time management for all project operations. Monitoring and evaluation is also an organizational factor which involves a system of reflection and communication supporting project execution (Spender, 2011).

Chen, Hs, Wang and Lin (2011) posit that performance improvement of the judicial system is vital to quality of justice. Justice that exemplifies fundamental notions of fairness, impartiality and equity, is elemental to societal well-being and is an anchor of the foundations of human civilization. In the last half a century, recognition of the significance of this central role has grown. The field of judicial performance improvement in international development assistance has developed substantially and rapidly in various recapitulations. Many projects have been supported by different development partners in different parts of the world. In 2006, the Romanian Government and the International Bank for Reconstruction and Development signed the Loan Agreement no. 4811-RO regarding the implementation of the Justice Reform Project, in view of supporting the judicial system reform process in Romania. According to the Loan Agreement provisions, the project was to be implemented through the Department for Implementation of Externally Financed Projects (DIEFP) established within the Ministry of Justice in view of ensuring the integrated project management. The project's development objectives included: increasing efficiency of the Romanian courts and improving accountability of the judiciary resulting to reduced corruption and more transparent act of justice. Some of the projects outcomes included: increased capacity of the court system to adjudicate disputes (in terms of fairness, speed and ability to enforce decisions), improved court facilities (in line with international standards), enhanced competence, professionalism and integrity of judges and court staff; resulting to improved public image of the Romanian judiciary (Aye, 2012).

Latin America has not been left behind in the quest to improve the performance of their judiciaries. In the last two decades, most countries in this region made efforts to renew or modernize their judiciaries and nearly one billion dollars has been invested. For the World Bank, the core of a judicial performance improvement projects typically consists of measures to strengthen the judicial branch of government and related entities. These measures aim to: make the judicial branch independent or strengthen its independence; speed the processing of cases; increase access to dispute resolution mechanisms; and professionalize the bench and bar (Hao,

Kasper & Muehlbacher, 2012). Judicial reform has been deemed necessary for both democracy and economic development in Latin America. For the World Bank, judicial reform is part of a larger effort to make the legal systems in developing countries and transition economies to more market friendly. Most judicial reform projects sponsored by the World Bank around the world are solely aimed at enhancing a nation's economic performance (World Bank, 2010).

The first projects in sub-Saharan Africa appear to have been initiated only in 2003 – ten years after the IDB started its judicial reform work in Latin America. The other funding agency that has taken time to get involved in judicial projects is the United Nations Development Programme (UNDP). It has for a long time been involved in development work and poverty reduction in many African countries for a number of years. But only relatively recently, and on a limited scale, has judicial reform become part of the UNDP's agenda for sub-Saharan Africa. UNDP assistance to the judicial sector has typically formed part of its efforts to promote democratic governance. For example, the UNDP has helped launch a judicial reform process in Equatorial Guinea, Guinea-Bissau and Ethiopia; assisted in the training of prosecutors in Mauritius and has also been involved in strengthening the administration of justice in Angola (Gatere, Keraro & Gakure, 2013).

In Africa, beyond the colonial dynamic, there are also a range of bilateral donors that do not seem to be motivated by a history as colonial power. Some examples include Germany's GTZ that has supported constitutional reforms (Eritrea), reform of administrative and criminal law (South Africa), reform of courts and the prosecutor's office (Zambia), and legal information campaigns and NGO networks both in West Africa and Namibia. The other non-colonial donor is the USAID that is involved in 'democracy and governance' programmes in 26 African countries, and has focused its assistance in the field of judicial reform to support for legal advice centers. The other is Denmark's Danida which has been supporting the justice sector since the early the 1990s in a handful of African countries, including Uganda. Judicial performance improvement efforts in Africa have, like in Latin America, been quite diverse. In Africa, though, an overall aim has been to strengthen the rule of law, that is, to get the judiciaries to a point where they can effectively deal with dispute resolution and safeguard the rule of law without external assistance. For instance, substantial efforts have been made to strengthen judicial independence in various common law countries (Hope, 2013).

The justice system in Ethiopia since 1994 was plagued by: Shortage of human and material resources, and lack of institutional capacity; Delays and inefficiencies in law enforcement and

judicial administration; Discrepancy between existing laws and the new constitution; obstacles in the promotion of human rights. In 2001, Ethiopia's ministry of justice implemented a relatively minor initiative in support of court administration and the legal community. The project enabled the production and distribution of a book outlining the code of conduct for lawyers. The Norwegian government also funded projects that primarily focused on training of legal professionals in human rights. It included the following initiatives: of training of judges and prosecutors, as well as some police staff; in conjunction with the Save the Children alliance, conducted studies and technical advice on the need for legal reform and to facilitate the integration of the 1989 Convention of the Rights of the Child in Ethiopian legislation; setting -up of 'child protection units' in police stations; finally, in collaboration with Federal Supreme Court , Save the Children Sweden, and the British Embassy, implementation of the 'justice juvenile reform' project, that aimed at making the justice system more accommodating to children and youth (Eckel, Green, Hill & Mallon, 2015).

1.1.1 Judicial Performance Improvement Projects in Kenya

Judicial Performance Improvement Projects (JPIP) is a World Bank funded project that was conceptualized in 2012 and was to be implemented till 2018. Currently, the implementation of the project is stalled due to the budget cuts of Judiciary. The project was designed to improve the performance of judiciary to provide services in a more effective and accountable manner. The project is being implemented by the Judiciary and also supports the Office of the Attorney General and The National Council for Law Reporting – (Kenya Law) as justice sector players. The project's mission is to strengthen the capacity of the Judiciary (Judicial Service Commission, 2011).

JPIP consists of four components. The first component entails increasing access to courts and legal information which is achieved by reducing geographical distance to courts; improving links to court users and potential users and reducing knowledge barriers. The results of this are reduction of the average distance the general public travels to courts, improvement of access to courts and improvement of quality and access to judicial services and legal materials (Judiciary of Kenya, 2015).

The second component comprises of improving timeliness of Judiciary services. This is achieved through the reduction of blockages in the registries; increasing efficiencies by having improved facilities; and increasing the speed of case resolution. This results to the reduction of the average

time taken to dispose of cases in courts, reduction of case backlog and improvement of delivery of court services (Judiciary of Kenya, 2015).

The third component is enhancing performance and quality of decision making which was achieved by focusing on increasing the use of standards and data in management of the Judiciary; improving consistency, clarity and strengthening integrity in decision making. This results to the increase knowledge and skills of Judiciary staff, use the Integrated Performance Management and Accountability System (IPMAS) to assess staff performance and improved outputs of personnel trained (Judiciary of Kenya, 2015). The fourth component is it is a project management unit that is responsible for ensuring that JPIP is effectively and efficiently coordinated and managed. In particular, it will ensure effective monitoring evaluation and reporting on the implementation of the activities, communication, construction, procurement and financial management (Judiciary of Kenya, 2015).

1.2 Statement of the Problem

The success that has been achieved by the judicial performance improvement project cannot be ignored albeit myriad of challenges that have hindered its implementation. The project was designed to scale up and sustain stakeholder participation in the administration of justice and restore public confidence in the judiciary (Lumumba, 2017). This was supposed to be achieved by increasing access to courts and legal information, improving timeliness of Judiciary services and enhancing performance and quality of decision making.

Despite of these goals, Judicial Performance Improvement projects have not been able to achieve them. There are cases of general public travelling long distance to access courts simply because this haven't been addressed (Kinoti, 2019). In addition, implementation of Phase 2 of the Kangema Law Courts was delayed in 2015 due to allegations of corruption in the tendering process (Standard Media, 3rd Mar 2018). The project experienced challenges in the first 18 months of implementation, which adversely affected disbursement. These challenges included personnel and managerial instability within the Judiciary, the lack of fulltime Project Management Unit (PMU) staff (including the lack of a project coordinator), and under-performance of the Independent Fiduciary Agent. Key findings of a mid-term review (conducted in 2017), also pointed to issues relating to the project design and implementation structures, which made it difficult to achieve effective, coherent and meaningful results (World Bank, 2017).

Project management incompetence is another challenge facing implementation of project. The project being funded by different stakeholders with a complete different set of rules from the government rules known to most top management in the judiciary, there has been some hesitation by the leaders to freely implement the project (Ogolla, 2019). This can be attributed to the little knowledge about the specific activities of the project that most top managers possess hence the hesitation to fully take charge. The Kenyan Judiciary's organizational structure that encompasses both the judicial and the administrative functions has also been perceived as hindrance to the effective implementation of the project (Odundo, 2018). The different reporting lines that currently exist in the judiciary have hampered the free flow of information as well as accountability within the judiciary and hence poor implementation of judicial performance improvement projects (World Bank, 2017).

Various studies have been conducted in relation to judiciary projects. For instance, Lumumba (2017) examined factors influencing implementation of projects in the Kenyan Judiciary based on a case of court house construction at Kigumo Law Courts, Murang'a County, Kenya and Odundo (2018) examined the factors influencing completion of construction of court projects in judiciary based on a case of magistrate courts in Western, Nyanza and Rift Valley Regions of Kenya. However, none of the reviewed studies focused on influence of organizational factors on the implementation of judicial performance improvement projects. Therefore, this study sought to bridge this gap by establishing the organizational factors influencing the implementation of judicial performance improvement project in Kenya.

1.3 Purpose of the Study

The purpose of the study was to establish the organizational factors influencing the implementation of judicial performance improvement project in Kenya.

1.4 Objectives of the Study

The study was guided by the following four objectives;

- i. To examine the influence of project management competence on implementation of judicial performance improvement project in Kenya.
- ii. To establish the influence of monitoring and evaluation on implementation of judicial performance improvement project in Kenya.
- iii. To assess the influence of judicial organization structure on implementation of judicial performance improvement project in Kenya.

- iv. To determine the influence of stakeholders participation on implementation of judicial performance improvement project in Kenya.

1.5 Hypothesis of the Study

The following hypotheses were tested in the study:

H₀₁: There is no significant relationship between project management competences and implementation of judicial performance improvement project in Kenya

H₀₂: There is no significant relationship between monitoring and evaluation and implementation of judicial performance improvement project in Kenya

H₀₃: There is no significant relationship between judicial organization structures and implementation of judicial performance improvement project in Kenya

H₀₄: There is no significant relationship between stakeholders participation and implementation of judicial performance improvement project in Kenya

1.6 Significance of the Study

The information shed light on ways in which the Judiciary would ensure its performance was enhanced by implementing the improvement projects and enable it to develop and sustain competitive advantage in a changing environment by tackling the organizational factors that have been influencing them.

The research results were beneficial to the management staff in the Judiciary, employees and the Judicial Service Commission. The management staff charged with the responsibility of managing and implementation of performance contracts would use the results of the study and recommendations as a pointer to the organizational factors influencing implementation of judicial performance improvement projects in Kenya. The management would have a chance to re-evaluate their present performance measurement with respect to JPIP.

The Judicial service commission might use the findings herein to inform policy in the formulation of effective mechanisms of ensuring that the JPIP achieves intended objectives. Additionally, it would ignite a discussion on current status of implementation; what practices are to be sustained and what needs improvement. Through the information harnessed the study would to contribute to the ongoing constitutional and/or judicial reforms in Kenya.

Finally, academicians in research would use the findings from this research to broaden their understanding with respect to organizational factors influencing implementation of judicial

performance improvement project in Kenya and use the results of the study to further their research.

1.7 Delimitations of the Study

The study focused on the organizational factors influencing the implementation of judicial performance improvement project in Kenya. The study sought to establish the influence of project management competence, monitoring and evaluation, judicial organization structures and stakeholders' participation on implementation of judicial performance improvement project in Kenya. The study targeted the members of staff in JSC who are associated with the implementation of JPIP; both project and support staff, and stakeholders. The JSC staffs including Directors, Senior Coordinators, Field and Technical Coordinators, Managers and Officers. Further, the stakeholders included the NGOs officials, Office of the Attorney General and The National Council for Law Reporting.

1.8 Limitations of the Study

The researcher did not have any control over the respondents' attitude thus the results of the study were limited to the extent to which the respondents were objective and willing to provide honest responses. In addition, the information that the study was seeking was relatively personal and therefore some respondents were reluctant to disclose information that they perceived to be revealing of personal and organizational failures. Respondents were assured that all information they provided was confidential. Due to the nature of the work the respondents do, they did not have adequate time to respond to the questionnaire and in order to evade a situation where questionnaires were not returned, the questionnaires were individually administered by the researcher. Further, the researcher also explained the aim of the study. Due to the Covid19 pandemic, the researcher did not move around a lot so as to minimize the risk of contracting the disease. The researcher therefore handled this by using the drop and pick method and also wearing a mask and carrying sanitizers.

1.9 Assumptions of the Study

The study assumed that the respondents would be co-operative and make time to fill in the questionnaire objectively and honestly as required; the data given by the respondents was correct and accurate; the Judiciary authorities would permit the researcher to administer the questionnaire to the employees; and the composition of the target study group would not change so as not to interfere with the data sample.

1.10 Definition of Terms used in the Study

Institutional factors: These are internal organisational management factors that might influence the way in which a project such as judicial performance improvement project is evaluated.

Judicial Performance Improvement Projects (JPIP): this is a World Bank funded project whose main objective is to improve the performance of the Kenyan Judiciary to provide its services in the project areas in a more effective and accountable manner.

Monitoring and evaluation: these are tools used to measure the performance of the JPIP operations, service delivery and JPIP effectiveness in terms of timely implementation.

Organizational Structure: refers to how an organization attains its objectives through its set up in terms of role distribution, coordination and management.

Project Implementation: this is the process whereby project inputs are converted to project outputs.

Project Management Competence: refers to an organization's discipline of planning, organizing, and managing resources to bring about the successful completion of its project such as judicial performance improvement project.

Stakeholder Participation: is the process by which a JPIP involves people who might be affected by the decisions it makes or can influence the implementation of its decisions,

1.11 Organization of the Study

This study was organized into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the Study, delimitations of the study, limitations of the Study and the definition of significant terms. On the other hand, chapter two reviews the literature based on the objectives of the study. It further looked at the conceptual framework and finally the summary. Chapter three covers the research methodology of the study. The chapter describes the research design, target population, sampling procedure, tools and techniques of data collection, pre-testing, data analysis, ethical considerations and finally the operational definition of variables. Chapter four presents analysis and findings of the study as set out in the research methodology. The study closes with chapter five which presents the summary of the findings, discussion, conclusion, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides an extensive literature and research related to influence of organizational factors on implementation of judicial performance improvement project. This literature review summarizes a diverse spectrum of views about various organizational factors. The chapter is thus structured into theoretical and conceptual framework.

2.2 Implementation of Judicial Performance Improvement Projects

Projects are commonly divided into several phases; completion of each phase is marked by defined deliverables. The number of phases in a project life cycle is context dependent. Most projects have been found to have four or five phases (Spender, 2011). The life cycle model provided in the PMBOK Guide that provides a typical example. Each phase of a project can be associated with performance criteria, and separate deliverables which mark the completion of the phase. Project phases are in a linear fashion, with one phase being formally completed before the next is formally initiated, as one phase might provide deliverables which are necessary for the initiation of a subsequent phase. The PMBOK Guide identifies five different processes as aiding in the management of the phase: initiating processes; planning processes; executing processes; controlling processes; and closing processes (Payal & Debnath, 2015).

Project implementation success is a topic that is discussed so frequently in the project management but yet irregularly agreed upon (Rasmussen & Nielsen, 2011). Project success is usually discussed in terms of success factors and success criteria. Success factors are considered to be those aspects of management that lead directly or indirectly to the success of the project, while success criteria are defined as the measures by which success or failure of a project or business was judged. According to Larbi (2010), the factors that contribute directly to project success is the ability to stay within the cost, time and performance specifications of the project. Different authors came up with factors influencing success this includes: support from senior management and adequate funds; adequate resources; and the importance of planning, monitoring and controlling, technical, commercial and external issues (Wagner, Alves & Raposo, 2011).

Project implementation success requires managers create structure from chaos by using specific tools such as charters, risk assessments, Gantt charts, decision matrices, and many other tools throughout the project. There are times when interpersonal skills are not enough to garner the

support needed from the organization on one or more project tasks. In these and functional leaders, should ensure that all business functions are making the project a priority. As a project manager you will spend a lot of time orchestrating meetings. As a result, you must be comfortable running meetings with wide variety of audiences. There need to be foresight of improving knowledge of the links between risk perception, attitude towards risk objects and actual behavior. Consultants use skills, knowledge and experience with care to ensure clients' interests are protected. Effective management of a project is important to enhance performance from the very start of the project. Decisions supported through analysis, define and structure of projects continually monitored, clearer understanding of specific risks associated with projects (Corboy & Bridgman, 2010).

Some of the overriding factors leading to successful project implementation include technical credibility and the ability to use a systems approach for completing tasks that met performance standards on time and within planned costs. Project manager best suited for Effective planning ventures based on their training, experience, and educational background. The focus of project-management training has been on the technical skills deemed essential to the position, from mastering planning or budgeting processes to cost containment and evaluating risk, however, posits that because managers who are pressed into the role of project manager often focus on technical issues while giving management aspects less credence, they fall short of relating their game plans to the overarching strategy of the organization. It recommends that all projects greater than \$5 million use life cycle cost analysis and develop a plan for funding the project, including its maintenance and operation, until the end of its service life (Abok, 2013).

2.3 Project Management Competence and Implementation of Judicial Performance Improvement Project

Project manager (PM) is the one who is responsible for execution of project tasks and activities. A project manager has a specific role to achieve business objectives and within the time and to budget with resources signed to project. The project manager controls day-to-day management of the project activities. Project managers should have methodology where they can demonstrate their skills, knowledge, and experiences from different types of industries. Different projects will require different levels of skills and it will require for different levels of project management as well (Matos & Miguel, 2013).

The project managers take a major interest in organizations and judiciary is not excluded. Due to these important roles the interest in which competencies are necessary to successfully manage

project grows. This growth of interest has led to growth of standards and certification programs that describe the disciplines practices, offers definition of main terms and processes, explain the main techniques and serves as the basis for assessing project manager competences (Desouza & Paquette, 2011).

The need for project managers to possess various qualities is stressed by Saxena (2011). According to the authors, poor project management was at that time the most common reason why projects fail to reach their goals. Mohanan, Miller, Donato, Truskinovsky and Vera-Hernández (2016) identified the lack of formal training as a key reason why projects fail to realize their expected results and continue to be completed late and over or under budget. Following this argument without formal training project managers are not able to acquire the necessary competencies to accomplish their job. Technical experience is emphasized during selection but they do not possess project management competencies which are necessary for dealing with projects. With the arguments the project manager need to possess a set of project management competencies to achieve project success. But which competencies are needed?

The project management standards present their essential competencies required for project managers, focus has been on the 'hard' technical skills, like the ability to create a work break down structure, a project budget, Gantt charts neglecting the soft interpersonal skills (Dooren, & Thijs, 2010). The soft skills include things like: interpersonal communication, commitment to success, negotiation, decision making, problem solving, leadership, motivation, team working, flexibility and alertness, human resource management, negotiation and conflict management, positive attitude and ability to influence people. The 'hard' skills are the mechanical or technical skills of planning, estimating, scheduling and controlling a project (Gakure, Muriu & Orwa, 2013). These hard skills are project integration management, project scope, time, cost, risk and quality management, and finally project procurement management.

Project managers are very good at scheduling update forums with senior leadership project delivery. Effective planning tools are other essentials of managers. Effective project managers understand how, when, and why to deploy project management disciplines at different points in a project. Examples of these tools include developing project charters, planning, scheduling, vendor management, risk assessment, budgeting, change management, and project control. Projects cannot be successful without interpersonal skills. Successful project managers know how to motivate people who do not work for them, and keep teams working effectively together.

Quite simply, effective project managers tend to be as “likeable” as they are assertive (Letangule & Letting, 2012).

Project managers create structure from chaos by using specific tools such as charters, risk assessments, Gantt charts, decision matrices, and many other tools throughout the project. There are times when interpersonal skills are not enough to garner the support needed from the organization on one or more project tasks. In these and functional leaders, should ensure that all business functions are making the project a priority. As a project manager you will spend a lot of time orchestrating meetings. As a result, you must be comfortable running meetings with wide variety of audiences. All managers plan and manage projects because some projects are quite narrow in scope and are carried out within a single department. For example a marketing plan for a new product might be designed by one individual or by individuals within one department. Broader projects, for example merger, might include numerous people within and outside an organization, likely in geographically dispersed locations. Since the thrust of the initiative was the design, development, and installation of an information system, project management was traditionally awarded to a technical rather than a functional area expert, without regard to leadership skills (Wuepper & Sauer, 2016).

Okunishi, Tanaka, Tian and Bai (2015) noted that much of the project managers’ time was spent in coordination steering and integrating the activities of some departments and relying on others for information or supporting services. The project managers should thus not be placed in or organizationally inferior positions to the departmental managers. In addition, Bish (2015) noted that the project managers should display competence, make clear decisions, give precise achievable instructions, delegate well, listen to and accept sound advice, is enthusiastic and confident and thus generally commands respect by example and qualities of leadership.

Njenga and Onjure (2019) sought to influence of project management practices on the implementation of Kenya primary education development project in Nakuru County. Random sampling was used to select 57 schools that formed the sample size. A questionnaire was used to collect primary data from the target population. Data was analyzed through SPSS version 25 and relationships between variables were determined using Pearson correlation, regression and analysis of variance (ANOVA). Descriptive statistics gave a summary of the data and a description of the sample characteristics. Correlations analysis showed the relationship among the variables hence finding statistical support of the hypotheses of the study. The study found out that project management practices notably: Project Planning, Stakeholder Involvement, Schedule

Management and Monitoring and Evaluation had significant influence on the implementation of the PRIEDE project. The study established that the factors in the study accounted for a combined 75.4% of the total variation in implementation of the PRIEDE project. The study concluded that project management practices had an impact in the implementation of the PRIEDE project. The findings also established a majority agreement on the PRIEDE project being implemented according to the set timelines, budget provision, quality and scope provided by the donor agency.

Nyaga (2014) looked at the role of project management skills on performance of construction projects: a case of selected construction firms in Mombasa county, Kenya. The survey targeted selected construction firms within the Mombasa county and especially the ones that deal with the major projects that have high impacts to the country economy currently being undertaken within the County. The specific objective was to determine the role of project planning skills on construction projects in construction firms based within Mombasa, to assess the role of communication skills on construction projects in construction firms based within Mombasa, to assess the role of risk management skills on construction projects in construction firms based within Mombasa. Lastly, the study sought to determine the role of monitoring and control skill on construction projects in construction firms based within Mombasa. The study was of benefit to the projects managers, sponsors, public & private sector, research organizations and scholars who would want to carry out further research in this area. The study adopted a descriptive research design with a target population of 111 staffs working at the construction firms in Mombasa which generated a sample of 33 respondents. Questionnaires were the main data collection instruments. The study employed both quantitative and qualitative research in its data analysis. Data was presented using tables. The study found out that Projects are constrained by inadequate planning skills that are required for effective planning for project success; Project planning is complicated and risky, hence requires varying skills sets for successful project implementation and management; Increasing complexity in the projects with pressure of time and costs has led to the introduction of high quality software and hardware which requires skilled planning.

2.4 Monitoring and Evaluation and Implementation of Judicial Performance Improvement Projects

Effective monitoring and evaluation of JPIP can improve management, accountability, participation, trust, learning, and efficiency and development impacts (Inkinen, Kianto & Vanhala, 2015). Monitoring and evaluation is a vital tool of management in any project. It starts right from the planning stage of the project cycle (Kaplan & Norton, 2011). It is important for

any judicial program aimed at addressing service issues to have an effective monitoring and evaluation system to ensure efficient delivery of services with intended outcome and sustainability of the program/project benefits, and policy implementation leading to the envisioned change (Kianto, Ritala, Spender & Vanhala, 2014).

Monitoring and evaluation is a powerful management tool that can be used to improve the way governments and private organizations achieve results. It provides the information needed to make evidence-based decisions for project management and improvement, policy formulation, and advocacy (Reenen, 2016). It also generates good-quality data to satisfy accountability requirements. Investing in strengthening a national monitoring and evaluation system is important as it will eventually save resources that might otherwise be spent in inefficient programs or overlapping activities supported by different partners (Bell & Van Reenen, 2016). A mature and sustained monitoring and evaluation system has the potential to lead the organization towards meeting its responsibilities and achieving its goals, even when faced with socio-political crises that mar the development sector so often (Institute of Economic Affairs, 2014).

Monitoring and evaluation system has been used to contribute a great deal in revealing the financial accountability, measuring the success against objectives, funder requirements, quality assurance, and benchmarking measurement of customer satisfaction among others (Levent & Mehmet, 2014). The system can also serve as an early warning system for potential problems and lead to ideas for potential remedial actions. The conceptual design of monitoring and evaluation system is supposed to address the issues with regard to the objectives of the system , the competent authority, credibility of information, its management, dissemination and recycling into the planning process (Kinanga & Partoip, 2013). Program/project monitoring and evaluation has the potential to be a cornerstone of strengthening and of evidence-informed implementation and scale-up of justice-related services in resource-limited settings (Nzuve & Njeru, 2013).

The research which was conducted in Niger, Benin and Cameroon by World Bank helped in development of basic approach towards an effective implementation of community based monitoring and evaluation system. It includes a system for its use and the operational tools to use in facilitating to its sustainability. The findings were intended for trainers and development workers with aim of introducing of monitoring and evaluation system in their projects and programs for their sustainability (World Bank, 2012). The World Bank suggested that monitoring and evaluation would be of little or no use if it is not consistently supported by all the stakeholders towards addressing the sustainability issues of the projects. The donors, project

managers, and staff must all actively participate in the implementation of a monitoring and evaluation system for its effectiveness and sustainability. They must support its use, and must fully understand its significance (Jiang, 2011). Implementation of Monitoring and evaluation is intrinsically challenging and requires a level of technical capacity often unavailable in developing countries. The challenge is greater in poorer countries and in most post-conflict situations. The reality is many countries lack the required capacity (Kariuki, 2011). Equally, there is a realization that the development and institutionalization of a monitoring and evaluation system is a major, long-term endeavor, and that there is not a single correct way to go about building a monitoring and evaluation system. According to Lin and Lee (2011), annual evaluation reports says that projects are facing challenges from the inefficient reporting and delays caused by many organizations in developing countries.

The monitoring and evaluation systems once implemented in a project they should be utilized well. It is very important for the implementers to know the purpose for which they are implementing the systems (Bashir, 2012). It is important to monitor and evaluate for a purpose and not for the sake of doing it. Even worse can be situation where an external or agency supporting the project initiative insists there should be monitoring and evaluation process in place, without anyone involved really knowing why (UNDP, 2012). Such initiatives, while satisfying the interests of the donors, might have little or no real benefit for the intended beneficiaries. As much as monitoring and evaluation is to be used for corrective action, it should not be used as a way of negatively criticizing performance through a punitive management structure. Managers and key stakeholders should make it clear from the outset that they are not using monitoring and evaluation process to criticize individual performances, but rather as part of a package of activities designed to achieve a specific goal in attaining quality results from the project. In recent years, many low- and middle-income countries have established dedicated (or vertical) monitoring and evaluation systems for their programs. The anticipated aims of such monitoring and evaluation systems have however not been realized in many countries due to low financial investment in monitoring and evaluation infrastructure, weak or ill-defined systems for collection, analysis, and dissemination of data, inadequately trained data collectors, and insufficient technical capacity to transform data into usable indicators (Maurice, 2011).

Manei (2016) established the influence Of Monitoring and Evaluation on Performance of Constituency Development Funded Projects in Kenya: A Case Of Kajiado East Constituency. The study adopted a descriptive research design. The study used both qualitative and quantitative methods. The target population for this study was 124 CDF committees members, (3 Project

Committee members from the 25 projects this are Chairman, Secretary and Treasurer, Community Leaders drawn from each of the four wards of the Constituency this leaders are religious leaders, Youth leaders and women leaders, CDF M&E members). The study used a stratified random sampling to select 40% of the target population. The sample size of this study was 51 respondents, (thirty 30) project committee members and ten (10) project leaders, six (6) CDF M&E and five (5) community leaders). A structured questionnaire was used to collect primary data. Qualitative data was analyzed by used of content analysis and be presented in a prose form while quantitative data was analyzed by use of Statistical Package for Social Sciences (SPSS) version 21 and presented in tables. The study revealed that involvement of stakeholders is directly and indirectly related to project success, timeliness of M&E to revealed deviates and offered paths for learning and improvements, monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management, utilization of M&E results provided a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers. The study concluded that timeliness of M&E, involvement of stakeholders, sufficient budget for M&E activity and utilization of M&E results all had a positive influence on the performance of CDF projects in Kajiado East Sub-County.

Kahungura and Simiyu (2017) determined the Influence of Project Management Practices on Performance of Mobile Money Transfer in Kenya: A Case of Orange Money. The study adopted a case study design. The target population for the study constituted 420 full time employees of Telkom Kenya based in its headquarters in Nairobi. Stratified random sampling technique was used to draw a sample of 63 respondents for the study. A questionnaire, an interview guide and a document analysis guide were used to collect data in this study. The collected data was analyzed by generating frequencies and percentages. Means and standard deviations were also generated. Correlation analysis was undertaken to establish relationships between and among variables. The findings were presented using tables and figures. The study findings indicate that there is a positive and significant correlation between monitoring and evaluation, risk management, project leadership skills, stakeholders' participation and performance of Orange Money. A regression analysis established that monitoring and evaluation has the most influence on performance of Orange Money, followed by project leadership skills, then stakeholders' participation and the least is risk management. The study concludes that, though monitoring and evaluation are important in influencing performance of Orange Money, awareness of the existing processes

needs to be done to employees. Management of Orange Money requires specific sets of skills and competencies.

2.5 Judicial Organization Structures and Implementation of Judicial Performance Improvement Project

An organization is a pattern of relationships which involve many interwoven, simultaneous relationships through which people, under the direction of managers, pursue their common goals. Organizational structure forms a framework that managers devise for dividing and coordinating the activities of members of an organization. Since strategies and environmental circumstance differ from one organization to the next, there is a variety of possible organization structures (Sele, 2012).

The objective of an organizational structure is to have information which explains the natures of the organization's functions; to give a graphic description of the organization, to have comprehensive information on what is done, how it is done and who the responsible officials are for each area. An organization exists where two or more people agree to get together and coordinate their activities so as to achieve common goals. Generally, organizations are social groupings constructed to achieve particular goals. They are characterized by the conscious division of labour, responsibility, and authority systems, and the need for control. Normally organizations comprise of a social system plus a technical system as Social systems organizations are affected by socio-economic and psychological forces as technical systems they are influenced by technological and environmental changes (Judicial Transformation Framework 2012-2016).

According to Larbi (2010), implementation of specific reforms is dependent upon broader governance environment. Organizational structure is viewed as consisting of two main dimensions: the work division which distributes activities and tasks; and the coordination mechanism which include formalisation and standardisation (McCarthy, 2013). As a matter of contingency, environment, technology, size, strategy, and owner or manager objectives pose a bearing on structure and performance of organizations. The configuration of an organization is therefore fundamental to the coordination of performance contracting as it is cascaded from the highest point. According to Terziovski (2010), leadership occurs when an individual can influence others to voluntarily perform their work roles beyond the minimum requirements.

A good organization is important because it facilitates administration, it makes growth and diversification possible, it stimulates independent, creative thinking and initiative through well-

defined areas of work and it provides for the optimum use of technological improvements. An organization can be divided into two parts, that is, formal and informal. Formal organization refers to the intentional structure of roles in a formally organized enterprise. The informal organization is a network of interpersonal relationships that arises when people associate with one another. An organization is a pattern or relationships between roles in an organization and its different parts. The purpose of the structure is to serve to allocate work and responsibilities in order to direct activities and achieve the organization's goals. Therefore, the structure enables managers to plan, direct, organize and control the activities of the organization (Wambui, 2012).

Meijaard, Brand and Mosselman (2015) define organizational structure as the sum total of the ways in which it divides its labour into distinct tasks and then achieves coordination between them. A good organization structure should be dynamic and capable of changing in accordance with the situation or conditions. Thus while designing the organization structure, due attention should be paid to the principles of sound organization. Organization structure helps in the efficient functioning of concerns on account of the following reasons, it allocates authority and responsibility; it lays down the pattern of communication, and coordination; it creates power balancing of activities, it facilitates growth of the enterprise and it is adaptable to changes. Since an organization structure is an indispensable means for the goal seeking activities, a wrong structure will seriously impair business performance and might even destroy it. It is therefore essential, that an organization structure is created after a careful and comprehensive analysis of the needs of the proposed organization (JTF Report 2012-2016).

Organizational leadership includes accountability for setting direction and winning the collaborative support of all employees collectively to work effectively. Good leadership evokes the warm and gratifying prospect of being part of a team, or organization, or nation. The effective leader is one whose style of leadership is appropriate to a specific situation in operation (Lin & Lee, 2011). Strategic leadership hence becomes indispensable for implementation of a strategy. Many organizations implement a performance management system that emphasises on evaluation and judgment rather than strengthening the process through coaching and supporting staff to help them perform at advanced levels. According to Kosgei, Magugui, Yano, Chepkemei and Chebet (2013), an organization is propelled by its manager. He opines that management shows the belief that economic change can be the driving force behind human betterment and social justice. Maina (2010) further reiterates the need for a united leadership in an organization to dispel tension that is often brought about by diversity among employees. Arbitrary behaviour by managers aggravates friction within a group and further stokes resentment.

Several studies have been undertaken on how organizational structure influences organizational performance. Maurice (2011) found that organizational performance is influenced by structure, environment, strategy and performance measurement systems. Separately, Hao, Kasper and Muehlbacher (2012) found that innovation and learning influenced the relationship between organizational structure and performance when they surveyed 90 and 71 Austrian and Chinese companies respectively. Levent and Mehmet (2014) studied the influence of organizational structure on implementation of performance contracts and performance. The study indicated that an organization with a centralised authority and decision making set up negatively influenced performance as it had demotivated employees. Therefore, organizational structure is seen to influence the success of implementation of projects.

Ogari (2014) looked at the factors influencing implementation of Judiciary System projects in Kenya: A case of the Judiciary transformation framework. The research methodology used was descriptive survey design, where questionnaires were administered amongst the respondents. The ideal target group was the top management of the Judiciary, who were responsible for implementing the JTF and carried the integral information on the variables to be studied. The target population therefore, was (115) heads of court stations in total, and the sample size was (23) who were selected through purposive sampling based on their expertise and technical know-how. The data was analysed via codes assigned to the open ended questions, which enhanced the processing and tabulation. Quantity from the close ended questions was analysed using SPSS to generate frequencies and percentages. Tables were used to present the data collected for ease of understanding and analysis. The quantitative data was organised, sorted and analysed using themes reflecting the research objectives. This data was used to reinforce and enhance descriptive data drawn from close ended questions. The study established that the leadership was ranked the most influential factor, good leadership would be able to influence the financial capacity and steer the direction of the technical capacity as well as determine the organisational culture of the project. Poor leadership would lead to the opposite.

2.6 Stakeholders Participation and Implementation of Judicial Performance Improvement Project

Project Management Book of Knowledge defines stakeholders as persons or organizations for example customers, sponsors, the performing organization, or the public, who are actively involved in the project or whose interests might be positively or negatively affected by the performance or completion of the project (Setumbi, 2015). Stakeholders include target groups, direct beneficiaries, those responsible for ensuring that the results are produced as planned, and

those accountable for the resources that they provide to the program or project. The project stakeholders are individuals or organizations that are actively involved in a project or whose interest might be affected as a result of project execution or project completion and might as well exert influence over the projects objective and outcome. Stakeholders benefit for having their expectations understood and managed through communication of appropriate messages on one hand and the other hand ensuring that the stakeholders understand what support the project needs from them. Stakeholders have a stake in the outcome of the project. It could be an interest, a right, ownership. Rights can either be legal or moral ownership in a circumstance. The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project was successful in meeting the community needs (Taplin Clark & Colby, 2013).

Stakeholder role is critical to the success of every project in every organization. Stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. In a project environment, these stakeholders are usually numerous, and can vary significantly in the degree of influence in both directions. Power, legitimacy and urgency are key stakeholder characteristics. As such, a project manager is required to develop sufficient understanding of such characteristics, which are in fact changing variables within the various stakeholders in a project environment. The number and nature of stakeholders will vary with the life of the project; it would therefore make sense to carry out the review of identification throughout the project (Omar, 2012).

According to Stakeholder participation standard, the overall purpose of stakeholder engagement is to drive strategic direction and operational excellence for an implementation of prison health project. Done correctly, engaging stakeholders can result in learning, innovation, and enhanced performance that will not only benefit the organization, but also its stakeholders and society as a whole. In addition to serving as a key tool to support a facility's sustainability reporting efforts, stakeholder engagement can be seen as a foundation that supports facility's broader sustainability efforts to set strategic goals, implement action plans, and assess its performance (Oghifo, 2011).

Participation can be sourced internally or externally. Facilities are sometimes reluctant to engage external stakeholders unless they have had a grievance or violation and are forced to do so. While it is not possible to control or predict facilities' or stakeholders' abilities to engage with one another, experience has shown that external stakeholder participation in a comprehensive 14 sustainability reporting process is best realized when stakeholders are involved from the

beginning. Capitalizing on existing relationships (regardless of their nature) might better position your facility to work with external groups and/or provide additional opportunities for feedback and participation over time. Stakeholder's participation is a process that requires planning, implementation and monitoring. The planning phase entails identifying stakeholders that are aligned to the project's objectives. This is done through mapping of stakeholder's interest, concerns and relationships. Stakeholders' participation strategy is also put in place highlighting the scope and methods of engagement. The second step is the actual participation which is mainly done through meetings organized by the project /organization. Input from stakeholders is reviewed and feedback used in decision making to improve project performance and in reporting. The project is finally tasked with the role of evaluating stakeholder's effectiveness (Njoki, 2013).

Stakeholder participation has in the recent past emerged as an important component of many states in America especially the federal voluntary environmental leadership programs, including National Environmental Performance Track Program and approximately 20 similar state performance-based programs. These programs typically require applicants to have procedures in place to identify environmental issues of concern to local communities and to respond to community inquiries on environmental issues. In addition, some programs require that members engage community representatives specifically about trends in environmental performance. For example, facilities in the upper tiers of Missouri's Environmental Management Partnership are required to solicit feedback from the local community and other stakeholders on their environmental performance assessments and the status of their environmental management systems. And in North Carolina, members of the program's highest tiers must communicate progress on meeting program environmental goals to community members (Muthaura, 2010).

Stakeholder's participation must be sustained for effective implementation of JPIP. The project should strive to implement agreed upon decisions and conduct through ongoing monitoring and critical evaluation of the engagement process. Further to this, differences between stakeholders and your organization should be acknowledged and operations conducted in a transparent and accountable manner. Stakeholder participation is therefore an important investment that can pay dividends over time as it helps the organization build good will with stakeholders and helps achieve operational efficiencies as a result of performance improvements linked to engagement activities. A lot of the studies done focus on how to engage stakeholders and but little has been done on its outcome and how the stakeholders participation influence project implementation especially in the judicial sector which involves different players (Muathe & Cheche, 2014).

Lumumba (2017) established the factors influencing implementation of projects in the Kenyan judiciary. The purpose of this study was to establish the factors that influence the implementation of court house construction at Kigumo law courts, Murang'a County, Kenya. The objectives of the study were; to establish the influence organizational culture, leadership and organizational structure on the implementation of court house construction at Kigumo law courts, Murang'a County, Kenya. The study design was descriptive survey in which data was collected using questionnaires from a sample size of 108 respondents, obtained from a target population of 150. The sample consisted of judicial officers judiciary staff members of Kigumo law courts as well as clients and members of the project team that have been contracted to construct the court house. The data was analyzed using SPSS while applying various inferential statistical tests to show the influences of the independent variables on the dependent variable. The findings have been presented in form of tables as well as in narrative form. The findings showed that three independent variables under study explained 67.25% of Implementation of court house construction at Kigumo law courts, Murang'a County. This implies that other factors other than those studied in this research contribute to 32.75 % of Implementation of court house construction at Kigumo law courts, Murang'a County, Kenya. The study established that majority of judiciary staff and clients were aware of the Institutions vision, mission, core values and specifically the court house construction indicating that the awareness levels among the staff and the clients was high. It also found that judiciary staff members are guided by institutional values and code of conduct in their day to day activities and they also care about the quality of services they provide showing that their commitment levels is high. Majority of the respondents also agreed that corruption, nepotism and use of vernacular were present in judiciary that the judiciary has put in place stringent measures to address these vices while fully embracing the culture of planning and has a distinctive corporate culture that one can easily identify with. The study findings showed that the suitable leadership style for implementing projects and the current style being practiced by the current management is participative style of leadership. The findings also showed that members of staff, directorates and courts stations have embraced team work and that objectivity and flexibility guides the undertaking of the judiciary management.

Njiru (2018) assessed the relationship between Project Management Practices and Implementation of Projects in Manufacturing Companies in Nairobi City County, Kenya. The study was anchored by stakeholder theory, resource based view theory and cybernetics theory. The study adopted a descriptive research design. The target population was 49 manufacturing companies from the industrial area of Nairobi City County. The targeted respondents were 294

comprising of 49 project managers and 245 project team members. The study used stratified sampling method to ensure that all cases are well represented and use simple random sampling method to select the respondents. The sample size was 169 respondents. Data was collected using questionnaires and analysed using both descriptive statistics and regression analysis. The study established a positive and significant relationship between stakeholder participation, leadership support, communication and resource allocation and project implementation. The study concludes that community participation during implementation of projects in manufacturing companies is a vital as it leads to better outcomes for all stakeholders, stakeholder ownership and lower project costs. Leadership support is considered one of the critical success factors in project implementation; effective executive involvement can significantly improve project success. Maintaining open, regular and accurate channels of communication with all levels of project staff and stakeholders is vital to ensuring the effective implementation of capital expenditure projects. Allocation of resources helps managers to bring together more productive and effective project teams and workgroups and enables them to appraise their schedules and easily estimate resource availability in real-time.

Anne and Paul (2019) studied the influence of stakeholder involvement on the Successful implementation of projects at Kenya Railways Corporation in Kenya This research used descriptive research design. The population of the study was the project officers, project managers/team, contractors, consultant's engineers and architects, financial managers and auditors. This research adopted primary and secondary data. Primary data was gathered through use of questionnaire. Data was analyzed using Statistical Packages for Social Sciences (SPSS Version 21). According to the findings, taking all factors (project team competency, stakeholders' involvement, top management support and project monitoring and evaluation) constant at zero, the overall successful implementation of projects in Kenya was 5.774. The data findings also show that a unit increase in project monitoring and evaluation lead to a 0.362 increase successful implementation of projects in Kenya; a unit increase project team competency lead to a 0.379; a unit increase in top management support, lead to a 0.355; a unit increase in stakeholders' involvement lead to a 0.398 increase in successful implementation of projects in Kenya respectively. This means that the most significant variable was stakeholders' involvement followed by project team competency; top management support and project monitoring and evaluation respectively.

2.7 Theoretical Framework

This section discusses the theoretical foundation on which the study was anchored. The study was grounded on Socio-Technical Theory, Stakeholder Theory, Theory of Change and System Theory.

2.7.1 Socio-Technical Theory

Bostron and Heinen (1977) are credited with this theory which assumed that an organization and/or its work system is a social-technical perspective. The perspective identifies facilitating systems as being independent but correlated. According to Sele (2012), socio-technical thinking is often supported by conflicting set of values: A belief in the prominence of human principles and management values. Human principles focused on the quality of working environment and employee job satisfaction to add value to the organization.

Socio-technical principles are tools for achievement of economic objectives. Human principles are valuable for enhanced employee performance that leads to achievement of economic goals. Conversation between Trade unions and employers are usually targeted at embrace of humanistic principles (Matos & Miguel, 2013). Alexy and Reitzig (2012) elaborated the theory thus: a social system dealing with structures of authority, people attributes and relationships and reward systems; and a technical system concerned with processes, tasks, and technology.

This study identifies the composition of the Social system as the organizational structure, culture and people, while the technical system is represented by Information Technology. The theory therefore helps determine the influence of organization structure on implementation of JPIP in Kenya.

2.7.2 Stakeholder Theory

Freeman (1984) is credited with founding the stakeholder theory, defines stakeholder group formation through shared interests. Freeman explained the link between a firm and its behaviour within its external environment. According to this model, the firm is at the centre having dyadic relationships with various stakeholders. These relationships are mutually independent (Wagner, Alves & Raposo, 2011).

According to Savage (2010) stakeholder theory is premised on the relationship a firm enters to with interested parties that are affected or affect the organization. Thus the theory focused on these relationships looking at the processes and outputs for the firm and for the stakeholders, their specific and unique interests. According to Shonder and Avina (2016), stakeholder theory

provides an alternative means of performance measurement of an organization. Stakeholders are defined as the internal and external publics of an organization that have a stake in the organization and/or can influence its performance. The theory divides organizations stakeholders into five groups: shareholders, customers, communities, employees and suppliers. The shareholders, customers and community define the performance standards expected of the organization while the suppliers and work hand in hand with the organization to meet the external performance standards to satisfy the afore-mentioned.

The theory elaborates how a firm's decision making is influenced by stakeholder needs. Management therefore is tasked with understanding the various needs of its stakeholders and balancing out their interests. Baldwin (2012) therefore defines the concept as an organization's tool for identifying and analysing stakeholder characteristics being influenced by organizational behaviour. Thus, for any procurement process to be effectively implemented, an organization should consider the interest of its surrounding knowing that the success of its procurement activities is dependent on the interest of other involved stockholders. Therefore, agreement is a three-step process involving stakeholder identification, needs and interests' analysis and interpretation and building of relationships founded on the organizations objectives. The theory was therefore important in determining influence of stakeholders' participation on implementation of judicial performance improvement projects in Kenya.

2.7.3 Theory of Change

Theory of change was developed by Weiss (1995) who described it as a theory of how and why an initiative works. Weiss pointed out that it could be understood as a way to describe the set of assumptions that explain both the min-steps that lead to a long-term goal and the connections between these activities and the outcomes of an intervention or programme. Theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts (Brest, 2010). According Clark and Taplin (2012), a theory of change is utilized in strategic planning by management and decision making as a project or programme develops and progresses. It can also reveal what should be evaluated, and when and how, so that project and programme managers can use feedback to adjust what they do and how they do it to achieve the best results. A theory of change methodology will also help to identify the way people, organizations and situations change as a result of an organization activities or services, helping to develop models of good practice (Taplin, Clark, Collins & Colby, 2013).

According to Brest (2010), some projects might, of their nature, yield high initial impacts while others might inherently take far longer, even decades, to show results, not because they don't work after three years, but because it's simply how long it takes. Taplin et al. (2013) further states that the theory of change is useful during implementation as it can check on quality and thus help program team distinguish between implementation failure and theory failure. Burt further contends that it is essential to involve key stakeholder and staff in the development of the theory of social change as it will create a sense of ownership.

In planning, Clark and Taplin (2012) state that the theory of change can help an organization achieve a variety of results which are instrumental in its growth namely; strengthened organizational capacity through skills, staffing and leadership; strengthened alliances through level of coordination, collaboration and mission alignment; strengthened base of support through the grassroots, leadership and institutional relationships and alliances; improved policy through stages of policy change in the public policy arena, including adoption, implementation and funding; shift in social norms through the knowledge, attitude, values and behaviors ;changes in impact through the ultimate changes in social and physical lives and conditions. Impact is affected not just by policy change, but by other strategies, such as community support and changes to behaviors. This theory thus was relevant to the study in relation to influence of monitoring and evaluation on implementation of judicial performance improvement projects in Kenya.

2.7.4 System Theory

The term system theory originates from Von Bertalanffy's (1993) general system theory. Organizations are social systems. Real systems are open to and interact with their environments. The different parts/elements within and around the organization intermingle to affect the way organization operate and therefore strategy implementation. The theory states that failure in an organisation is attributed to various place that the system must adhere to in order for projects to be completed. One of these processes includes project management competence which entails execution of project tasks and activities.

Bertalanffy suggests that the systems theory acknowledges that successfully implemented projects require project management that is competent to control day-to-day management of the project activities. It can be argued from a system's approach to project management that many of the reasons for project failure might be attributed to the successive dominance of different reductionism approaches to project management. Such partial approaches to project management

ignore the complex, embedded and dynamic nature of today’s organization. This theory grounded on how project management competence influence implementation of judicial performance improvement projects in Kenya.

2.8 Conceptual Framework

Conceptual framework is a system of variable relationships that is logically designed to present the systematic view of the research problem. It specifies more exactly the variables to be studied, that is, independent and dependent variables. The conceptual framework illustrates diagrammatically how these variables relate to each other as shown in Figure 1.

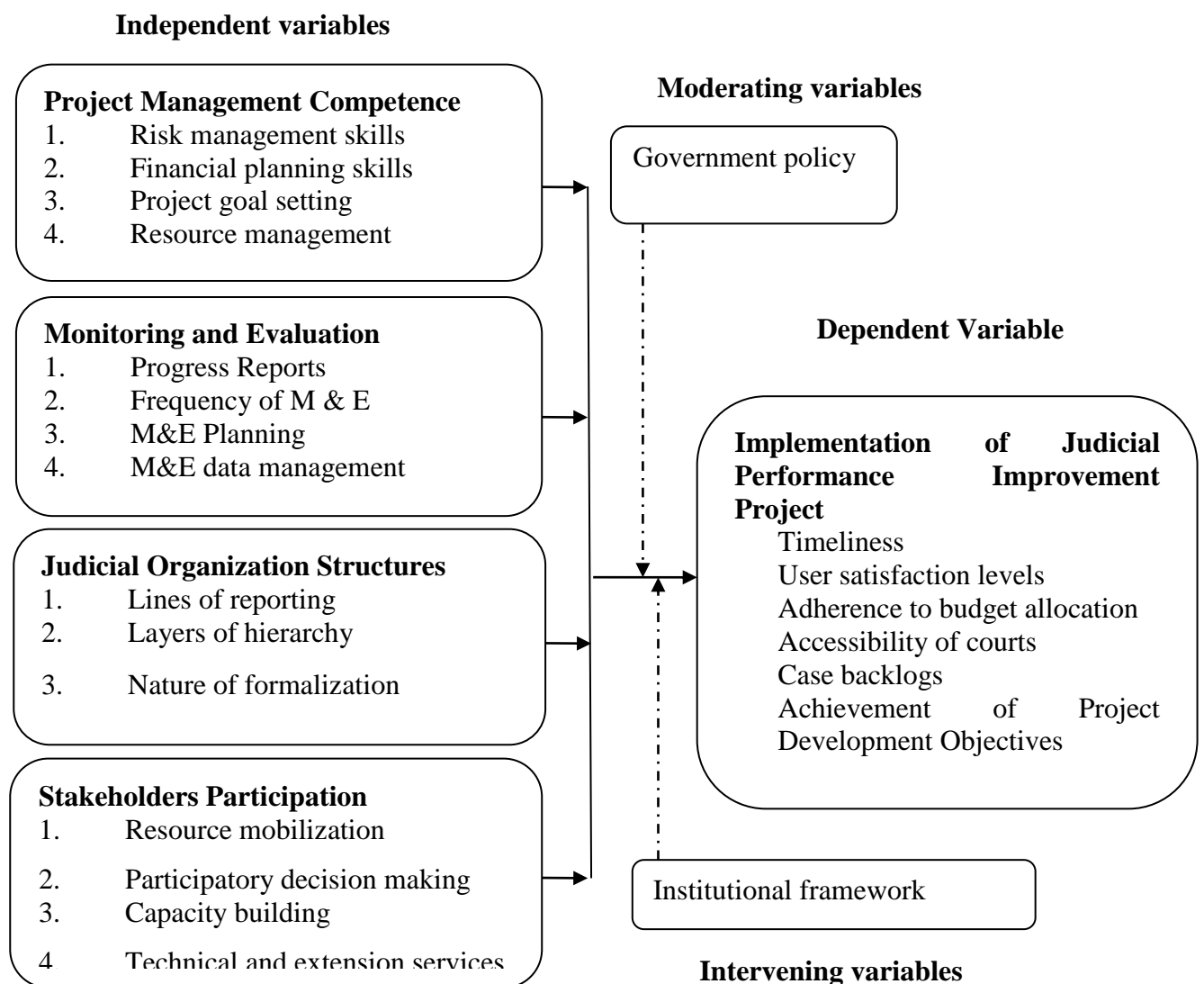


Figure 1: Conceptual Framework

2.9 Summary of the Literature Review

This chapter gives an in-depth insight into the independent variables of this study by basing the literature on published works by Judiciary as well as various researchers. The literature captures information on the influence of project management competence, monitoring and evaluation, judicial organization structures and stakeholders' participation on implementation of judicial performance improvement project in Kenya.

The study expounded on Socio-Technical Theory, Stakeholder Theory, Theory of Change and System Theory. Most of the literature reviewed were not limited on organizational factors and also most were in performance contracts rather than JPIP. The studies reviewed were like Makau (2014) who focused on factors influencing management of case backlog in judiciary in Kenya: a case of courts within Meru and Tharaka Nithi Counties; Muneeni (2011) on the challenges faced by the judiciary in the implementation of its strategic plans in Kenya; Sikudi and Otieno (2017) on the factors influencing implementation of county funded development projects by county governments in Kenya (A Case Of Kilifi County Government); and Kagumu (2018) on determinants of implementation of strategic plans by county governments in Kenya. These studies however did not focus on influence of organizational factors on the implementation of judicial performance improvement project. Therefore, this presents a gap that needed to be filled.

Table 2. 1: Research Gap

Variable	Author/Year	Focus of study	Research Design	Findings	Research Gaps	Focus of current study
Monitoring and evaluation	Sikudi and Otieno (2017)	Factors Influencing Implementation Of County Funded Development Projects By County Governments In Kenya (A Case Of Kilifi County Government)	Descriptive research design	Results revealed that monitoring and evaluation was positive and significantly related with Implementation Of County Funded Development Projects By County Governments In Kenya	The study focused on County Funded Development Projects	This study determined the influence of monitoring and evaluation on implementation of judicial performance improvement project in Kenya
Judicial organization structure	Muneeni (2011)	Challenges faced by the judiciary in the Implementation of its strategic plans in Kenya	Case study method was adopted	The study found out that various mechanisms were to a very large extent favoured. These included allocation of more resources, change of top leadership, communication, proper training, teamwork and change in organizational structure.	The study did not have the same variables as the current study	This study determined how judicial organization structures influences implementation of judicial performance improvement project in Kenya
Judicial organization structure	Makau (2014)	Factors Influencing Management Of Case Backlog In Judiciary In Kenya: A Case Of Courts Within Meru And Tharaka	Descriptive research design	The study found that Judicial organizational structure contributed to management of case backlog, however, there is need	The study focused on the management of case backlog	This study determined the organizational factors influencing the implementation of judicial performance improvement

		Nithi Counties		to re-engineer organizational structure and establish clear governance to effectively manage backlog		project in Kenya
Project management competence	Kagumu (2018)	Determinants Of Implementation Of Strategic Plans By County Governments In Kenya	This study adopted a cross-sectional survey research design	The study found that organizational structure had the greatest influence, followed by Leadership Characteristics with organizational Culture and Organizational Resources came last	The study covered leadership characteristics that was almost similar to project management competence but did not have much literature on it	This study determined the organizational factors influencing the implementation of judicial performance improvement project in Kenya
Project management competence	Lumumba (2017)	Factors influencing implementation of projects in the Kenyan Judiciary based on a case of court house construction at Kigumo Law Courts, Murang'a County, Kenya	Descriptive research design	The study found that that information that is needed for judicial officers and staff to do their job readily available, there is timely communication dissemination in the judiciary and the management of the judiciary provides timely feedback on inquiries	It did not reveal how various organizational factors influenced implementation of projects in the Kenyan Judiciary	This study focused on influence organizational factors on implementation of judicial performance improvement project in Kenya
Stakeholders participation	Muriu (2014)	Factors Affecting Implementation Of Performance Contracting	Descriptive research design	The study found that government policy, employee motivation,	Limited to structured interviews alone with limited number of	This study used questionnaires

		Process In Kenya's Civil Service		organizational culture and organizational effectiveness explained the implementation process and were significant to a moderate and high extent	respondents	
Organizational structure	Navakholve (2017)	Determinants Of Implementation Of Performance Contracting In The Kenyan Judiciary: A Case Of Law Courts In Nairobi City County, Kenya	Descriptive research design	The study found that organizational structure influences implementation of performance contracting in The Judiciary	The study though important did not have similar determinants as the current study	This study determined the organizational factors influencing the implementation of judicial performance improvement project in Kenya

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was adopted in the operationalization of the study and achievement of the objectives. This section highlights the procedures that were used in data collection: the research design, target population, sample size and sampling technique, research instruments, pilot testing, reliability and validity of the instruments, data collection procedures and analysis, ethical considerations and finally operationalization of variables.

3.2 Research Design

This study adopted a cross-sectional descriptive research design since it is instrumental in the collection at one point in time in data from a population of interest. This examination configuration was fitting for this study as it takes into consideration both qualitative and quantitative information and furthermore makes it simple to build up connections among the factors (Creswell & Creswell, 2017). It is analytical and often singles out a variable factor or individual subject and goes into details and describing them.

3.3 Target Population

The target population refers to all the members of a real or hypothetical set of people, events or subjects to which a researcher wishes to generalize the results of the study (Ferrell & Fraedrich, 2015). The target population for this study were members of staff in JSC who are associated with the implementation of JPIP; both project and support staff, and stakeholders. The JSC staff included the Directors, Senior Coordinators, Field and Technical Coordinators, Managers and Officers. Further, the stakeholders included the NGOs officials, Office of the Attorney General and The National Council for Law Reporting who add up to 281 respondents.

Table 3. 1: Target Population

Categories	Population	Percentage
JSC Directors	21	7.5
JSC Field and Technical Coordinators	26	9.3
JSC Senior Coordinators	44	15.7
JSC Managers	35	12.5
JSC Officers	40	14.2
NGOs officials	39	6.8
Office of the Attorney General	47	8.2
The National Council for Law Reporting staff	29	5.1
Total	281	100.0

3.3.1 Sampling Size

Sample size can be defined as the number of observations used for calculating estimates of a given population (Bryman & Bell, 2011). Basing the determination of sample size with Yamane (1967) formula, a sample size of 165 respondents was targeted. This was done according to the Yamane (1967) formula. According to Yamane (1967) formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = desired sample size
N = Target population (**281**)
e= Population proportion (**0.5**)

Therefore n= $281/1 + (281 \times 0.5 \times 0.5)$
=165

Table 3. 2: Sampling Frame

Categories	Population	Ratio	Sample
JSC Directors	21	0.587	12
JSC Field and Technical Coordinators	26	0.587	15
JSC Senior Coordinators	44	0.587	26
JSC Managers	35	0.587	21
JSC Officers	40	0.587	23
NGOs officials	39	0.587	23
Office of the Attorney General	47	0.587	28
The National Council for Law Reporting staff	29	0.587	17
Total	281		165

3.3.2 Sampling Procedures

The study selected the respondents using stratified sampling technique. Stratified sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling, subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Sekaran & Bougie, 2010). The study determined the sample sizes through proportionate sampling and later use simple random sampling to pick the respondents in each stratum.

3.5 Research Instruments

The study used questionnaires to collect data and information from the targeted population identified. The data collection method was via structured questionnaires developed by the researcher to gather data from the sample population according to the objective of the study. According to Saunders, Lewis and Thornhill (2012), structured questionnaires are those questionnaires in which there are definite, concrete and pre-determined questions. The questionnaire is made up of both open ended and closed ended questions. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions

allow respondent to respond from limited options that had been stated. Kumar (2019) indicated that the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form.

3.6 Pilot Testing

The purpose of pre-testing the data instrument was to ensure that the items in the instrument are stated clearly and have the same meaning to all respondents. This involved checking whether the questions are clear and revoking any positive or negative response (Marshall & Rossman, 2015). Pilot testing of the research instruments was conducted where 27 questionnaires were administered to the pilot survey respondents who were chosen at random representing 10% of the sample size as per Mugenda and Mungenda (2003). After one day, the same participants were requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. This was very important in the research process because it assisted in identification and correction of vague questions and unclear instructions. It was also a great opportunity to capture the important comments and suggestions from the participants. This helped improve on the efficiency of the instrument. This process was repeated until the researcher is satisfied that the instrument does not have variations or vagueness.

3.7 Validity of the Research Instrument

According to Bajpai (2011), validity is the accuracy and meaningfulness of inferences, based on the research results. Validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study used content validity which draws an inference from test scores to a large domain of items similar to those on the test. Content validity was concerned with sample-population representativeness.

Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This helped to improve the content validity of the data that was collected. Content validity was obtained by

asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

3.8 Reliability of the Research Instrument

Reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. It is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of measure (Zikmund, Babin, Carr & Griffin, 2012). Reliability is concerned with the question of whether the results of a study are repeatable.

The questionnaire was administered to a pilot group of 15 randomly selected respondents from the target population and their responses were used to check the reliability of the tool. Reliability of the data collection instrument was done using the split half method then was calculated using Spearman Brown correlation formulae to get the whole test reliability. If the sum scale is perfectly reliable, then the two halves are expected to be perfectly correlated. A construct composite reliability co-efficient of 0.7 or above, for all the constructs, was considered to be adequate for this study (Gillham, 2011).

3.9 Data Collection Procedures

The study used primary data which was collected by use of questionnaires. The questionnaires were self-administered through drop and pick later method. The researcher delivered the questionnaire and gave the selected respondent sometime after which the researcher collected the completed questionnaire for analysis. The researcher also assured the participants that the information they gave would be treated with strict confidentiality.

3.10 Data Analysis Techniques

The completed questionnaires were edited for completeness and consistency. The data was then analyzed using descriptive statistics and inferential statistics. The descriptive statistical tool (SPSS V.25.0) helped the researcher in the analysis of the data. Descriptive statistics such as mean, frequency, standard deviation and percentages was estimated for all the quantitative variables and information presented in form of tables.

To test the relationship between the dependent and independent variables, multiple regression model was applied to determine the relative importance of each of the independent variables with respect to implementation of judicial performance improvement projects. The linear regression analysis is chosen as the approach to analyze the data. The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon$$

Where: -Y= Implementation of judicial performance improvement project

β_0 =constant; $\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 = regression coefficients

X_1 = project management competence

X_2 = Monitoring and Evaluation

X_3 = judicial organization structures

X_4 = stakeholders participation

ε =Error Term

The study used the One-Way ANOVA in testing for the model fitness. The ANOVA's basic principle is testing the means differences within populations by exploring the variation amongst the samples, relative to the variation degree amongst the samples (Creswell & Creswell, 2017). To test the alternate hypotheses, the one-way ANOVA was employed. The Levine's homogeneity of variance test with p-value < 0.05 was interpreted to mean the ANOVA test results are significant and the study rejected the null hypothesis if computed $F > F$ critical at 95% confidence interval. The F-test was used to test the significance of the overall model at a 5 percent confidence level. The value for the F-statistic was applied in determining the robustness of the model.

3.11 Ethical Consideration

The researcher re-assured the respondents that the information collected was treated with confidentiality as regards to their personal identity and was not disclosed. Further, the information given was used for academic research and not for any other purpose. The study also ensured that no respondent was coerced to respond to the instrument. The researcher also obtained a research permit from NACOSTI for approval to visit the project to carry out the study after getting an introduction letter from the University of Nairobi. Further, a letter for transmittal of data to the respondents was obtained from the university explaining to the respondents on reasons as to why the research is important and the importance of the respondent participating in the study by giving truthful and objective information.

3.12 Operationalization of Variables

The operationalization of variables is shown in Table 3.3.

Table 3. 3: Operationalization of Variables

Objectives	Type of Variable	Measuring of Indicators	Measuring Scale	Type of Statistical Data Analysis	Tools of analysis
To determine the influence of project management competence on implementation of judicial performance improvement project.	Independent	Risk management skills Financial planning skills Project goal setting Resource management	Interval	Percentages Mean score	Descriptive statistics Regression analysis
To establish the influence of monitoring and evaluation on implementation of judicial performance improvement project.	Independent	Progress Reports Frequency of M & E M&E Planning M&E data management	Interval	Percentages Mean score	Descriptive statistics Regression analysis
To assess the influence of judicial organization structures on implementation of judicial performance improvement project.	Independent	Lines of reporting Layers of hierarchy Nature of formalization Level of horizontal integration	Interval	Percentages Mean score	Descriptive statistics Regression analysis
To evaluate the influence of stakeholders participation on implementation of judicial performance improvement project.	Independent	Resource mobilization Participatory decision making Capacity building Technical and extension	Interval	Percentages Mean score	Descriptive statistics Regression analysis

		services			
	Dependent	Timeliness User satisfaction levels Adherence to budget allocation Accessibility of courts Case backlogs Achievement of Project Development Objectives	Interval	Mean score	Descriptive statistics Regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the findings obtained from the primary instrument used in the study. It discusses the characteristics of the respondents, their opinions on the organizational factors influencing the implementation of judicial performance improvement project in Kenya. The chapter is organized to present the findings by first looking at the response rate, reliability analysis, the demographic variables and objectives. The researcher provided tables that summarized the collective reactions of the respondents.

4.1.1 Response Rate

The researcher distributed one hundred and sixty-five questionnaires. However, only 122 were received back fully filled. This gave a response rate of 73.7% which was within what Saunders, Lewis and Thornhill (2012) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

Table 4. 1: Response Rate

Response	Frequency	Percentage
Response	122	73.7
No response	43	26.3
Total	165	100.0

4.1.2 Reliability Analysis

In this study, reliability was determined using the split half method then will be calculated using Spearman Brown correlation and were thus considered reliable if the as the results showed that the construct composite reliability co-efficient associated with the variables of the study were above 0.70 threshold. The results of the reliability analysis are presented in the Table 4.2.

Table 4. 2: Reliability of Measurement Scales

	Reliability Co-efficient	Decision
Project management competence	.728	Reliable
Monitoring and evaluation	.771	Reliable
Judicial organization structure	.825	Reliable
Stakeholders participation	.892	Reliable
Implementation of judicial performance improvement project	.706	Reliable

From the findings, stakeholders participation was the most reliable as shown by a coefficient of 0.892, followed by judicial organization structure as expressed by a coefficient of 0.825, then monitoring and evaluation as illustrated by a coefficient of 0.771, then project management competence as illustrated by a coefficient of 0.728, while implementation of judicial performance improvement project was least reliable as indicated by a coefficient of 0.706. All the variables were considered reliable since the results showed that their coefficients were above 0.70 threshold as recommended by Gillham (2011) who noted that the composite reliability coefficient should be in excess of 0.70 for the measurement intervals.

4.2 Background information

This section provided information that was of great importance for it gave the researcher a clue of who is filling the questionnaires and be able to know if the respondents are the targeted ones and whether the information given is the correct one they're seeking. This section required the respondents to indicate their background information including gender, how long they have been working with the county government, highest level of education and age bracket. This general information is presented in form tables.

4.2.1 Gender of the Respondents

The researcher requested the respondents to indicate their gender. Table 4.3 presents their responses.

Table 4. 3: Gender of the Respondents

	Frequency	Percent
Male	82	66.9
Female	40	33.1
Total	122	100.0

The results reveal that most of the respondents indicated that they were male as shown 66.9% and the least were female as shown by 33.1%. This implies that most of judicial performance improvement project employees were male. This shows that the researcher was not gender biased in collection of data since all the respondents were considered irrespective of their gender.

4.2.2 Years worked in Judicial Performance Improvement Projects

The respondents were asked to give their response on how long they had worked with judicial performance improvement projects in Kenya. Table 4.4 presents their responses.

Table 4. 4: Years worked with Judicial Performance Improvement Projects

	Frequency	Percent
Less than 1 year	26	21.3
3 to 5 years	54	44.3
Above 5 years	42	34.4
Total	122	100.0

As per the findings, most of the respondents indicated that they had worked in judicial performance improvement projects for 3 to 5 years as shown by 44.3%, 34.4% had worked for above 5 years while 21.3% had worked for less than 1 year. This shows that majority of the respondents had had worked with the judicial performance improvement projects for long enough to comprehend and give reliable and accurate information on the subject under study. This implies that the respondents were aware of the organizational factors influencing the implementation of judicial performance improvement project in Kenya.

4.2.3 Highest Level of Education of the Respondents

The researcher was also interested in determining the level of education of the respondents. The respondents were required to indicate their highest level of education whose responses were presented in Table 4.5.

Table 4. 5: Highest Level of Education of Respondents

	Frequency	Percent
Certificate	21	17.1
Diploma	30	24.6
Degree	39	32.3
Masters	20	16.3
PhD	12	9.7
Total	122	100.0

The results revealed that 32.3% of the respondents had acquired a Degree, 24.6% had acquired a Diploma, 17.1% had acquired a Certificate, 16.3% had attained a Masters while 9.7% had reached the PhD level. This implies that all the respondents were learned and hence this was a pool of learned respondents who could comprehend and give reliable information about the subject under study.

4.2.4 Age Bracket of the Respondents

The researcher was also interested in determining the age of the respondents. The respondents indicated their age bracket which was presented in Table 4.6.

Table 4. 6: Age Bracket of the Respondents

	Frequency	Percent
20-30 years	26	21.1
31-40 years	36	29.7
41-50 years	54	44.6
51–60 years	6	4.6
Total	122	100.0

As per the findings, 44.6% of the respondents indicated that they belonged to age bracket of 41-50 years, 29.7% indicated that they were aged between 31-40 years, 21.1% indicated that they were aged between 20-30 years while 4.6% indicated that they were aged between 51–60 years. This shows that majority of the respondents were mature enough and had diverse information on the subject under study. This information also helped to determine the reliability and validity of the information the respondents they provided.

4.3 Organizational Factors influencing the Implementation of Judicial Performance Improvement Project in Kenya

The sought to investigate the organizational factors influencing the implementation of judicial performance improvement project in Kenya. Specifically, the study wanted to assess the influence of project management competence, monitoring and evaluation, judicial organization structure and stakeholders participation on implementation of judicial performance improvement project in Kenya.

4.3.1 Project Management Competence

The research aimed to examine the influence of project management competence on implementation of judicial performance improvement project in Kenya. The respondents were asked to indicate the extent to which the aspects of project management competence influence the implementation of judicial performance improvement project in Kenya. The opinions were as shown in Table 4.7.

Table 4.7: Influence of Aspects of Project Management Competence on Implementation of JPIPs

	Mean	Std. Dev.
Risk management skills	4.173	0.781
Resource management	2.452	0.573
Project goal setting	3.683	0.596
Financial planning skills	4.144	0.806

From the findings, the respondents indicated that the risk management skills as expressed by a mean of 4.173; financial planning skills as expressed by a mean of 4.144; and project goal setting as illustrated by a mean of 3.683 greatly influence the implementation of judicial performance improvement project in Kenya. The respondents also indicated that resource management as expressed by a mean of 2.452 lowly influences the implementation of judicial performance improvement project in Kenya.

Further, the respondents gave their views on how the aspects of project management competence influence the influence the implementation of judicial performance improvement project in Kenya. The respondents indicated that if the projects management committee does not have the needed skills the project may fail; Those with personal interests ma end up colluding with

contractors hence shoddy work is done. It was also clear that lack of project management skills and training affects the running of the project.

4.3.2 Monitoring and Evaluation

The study sought to establish the influence of monitoring and evaluation on implementation of judicial performance improvement project in Kenya. The respondents were required to indicate the extent to which the aspects of monitoring and evaluation influence the implementation of judicial performance improvement project in Kenya. Their responses were as shown in Table 4.8.

Table 4.8: Influence of Aspects of Monitoring and Evaluation on Implementation of JPIPs

	Mean	Std. Dev.
Progress Reports	4.096	0.819
M&E planning	3.731	0.850
M&E data management	2.308	0.984
Frequency of M & E	3.856	0.960

From the findings, the respondents indicated that progress reports as expressed by a mean of 4.096; frequency of M&E as shown by a mean of 3.856; and M&E planning as illustrated by a mean of 3.731 influence the implementation of judicial performance improvement project in Kenya greatly. Further, the respondents indicated that M&E data management as expressed by a mean of 2.308 lowly influences the implementation of judicial performance improvement project in Kenya.

The respondents also gave their views on how the aspects of monitoring and evaluation influence the implementation of judicial performance improvement project in Kenya. They indicated that they ensure that projects are done as planned if monitoring is done at every stage; also, it ensures that work is done in a more transparent manner. It also helps in mapping resources and areas to implement projects, checks abuse diverting of funds and plans and if the the team is not all inclusive to be effective (the M & E team).

4.3.3 Judicial Organization Structure

The study aimed at assessing the influence of the judicial organization structure on implementation of judicial performance improvement project in Kenya. The respondents were asked to indicate the extent to which aspects of judicial organization structure influence the

implementation of judicial performance improvement project in Kenya. The findings were illustrated in Table 4.9.

Table 4.9: Influence of Aspects of Judicial Organization Structure on Implementation of JPIPs

	Mean	Std. Dev.
Lines of reporting	4.077	0.867
Layers of hierarchy	3.990	0.887
Nature of formalization	2.548	0.573
Level of horizontal integration	4.115	0.816

As per the findings, the respondents indicated that level of horizontal integration as indicated by a mean of 4.115; lines of reporting as shown by a mean of 4.077 and layers of hierarchy as expressed by a mean of 3.990 greatly influence implementation of judicial performance improvement project in Kenya. Moreover, the respondents indicated that the nature of formalization as illustrated by a mean of 2.548 moderately influence the implementation of judicial performance improvement project in Kenya.

On the respondents' opinion on the ways that judicial organization structure influences the implementation of judicial performance improvement project in Kenya, the respondents indicated that while organization is necessary for success, the structure can influence the project management process as it may dictate the level of project management, who makes ultimate project decisions, the communication of project goals and tasks and how the project manager works with his team.

4.3.5 Stakeholders Participation

The study sought to determine the influence of stakeholders' participation on implementation of judicial performance improvement project in Kenya. The respondents were required to indicate the extent to which the aspects of stakeholders' participation influence the implementation of judicial performance improvement project in Kenya. The findings were as shown in Table 4.10.

Table 4.10: Influence of Aspects of Stakeholders Participation on Implementation of JPIPs

	Mean	Std. Dev.
Resource mobilization	4.077	0.867
Participatory decision making	4.192	0.871
Capacity building	3.692	0.860
Technical and extension services	4.000	0.870

From the findings, the respondents indicated that participatory decision making as shown by a mean of 4.192; resource mobilization as indicated by a mean score of 4.077; and technical and extension services as expressed by a mean of 4.000 greatly influence the implementation of judicial performance improvement project in Kenya. Moreover, capacity building as shown by a mean of 3.692 greatly influences the implementation of judicial performance improvement project in Kenya.

Moreover, the respondents were asked to indicate how else stakeholders' participation influences the implementation of judicial performance improvement project in Kenya. They indicated that most of the stakeholders just avoid and criticize; others come in to embezzle the funds allocated; some don't even attend stakeholder's forums. Respondents also indicated that majority of the stakeholders give extreme conditions of their funds hence having differences; others indicated that the stakeholders may want to own the projects which may end up limiting participation of others and this slows down the implementation process. Further, the respondents indicated that the involvement of stakeholders greatly affect how the projects are implemented as key groups bring their input on what best things should be done and this helps in successful completion of judicial performance improvement projects .

4.3.6 Implementation of Judicial Performance Improvement Project

Finally, the respondents were requested to indicate the trend of aspects of implementation of judicial performance improvement project for the last 5 years in Kenya. The responses were as tabulated on Table 4.11.

Table 4.11: Implementation of Judicial Performance Improvement Project

	Mean	Std. Dev.
Timeliness	4.192	0.848
User satisfaction levels	3.837	0.826
Adherence to budget allocation	3.183	0.721
Accessibility of courts	4.144	0.818
Case backlogs	3.471	0.574
Achievement Of Project Development Objectives	2.567	0.571

From the findings, the respondents indicated that timeliness as expressed by a mean of 4.192; accessibility of courts as expressed by a mean of 4.144; and user satisfaction levels as illustrated by a mean of 3.837 have improved. Moreover, the respondents indicated that adherence to budget allocation as expressed by a mean of 3.183; case backlogs as illustrated by a mean of 3.471; achievement of project development objectives as indicated by a mean of 2.567 had been constant for the last five years.

4.4 Testing of Hypotheses

Hypotheses testing were done through regression analysis. The results of the tests were interpreted through the adjusted R^2 values and P values at $P < 0.05$ significance level. The variables under study were regressed on performance indicators and a composite measure for all the variables computed to reflect overall variables.

4.4.1 Testing Hypothesis One

Linear regression analysis was conducted to assess how project management competences influence the implementation of judicial performance improvement project in Kenya. In testing its hypothesis, likewise data was collected from the respondents on project management competences variables and then the composite index for project management competences was computed and used in the analysis. The following hypothesis that was in line with objective one was formulated and tested.

H₀₁: There is no significant relationship between project management competences and implementation of judicial performance improvement project in Kenya

Table 4.12: Results for Testing Hypothesis One

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error		
1	0.810	0.656	0.653	0.476		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.838	1	51.838	228.756	1.41E-29
	Residual	27.193	120	0.227		
	Total	79.031	121			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.652	0.714		3.714	0.000
	Project management competences	0.876	0.315	0.810	2.781	0.006

The findings in Table 4.12 shows that $r=0.789$. This indicates that project management competences have a very strong relationship with implementation of judicial performance improvement project in Kenya. In addition, R^2 was 0.653 which implied that project management competences explain 65.3% of the variations in the implementation of judicial performance improvement project in Kenya. The results on test of significance also indicate that project management competences ($\beta=0.876$, $p=0.006$) was significant at $p<0.05$ and 95% confidence level.

The overall F statistics, ($F = 228.756$, $p=1.41E-29<0.05$), indicated that there was a statistically significant relationship between project management competences and implementation of judicial performance improvement project in Kenya. The null hypothesis was therefore rejected and it was concluded that there is a significant relationship between project management competences and implementation of judicial performance improvement project in Kenya.

Using the coefficients findings in Table 4.12, the regression model can be substituted as follows:

$$Y = 2.652 + 0.876X_1$$

Where;

Y = Implementation of judicial performance improvement project in Kenya

X₁= Project management competences

4.4.2 Testing Hypothesis Two

Linear regression analysis was conducted to assess how monitoring and evaluation influence the implementation of judicial performance improvement project in Kenya. In testing its hypothesis, likewise data was collected from the respondents on monitoring and evaluation and then the composite index for monitoring and evaluation was computed and used in the analysis. The following hypothesis that was in line with objective two was formulated and tested.

H₀₂: There is no significant relationship between monitoring and evaluation and implementation of judicial performance improvement project in Kenya

Table 4. 13: Results for Testing Hypothesis Two

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error	
1		0.778	0.606	0.602	0.968	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.496	1	172.496	184.225	5.34E-26
	Residual	112.36	120	0.936		
	Total	284.856	121			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.435	0.599		2.396	0.018
	Monitoring and evaluation	0.843	0.265	0.778	3.181	0.002

Table 4.13 reveals that $r=0.778$. This indicates that monitoring and evaluation has a very strong relationship with implementation of judicial performance improvement project in Kenya. In addition, R^2 was 0.602 which implies that monitoring and evaluation explains 60.2% of the

variations in the implementation of judicial performance improvement project in Kenya. The results on test of significance also indicate that monitoring and evaluation ($\beta=0.843$, $p=0.002$) was significant at $p<0.05$ and 95% confidence level.

The overall F statistics, ($F = 184.225$, $p=5.34E-26<0.05$), indicated that there was a very statistical significant relationship between monitoring and evaluation and implementation of judicial performance improvement project in Kenya. The null hypothesis was hence rejected and it was concluded that there is a significant relationship between monitoring and evaluation and implementation of judicial performance improvement project in Kenya.

Using the statistical findings in Table 4.13, the regression model can be substituted as follows:

$$Y = 1.435 + 0.843X_2$$

Where;

Y = Implementation of judicial performance improvement project in Kenya

X_2 = Monitoring and evaluation

4.4.3 Testing Hypothesis Three

Linear regression analysis was further conducted to assess how judicial organization structures influence the implementation of judicial performance improvement project in Kenya. In testing its hypothesis, likewise data was collected from the respondents on judicial organization structures and then the composite index for the judicial organization structures was computed and used in the analysis. The following hypothesis that was in line with objective three was formulated and tested.

H₀₃: There is no significant relationship between judicial organization structures and implementation of judicial performance improvement project in Kenya

Table 4. 14: Results for Testing Hypothesis Three

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error		
1	0.830	0.689	0.686	1.149		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	350.542	1	350.542	265.413	3.44E-32

	Residual	158.489	120	1.321		
	Total	509.031	121			
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.604	1.162		2.241	0.027
	Judicial organization structures	0.882	0.338	0.830	2.609	0.010

Table 4.14 shows that $r=0.830$. This indicates that judicial organization structures have a strong relationship with implementation of judicial performance improvement project in Kenya. In addition, R^2 was 0.686 which indicate that judicial organization structures explain 68.6% of the variations in the implementation of judicial performance improvement project in Kenya. The results on test of significance also indicate that judicial organization structures ($\beta=0.882$, $p=0.010$) was significant at $p<0.05$ and 95% confidence level.

The overall F statistics, ($F = 265.413$, $p=3.44E-32<0.05$), indicated that there was a statistically significant relationship between judicial organization structures and implementation of judicial performance improvement project in Kenya. The null hypothesis was hence rejected and it was concluded that there is a significant relationship between judicial organization structures and implementation of judicial performance improvement project in Kenya.

Using the statistical findings in Table 4.14, the regression model can be substituted as follows:

$$Y = 2.604 + 0.882X_3$$

Where;

Y = Implementation of judicial performance improvement project in Kenya

X_3 = Judicial organization structures

4.4.4 Testing Hypothesis Four

Linear regression analysis was further conducted to assess how stakeholders' participation influences the implementation of judicial performance improvement project in Kenya. In testing its hypothesis, likewise data was collected from the respondents on stakeholders' participation variables and then the composite index for the stakeholders' participation variable was computed

and used in the analysis. The following hypothesis that was in line with objective four was formulated and tested.

H₀₄: There is no significant relationship between stakeholders participation and implementation of judicial performance improvement project in Kenya

Table 4. 15: Results for Testing Hypothesis Four

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error	
1		0.839	0.705	0.702	0.267	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.455	1	20.455	286.217	1.45E-33
	Residual	8.576	120	0.071		
	Total	29.031	121			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.131	0.342		3.307	0.001
	Stakeholders participation	0.871	0.436	0.839	1.998	0.048

The findings in Table 4.15 shows that $r=0.839$. This implies that stakeholders' participation has a very strong relationship with implementation of judicial performance improvement project in Kenya. In addition, R^2 was 0.702 which implied that stakeholders' participation explains 70.2% of the variations in the implementation of judicial performance improvement project in Kenya. The results on test of significance also indicates that stakeholders participation ($\beta=0.871$, $p=0.048$) was significant at $p<0.05$ and 95% confidence level.

The overall F statistics, ($F = 286.217$, $p=1.45E-33<0.05$), indicated that there was a statistically significant relationship between stakeholders participation and implementation of judicial performance improvement project in Kenya. The null hypothesis was hence rejected and it was

concluded that there is a significant relationship between stakeholders' participation and implementation of judicial performance improvement project in Kenya.

Using the statistical findings in Table 4.4, the regression model can be substituted as follows:

$$Y = 1.131 + 0.871X_4$$

Where;

Y = Implementation of judicial performance improvement project in Kenya

X₄ = Stakeholders participation

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter gives that summary of the data findings, discussion of the data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of the Findings

The study sought to examine the influence of project management competence on influence the implementation of judicial performance improvement project in Kenya. The study found that risk management skills, financial planning skills, and project goal setting greatly influence the implementation of judicial performance improvement project in Kenya. The study also found that resource management lowly influences the implementation of judicial performance improvement project in Kenya.

The study sought to evaluate influence of monitoring and evaluation on influence the implementation of judicial performance improvement project in Kenya. The study found that progress reports; frequency of M&E; and M&E planning influence the implementation of judicial performance improvement project in Kenya greatly. Further, the study established that M&E data management lowly influences the implementation of judicial performance improvement project in Kenya.

The study sought to establish the influence of judicial organization structure on influence the implementation of judicial performance improvement project in Kenya. The study found that level of horizontal integration; lines of reporting and layers of hierarchy greatly influence implementation of judicial performance improvement project in Kenya. Moreover, the research found that the nature of formalization moderately influences the implementation of judicial performance improvement project in Kenya.

The study further sought to assess the influence of stakeholders' participation on influence the implementation of judicial performance improvement project in Kenya. The research found that participatory decision making; resource mobilization; and technical and extension services greatly influence the implementation of judicial performance improvement project in Kenya. Moreover, the study established that capacity building greatly influences the implementation of judicial performance improvement project in Kenya.

5.3 Discussion of the Findings

This section presents the discussions of the findings in chapter four in relation to the literature review.

5.3.1 Project Management Competence and Implementation of Judicial Performance Improvement Project

The study found that risk management skills, financial planning skills, and project goal setting greatly influence the implementation of judicial performance improvement project in Kenya. These findings concur with Mohanan, Miller, Donato, Truskinovsky and Vera-Hernández (2016) who stated that project managers have to influence all that they interact with so that project implementation can be achieved; therefore, they need not only to possess good management skill but leadership skills as well. PMs need to cooperate with multiple stakeholders, not only direct with in-house project players, but with beneficiaries using basically non-technical and non-imitative skills. These include managerial knowledge and implicit people's knowledge management within the managerial arrangement. These skills contribute to the efficient management of projects.

The study found that resource management lowly influences the implementation of judicial performance improvement project in Kenya. This was not in line with Saxena (2011) who illustrates that scheduling, management, group, conscription, organize and harmonization as the traditional purpose of project running. The project manager must be an individual who can create and lead a team of professionals, therefore, they should have the essential fundamental organization skills and understand project life cycle. The project manager must hold the subsequent project management competency to complete the management project successfully. Produce the final outcome contained by the limits of accessible income and performance necessities. This necessitate an overall vision of project objectives and precise planning of ways of achieving success, the leadership feature of leading the project team's effort, judgment construction, negotiating necessary resources and declaration of the adversarial application on those resources(Matós & Miguel, 2013).

5.3.2 Monitoring and Evaluation and Implementation of Judicial Performance Improvement Project

It was clear those progress reports, frequency of M & E and M&E planning influence the implementation of judicial performance improvement project in Kenya greatly These findings are in line with Mwaura and Ngugi (2014) who argued that community participation (including

the simplest level of involvement) from as early as problem identification enhances the future sense of ownership, but ongoing motivation is required for continuing participation. This is of key importance; just because a community has participated in the planning process does not mean that it will sustain participation in ongoing service delivery. Effective monitoring and evaluation of JPIP can improve management, accountability, participation, trust, learning, and efficiency and development impacts (Inkinen, Kianto & Vanhala, 2015). Monitoring and evaluation is a vital tool of management in any project. It starts right from the planning stage of the project cycle (Kaplan & Norton, 2011). It is important for any judicial program aimed at addressing service issues to have an effective monitoring and evaluation system to ensure efficient delivery of services with intended outcome and sustainability of the program/project benefits, and policy implementation leading to the envisioned change (Kianto, Ritala, Spender & Vanhala, 2014).

The study also found that M&E data management lowly influence the implementation of judicial performance improvement project in Kenya. Bell an Van Reenen (2016) disagree with the results as they state that it generates good-quality data to satisfy accountability requirements. Investing in strengthening a national monitoring and evaluation system is important as it will eventually save resources that may otherwise be spent in inefficient programs or overlapping activities supported by different partners. A mature and sustained monitoring and evaluation system has the potential to lead the organization towards meeting its responsibilities and achieving its goals, even when faced with socio-political crises that mar the development sector so often (Institute of Economic Affairs, 2014). Managers and key stakeholders should make it clear from the outset that they are not using monitoring and evaluation process to criticize individual performances, but rather as part of a package of activities designed to achieve a specific goal in attaining quality results from the project. In recent years, many low- and middle-income countries have established dedicated (or vertical) monitoring and evaluation systems for their programs. The anticipated aims of such monitoring and evaluation systems have however not been realized in many countries due to low financial investment in monitoring and evaluation infrastructure, weak or ill-defined systems for collection, analysis, and dissemination of data, inadequately trained data collectors, and insufficient technical capacity to transform data into usable indicators (Maurice, 2011).

5.3.3 Judicial Organization Structure and Implementation of Judicial Performance Improvement Project

The study found that level of horizontal integration; lines of reporting and layers of hierarchy greatly influence implementation of judicial performance improvement project in Kenya. This agrees with Larbi (2010) who stated that the objective of an organizational structure is to have information which explains the natures of the organization's functions; to give a graphic description of the organization, to have comprehensive information on what is done, how it is done and who the responsible officials are for each area. An organization exists where two or more people agree to get together and coordinate their activities so as to achieve common goals. Generally, organizations are social groupings constructed to achieve particular goals. They are characterized by the conscious division of labour, responsibility, and authority systems, and the need for control. Normally organizations comprise of a social system plus a technical system as Social systems organizations are affected by socio-economic and psychological forces as technical systems they are influenced by technological and environmental changes (Judicial Transformation Framework 2012-2016).

Moreover, the research found that the nature of formalization moderately influences the implementation of judicial performance improvement project in Kenya. This was inconsistent with McCarthy (2013) who stated that as a matter of contingency, environment, technology, size, strategy, and owner or manager objectives pose a bearing on structure and performance of organizations. The configuration of an organization is therefore fundamental to the coordination of performance contracting as it is cascaded from the highest point. According to Terziovski (2010), leadership occurs when an individual can influence others to voluntarily perform their work roles beyond the minimum requirements.

A good organization is important because it facilitates administration, it makes growth and diversification possible, it stimulates independent, creative thinking and initiative through well-defined areas of work and it provides for the optimum use of technological improvements. An organization can be divided into two parts, that is, formal and informal. Formal organization refers to the intentional structure of roles in a formally organized enterprise. The informal organization is a network of interpersonal relationships that arises when people associate with one another. An organization is a pattern or relationships between roles in an organization and its different parts. The purpose of the structure is to serve to allocate work and responsibilities in order to direct activities and achieve the organization's goals. Therefore, the structure enables managers to plan, direct, organize and control the activities of the organization (Wambui, 2012).

5.3.4 Stakeholders Participation and Implementation of Judicial Performance Improvement Project

The research found that participatory decision making; resource mobilization; and technical and extension services greatly influence the implementation of judicial performance improvement project in Kenya. The finding concurs Setumbi (2015) who argued that the top down participation of the beneficiaries usually adopted by central government has been challenged in the past as the government planning mechanism view beneficiary participation as a procedure of drawing people in to project execution after all project decisions have been made. Stakeholders benefit for having their expectations understood and managed through communication of appropriate messages on one hand and the other hand ensuring that the stakeholders understand what support the project needs from them. Stakeholders have a stake in the outcome of the project. It could be an interest, a right, ownership. Rights can either be legal or moral ownership in a circumstance. The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the community needs

Moreover, the study established that capacity building greatly influences the implementation of judicial performance improvement project in Kenya. This is similar to Taplin Clark and Colby (2013) who note that stakeholder support involves people, accountability for their well-being and developing an ability to provide to their development. In their support, the community participants conserve resources of the projects which can then be directed to generate increased outcomes. In addition, it is noted that through their participation, the community shares the costs of the project at all cycle of a project life. This saves the project money and can therefore contribute to ensuring financial management. Stakeholder's participation must be sustained for effective implementation of JPIP. The project should strive to implement agreed upon decisions and conduct through ongoing monitoring and critical evaluation of the engagement process. Further to this, differences between stakeholders and your organization should be acknowledged and operations conducted in a transparent and accountable manner. Stakeholder participation is therefore an important investment that can pay dividends over time as it helps the organization build good will with stakeholders and helps achieve operational efficiencies as a result of performance improvements linked to engagement activities. A lot of the studies done focus on how to engage stakeholders and but little has been done on its outcome and how the stakeholders participation influence project implementation especially in the judicial sector which involves different players (Muathe & Cheche, 2014).

5.4 Conclusions

The study concluded that project management competence had a great and significant influence on the implementation of judicial performance improvement project in Kenya. This research concluded that the different roles in project management require different competencies. Since the project management environment is characterized by change, responsibilities, and hence required knowledge and skill levels, continuously transform. One of the key competencies is therefore to be flexible and adaptive in any situation.

The study concluded that monitoring and evaluation greatly and significantly influence the implementation of judicial performance improvement project in Kenya. The research deduced that monitoring and evaluation identifies the most valuable and efficient use of project resources. The research also concluded that it provides the necessary data to guide strategic planning, to design and implement programmes and projects, and to allocate, and re-allocate resources in better ways.

The study further concluded that judicial organization structure has a positive and significant influence on the implementation of judicial performance improvement project in Kenya. The research concluded that organization structure creates a better environment that fosters interactions among the project team members with a minimum amount of disruptions, overlaps and conflict. The research deduced that a formal outline of the project's structure makes it easier to add new positions, as well, providing a flexible and ready means for growth.

The study also concluded that stakeholders' participation significantly influences the implementation of judicial performance improvement project in Kenya. The research concluded that participation by project stakeholders ensures that there is sharing of a common understanding and involvement in the decision-making process of the project. Further, it is concluded that it leads to empowerment and to joint ownership of the project and ensures that the project plans are a reflection of the real needs and priorities.

5.5 Recommendations

There should also be a constant audit of the values through surveys. This should be coupled wide distribution of the booklet on code of conduct. The study also recommends that the institution should organize motivational and peer talks for staff to help build morale amongst them. The culture of planning should be institutionalized further through capacity building while further

strengthening the measures put in place to address vices like corruption, nepotism, sexual harassment and use of vernacular.

The study recommends organizing sensitization workshops, provision of suggestion boxes and swift and objective handling arising complaints. The study also recommends mentoring programs coupled with training on leadership for all staff to help in succession planning and avoid leadership vacuum. There should also be periodical team building activities to help build cohesiveness and teamwork among the staff. The management should also endeavor to consult as wide as possible while continuously practicing delegation to enhance ownership and build capacity among staff. The judiciary should also initiate tailor made in-service programmes aimed at developing particular skills and abilities of the employees and enhancing employee performance.

The study further recommends that the implementation team should ensure that all the activities in implementation phase are well within the planned schedule. The study also recommends that there should be well established structures for monitoring and evaluation. These should be designed to factor in every stage of project implementation. The implementation team should have measurable goals at every stage to enable monitoring and evaluation of the extent to which implementation is successful or not. Further monitoring and evaluation would help to determine whether additional strategies could be employed to enhance the process.

There should be sufficient funds allocated to the projects by both the donors, national government, county government and other stakeholders. There should be identified and known sources of financial resources like defined national budgets, county budgets, external funding and many more set aside to address the situation. The study also recommends for an integrate M & E process with set policies and regulations to take care of the whole process of the implementation of judicial performance improvement project in Kenya. This should be integrated in the process since the planning stage, all through to the implementation and hand over stages. Stakeholder participation is crucial to the long-term success of project implementation. Therefore, the study recommends that strict scrutinization of project teams to be done to ensure that all the stakeholders are well represented. This will ensure that various needs are effectively addressed.

Project implementation cannot be effective without an excellent or good level of support from top management. The top managers from the judicial performance improvement project in

Kenya should ensure proper planning, organizing is done according to the set objectives of the project and also lead and motivate the staff involved in the implementation of the projects.

5.6 Recommendation for Further Research

The study was limited to judicial performance improvement projects. The research recommends the study of other types of projects in other sectors such health, government or NGOs. Further, this study focused on judicial organization structure, stakeholders participation, monitoring and evaluation and project management competence as the organizational factors influencing the implementation of judicial performance improvement project in Kenya. Therefore, future researchers should explore other factors like project planning and communication.

Also, study should be done on the factors influencing sustainability of judicial performance improvement project in Kenya since this study was limited to only the factors that influence the implementation of judicial performance improvement project in Kenya.

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APPENDICES

Appendix I: Letter of Transmittal

Dear Sir/ Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a student of Masters of Arts in project planning and Management at University of Nairobi. I wish to conduct a research entitled **ORGANIZATIONAL FACTORS INFLUENCING THE IMPLEMENTATION OF JUDICIAL PERFORMANCE IMPROVEMENT PROJECT IN KENYA**. A questionnaire has been designed and was used to gather relevant information to address the research objective of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject from your organization.

Please note that the study was conducted as an academic research and the information provided was treated in strict confidence. Strict ethical principles were observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance was highly appreciated.

Yours faithfully,

FATUMA ABDIRAHMAN

Appendix II: Research Questionnaire

This questionnaire is to collect data for purely academic purposes. The study sought to examine the *Organizational factors influencing the implementation of judicial performance improvement project in Kenya*. All information was treated with strict confidence. Do not put any name or identification on this questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

(Please tick (√) appropriate answer)

- 1) Please indicate your gender: Female [] Male []
- 2) For how long have you been working with county government projects?
 - Less than 1 year [] 3 to 5 years []
 - Above 5 years []
- 3) State your highest level of education
 - Certificate [] Diploma [] Degree [] Masters [] PhD []
 - Others (Specify) -----
- 4) Please Indicate your age bracket 20-30 yrs [] 31-40 yrs []
 - 41-50 yrs [] 51 – 60 []

SECTION B: ORGANIZATIONAL FACTORS INFLUENCING IMPLEMENTATION OF JUDICIAL PERFORMANCE IMPROVEMENT PROJECT

Project management competence

- 5) To what extent do the following aspects of project management competence influence the implementation of judicial performance improvement project in Kenya? Where 1=Not at all, 2= Low extent, 3=Moderate extent, 4=Great extent and 5= Very great extent

	1	2	3	4	5
Risk management skills					
Financial planning skills					
Project goal setting					
Resource management					

- 6) In your view how do the above aspects of project management competence influence the implementation of judicial performance improvement project in Kenya?

.....

.....

.....

Monitoring and Evaluation

7) To what extent do the following aspects of monitoring and evaluation influence the implementation of judicial performance improvement project in Kenya? Where 1=Not at all, 2= Low extent, 3=Moderate extent, 4=Great extent and 5= Very great extent

	1	2	3	4	5
Progress Reports					
Frequency of M & E					
M&E Planning					
M&E data management					

8) In what way does monitoring and evaluation influence the implementation of judicial performance improvement project in Kenya?

.....

Judicial Organization Structures

9) To what extent do the following aspects of judicial organization structures influence the implementation of judicial performance improvement project in Kenya? Where 1=Not at all, 2= Low extent, 3=Moderate extent, 4=Great extent and 5= Very great extent

	1	2	3	4	5
Lines of reporting					
Layers of hierarchy					
Nature of formalization					
Level of horizontal integration					

10) In what way do judicial organization structures influence the implementation of judicial performance improvement project in Kenya?

.....

Stakeholders Participation

11) To what extent do the following aspects of stakeholders’ participation influence the implementation of judicial performance improvement project in Kenya? Where 1=Not at all, 2= Low extent, 3=Moderate extent, 4=Great extent and 5= Very great extent

	1	2	3	4	5
Resource mobilization					
Participatory decision making					
Capacity building					
Technical and extension services					

12) In your view how does stakeholders' participation influence the implementation of judicial performance improvement project in Kenya?

.....

Implementation of Judicial Performance Improvement Project

13) What is the trend of the following aspects of implementation of judicial performance improvement project for the last 5 years? Where, 5 = greatly improved, 4= improved, 3= constant, 2= decreased, 1 = greatly decreased

	1	2	3	4	5
Timeliness					
User satisfaction levels					
Adherence to budget allocation					
Accessibility of courts					
Case backlogs					
Achievement of Project Development Objectives					

Thank you for participating

Appendix III: Time schedule

Task/Activity Details	WORK SCHEDULE IN MONTHS					
	1 st	2 nd	3 rd	4 th	5 th	6 th
Problem Identification						
Literature review						
Proposal development						
Presentation						
Data Collection						
Data Processing						
Data Analysis						
Report Writing						
Submitting the Report						

Appendix IV: Budget

	Unit Cost(KSH)	Total Cost(KSH)
Lunch allowances for 4 people x 4 days	500	8,000.00
3 reams of printing papers	600	1,800.00
Typing, printing 100 pages	30	3,000.00
Photocopying of questionnaires 160 copies x 5 pages	3.00	2,400.00
A ream of foolscaps	300	300.00
Calculator		900.00
Data analysis using SPSS		15,000.00
Pens, rubbers and ruler		1000
Transport		7000
Sub total		31400
Contingencies 10%		4740
Total		44140