

**PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF SAFARICOM
FOUNDATION COMMUNITY PROJECTS IN KENYA**

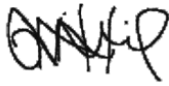
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**A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENT FOR THE AWARD OF A DEGREE OF MASTER OF
ARTS IN PROJECT PLANNING MANAGEMENT UNIVERSITY OF
NAIROBI**

2023

DECLARATION

The content of this research project is my original work and has not been presented in any other university for the award of a degree.


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This research project has been presented for examination with my approval as the supervisor.

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DEDICATION

This study is dedicated to my parents whose support has been unequivocal. I also dedicate it to my family who allowed me to spend time studying.

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I sincerely thank our Almighty God for the gift of life, health, and protection for the entire period of my study. Without His help, I could not have come this far. I'd also like to thank my supervisor, Dr. Mary Nyawira Mwenda, University of Nairobi for all her help, guidance, and encouragement throughout the research study period. Lastly, I would like to acknowledge Dr. A. Chepkwony for being a mentor in this Journey.

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LIST OF ABBREVIATIONS AND ACRONYMS

APM	Association for Project Management
AVU	Africa Virtual University
CSI	Corporate Social Investments
MEARL	Monitoring Evaluation Accountability Reporting and Learning
M & E	Monitoring and Evaluation
NGOs	Non- Governmental Organizations
OECD	Organization for Economic Cooperation and Development
PLC	Public Licensed Company
PPMP	Project Procurement Management Plan
PMI	Project Management Institute
RBT	Resource Based Theory
RBV	Resource Based View
TOC	Theory of Constraint
UNDP	United Nations Development Programme

ABSTRACT

Project management practices are becoming increasingly visible and important to organizations. However, project management remains a problematic activity. Donor-initiated community projects suffer from one of the highest failure rates in developing countries, at 32% of them annually. World Bank funding for projects and programs has declined significantly, from 52% in 2015 to less than 35% in 2020. Between 2018 and 2022, the Safaricom Foundation supported 417 projects, however only 48% of them were finished on schedule, within budget, within scope, and with the desired quality. A research was carried out to analyze the influence of project management practices on the performance of Safaricom Foundation community initiatives in Kenya. The research combined Resource-based theory, stakeholder theory, and theory of constraint to focus on monitoring and evaluation, communication management, stakeholder engagement, and project design. A descriptive survey research approach was utilized, and 102 respondents were sampled using the Krejcie and Morgan equations. To collect primary data, a questionnaire was employed, and SPSS was used to perform descriptive and inferential statistics. According to the findings of the study, there is a significant positive association between project management methodologies and the effectiveness of Safaricom Foundation community projects in Kenya. To improve project performance, management could outsource monitoring and assessment planning to professionals, increase staff planning capacity, and grant scholarships and study breaks to eligible personnel. To successfully manage communication throughout their projects, project managers should design a project communication management strategy, and stakeholders should be involved in project execution.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A project is an investment that necessitates collaborative efforts to be accomplished within a specified timeframe in order to attain specific outcomes that align with the desired goals (Rowe, 2020). Projects can vary in terms of duration and scale, involving either large or small groups of individuals across different departments within an organization. Young (2018) asserts that when multiple activities are part of distinct projects, the desired results are tailored and not replicated.

The significance of project management practices is increasingly recognized and valued by organizations (Badiru, 2019). However, project management still poses challenges (Zwikael, 2019). According to the Chaos Statement by Standish Group International (2020), in the field of infrastructure project development, only 29% of the surveyed projects in 2019 were deemed successful, meeting the criteria of being delivered on time, within budget, and with the required features and functionality. On the other hand, 52% encountered difficulties, such as delays, cost overruns, and inadequate features and functionality. Additionally, 19% of the projects were either abandoned before completion or delivered but never utilized due to failure to meet the established standards. Nonetheless, these findings show an increase in project success rates since 2008, when the rate was just 32%, emphasizing the significance of more successfully applying project management principles. As stated by Morris et al. (2019), since its inception four decades ago, the concept of project management has gained global popularity in both the private and public sectors (Jalali Sohi et al., 2019).

Dena (2022) highlights that the absence of a quality management system can result in low productivity and subpar performance, especially in developing African countries. Despite the increasing emphasis on professional management, the implementation of quality management systems in many nations still poses significant challenges. Kostalova (2022) notes that various African nations and organizations struggle to comprehend and apply project management practices, which can hinder the timely and cost-effective completion

of projects and the creation of value for beneficiaries. This is a global concern for project implementation teams, donors, and beneficiaries, as some projects fail to achieve their intended objectives (Taherdoost, 2018). African countries face numerous challenges in terms of their industrial and economic infrastructure, including inadequate water supply, electrical systems, healthcare providers, roads, and schools. To tackle these concerns and drive economic progress, African nations need to embrace effective project management practices and policies (Okereke, 2020).

Despite the widespread recognition of project management methods across various industries, organizations, and public and private sectors, their utilization in developing countries is still in its nascent phase. Stuckenbruck and Zommodian (1987) one of the initial references to project management practices. Even after more than two decades, there is still a need to improve knowledge and application of project management principles in government and public institutions in developing nations (Badiru, 2019).

In Ghana, Irfan (2021) conducted a study on African project management practices that revealed the reasons behind time and cost overruns in construction projects. Meanwhile, Ika and Pinto's (2022) research highlights the crucial role of media in project success in Africa, citing corruption, weak governance, insufficient project management skills, and the inability to leverage media for project management best practices as hindrances to businesses, projects, and development.

According to Ebenezer (2019), project management practices offer an effective approach for organizations and agencies in developing countries to enhance their management capabilities, facilitate implementation, and achieve successful and sustainable project outcomes, ultimately contributing to development goals. However, the study also identified a lack of knowledge regarding project management practices, techniques, and tools, as well as insufficient attention given to communication, reporting, and monitoring in certain contexts (Oyoo, 2019).

In Kenya, county governments have taken proactive measures to implement a range of projects with the purpose of improving local citizens' quality of life (Muthomi & Rintaugu, 2021). These projects, which cover areas such as trade, education, health, transport, youth, women, and sports, receive funding from different sources including the national

government, county governments, the World Bank, non-governmental organizations, corporate foundations, and international development bodies. County governments have effectively executed initiatives in their individual counties since 2013, with a claimed success rate of up to 32% (Ngundo, 2018).

According to Menza Mkutano (2018), the involvement of stakeholders is crucial in project management. The context in which projects are carried out involves multiple actors who can directly or indirectly influence the project's outcome. Stakeholders play various roles throughout the project cycle and at different societal stages. They contribute to project inputs, share information, consult, make decisions, and empower each other. Muathe (2020) emphasizes the importance of engaging users in project implementation, as it leads to the utilization of the project and the satisfaction of beneficiaries' needs. Noya (2020) highlights the significance of project design before implementation, stating that projects with a thorough design phase are more likely to achieve their desired goals.

Monitoring and evaluation have become more crucial in program management because they may assist identify difficulties, their causes, and potential remedies (Reaiche, 2022). Kihuha (2018) argued that monitoring involves gathering and analysis of data concerning a program or intervention, whereas evaluation is focused on providing answers to inquiries about the program or intervention. These definitions highlight the importance of supervision as a continuous process based on objectives and planned activities.

Safaricom Foundation, a corporate social investment initiative of Safaricom PLC, has been supporting marginalized communities in various areas such as education, sanitation, clean water, and healthcare. Donor foundations play a crucial role in bringing equity to society and initiating positive externalities in communities where the government lacks resources. However, their performance, success, and sustainability require sound project management practices and leadership structures.

Hence, from a theoretical standpoint, donor foundations have played a crucial role in promoting fairness in society by empowering the less privileged individuals and generating positive impacts within communities where the government lacks sufficient resources. However, despite the significance of donor foundations in Kenya, their effectiveness, achievements, and long-term viability remain uncertain. Therefore, it is imperative to

implement robust project management practices and establish a strong management and leadership structure.

Project managers often turn to the Resource-Based View (RBV) theory in strategic management to improve their project management practices. This theory has demonstrated its potential by examining how resources, specifically project management capabilities that are customized to a particular organizational setting and honed over time, can lead to a competitive advantage (Mong, 2021). The internal resources of a company are critical to its success and its ability to gain a competitive edge.

1.1.1 Project Management Practices

PMI (2019) states that project management practices are becoming more prominent and significant for organizations and businesses. In today's fast-paced and competitive environment, projects are constantly required to adapt to evolving business conditions, technology, and work methodologies. Mandona (2020) highlights that the success of a project in achieving its objectives is heavily reliant on various collaborative factors. If these factors are not properly analyzed and managed, they can result in project failures and hinder the attainment of the intended goals and objectives.

Project management practices encompass the defined duties and obligations undertaken by a project team within a framework, adhering to established guidelines, policies, and standards. These practices encompass various activities such as designing, planning, executing, monitoring, and overseeing communication channels to ensure the smooth and productive advancement of the project (Locatelli, 2022). 1. Effective coordination and management of resources is crucial for the successful completion of a project within the specified constraints of time, budget, and environment. This necessitates the utilization of project management practices and techniques, which enable the fulfillment of required tasks (Geraldi, 2019).

1.1.2 Project Performance

Projects in the field of project management are often regarded as unique and uncertain. Consequently, the assessment of project performance is centered around execution, specifically on how to successfully complete projects within the constraints of time, scope, and budget (Muute, 2019). The evaluation of project performance aims to efficiently

analyze projects within their specific context, identify significant areas for improvement, and guide project and organizational project management practices. Expert advice on project performance provides guidance on implementing these strategies to instill stakeholders with confidence in the control and successful delivery of their projects, while minimizing wastage (Russell, 2018). The author not only elucidates the mechanisms and objectives of project performance reviews but also emphasizes the importance of creating an ideal environment for stakeholders and the project team, which is crucial for achieving the desired outcomes.

1.1.3 Safaricom Foundation Community Projects

The Safaricom Foundation, one of the largest corporate foundations in Kenya, is dedicated to the development of communities and the transformation of lives. Since its establishment in 2003, the foundation has played a crucial role in providing Kenyans with access to quality healthcare, education, skills, and sustainable employment. By offering resources, opportunities, hope, and dignity, the Safaricom Foundation has made a significant impact on communities throughout the country.

Operating in all 47 counties of Kenya, the Safaricom Foundation addresses various challenges faced by communities, including education, health, economic empowerment, water, environmental conservation, and disaster response. These solutions are essential in empowering and providing relief to communities in need. To date, the foundation has positively impacted the lives of over 5 million Kenyans across all 47 counties. Currently, the foundation's focus is on improving access to maternal, newborn, and child health services, as well as mitigating the impact of type 1 diabetes among children in Kenya.

Since its inception, the Safaricom Foundation has funded over 5,000 community projects, amounting to more than Kshs. 3.5 billion. This significant investment demonstrates the foundation's commitment to creating lasting change and improving the lives of individuals and communities across Kenya.

1.2 Statement of the Problem

The goal of this study is to address the issue of declining performance in community initiatives financed by the Safaricom Foundation. As a result of this problem, the number of failed initiatives that were funded and carried out has increased (Muller-Mahn, 2021).

The high failure rate of community projects not only poses a challenge to donors, philanthropists, and foundations but also results in a significant waste of human, financial, material, and technical resources (Osman, 2018). Safaricom Foundation, being one of the largest and most prominent corporate foundations in Kenya, has played a crucial role in funding and implementing over 5,000 projects and programs in education, economic empowerment, and health across all 47 counties of Kenya since its establishment in 2003.

Muyuka (2018) reported that donor-initiated community projects have a high failure rate of 32% annually in developing countries. The World Bank's funding for projects and programs has decreased from 52% in 2015 to less than 35% in 2020 (World Bank, 2022). The Safaricom Foundation has provided funding for a total of 417 projects from 2018 to 2022. However, it is worth noting that only 48% of these projects were successfully completed within the designated time frame, budget, scope, and with the expected level of quality (Safaricom Foundation Annual Evaluation Report, 2022). Despite this, the current literature does not fully address the scope and performance of Safaricom Foundation community projects. The foundation continues to fund and sponsor various projects, but without a better understanding of project management practices and their role in project performance, they may struggle to identify factors that hinder success and make data-driven decisions (Berger, 2018).

Numerous studies have been carried out to investigate the link between project management methods and project performance. Nyawira (2022), for example, concentrated on the project management methods and performance of financial technology initiatives in Nairobi, Kenya. Faith (2020) studied project management techniques and performance in Kenya's Kiambu and Nairobi metropolitan counties' women's economic empowerment programs. Similarly, Walubengo (2019) investigated project design tools, management competences, and project performance in Bungoma County, Kenya. However, none of these studies investigated the use of project management approaches and performance in donor-financed community initiatives in Kenya supported or funded by the Safaricom Foundation. Hence, this study seeks to close this divide by exploring the following question: What is the impact of project management practices on the success of Safaricom Foundation community projects in Kenya?

1.3 General Objective

The main objective of this study was to assess the extent to which project management practices influences the performance of Safaricom Foundation community projects in Kenya.

1.4 Specific Objectives

The study was guided by the following specific objectives:

- i. To examine the influence of monitoring and evaluation on performance of Safaricom Foundation community projects in Kenya.
- ii. To assess how communication management influences performance of Safaricom Foundation community projects in Kenya.
- iii. To establish how stakeholder participation influences performance of Safaricom Foundation community projects in Kenya.
- iv. To determine how project design influences performance of Safaricom Foundation community projects in Kenya.

1.5 Value of the Study

The findings of this study have enormous potential to provide useful views to the Safaricom Foundation and other corporate foundations, trusts, and non-governmental organizations. These organizations are devoted to funding and implementing programs and projects that prioritize the development and application of excellent project management principles. The success of projects is strongly reliant on these practices, making them crucial and difficult to ensure. The results can increase awareness and educate the Safaricom Foundation program management team, project officers, managers, coordinators, stakeholders, and partners on the project management practices that should be used to increase the performance of their projects. The findings of this study can also help to advance knowledge in this sector by laying the framework for future research and boosting the expertise of project management experts.

The outcomes of this research could prove valuable to upcoming scholars and researchers as a reference for their forthcoming studies on project management practices and project performance. Furthermore, these findings hold immense importance in pinpointing the current research gaps, enabling future scholars to concentrate on expanding the literature

regarding the implementation of project management practices to impact project performance.

Finally, this study finding is of great importance to the field of project management practice, which is essential in facilitating the successful implementation of projects, programs, and businesses. By employing various processes, systems, and methodologies, project management practice ensures that strategic objectives are met in accordance with well-defined project management practices.

Furthermore, the findings of this study can make an important contribution to evidence-based policy processes and the development of successful practices. This is particularly relevant in the realm of project management, where the implementation of viable and appropriate policies can greatly impact project performance and deliver the desired results.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The aim of this chapter is to gain a deeper understanding of the fundamental theories and conceptual framework that will guide the research. To do this, a complete assessment of literature from prior studies undertaken by other researchers on project management approaches and community project success is offered. This section encompasses the theoretical foundations, conceptual framework, and empirical reviews. Additionally, the final area of this section highlights the research gap.

2.2 Theoretical Framework

The proposed study will be supported by a theoretical framework that will serve as a model for laying the groundwork for the ideas. The primary goal of this framework is to describe the ideas that support the research challenge under consideration. The theoretical foundation for this study will be built on Penrose's (1959) resource-based theory, augmented with stakeholder theory and the theory of limitations.

2.2.1 Resource- Based Theory

Penrose pioneered the resource-based theory in 1959, which asserts that organizations possess a varied range of internal resources that can be efficiently utilized to attain a competitive advantage. This theory emphasizes the significance of management's attention towards these internal resources and capabilities, rather than external factors such as organizational structure. It argues that by enhancing their competence levels with these resources, organizations can attain a genuine competitive advantage. Resource-based theory emerged as a response to the positioning school of thought, which primarily focused on external influences (Otieno, 2019). According to this theory, organizations should select the most suitable approach or competitive advantage that maximizes the utilization of their internal resources and capabilities in comparison to external stakeholders. The strategic resources of organizations are characterized by a dynamic network of interconnected resources that can be tailored to achieve optimal competitive advantage (Otieno, 2019).

Resource-Based Theory (RBT) posits that an organization's assets play a crucial role in identifying valuable and rare resources that are challenging to replicate and cannot be substituted. These assets, in turn, enable the organization to maintain a sustainable competitive advantage. Through the strategic utilization of these resources, organizations can develop corporate competencies that foster a long-term competitive edge. Additionally, the theory underscores the significance of effectively managing and consolidating these competencies to optimize value for both consumers and beneficiaries. In the context of Safaricom Foundation, this theory was employed to identify pivotal resources within the organization that would bolster its endeavors.

Njoroge (2019) investigated how organizational resources affect the performance of Kenyan mobile phone carriers. According to the findings, human capital is a critical aspect in determining the performance of these businesses. Therefore, it is advised that project and program teams prioritize motivating and providing an adequate number of human resources during the design and implementation stages to enhance performance. Furthermore, it is crucial for organizations to prioritize the provision of training and development opportunities to their employees. This will not only enhance their knowledge and skills but also contribute to the improvement of project management practices and the overall sustained performance of the organization.

The Resource-Based Theory (RBT) is a management theory that contends a company's resources and capabilities are the key drivers of its competitive advantage and long-term success. Ongeti's (2019) research on Kenyan state company performance provides empirical data that supports the RBT. The study discovered a substantial association between state businesses' organizational resources and their performance. The study specifically highlighted how the resources possessed by organizations directly impact their performance. This research serves as a crucial addition to the RBT, countering criticisms that have labeled it as tautological and lacking empirical basis. Furthermore, the study aims to enhance the theory by identifying the individual contributions of each resource towards performance.

Hence, the research conducted on the resource-based view theory of the organization provided substantial backing to this study by emphasizing the significance of allocating

internal resources effectively. This allocation plays a crucial role in enabling efficient monitoring and evaluation, active stakeholder involvement, effective communication management, and well-designed project implementation.

2.2.2 Stakeholder Theory

Freeman proposed stakeholder theory in 1984. The notion highlights a company's interconnectedness with its stakeholders, which include consumers, beneficiaries, clients, suppliers, and workers touched by its actions. According to Megan (2022), the implementation of stakeholder theory enhances the effectiveness of projects and organizations. Stakeholder theory is widely applied in significant areas such as project management, corporate social responsibility, strategic management, and business ethics.

A stakeholder refers to any group or individual who possesses a vested interest and possesses both the capability and intention to take action in order to advance their own interests. By recognizing and involving a diverse range of stakeholders, including non-acting entities, project managers can enhance the effectiveness and sustainability of their projects (Peterson & Sachs, 2020). This inclusive approach not only ensures that the project meets the needs and expectations of all stakeholders but also promotes transparency, accountability, and social responsibility. Ultimately, by considering the broader impact of the project and involving all relevant stakeholders, organizations can achieve more meaningful and impactful outcomes. Peterson and Sachs (2020) emphasize that enhanced stakeholder engagement and relationships are fostered through trust, reputation, and active involvement. Stakeholders can be leveraged to gain a competitive edge and effectively execute projects and programs.

The Safaricom Foundation Annual Report (2022) reveals that since 2003, over 5,000 projects have been funded and executed in collaboration with numerous stakeholders, with a success rate of 48%. The stakeholder theory promotes a pragmatic, productive, proficient, and moral strategy for overseeing projects and programs amidst a challenging and unpredictable milieu (Marimpet, 2022). This theory is practical because all organizations need to manage stakeholders, but the level and extent of their involvement vary. Treating stakeholders with care and consideration yields favorable outcomes for organizations. This is due to the fact that stakeholders develop positive attitudes and exhibit behaviors that

benefit the organization. These behaviors include sharing valuable information, increasing their purchases of products or services, granting the social license to operate, offering better financial terms, and displaying loyalty towards the organization. Moreover, this approach proves to be effective as it harnesses the energy and support of stakeholders to accomplish the organization's goals and enhance project performance. Particularly in complex and turbulent environments, this stakeholder management approach proves to be highly advantageous. Organizations and projects that prioritize stakeholders have access to superior information, enabling them to make more informed decisions. Additionally, they possess a level of strategic flexibility that is unattainable for projects that neglect stakeholder management (Waindi, 2022).

Rajeev (2021) made reference to the stakeholder theory, which emphasizes the involvement of various groups and individuals in a project. According to Freeman, they include project sponsors, teams, communities, suppliers, government agencies involved in the project, users, and other parties with the authority to affect the project's advancement, result, success, and completion. There are no limitations on the project members' inclusion imposed by the theory. This is reflected in the factors that were looked at in this study. Since the stakeholder theory advises project managers on how to increase stakeholder participation and engagement in every project, it may thus be used successfully in project management practice. Thus, the project's success may depend on this. The theory is applicable to this study because incorporating project participants in all phases of the project life cycle, especially planning and requirements analysis, might be critical for performance and success. It has been established that sharing the project's goal and plan with individuals engaged increases the chance of success. Additionally, input from stakeholders has been shown to be highly beneficial in achieving effectiveness, efficiency, and high-quality project outcomes (Fobbe, 2021).

In Uganda, the CIAT-Africa project's implementation was studied by Marimpet (2022) to determine the involvement of stakeholders and their influence. The study emphasized the importance of including local indicators in addition to project-level indicators to improve outcomes and results delivery. This approach offered a thorough understanding of the project's advantages and also identified suitable indicators to assess the often challenging-

to-validate outcomes related to community empowerment. Stakeholder alignment encompasses the entire ecosystem of a complex negotiation, enabling project performance from the viewpoint of different project stakeholders.

In their research, Marimpet (2022) demonstrated that involving the necessary stakeholders throughout the project's life cycle yields significant improvements in terms of outcomes and performance. Consequently, this leads to well-received recommendations and the timely implementation of countermeasures. It is crucial to comprehend the symbiotic relationship between an organization or project and its stakeholders. The project cannot function in isolation; rather, it represents a collection of formal and informal contracts that reflect the combined interests of all stakeholders involved. Stakeholders encompass project management teams, project managers, directors, government entities, suppliers, distributors, beneficiaries, and others. Therefore, it becomes evident that the project or organization cannot exist independently of these groups. In Kenya, Karimi, Kyalo, and Mulwa (2020) conducted a study in Nairobi County to assess whether stakeholder engagement influences educational program performance, specifically in terms of literacy and numeracy, from the perspective of public primary schools. The motivation behind this study stemmed from the limited progress observed in learners' skills, despite the concerted efforts of key educational stakeholders to enhance learner performance. The study findings revealed that stakeholder engagement in program implementation significantly contributes to program performance and success.

The theory, however, lacks clear criteria for understanding and implementing the framework effectively, prompting the exploration of alternative methods to achieve the desired outcome (McGahan, 2023). While the theory can successfully identify and categorize stakeholders, some critics argue that its classification approach primarily emphasizes differences between categories rather than within them, leading to misunderstandings among certain category members (Haataja, 2020). Management is held accountable by the theory for ensuring resource efficiency, environmental preservation, ethical corporate practices, and the development of underserved areas. The interaction between stakeholders and management is critical for the organization's existence and

success. This theory supports stakeholder involvement, project design and communication, monitoring, and evaluation as key variables.

2.2.3 Theory of Constraint

Goldratt developed the Theory of Constraints (TOC) in 1974 as a management philosophy. This concept is now applied in project management to identify bottlenecks and improve performance. TOC recognizes time, cost, scope, and quality as the main constraints affecting project success (Nyawira, 2022). It posits that typically, just one issue hinders a system from reaching its objectives. Projects have single or multiple constraints that impede progress towards their objectives (Mishra, 2019). Project management entails recognizing essential limitations and devising solutions to overcome them, which may be difficult owing to the competing and disparate constraints of time, scope, and money (Mabin, 2020).

In most high-risk, high-complexity projects, traditional project management methods are not sufficient. To overcome this, project managers should concentrate on recognizing and controlling limitations throughout all project cycles, as well as reducing complexity and unpredictability (Moktan, 2019). Project delivery delays, according to Stopka (2023), are a typical reason of higher project costs, with over 70% of executed projects incurring delays. To mitigate the impact of time delays on projects in Mombasa County, this study identifies the causes of delays during the planning period and develops measures to address them. The project management team's ability to identify constraints during the planning and implementation phases resulted in improved performance of Safaricom Foundation community projects. The theory of constraints encompasses various aspects such as monitoring and evaluation of variables, stakeholder participation, project design, and communication management. These factors significantly impact the performance of community projects undertaken by the Safaricom Foundation. The process involves the active involvement of all stakeholders to address and overcome any constraints that may arise during project implementation (Mathenge, 2020). This study applies the theory of constraint by acknowledging that every project faces limitations that can hinder its success. These limitations can manifest in different forms, including project design, monitoring and evaluation systems, budget and resources, time, or scope. Overcoming these limitations is

essential for the successful completion of the project. The project manager plays a vital role in this process by identifying, analyzing, and addressing the constraints. This involves allocating extra resources and making necessary adjustments to improve the constraint's capabilities.

2.3 Empirical Review

The empirical investigation delved into the pertinent prior research that is associated with the methodologies employed in this study, serving as valuable references for the development of these methodologies and the resolution of the research problems. The study objectives are aligned with the literature review conducted in this study.

2.3.1 Monitoring and Evaluation and Performance of Safaricom Foundation Community Projects

Monitoring involves the regular or ongoing gathering and examination of data and information, which project managers and leads use to keep track of the status and advancement of projects and programs in achieving their established goals and objectives. On the other hand, evaluation serves as a periodic assessment mechanism that investigates the medium and long-term effects of a program or project, offering valuable insights into the implementation's effectiveness, operational efficiency, and sustainability even after its completion.

Monitoring is a continuous process that comprises the systematic collecting of data and information based on specified indicators (OECD, 2020). The goal of this procedure is to give management and other key stakeholders with useful information on the status, progress, and success of a project's objectives. On the other hand, evaluation, as characterized by Mwangi (2019), is a periodic appraisal of an ongoing or completed program or project. The major goals of monitoring and evaluation are to establish effectiveness, efficiency, effects, and sustainability, which are critical in influencing decision-making and recognizing lessons learned. Nyakaru (2022) emphasizes that monitoring and evaluation are critical cross-functional activities in the project management cycle, covering the planning, design, implementation, and closure phases of a project.

Safaricom Foundation community projects are evaluated through a continuous process of data collection and analysis called Monitoring, Evaluation, Accountability, Reporting, and

Learning (MEARL). This process aims to provide relevant information based on goals, objectives, targets, indicators, and timely feedback from project stakeholders. All components of Safaricom Foundation's community projects, programs, and initiatives are expected to undergo annual monitoring, evaluation, and documentation. To guarantee that community initiatives and activities are effectively monitored and evaluated, the Safaricom Foundation has a monitoring and evaluation framework that encompasses predetermined objectives and targets. A logical framework is essential for this purpose, outlining the inputs, activities, expected outputs, and indicators to track progress for each community project. Additionally, each project should have a theory of change that demonstrates the desired outcome, indicators to measure the outcomes, and the expected change (Safaricom Foundation M&E Framework, 2022).

According to Kariuki (2022), over the past decade, philanthropic organizations have faced an increasing number of procedures and conditions in order to enhance their effectiveness and efficiency, with a focus on achieving tangible outcomes from their programs and projects. One of the latest trends in results-oriented and results-based management (RBM), particularly for corporations and foundations like Safaricom Foundation, is the concept of managing for development outcomes. Gareis et al. (2019) emphasize the importance of prioritizing results in all organizational programs and projects. As a result, there has been a growing interest in monitoring and evaluation, with the need for regular updates on the progress of projects and programs.

Efficiently managing projects and programs in a complex environment is a daunting task that cannot be accomplished without access to reliable, accurate, and timely information (Mohamed, 2022). Monitoring plays a crucial role in the successful execution and completion of all projects and programs. Interestingly, in many philanthropic organizations, the responsibility of monitoring and evaluating projects does not solely lie with designated specialists in monitoring and evaluation, but rather with the project directors and managers themselves (Transparency International, 2018). The competence of the leader in effectively leading and managing all the various components of a project greatly influences its success rate. Monitoring and evaluation also serve as tools for performance management, enabling philanthropic and development-oriented organizations

to gather, disseminate, and utilize data and information for objective decision-making. Through monitoring, management can identify and analyze potential trends, issues, challenges, and successes within a program or project (UNDP, 2022). This information serves as a foundation for making decisions that may require adjustments to the implementation structure, methodology, and outcomes of the program or project. Additionally, monitoring allows for the replication of successful strategies when scaling up a project or program. Monitoring is critical in analyzing the result of any project or program, eventually deciding its success or failure. The significance of monitoring cannot be overstated.

According to the research conducted by Harvey and Reed (2018) and cited by Kariuki (2022), providing consistent feedback on the progress and status of ongoing project activities is crucial for the success and sustainability of a program or project. Therefore, it is imperative for philanthropic organizations to invest in effective monitoring and evaluation structures, resources, systems, and processes. This includes ensuring the availability of skilled human resources and expertise, which can significantly enhance the efficiency and success of community projects. The importance of effective monitoring and evaluation in preventing project failures was emphasized in the 2018 Project Chaos Report published by Standish Group. Through the process of monitoring and evaluating development activities, program and project managers, along with members of civil society and philanthropic organizations, can acquire valuable insights, critically analyze their work, make well-informed decisions regarding resource allocation, and showcase the results of their endeavors to key stakeholders (Tourism Ministry, 2018).

Mohamed (2022) did study at African Virtual University (AVU) to investigate how Monitoring and Evaluation (M&E) influences project performance. The study revealed that M&E, as a management function, is essential in improving project performance. This is demonstrated through the identification of relevant indicators and the development of data collection methods in M&E frameworks. Additionally, in the same year, Kerubo (2019) carried out a study on the elements that influence the efficiency of monitoring and evaluation in government programs were explored. The study discovered that the

procedures and skill in managing M&E had a bigger effect on its performance than the attention placed on the project's design and execution stages.

2.3.2 Communication Management and Performance of Safaricom Foundation Community Projects

Communication involves the exchange of messages between multiple parties through designated channels. Communications management, on the other hand, refers to the systematic planning, implementation, monitoring, and adjustment of communication channels within an organization (internally) and between organizations (externally). In the context of project management, communication management serves as both a valuable resource and a tool (Nyingi, 2019). It can be leveraged through various elements such as people, finances, equipment, and time. Furthermore, the efficient management of project communication is vital for maximizing the utilization of various resources. In the event of communication issues among team members or managers, it will undoubtedly present obstacles to the project as a whole.

The significance of communication management in projects and programs often revolves around individuals. For example, as a project leader, your ability to communicate and manage effectively greatly influences how you advocate for the project to stakeholders and handle expectations, ultimately impacting performance. Communication management skills play a crucial role in how a project is handled, including reducing conflicts and even gaining forgiveness through effective communication (Rajeev, 2019). Generally, communication is a continuous activity that is sometimes carried out without specific planning in project management. According to Project Management Communication (2020), evaluations of finished projects frequently identify communication management as an aspect that necessitates enhancement. To ensure effective project communication, it is crucial to adopt a methodical, streamlined, well-organized, and informative approach. By implementing well-structured communication systems and processes, organizations can effectively engage individuals to contribute to the project, thereby facilitating smooth project operations.

Frank (2019) highlights the importance of effective communication, which involves both delivering and receiving information. This indicates that the sender must consider the

receiver's needs in order for the message to be effectively comprehended. This involves careful scheduling and communication method selection in project management to ensure that stakeholders receive the relevant information without being overwhelmed by superfluous details. By providing clear and concise information, project leaders can help team members perform their tasks more effectively and prevent problems from escalating.

Kernbach (2018) found that excellent communication skills are critical for project managers since they are constantly involved in formal and informal communication throughout the many stages of a project. According to the report, project managers spent 76% of their time throughout community project building on verbal communication. Furthermore, the study emphasized the significance of listening as a crucial component of a project manager's communication skills. It also highlighted the importance of establishing trust and understanding in relationships with project team members to foster a strong network of communication.

In a study by Goetsch and Stanley (2019), it was demonstrated how project managers play a vital role in gathering and disseminating pertinent information to stakeholders. Consequently, the communication skills of a project manager greatly influence the timely and high-quality execution of a project. The study recommends that managers keep team members well-informed about their role requirements and provide regular updates to stakeholders regarding project progress. Additionally, a proficient project manager is one who develops relevant skills to effectively meet the needs of all parties involved.

In a study conducted by Nyandongo (2019), the emphasis was on investigating the impact of communication management on project performance. For several years, the high rate of project failures has remained a major concern in project management. Communication management has emerged as a key factor contributing to the inability of organizations, including philanthropic ones, to achieve success in project management. Extensive research has been conducted to explore the role and significance of communication management in project management practices and performance literature, with a particular emphasis on the correlation between communication and project outcomes. As a result, communication has been recognized as a pivotal factor in determining the success or failure of a project.

According to Zerfass (2020), project managers can utilize communication as a fundamental skill to influence project conditions and outcomes. Effective communication management is an essential skill that project managers must have in order to determine the outcome of a project, whether it is successful or not. Shakerri (2020) also affirms the importance of communication in enhancing project effectiveness and achieving predetermined objectives. The authors stress the need for effective internal and external communication management strategies and structures to strengthen project team knowledge and coherence. On the other hand, poor communication between project team members can lead to increased project costs and poor performance, making weak communication one of the most common project risks (Kalogiannidis, 2020).

2.3.3 Stakeholder Participation and Performance of Safaricom Foundation Community Projects

The stakeholder concept emerged during the 1960s and gained popularity as managers sought to understand the concerns of employees, lenders, suppliers, and shareholders. This understanding helped them develop ideas that would garner support from these stakeholders. Stakeholders can be internal or external entities that have an impact on a project from its planning stages to its outcomes. They are affected by the project's environment, whether positively or negatively, and may directly or indirectly benefit or bear its costs. Stakeholders include government actors, community members, NGOs, the press, and other interested parties. (Franklin, 2020)

Projects are highly influenced by the decisions, actions, and responses of all individuals and groups involved. These projects function within a specific environment where various stakeholders play a crucial role in executing and accomplishing tasks. As defined by PMI (2019), a project stakeholder refers to any organization, individual, or group that may be impacted, is currently impacted, or is perceived to be impacted by the project's activities, outcomes, or decisions (Project Management Institute, 2020). The organization may have stakeholders that are either from within or outside the company. The stakeholders involved in a particular project may change throughout its lifecycle, depending on factors such as their number, requirements, and level of influence. It is essential to recognize the diverse interests, perspectives, and motivations of all project stakeholders, as they significantly

impact the project's success at any given stage. Therefore, it is crucial to continuously analyze, evaluate, and identify stakeholders throughout the project's lifecycle, considering the specific circumstances (Kipkoech, 2022).

Stakeholder engagement encompasses a diverse set of methods and tactics employed by an organization to engage with its stakeholders. These methods serve various purposes, such as sharing accountability and responsibility with stakeholders, seeking their perspectives, gaining their approval, mitigating risks, enhancing the organization's reputation, and ultimately achieving its goals (Mutuku, 2022).

Kajala (2022) carried out a research study in Garissa County to assess the level of engagement of stakeholders and the efficacy of education projects funded by donors. The study's goal was to identify the elements that influence stakeholder engagement and its impact on project outcomes. The findings revealed that stakeholder participation was inadequate during critical phases such as project initiation, design, and implementation, leading to subpar project performance and results.

Ndonye, Mulwa, and Kyalo (2021) explored the relationship between stakeholder engagement and success of community-based conservation initiatives. Their findings underscored the need of active participation and important insights from key stakeholders throughout the project life cycle, particularly during the early phases of project design and planning. The analysis primarily focused on the level of engagement from local stakeholders and community members, and it revealed a significantly positive impact on project performance. Hence, it is crucial for projects within local communities to actively engage and support indigenous and local communities, as well as the owners of local resources, to ensure smooth implementation and favorable outcomes. While external expertise and stakeholders can provide valuable contributions, they should only serve as a complement to the efforts of local or native stakeholders.

Kitheka (2020) performed research on the influence of stakeholder participation on the success of development projects supported by Kenya's constituency fund. The descriptive study design was used to collect data from the whole Mathira East constituency. The study's findings demonstrated that active stakeholder engagement at all phases of the project life

cycle had a significant and beneficial impact on project performance (Demirkesen & Reinhardt, 2019).

In Poland, Demirkesen and Reinhardt (2021) carried out a research to assess how stakeholder engagement affects the performance of government projects. The study's findings revealed a strong and positive relationship between stakeholder engagement and project performance. The regression analysis also confirmed this relationship, emphasizing the importance of stakeholder involvement in achieving positive project results. To ensure effective stakeholder involvement, it is crucial to have all relevant stakeholders present during the decision-making and implementation phases. Additionally, the study emphasized the importance of comprehensive consultation and two-way communication with stakeholders before implementing any changes to project components.

Enabling stakeholders to actively participate in auditing activities and review relevant documentation is a crucial aspect of stakeholder engagement. Insufficient or inadequate stakeholder participation can lead to the adoption of ineffective strategies or increased resistance within the project team or organization. On the other hand, active stakeholder participation facilitates decision-making by providing a diverse range of perspectives and options. Recognizing the value of sufficient stakeholder involvement allows for a broader understanding of the project through the incorporation of various viewpoints. Effective stakeholder participation and engagement establish a mutually beneficial relationship, enabling stakeholders to identify emerging trends and potential obstacles that may impact the project in the present or future. The active involvement of all stakeholders increases the likelihood of identifying and addressing setbacks during project execution.

Keshkamat, Looijen, and Zuidgeest (2019) carried out a research study aimed at assessing the influence of stakeholder engagement on project performance. Their analysis found that stakeholder engagement is critical in molding project performance. The importance of incorporating stakeholders stems from their ability to eliminate opposition inside an organization. By promoting effective stakeholder engagement, individuals are able to freely express their perspectives on a specific project. Furthermore, this involvement helps to mitigate conflicts as each person within the organization comprehends their responsibilities and feels valued for their contributions.

2.3.4 Project Design and Performance of Safaricom Foundation Community Projects

The project's success heavily relies on the planning phase, also referred to as the project design stage. This stage is of utmost importance as it involves the collaboration of technical experts to define the project's objectives and identify crucial elements like features and deliverables. Moreover, the project design process holds immense significance in integrating sustainability features, as it presents the greatest opportunity for making a substantial impact (Mbugua, 2019).

In their study on urban road projects in Kenya, Gitonga, Nyang'au, and Muchelule (2022) found that utilizing project design leads to a more precise and practical design. The research also suggests that well-designed projects offer improved visualization, enabling a comprehensive understanding of needs and requirements. This, in turn, facilitates the exploration of various options, evaluation of their advantages and disadvantages, and ultimately selecting the most suitable option. According to the study, project performance can be significantly improved by ensuring a well-planned and executed project design.

Odhiambo (2021) conducted a thorough literature analysis to evaluate how project design influences the efficacy of community programs in Kakamega, Kenya. The author emphasizes the significance of involving all stakeholders during the project design phase, allowing them to contribute their perspectives on the most effective management strategies and the envisioned outcome of the project. This inclusive approach to project design is crucial in fostering trust among donors, project managers, and the community. Okaka (2021) also conducted a study that concluded project performance and success are greatly influenced by project design.

In a recent study, Odhiambo (2021) did a study on project management on the outcomes of initiatives carried out by non-governmental organizations (NGOs) in Nairobi County, Kenya. Many theoretical frameworks were employed in this study, including constraints theory, contingency theory, and agency theory. The study involved 100 NGOs from Nairobi County, and data was gathered using questionnaires. The researchers used descriptive statistics, correlation analysis, and regression analysis to examine the data. The study's findings revealed that strong project management practices, such as project design,

communication, evaluation, monitoring, and stakeholder involvement, had a significant positive influence on project performance. The researchers emphasized the crucial role of establishing clear communication strategies and management systems prior to the initiation of projects. Challenges encountered during project management included issues during project design, such as exceeding costs, poor quality, and surpassing set timelines. Active communication during the design phase was highlighted as crucial, and it was emphasized that the community and stakeholders should be educated during this stage.

Abdi and Mbugua (2019) project design and successful execution of devolved governments' initiatives in Kenya. The researchers focused on Isiolo and Marsabit counties as case studies, aiming to understand how project design influenced the performance and impact of projects at the grassroots level. The sample for this study consisted of 56 project management practitioners and an equal number of participants from 320 households in both Isiolo and Marsabit. The researchers used questionnaires for the staff and conducted interviews with household heads to obtain data. Descriptive statistics were used in the analysis, and Pearson's correlation was employed to quantify the alleged relationship. The study's findings suggested that project design was important in the performance of county-sponsored infrastructure initiatives in both Isiolo and Marsabit.

2.4 Conceptual Framework

A conceptual framework acts as the primary foundation in this study, exhibiting the flow and interaction of many factors. A conceptual framework, according to Myers (2018), is a visual depiction of the essential concepts and interactions between the independent and dependent variables in a research project. It is a diagram that depicts the relationships between variables in a research project (Borg, Gall, & Gall, 2019). The basic framework of the study is depicted in Figure 2.1, which highlights the variables of monitoring and evaluation, communication management, stakeholder participation, project design, and execution of Safaricom Foundation's community activities.

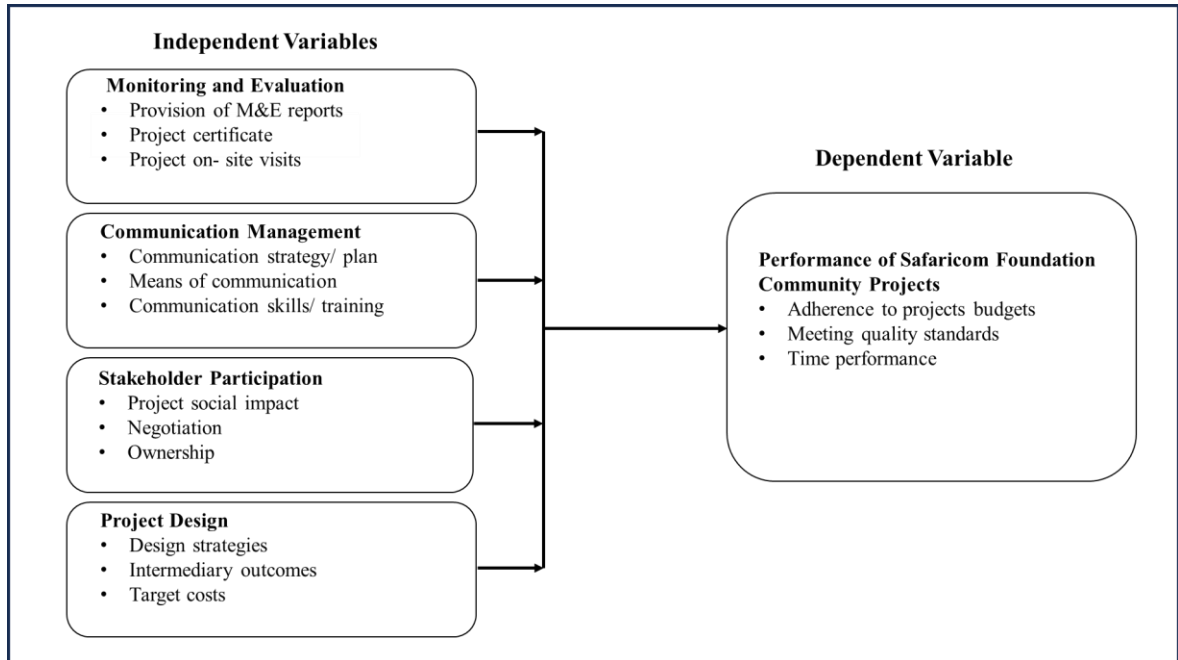


Figure 2.1 Conceptual Framework

2.5 Summary of Literature Review

This chapter looks at previous research on the four study goals. The studies demonstrate how different project management techniques impact project performance throughout the world. Monitoring and evaluation, communication management, stakeholder involvement, and project design are all examples of practices that are considered independent variables in this study. The success of Safaricom Foundation community programs is seen as a study-dependent variable. The review of the literature began with worldwide research and then narrowed down to the local area of research. The chapter also examines related ideas, conceptual frameworks, and research gaps.

2.6 Summary of Research Gaps

Table 2.1 Summary of Research Gaps

Variable	Researcher (Year)	Title of the Study	Methodology Used	Findings	Gap in Knowledge	Focus of the Current Study
Monitoring & Evaluation	Nyakuru & Wairimu (2022)	Monitoring and Evaluation Practices & Performance of Agricultural Projects in Nyamira County, Kenya	The study utilized a descriptive research design, targeting a population of 437 respondents. The sample size included 209 individuals, and a combination of quantitative and qualitative data was employed.	The study's findings suggest that effective M&E communication advocacy is critical to improving the performance of agricultural projects in Nyamira County, Kenya.	The study emphasizes the relevance of M&E financial capability in this respect, and it is crucial to note that the findings of this study are particular to the Nyamira County region and examine the influence of monitoring and evaluation techniques on agricultural project performance.	The purpose of this research is to examine the project management techniques and performance of the Safaricom Foundation Community Projects in Kenya.
Monitoring & Evaluation	Silas Kaberia (2019)	The Impact of Monitoring and Evaluation Practices on the Performance of Faith-Based Organization-Funded Projects in Meru North.	A descriptive research approach was used in the study of the management of 47 Faith Based Organizations in Meru North. A sample size of 186 was chosen from a population of 347, and data was gathered via questionnaires. SPSS Ver. 25 was used for the analysis.	faith-based organizations monitor and assess their programs has a significant impact on their performance. This allows them to efficiently measure development and have a current monitoring and assessment plan.	This study looks into how Faith Based Organizations' monitoring and evaluation techniques effect projects in Meru North, Kenya. It recommends that comparable procedures be used for programs financed by corporate foundations.	Investigating the effect of project management approaches on the execution of Safaricom Foundation community initiatives in Kenya.
Monitoring & Evaluation	Omunga, L., & Gitau, R. (2019)	The Impact of Monitoring and Evaluation on Building Construction Project Performance in Nairobi City County, Kenya	This study's methodology included performing a descriptive survey of 5,948 construction enterprises in Nairobi County that specialize in NCA building operations.	The study discovered that using M&E results has a significant impact on the success of construction projects. It suggests that businesses consider financial factors, conduct preliminary surveys, and choose appropriate M&E systems and frequency.	The study found that material and equipment (M&E) account for 78.8% of the variation in Kenyan building project performance, while other factors account for 21.2%, with the goal of determining their criticality.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Monitoring & Evaluation	Kibera Mwangi and Levi Mbugua (2023)	Influence of Monitoring and Evaluation on	The study analyzes data from 314 health project managers from the fiscal years 2013 to 2018. It employs the Theory of Change and mixed research methodology. For	Although most project managers were trained in M&E, the study discovered that staff knowledge of health project components was	The research intends to address concerns about the competency of M&E staff and the data collection tools used, with an emphasis on	Project Management Practices and Performance of Safaricom

Monitoring & Evaluation	Stanley Njeru Nyagah & Njeri S. Ngacha, (2023)	Monitoring and Evaluation Practices and Performance of Health Projects in Embu County Government, Kenya	The study investigated monitoring and evaluation methods in health sectors using program and result-based management theories, including 372 respondents from 112 sectors and SPSS software.	Embu County's health project monitoring and evaluation techniques must be fully reformed to assure future success, as independent elements such as planning, capacity building, and data management have a significant impact on project performance.	This research will be conducted to evaluate whether additional factors other than M&E are relevant in the performance of Safaricom Foundation community construction projects in Kenya.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Communication Management	Wanyonyi G., & James, R. (2019)	Effects of Project Management Practices on Performance of Community Development Projects in Bungoma County, Kenya	Since 2015, the study has examined 160 community development projects in Bungoma County, using stratified sampling and primary data from questionnaires and government reports, as well as regression analysis to identify independent variables.	According to the findings of the study, effective project planning, communication, and stakeholder participation significantly improve the performance of community development projects, resulting in better outcomes, accountability, control, and collaboration.	More research is required to understand how the variables under consideration, such as monitoring and evaluation, stakeholder participation, project risk management, and project planning and design, can be implemented in service sectors like health and education.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Communication Management	Okulunga Khumile Masonda & Ngala (2019)	Evaluating the relationship between communication management practices and project outcomes: a case study of Eswatini Swaziland	A study involving 66 participants in Eswatini indicated that several aspects such as IT, communication skills, teamwork, and risk management have a significant impact on project performance.	According to the study, poor communication management techniques were revealed to be a key cause in project delivery failure.	Because previous studies miss important aspects of communication management and its impact on community project performance, more research is needed.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Communication Management	Kunsa, Abraham (2019)	The Effect of Project Communication Management on Project Performance: A Case of Amhara Development	A quantitative approach and an explanatory research design were used in the study. With 175 respondents, an 81% response rate was achieved from a sample size of 214. Questionnaires were used to gather primary data from project team members.	Communication management, method, and channel have a significant impact on project performance, whereas communication barriers have a negative impact.	This study looks into the relationship between project communication and performance in Ethiopia, including potential mediating, intervening, or moderating factors..	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya

Communication Management	Hernández et al., (2019)	Communications management in the success of projects. Case study: Provincial university	The research is descriptive in nature, with a series of variables chosen and measured independently in order to describe them.	Effective communication management ensures that information is transmitted efficiently and assertively across all institutional levels.	The research was carried out in a formal academic institution setting; a university. This study will attempt to identify the same variable in both formal and informal settings across numerous initiatives spread across 19 Kenyan counties.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
	Achar & Chebji (2021)	The Role of Communication management on Implementation of Housing Construction Projects in Nairobi County, Kenya	Research on 256 Nairobi professionals involved in public housing projects found that the Overall Project Implementation model (Channels of Communication) strongly predicts project implementation.	Communication channels significantly impact construction project execution, with a 0.03119 increase in project completion per unit improvement according to regression analysis.	In Kenya, the study delves into the consequences of utilizing traditional and modern communication methods on the implementation and outcomes of community projects..	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Communication Management	Okora Z. (2021)	Effects of Communication Strategies on Performance of Telecommunication Firms in Kenya: Literature Based Review	The research was based on the communication theory and adopted a desktop research methodology..	Effective communication styles and integrated strategies, blending contemporary and conventional approaches, have a positive influence on organizational performance.	The study analyzed the functioning of telecommunication companies in Kenya, renowned for their well-structured operations.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Stakeholder Participation	Demirkesen, G. M & Reinhardt (2021)	Effect of stakeholder involvement on performance of the government projects in Poland	The research employed a descriptive approach to gather data from the managers and support staff of 13 government projects through the use of questionnaires as research instruments..	The regression results of the study unveiled a remarkable and favorable correlation between stakeholder engagement and performance	The study will focus on community projects initiated by Safaricom Foundation, rather than government projects..	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Stakeholder Participation	Kipkoach A. (2022)	Stakeholder Participation and Performance of Ngara	The study used a descriptive survey methodology with 154 respondents, comprising 250 recipients, community members, contractors, and managers, and	The study reveals that effective cost and resource planning is crucial for successful project performance, indicating that stakeholder	This study aims to explore the opportunities and effects of stakeholder participation on the performance of community projects	Project Management Practices and Performance of Safaricom

Stakeholder Participation	Stakeholder Participation and Performance of Community Water Borehole Projects in Kibera Sub-County in Nairobi County, Kenya	Nyumbati, D.O (2022)	The study analyzed 33 community water bore hole projects completed between 2011 and 2021 using a cross-sectional survey design. A target population of 395 included borehole management committee representatives, Nairobi County officials, Nyumba Kumi initiatives leaders, NGOs, and development partners.	The study found a significant correlation between stakeholder participation in resource mobilization and project performance in Kibera sub-county, Nairobi County, Kenya. Empowered stakeholders actively participate, support goals, and offer innovative solutions.	The scope of the research was confined to community water borehole programs. This study will explore other types of community projects in other sectors such health, education and economic empowerment from Safaricom Foundation.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Stakeholder Participation	The effects of stakeholder's participation on project sustainability among donor- funded projects in Kenya: case of the Kenya innovation engine	Mulwa (2023)	This study used a descriptive research design to analyze data from 214 respondents in an organization, using stratified sampling and a questionnaire. Pearson's correlation, ANOVA, and regressions analysis were used to analyze the data.	The study reveals that donor engagement significantly influences project sustainability in Kenyan Innovation Engine projects, emphasizing the importance of project implementation.	The study explores stakeholder engagement's impact on project performance within Kenya's Innovation Engine, focusing on community projects and those with unfunded funding.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Stakeholder Participation	Stakeholder's Involvement Practices And Performance of Street Children Rehabilitation Projects in Nairobi City County	Chepchirchir, G & Nyang'au S. (2022)	The study utilized a descriptive survey with 205 respondents from 17 Nairobi County street children rehabilitation projects, assessing reliability and validity using Cronbach's alpha coefficient and expert opinion.	The study discovered a high positive association between stakeholders' collaboration, risk management, and monitoring and evaluation of street children rehabilitation programs in Nairobi City County, demonstrating that they had a favorable influence on project performance.	The study was done only in street children rehabilitation projects in Nairobi City County. This study will cover numerous community projects spread all over Kenya, for a wider scope and comparison.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Project Design	Application of Project Design Tools, Managers' Competencies and Performance of Community Based Projects in Bungoma County, Kenya	Wilberforce W. W. (2019)	The study employed a descriptive research approach to examine 15 community-based initiatives with 192 employees (excluding project managers). Stratified random sampling was used to pick 128 respondents, and qualitative data was evaluated to find themes and trends.	The study discovered that project design tools had a considerable influence on the success of community-based initiatives in Bungoma County, highlighting the need of paying close attention to these tools.	The study, focusing on Safaricom Foundation community projects across 19 Kenyan counties, studies the implementation of project design tools, managers' capabilities, and performance of these projects.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya

Project Design	Project Design and Performance of Urban Road Projects in Kenya	Mureithi J. G Samson N. & Muchehele Y. (2022)	The study utilized descriptive survey research, targeting 408 construction registered professionals in Kenya's urban roads authority projects, with a sample size of 202, using questionnaires for primary data collection.	The study reveals that project design significantly improves Kenyan urban road project performance, with better visualization and easier selection of design options through project planning.	The study examines traditional and modern construction methods in Kenya, focusing on less structured community projects and examining both traditional and modern designs.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Project Design	Project Design Approaches, Community Participation and Performance of Water Projects	Obadiah M.K, Mulya A. & Wafila C.M (2021)	The study analyzed literature on project design approaches and community participation in water projects, highlighting the significant influence of resource availability, risk management, monitoring, and evaluation on project performance.	The paper suggests that holistic project design and community participation significantly impact the performance of water projects, emphasizing the importance of these factors in project management.	The proposed study will explore various community projects in Kenya, including health, education, construction, and economic empowerment, addressing unclear variables in project design stages.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya
Project Design	Project Design Factors Influencing Infrastructure Development Project Implementation in Devolved Governments: A Case Study of Marsabit and Isiolo Counties in Kenya	Mbugua J & Abdi A.A (2019)	The study utilized a descriptive survey design, targeting 56 project personnel and 320 households, collecting data through questionnaires and interviews, and analyzing it using descriptive statistics and Pearson's correlation coefficient.	In Marsabit and Isiolo counties, the study discovered a clear positive link between project design, planning, leadership, community participation, resource availability, and project participant commitment.	The study explores project design factors influencing infrastructural development projects in Isiolo & Marsabit Counties, as well as programmatic community projects in 19 Kenyan counties.	Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research technique used in the proposed study, which intends to explore the influence of project management methods on the success of Safaricom Foundation community initiatives in Kenya, is outlined in this chapter. This chapter offers an overview of the research methodology used, including the research design, study population, research instrument creation and validation, data collecting processes, and relevant statistical analysis tools. It also delves into the ethical aspects that were carefully considered before involving the participants. Finally, it describes how variables in this study were operationalized.

3.2 Research Design

The study design influences the researcher's choice of data collecting and assessment methodologies in order to reach educated findings. This study employed a descriptive survey research methodology, where individuals were observed in their authentic and unaltered surroundings. The quantitative data received from the respondents drove the design. A quantitative research design, according to Asenahabi (2019), can be either descriptive or experimental. The descriptive design not only investigates the correlation between dependent and independent variables, but it also determines the behavior of subjects prior to and following a specific treatment (Bloomfield & Fisher, 2019). The descriptive design holds utmost significance as it aims to elucidate the relationship between variables. Throughout the utilization process, the course of interactions among the variables remained unaltered. Moreover, this design is well-suited for the study's objective of gathering a substantial amount of data for analysis purposes.

3.3 Target Population

The target population consists of individuals who meet the predetermined criteria for a research endeavor (Alvi, 2019). This study's target audience includes project managers, project officers, monitoring and evaluation managers and officers, project implementation teams, project stakeholders, and direct beneficiaries from all 19 Safaricom Foundation Community Projects in Kenya.

Table 3.1 Target Population

Designation	Target Population	Percentage (%)
Community projects	19	13
Project Managers	19	13
Project Officers	19	13
Monitoring & Evaluation Leads	19	13
Project Implementing Partners	7	6
Project BOM/ committees	19	13
Project Beneficiaries	38	29
Total	140	100

Source: Safaricom Foundation Projects Master Data Base

3.4 Sample Size and Sampling Procedures

A sample size is a group of components picked from the entire population with the goal of being investigated on behalf of the population. Typically, this group is smaller and seen as being typical of the total population. As such, it has to have traits that are comparable to those of the general population. The ideal choice in this kind of study is sample size because it is impossible to employ the full population. In 30% of quantitative research designs, the goal is usually to minimize the amount of the error by maintaining a high sample size. A sample size of 10–30% is suggested by several research as being representative (Kurgat & Guyo 2019). Stratified sampling was used in this study, which involved first dividing the population into strata (sub-groups), choosing subjects for each stratum, and calculating the number of subjects per stratum. A total of 102 respondents made up the sample, which also included project managers from the Safaricom Foundation, community project managers, leaders for monitoring and evaluation, project committees, boards of management, and beneficiaries. The Krejcie and Morgan methodology was utilized to determine the sample size for the investigation.

$$n = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

n= Required sample size

X²= The chi-square table value for one degree of freedom at the given confidence level of % (3.841)

N= The population size

P= The population is considered to be 0.5 since this provides the largest sample size.

d²= The degree of accuracy expressed as a proportion (d=.05).

$$n = \frac{3.84(140)(0.5)(1-0.5)}{0.0025(140-1) + 3.84(0.5)(1-0.5)}$$

= 102 Respondents

Table 3.2 Sample Size

Designation	Target Population	Percentage (%)
Community projects	17	16
Project Managers	14	14
Project Officers	20	20
Monitoring & Evaluation Leads	16	15
Project Implementing Partners	4	4
Project Boards of Management	12	12
Project Beneficiaries	19	19
Total	102	100

3.5 Research Instruments

Devices that both define and objectify the process of gathering data are referred to as data collection instruments (Kurgat & Guyo, 2019). Developing tools for data collection is a requirement for researchers (Nesto et al., 2019). A written questionnaire was utilized to collect data for this study. The questionnaire asked respondents about specific concerns and included questions about the topic. In order to accommodate respondents' hectic schedules, this study used closed-ended questionnaires and the Likert scale approach to solicit succinct replies. Applicants were given options to select from a list of suitable answers for the closed-ended structured questions. Following a validity and reliability check, the questionnaires were given to the respondents along with an introductory letter.

3.5.1 Piloting of the Instruments

A pilot study is typically defined as the first cycle of a research (Casteel & Bridier, 2021). It suggests a scaled-down version of a trial or study carried out while the researchers get ready for the investigation. The research's pilot study assisted in determining the instruments' sustainability, clarity, and accuracy. The questionnaires in this study were evaluated with respondents who were similar to each other in a comparable setting. As a result, in order to evaluate their viability, the questionnaires will be given to randomly chosen project management professionals working on

community initiatives funded by the Safaricom Foundation. When the identical questionnaires were delivered across the study area of nineteen projects in ten counties of Kenya, the selected data served as a foundation for expectations.

3.5.2 Validity of the Instruments

As stated by Blumberg, Cooper, and Schindler (2014) validity is the most crucial component of a measuring device as it should measure the things it is intended to measure. According to Lakshmi and Mohideen (2013), there are three methods to assess validity: face or content validity, concept validity, and criteria validity. This study made advantage of both idea and content validity. The content validity of the tool was determined by speaking with specialists in succession planning and leadership styles. The supervisor assessed construct validity to verify that the questionnaire addressed every aspect of the conceptual framework. This aligned with Blumberg, Cooper, and Schindler's (2014) suggestion to guarantee contemporaneous, face, content, and construct validity in research projects.

Survey pilots should include 10–30% of the sample population (Connelly, 2008). For the pilot research, 10% of the sample responses were utilized. Ten participants were interviewed for the pretest, which featured community initiatives funded by the Safaricom Foundation. The pilot's results were not included in the final research. The test results were utilized to enhance the questionnaire's phrasing, sentence structure, and language while also better aligning it with the goals.

3.5.3 Reliability of the Instruments

In order to evaluate consistency across time, reliability was employed. In this study, standardised testing techniques and evaluating a broad sample of individuals were used to improve reliability through the inclusion of several comparable items on a measure. Through the use of the pilot test responders, the study aimed to use the test and retest approach. The same questionnaire was administered to the same respondents at several times to help verify if the same respondents received the same replies. To assess the internal consistency of the instruments, the data from the pilot test of the study was subjected to Cronbach's alpha analysis to determine if the results exceeded 0.7.

3.6 Data Collection Procedures

After assessing and verifying the study instruments, the researcher produced a letter of introduction before distributing questionnaires or conducting interviews. The researcher asked the chosen respondents to complete the questionnaire after first presenting the supervisors with the introductory letter. In addition, the interview was prearranged and done after the questionnaires were gathered.

3.7 Data Analysis

Descriptive statistics methods such as mean and standard deviation were used to analyze the quantitative data. Additionally, inferential analysis—correlation and regression analysis—was performed as part of the study to ascertain the degree to which the variables influence each other. The tables and presentation images for the findings were made using SPSS v25.0. The guiding regression equation for the investigation is as follows:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y_1 = Represents Performance of Safaricom Foundation Community Projects

X_1 = Monitoring and Evaluation

X_2 = Communication Management

X_3 = Stakeholder Participation

X_4 = Project Design

ε = Error term

Regression analysis was used to assess the proposed model; hence, certain requirements were satisfied for the application of this method to address the many kinds of biased estimations that may have emerged throughout the study. Doing a diagnostic study that included multicollinearity, normalcy, and linearity tests was crucial.

Linearity is the term used to explain the linear relationship between the outcome and prediction constructs. Stated otherwise, there exists a correlation between a one-unit increase in the explanatory construct and a fixed rise in the outcome construct. A correlation coefficient, which can be positive or negative, explains the link between the predictor and result variables. Willie (2019) utilized the Pearson's correlation coefficient to determine the linear relationship between the study's constructs. Additionally, the first example illustrates that a modification in one

variable's unit results in a change in another, whereas the second example demonstrates that a change in one variable's unit leads to a change in another. Using the normalcy assumption, the discrepancies between the observed data and the model are often zero or very near to zero (Willie, 2019). A data distribution is said to be normal when it resembles a normal distribution (Muli, 2018). A construct is deemed nearly normal if its skewness and kurtosis values are between -0.1 and +0.1, according to a widely recognized criterion used in previous research. Furthermore, normal probability plots may be used to determine the normality of a distribution. When using normal probability graphs, a nice straight line suggests a normal distribution. The overall approach for assessing normalcy was supported by the normal probability plots for each variable of interest in this investigation.

A range of basic statistics, including as the value inflation factor (VIF) and tolerance statistics, can be used to detect multicollinearity among predictors. In general, multicollinearity in the regression model is not an issue when the value of VIF is greater than 0.10; however, when it is less than 0.10, there should be some concern. A tolerance of less than 0.2 in tolerance statistics suggests that there may be a problem with significant predictor collinearity. In this work, complete multicollinearity was tested using tolerance statistics and VIF.

3.8 Operationalization of Variables

Table 3.3 Operationalization of Variables

Objective	Variable	Indicators	Scale of Measurement	Type of Data Analysis	Tools of Analysis
To examine the influence of monitoring and evaluation on performance of Safaricom Foundation community projects in Kenya.	Dependent Variable Performance of Safaricom Foundation Community Projects Independent Variable Monitoring and Evaluation	<ul style="list-style-type: none"> Monitoring & Evaluation reports Project certificate acquired Frequency and number of projects on-site visits 	Ordinal scale	Descriptive and Inferential	Mean, standard deviation, correlation and regression analysis
To assess how communication management influences performance of Safaricom Foundation community projects in Kenya.	Independent Variable Communication Management	<ul style="list-style-type: none"> Existence of communication strategy plan Strategies of communication Communication skills/ training 	Ordinal scale	Descriptive and Inferential	Mean, standard deviation, correlation and regression analysis
To establish how stakeholder participation influences performance of Safaricom Foundation community projects in Kenya.	Independent Variable Stakeholder Participation	<ul style="list-style-type: none"> Project social impact Negotiation/ frequency of engagements Ownership 	Ordinal scale	Descriptive and Inferential	Mean, standard deviation, correlation and regression analysis
To determine how project design influences performance of Safaricom Foundation community projects in Kenya.	Independent Variable Project Design	<ul style="list-style-type: none"> Design strategies Intermediary outcomes 	Ordinal scale	Descriptive and Inferential	Mean, standard deviation, correlation and regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATIONS AND DISCUSSIONS

4.1 Introduction

The analysis, interpretation, and presentation of the results are covered in this chapter. The study aimed to examine the correlation between project management practices and performance of community projects funded by the Safaricom Foundation in Kenya. The study's research questions were intended to be addressed by the findings. After the data was gathered, reports were created using tables and figures to aid in understanding.

4.2 Questionnaire Response Rate

The research included 102 participants from 19 community projects sponsored by the Safaricom Foundation. However, only 76 of the 102 surveys that were distributed were completely completed and returned, yielding a 75% response rate. According to Kothari (2004), a response rate of 50% is adequate for analysis and reporting, 60% is good, and 70% or more is exceptional and appropriate for the study, a response rate of 75% was deemed adequate for conducting the analysis and drawing the conclusion.

Table 4.1 Response Rate

	Frequency	Percentage
Filled Questionnaires	76	75
Unfilled Questionnaires	26	25
Total	186	100.0

Source: Researcher (2023)

4.3 Demographic Respondent Profile

The preceding section offered an overview of the respondents' demographic features, such as greatest degree of education, age range, project planning and management training, years of experience, and barriers experienced during Safaricom Foundation community initiatives.

4.3.1 Respondents Level of Education

The study also aimed to ascertain the highest level of academic attainment of the participants. It is crucial to comprehend the educational backgrounds of the individuals involved in order to provide context to the study's findings and derive appropriate conclusions.

Table 4.2 Respondents Level of Education

	Frequency	Percent
College/ technical	3	4
Undergraduate	41	54
Post graduate	32	42
Total	76	100

Table 4.1 reveals the results indicating that the majority of respondents, 41 (54%), possessed a degree as their highest educational qualification. Additionally, 32 (42%) respondents had obtained a postgraduate certificate, while 3 (4%) had achieved a college/technical certificate as their highest level of education. These findings demonstrate that a significant proportion of individuals engaged in Safaricom foundation projects have educational qualifications beyond primary school, enabling them to effectively respond to the study's inquiries.

4.3.2 Respondents Age Category

The study aimed to investigate the age bracket that respondents were.

Table 4.3 Respondents Age Category

	Frequency	Percent
30-39	28	37
40-49	32	42
50-59	16	21
Total	76	100

Table 4.4 summarizes the study's data collection. According to the survey results, 32 respondents (42%) were between the ages of 40 and 49, 28 respondents (37%) were between the ages of 30-39, and 16 respondents (21%) were between the ages of 50 and 59.

These data imply that the study's responses were not skewed because all age groups were sufficiently represented.

4.3.3 Specialized Training in Project Management and Planning

Additionally, the study aimed to determine if participants had received specialized project planning and management training.

Table 4.4 Specialized Training in Project Management and Planning

	Frequency	Percent
Yes	64	84
No	12	16
Total	76	100.0

The findings revealed that a significant proportion of the surveyed participants, specifically 64 individuals (84%), had received specialized training in project planning and management. Conversely, 12 individuals (16%) had not undergone any form of training in this area. These results highlight the commitment to improving knowledge and skills among both the management and beneficiaries of Safaricom Foundation's community projects. The ultimate goal is to enhance their performance by ensuring the achievement of intended objectives and fostering a community-centric approach.

4.3.4 Respondents Year of Experience

Participants were asked how long they had been participating in Safaricom Foundation community programs in Kenya.

Table 4.5 Respondents Year of Experience

	Frequency	Percent
Less than 3years	5	7
3-6 years	23	30
6-9 years	32	42
9 and above years	16	21
Total	76	100.0

Based on the research findings, it has been determined that 32 individuals, accounting for 42% of the respondents, have actively participated in community projects for a duration ranging from 6 to 9 years. Additionally, 30% of the respondents possess experience in community projects spanning a period of 3 to 6 years. Furthermore, 16 people (21% of the respondents) have been active in community initiatives for more than 9 years, only 7 individuals, which accounts for 5% of the respondents, have participated in such projects for less than 3 years. These findings indicate that the majority of respondents have committed substantial time to community-oriented efforts, allowing them to contribute meaningful insights and replies to the information sought by this study.

4.4 Descriptive Statistics

This section looked at the descriptive statistics of the research variables, namely the mean and standard deviation. The mean was calculated by summing the scores for each parameter (question) and dividing the total by the number of respondents. For this experiment, a Likert scale with a mean of 1.00-1.80 indicating severe disagreement, 1.81-2.60 indicating disagreement, 2.61-3.40 indicating moderation, 3.41-4.20 indicating agreement, and 4.21-5.00 indicating strong agreement was employed. A standard deviation scores larger than 0.5, on the other hand, indicates homogeneity, implying that the respondents had a comparable comprehension of the issue and delivered similar replies. A standard deviation number smaller than 0.5, on the other hand, demonstrates heterogeneity, showing a range of outcomes within the sample. This demonstrates a high amount of variation among the participants in the research group.

4.4.1 Monitoring and Evaluation

The study objective was to see how project monitoring and assessment affected community projects. The responses of the participants were scored on a 5-point Likert scale, with (5) indicating strong agreement, (4) agreeing, (3) neutral, (2) indicating dissent, and (1) indicating extreme disagreement. The study's findings are shown in Table 4.6.

Table 4.6 Monitoring and Evaluation

	Mean	STDev
Safaricom Foundation gives regular monitoring and evaluation reports	4.105	0.704
The organization uses monitoring and evaluation tools and techniques to ensure performance of community projects	4.671	0.473
The organization uses monitoring and evaluation systems to track community projects progress.	4.118	0.692
Close monitoring of Safaricom Foundation community projects improves performance.	4.658	0.478
Safaricom Foundation conducts routine on- site monitoring visits of community projects	4.000	0.673
Safaricom Foundation experts have adequate knowledge and skills to conduct projects monitoring	4.013	0.663
Average	4.261	0.614

The study's results were consolidated in Table 4.6, which presented five statements about project monitoring and evaluation to the respondents. The findings revealed that the respondents expressed agreement with the organization's utilization of monitoring and evaluation tools and techniques to ensure the success of community projects (M-4.67). Additionally, respondents agreed that closely monitoring projects improves the performance of Safaricom Foundation's community projects (M-4.658). Similarly, respondents agreed that the organization utilizes monitoring and evaluation systems to track the progress of community projects (M-4.118). Respondents also agreed that Safaricom Foundation provides regular monitoring and evaluation reports (M-4.105 and M-4.013). Lastly, respondents agreed that Safaricom Foundation conducts routine on-site monitoring visits of community projects (M-4.00). The mean score obtained was 4.261, on average, with a standard deviation of 0.614. This indicates a strong consensus among respondents regarding the impact of monitoring and evaluation on the performance of Safaricom Foundation's community programs. Furthermore, the homogeneity of responses

suggests that respondents had a similar understanding of the subject and provided consistent response.

4.4.2 Communication Management

The research's second aim was to analyse how communication management influences the effectiveness of community projects carried out by the Safaricom foundation. Participants' feedback was assessed using a Likert scale that ranged from 1 to 5, where 5 represented strong agreement, 4 indicated agreements, 3 denoted neutralities, 2 represented disagreements, and 1 indicated strong disagreement. The results of this study are outlined in Table 4.7.

Table 4.7 Communication Management

	Mean	STDev
Communication plans and strategies are determined /established at the outset of projects	4.01	0.683
Safaricom Foundation’s has directed some efforts aimed to communicate project information and changes	4.32	0.616
Clear communication clarifying roles of stakeholders are drawn in the project Plan	4.42	0.572
Safaricom Foundation experts have adequate knowledge and skills to communicate efficiently on community projects issues	3.97	0.610
Communication plan reviewed regularly, and adjusted	4.03	0.643
Project managers have or should have excellent communication skills.	4.07	0.660
Average	4.13	0.631

The study's results were consolidated in Table 4.4, outlining participants' opinions on cost technology aspects. The findings indicated unanimous agreement on various points. Firstly, participants acknowledged the significance of clear communication and defined roles for stakeholders in the project plan (M-4.42). Secondly, they recognized Safaricom Foundation's efforts in effectively communicating project information and updates (M-4.32). Thirdly, they agreed that project managers should possess excellent communication skills (M-4.07). Fourthly, they agreed that communication plans should be regularly

reviewed and adjusted (M-4.03). Lastly, they agreed that communication plans and strategies should be established at the beginning of projects (M-4.01). Furthermore, respondents believed that Safaricom Foundation experts have the necessary knowledge and skills to effectively communicate on community project issues (M-3.97). The average mean score of 4.13 and standard deviation of 0.631 indicated that respondents agreed with the communication management and performance aspects of Safaricom Foundation's community projects. The mean scores ranged from 4.32 to 3.97, suggesting that respondents agreed that communication management influences the performance of Safaricom Foundation's community projects. Additionally, the standard deviation ranged from 0.572 to 0.60, which is higher than 0.5, indicating the homogeneity of the study data.

4.4.3 Stakeholder Participation

The third objective of the research was to determine the impact of stakeholder involvement on the effectiveness of community projects undertaken by Safaricom Foundation in Kenya. The responses were evaluated using a 5-point Likert scale ranging from strongly agree (5) to strongly disagree (1). The outcome of the study is presented in Table 4.8.

Table 4.8 Stakeholder Participation

	Mean	STDev
I have been involved in decision making at various stages that has impacted the Safaricom Foundation projects I am in.	4.11	0.685
Stakeholder commitment and support is sufficient	4.17	0.641
Stakeholder participation level	4.42	0.638
Joint review or feedback given on the month report or quarterly report.	4.13	0.718
Frequent consultations on projects progress and status	4.04	0.568
Capable of driving the project even if the external donor support is closed.	4.01	0.653
Average	4.31	0.517

The findings presented in Table 4.8 demonstrate the results obtained from the study. Participants were then given five statements regarding the impact of stakeholder participation on the performance of Safaricom Foundation community projects. The

respondents agreed that there is a high level of stakeholder participation (M-4.42), and that stakeholder commitment and support are sufficient for project performance. They also agreed on a framework for collaborative evaluation or input on monthly or quarterly reports (M-4.17, M-4.13). Furthermore, the respondents agreed that they have been involved in decision-making at various stages, which has had an impact on the Safaricom Foundation projects (M-4.11). The respondents also agreed that frequent consultations on project progress and status (M-4.04) are important, and that they are capable of driving the project even without external donor support (M-4.01). The average mean score (4.31) and standard deviation (1.317) indicate that the respondents agreed that stakeholder participation influences the performance of Safaricom Foundation community projects. The mean score ranges between 4.01 and 4.42, suggesting that the respondents agreed with aspects related to stakeholder participation in project performance. Additionally, the standard deviation ranges between 0.568 and 0.718, which is higher than 0.5, indicating the homogeneity of the study data.

4.4.3.1 Involvement of Stakeholder in Project Cycle

The study objective was to establish the level of stakeholder participation at each step of the project cycle, including project initiation, planning, execution, and project performance monitoring. According to the study's findings, the majority of respondents, 49 persons or 64% of the total, acknowledged involvement in various project life cycles. On the other hand, 27 people, or 36% of those polled, said that they were not participating. These results indicate that the Safaricom foundation, as a project sponsor, prioritizes stakeholder engagement in order to effectively achieve the intended project objectives.

	Frequency	Percent
Yes	49	64
No	27	36
Total	76	100

4.4.3.2 Level of Stakeholder Participation

The study objective was to establish the extent of stakeholder involvement in the project. According to the results, 44(58%) of the participants indicated their involvement by contributing resources and materials, 16(21%) were involved through consultation,

11(14%) were engaged in a partnership capacity, and 5(7%) acted as funders. These findings suggest that a majority of the respondents actively participated in the project implementation, thereby enhancing its overall effectiveness.

Table 4.9 Level of Stakeholder Participation

	Frequency	Percent
Funder	5	7
Partnership	11	14
Participating by giving resource and material	44	58
Consultation	16	21
Total	76	100

4.4.4 Project Design

The study's goal was to find out how much respondents agreed or disagreed with certain parts of the influence of project design on the performance of Safaricom Foundation community initiatives in Kenya. Participants responded on a 5-point Likert scale, with options ranging from strongly agree (5) to strongly disagree (1).

Table 4.10 Project Design

	Mean	STDev
The project management team fully participates to see the project succeed	4.42	0.572
The management holds meetings with stakeholders to track on budget	3.97	0.610
The project team adhere to the timelines for various activities in the projects	4.01	0.643
The project team fully adheres to the prescribed standards, policies and standards of the projects.	4.07	0.660
Average	4.12	0.621

According to the findings, it was determined that the respondents were in agreement regarding the active participation of the project management team in ensuring the success of the project (M-4.42). Additionally, the respondents agreed that the project team strictly adheres to the prescribed standards, policies, and guidelines of the projects (M-4.07). Similarly, the respondents acknowledged that the project team follows the designated

timelines for various activities within the projects (M-4.01). Furthermore, the respondents confirmed that management conducts meetings with stakeholders to monitor the project's budget (M-3.97). The average mean score (4.12), as well as the standard deviation (0.621), show that respondents agree that project design has a considerable effect on the performance of Safaricom Foundation community initiatives. Furthermore, the homogeneity of replies shows that respondents shared a same grasp of the issue and gave consistent feedback.

4.4.4.1 Respondents Involvement in Project Designing

The researcher also asked respondents if they were part in the project design process.

Table 4.11 Respondents Involvement in Project Designing

	Frequency	Percent
Yes	54	71
No	22	29
Total	76	100

The study also aimed to examine if participants were engaged in the process of project design. According to the results, 54(71%) of the respondents stated their involvement in the project designing process, whereas 22(29%) reported not being involved.

4.4.5 Project Performance

The objective of the study was to determine the impact of project management practices on the performance of Safaricom foundation community projects. The participants' responses were evaluated using a 5-point Likert scale, ranging from strongly agree (5) to strongly disagree (1). The findings are presented in Table 4.12.

Table 4.12 Project Performance

	Mean	STDev
The project management team fully participates to see the project succeed	4.42	0.572
The management holds meetings with stakeholders to track on budget	3.97	0.610
The project team adhere to the timelines for various activities in the projects	4.01	0.643

The project team fully adheres to the prescribed standards, policies and standards of the projects	4.07	0.660
Average	4.12	0.621

The findings presented in Table 4.12 demonstrate the results obtained from the study. The respondents expressed agreement with various aspects of the project management team's involvement in ensuring the success of the project (M-4.42). They also agreed that the project team strictly adheres to the prescribed standards, policies, and guidelines of the projects (M-4.07). Furthermore, the respondents acknowledged that the project team follows the designated timelines for different project activities (M-4.01). Furthermore, respondents agreed that management meets with stakeholders to monitor the project's budget (M-3.97). The respondents agreed that project management approaches have an impact on the performance of Safaricom foundation community initiatives, based on an average mean score of 4.12 and a standard deviation of 0.621. The mean scores range between 3.97 and 4.42, suggesting that the respondents agreed with various aspects related to project performance. Moreover, the standard deviation ranges between 0.572 and 0.660, which is higher than 0.5, indicating the homogeneity of the study data.

4.5 Inferential Analysis

In order to determine the relationship between the dependent variable and the independent variables, the research conducted inferential analysis. This analysis included the utilization of various statistical techniques such as Karl Pearson's coefficient of correlation, regression analysis, model summary, and multiple regression analysis.

4.5.1 Karl Pearson's Coefficient of Correlation

In order to examine the linear relationship between the variables, the researchers utilized Karl Pearson's coefficient of correlation. This statistical measure, known as the Pearson correlation coefficient, is a highly effective tool for quantifying the strength of the relationship between independent and dependent variables. The correlation was assessed by Saunders, Lewis, and Thornhill (2009), who provided a comprehensive interpretation of the coefficient values. According to their analysis, a correlation coefficient (r) of 1 indicates a strong relationship, while a value between 0.9 and 1 suggests a perfect linear correlation. Additionally, a coefficient between 0.9 and 0.7 signifies a positive strong

correlation, while a value between 0.7 and 0.5 indicates a positive moderate correlation. Furthermore, a coefficient between 0 and 0.5 represents a positive low correlation, while a value of 0 indicates a weak correlation. Lastly, a coefficient of -1 indicates a negative correlation relationship. The study employed Karl Pearson's coefficient of correlation to establish and analyze the relationship between the variables, and the results are presented in Table 4.13.

Table 4.13 Karl Pearson's Coefficient of Correlation

		Performance	Monitoring and evaluation	communication management	Stakeholder participation	project design
Performance	Pearson Correlation Sig. (2-tailed)	1				
Monitoring and evaluation	Pearson Correlation Sig. (2-tailed)	.467	1			
Communication management	Pearson Correlation Sig. (2-tailed)	.511	.011	1		
Stakeholder participation	Pearson Correlation Sig. (2-tailed)	.586	.303	.567	1	
Project design	Pearson Correlation Sig. (2-tailed)	.545	.488	.259	.280	1
		.000	.000	.054	.037	

The results of the study indicate a significant and affirmative correlation between monitoring and evaluation, communication management, stakeholder participation, and project design. The correlation values of 0.467, 0.511, 0.586, and 0.545, respectively, demonstrate this correlation. These findings suggest that the four independent variables used in this study are strongly and positively correlated. Furthermore, the study reveals that monitoring and evaluation, communication management, stakeholder participation, and project design have a significant impact on the performance of Safaricom foundation community projects. The collected results indicate that these three components have the most influence on project performance.

4.5.2 Multiple Regression Analysis

The research employed a regression equation and a multiple regression model to examine the correlation between project performance and the independent variables, namely monitoring and evaluation, communication management, stakeholder participation, and project design. The R-squared statistic was utilized to assess the model's suitability for the data. The adjusted R-squared was adjusted to account for additional predictors, indicating a statistically significant enhancement in the model. The standard error of the estimate gauges the precision of predictions, decreasing when a predictor improves the model less than anticipated by chance and increasing when it does improve. The findings are presented in Table 4.14.

Table 4.14 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.540	.93043

The summary of the model demonstrated a clear relationship between the dependent variable (project performance) and the independent variables (monitoring and evaluation, communication management, stakeholder participation, and project design) in this study. The correlation between monitoring and evaluation, communication management, stakeholder participation, and project design was found to be strong and significant ($R=0.757$). Furthermore, the table indicated that the coefficient of determination was substantial and statistically significant ($R\text{ Square} = 0.573$, $P<0.05$). This suggests that 57.3% of the variation in project performance can be attributed to monitoring and evaluation, communication management, stakeholder participation, and project design. However, it is important to note that there are other factors not examined in this research that account for 42.7% of project performance. Therefore, further investigation is needed to explore these other aspects of project management practices that may influence project performance (42.7%).

Table 4.15 ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.278	4	14.819	17.118	.000
	Residual	44.151	71	.622		
	Total	103.429	75			

Using Analysis of Variance (ANOVA), the impact of the regression model on the performance of Safaricom Foundation community initiatives was investigated. The model had a statistically significant impact, as proven by a F value of 17.118, which was more than the mean square found (14.819), and a p-value of 0.000, which was less than the significance level of 0.05. As a result, the model is significant, and the variables in the equation are likewise significant, with a 95% confidence level.

Table 4.16 Coefficients

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.902	.167		5.393	.000
	Monitoring and evaluation	.501	.044	.236	2.365	.001
	Communication management	.552	.069	.198	2.208	.028
	Stakeholder participation	.418	.057	.021	1.314	.015
	Project design	.740	.067	.683	1.986	.000

a. Dependent Variable: Uptake

Four independent variables were shown to have significant regression weights. The researchers chose to include unstandardized coefficients in the regression model due to their ease of perception and comprehension, as well as their preferred use in calculations and analyses. The variable of monitoring and evaluation exhibited a regression weight of 0.501, with a p-value of less than 0.05 (0.001). Similarly, communication management had a regression weight of 0.552, with a p-value of less than 0.05 (0.028). Stakeholder participation showed a regression weight of 0.418, with a p-value of less than 0.05 (0.015). Lastly, project design had a regression weight of 0.740, with a p-value of less than 0.05

(0.000). Furthermore, the study revealed that all p-values were below the threshold of 0.05, indicating that monitoring and evaluation, communication management, stakeholder participation, and project design significantly influence project performance.

Therefore, the regression equation is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y is the dependent variable –performance of Safaricom Foundation community projects,

β_0 is the regression coefficient/constant/Y-intercept,

β_1 , β_2 , β_3 , and β_4 are the slopes of the regression equation,

X_1 is the monitoring and evaluation,

X_2 is communication management,

X_3 is the stakeholder participation,

X_4 is the project design,

ϵ is an error term

Therefore, the regression equation was;

$$Y = 1.902 + 0.501X_1 + 0.552X_2 + 0.418X_3 + 0.740X_4$$

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter extensively examined each research objective, offering a comprehensive analysis. Furthermore, it presented a thorough conclusion and subsequent recommendations concerning the impact of project management practices on the performance of Safaricom Foundation community projects in Kenya.

5.2 Summary of Findings

In this section, a comprehensive examination of each study variable is presented, highlighting the influence of monitoring and evaluation, communication management, stakeholder participation, and project design on the effectiveness of Safaricom Foundation's community projects in Kenya.

5.2.1 Monitoring and Evaluation and Project Performance

The aim of the research was to investigate how monitoring and evaluation impact the effectiveness of Safaricom Foundation's community projects in Kenya. The results of the study demonstrated that the organization employs various monitoring and evaluation tools and techniques to ensure the success of community projects. The findings also revealed that closely monitoring projects leads to improved performance of Safaricom Foundation's community projects. The mean average obtained from the study indicates that providing monitoring and evaluation reports, project certificates, and conducting on-site visits significantly contribute to the success of Safaricom Foundation's community projects. The study established a significant and positive correlation between monitoring and evaluation and project performance, with a Pearson Correlation of 0.467. Additionally, the research found that monitoring and evaluation accounted for 50.1% of project performance and that there was a positive and statistically significant relationship, as evidenced by $P < 0.05$ ($p = 0.001$).

5.2.2 Communication Management and Project Performance

The second objective of this study was to examine the impact of communication management on the performance of community projects undertaken by the Safaricom Foundation. The study found that effective communication, which includes clearly defining the roles of stakeholders in the project plan, played a crucial role in achieving project objectives. Communication management, as measured by the strategies adopted, the means of communication utilized, and the required communication skills, significantly contributed to the success of Safaricom Foundation community projects (M-4.13). Furthermore, the findings revealed a positive and significant relationship between communication management and project performance, as evidenced by a Pearson Correlation coefficient of 0.511. The study also determined that communication management accounted for 55.2% of the project performance, and the statistical analysis confirmed a significant relationship with a p-value of 0.028 ($p < 0.05$).

5.2.3 Stakeholder Participation and Project Performance

The third objective of this study was to examine how stakeholder involvement affects the performance of community projects carried out by the Safaricom foundation. The research findings revealed a significant level of stakeholder participation. It was determined that the commitment and support of stakeholders are adequate for ensuring project success. The respondents, based on an average score of 4.31, concurred that the social impact of the project, as well as negotiation and ownership, play a crucial role in influencing the performance of community projects undertaken by the Safaricom foundation. Furthermore, the study found a positive correlation between stakeholder participation and the performance of these projects, with a correlation coefficient value of 0.586. It was also discovered that stakeholder participation contributes 41.8% to the overall performance of community projects carried out by the Safaricom foundation.

5.2.4 Project Design and Project Performance

The fourth objective was to establish influence of project design on performance of Safaricom foundation community projects. According to the findings of the study, the project management team actively participates in guaranteeing the project's success. Additionally, the respondents emphasized that the project team strictly adheres to the

prescribed standards, policies, and regulations of the projects. The average mean score of 4.12 indicated that the respondents agreed that the design strategies, intermediary outcomes, and target goals have a significant impact on the performance of Safaricom foundation community projects. The inferential statistical results obtained showed a strong positive correlation (coefficient correlation of 0.545) between project design and the performance of Safaricom foundation community projects. Furthermore, the study also established that project design accounts for 74% of the performance of Safaricom foundation community projects.

5.3 Conclusion

The impact of monitoring and evaluation on the effectiveness of community projects carried out by the Safaricom Foundation in Kenya was investigated in this research. The study findings demonstrate that the organization effectively utilizes monitoring and evaluation tools to ensure the success of their projects. By closely monitoring the projects, their performance is greatly improved. The data analysis reveals that monitoring and evaluation reports, project certificates, and on-site visits all play a significant role in enhancing project performance. The study concludes that there is a positive correlation between monitoring and evaluation activities and project performance, as indicated by a Pearson Correlation coefficient of 0.467. Additionally, monitoring and evaluation account for 50.1% of the overall project performance, underscoring a substantial and positive relationship.

The primary objective of the study was to analyze the impact of communication management on the effectiveness of community projects carried out by the Safaricom Foundation. The research findings reveal that stakeholder responsibilities are well-defined in the project plan. As a result, the study concludes that there exists a noteworthy positive correlation between communication management and project performance, as evidenced by a Pearson Correlation coefficient of 0.511. Communication management accounts for 55.2% of the overall project performance, highlighting a favorable and statistically significant association ($P < 0.05$). These outcomes emphasize the significance of implementing efficient communication strategies to augment project performance.

The primary objective of the study was to examine how stakeholder involvement influenced the outcomes of community projects implemented by the Safaricom Foundation. The findings of the study indicate that there was a considerable level of stakeholder participation, and their dedication and assistance played a crucial role in the success of the projects. The respondents highlighted the importance of project social impact, negotiation, and ownership in shaping project performance. It was observed that stakeholder participation had a positive and substantial correlation with project performance, accounting for 41.8% of the overall project success.

The purpose of the study was to evaluate how the design of projects influenced the effectiveness of community initiatives carried out by the Safaricom foundation. The results showed that the project management team played an active role in the projects and adhered to the established project guidelines. With a mean score of 4.12, it was evident that the project design approach, intermediary outcomes, and target objectives had a noteworthy influence on the project's overall performance. The study ultimately determined that there existed a robust and favorable correlation between project design and project performance, as indicated by a correlation coefficient of 0.545.

5.4 Recommendations

Based on the study findings, the study recommended the following.

The research findings demonstrate a significant link between M&E planning and project performance. It highlights the criticality of a well-designed M&E plan in enhancing project outcomes. The research also recommends that organizations establish a dedicated monitoring and evaluation unit or hire a monitoring and evaluation officer to ensure effective monitoring and evaluation practices. Management should also consider engaging external experts for M&E planning, enhancing employee skills in planning through training, and providing opportunities for eligible employees to pursue further studies through scholarships or study leaves. These measures will enhance the technical expertise of employees in monitoring and evaluation. Furthermore, it is crucial to emphasize to stakeholders and management the importance of their active involvement in monitoring and evaluation activities. When aligning the monitoring and evaluation control plan with the project's overall plan, factors such as funding criteria, communication channels, and

time allocation should be taken into account. The research highlights the necessity of a well-documented process for managers to monitor performance and analyze the impact of implemented strategies. Overall, the study underscores the significance of monitoring and evaluation at all stages of donor-funded projects to identify challenges and implement appropriate solutions.

It is imperative for project managers to devise a project communication management plan that can efficiently handle communication across their projects. This plan guarantees that all stakeholders are kept informed about the project's progress, issues, and changes, which in turn facilitates effective decision-making and collaboration. The plan must be regularly reviewed and updated to reflect any changes to the project or its stakeholders. The project manager must also oversee the execution of the plan. Effective communication is a key factor in project success, and inadequate communication can result in project failure. Successful project managers employ both formal and informal communication methods across various channels to increase the likelihood of messages being received. Therefore, project communication management is an essential component of project management.

It is recommended that stakeholder participation commences at the initial stages of project identification, followed by needs assessment, selecting an appropriate project location, planning and design activities, executing the project, managing financial aspects, and monitoring and evaluating the project's progress. According to the study, stakeholder involvement in project identification should be enhanced to achieve better project performance. It is important to consider all stakeholders' concerns equally and provide clear rules of engagement to avoid confusion during the project management process, rather than implementing government directives. According to the report, stakeholders should be involved in project execution, including being consulted before changes to management boards are made. The government and other stakeholders should make certain that all stakeholders participate in decision-making. Community people should be consulted before beginning initiatives in their areas, with priorities differing between communities. It is suggested that project implementation participants be chosen on the basis of attributes such as experience and education level rather than nepotism or tribalism.

Project design plays a vital role in the success of a project as it enables project managers to comprehend the project's framework, objectives, and desired outcomes. It encompasses strategic thinking, idea generation, resource allocation, and process development to accomplish goals within the allocated budget and timeline. By utilizing tools such as flowcharts, sketches, and prototypes, project managers can outline the project and present stakeholders with a comprehensive plan. This facilitates a clear understanding of the project's objectives, steps, timeline, and budget, thereby enhancing the likelihood of successfully completing the project.

5.5 Areas of Further study

It is suggested that additional research be carried out in community projects supported by various organizations throughout the country, taking into account different factors that could impact project effectiveness. Moreover, it is advisable to conduct further investigations in all projects funded by non-profit institutions to explore the obstacles encountered during project implementation. Additionally, similar studies should be conducted in diverse types of organizations.

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APPENDICES

Appendix I: Letter of Introduction

Nicholas Wabwile Wechuli,
University of Nairobi,
P.O. Box 30197-00100, Nairobi, Kenya

Dear Respondent,

RE: RESEARCH DATA COLLECTION ON PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF SAFARICOM FOUNDATION COMMUNITY PROJECTS IN KENYA

I am a University of Nairobi student pursuing a Master of Arts in Project Planning and Management. I am required to conduct research study and present a report on my results in order to fulfill the course requirements. My research topic is Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya". I am requesting for your assistance in making my research a success.

The letter is therefore to kindly request you to fill in questionnaire for this research. Any information you will give will be guarded confidentially and used only for research purpose only as stated above. Thank you in advance and feel free to contact me in case of anything on this mobile phone number: 0723372874.

Yours Sincerely,



Nicholas Wabwile Wechuli

Appendix II: Questionnaire

“Project Management Practices and Performance of Safaricom Foundation Community Projects in Kenya”

Section A: Respondent’s Personal Details

The information provided in this questionnaire is confidential and will only be used for academic research purpose. We kindly make request that you read, understand and provide accurate answers by filling and ticking the blank spaces provided.

PART A: BACK GROUND INFORMATION

- 1) Project type you are in: _____
- 2) Kindly what is your highest level of education:
 - a) O Level
 - b) College/ technical
 - c) Undergraduate
 - d) Post graduate
 - e) Others (specify)
- 3) Please indicate your age bracket:
 - a) Below 20years
 - b) 30-39
 - c) 40-49
 - d) 50-59
- 4) Present position at Safaricom Foundation funded community project _____
- 5) Do you have any specialized training in project planning and management? Yes
No
- 6) How many years of experience do you have working/ getting involved in Safaricom Foundation community projects?
 - Less than 3years
 - 3-6 years

6-9 years []

9 and above years []

7) What are the challenges facing Safaricom Foundation community projects in the projects you are/ have been involved in:

- a) Monitoring and evaluation []
- b) Communication Management []
- c) Stakeholder participation []
- d) Project design []

PART B: MONITORING AND EVALUATION QUESTIONS

1) To what extend do you agree with the following statements concerning project monitoring and evaluation of Safaricom Foundation community projects?

Use scale 1-5 where 1=Strongly agree 2=Disagree: 3=Somehow agree: 4=Agree: 5=Strongly disagree

#	Statement	5	4	3	2	1
a)	Safaricom Foundation gives regular monitoring and evaluation reports					
b)	The organization uses monitoring and evaluation tools and techniques to ensure performance of community projects					
c)	The organization uses monitoring and evaluation systems to track community projects progress.					
d)	Close monitoring of Safaricom Foundation community projects improves performance.					
e)	Safaricom Foundation conducts routine on- site monitoring visits of community projects					
f)	Safaricom Foundation experts have adequate knowledge and skills to conduct projects monitoring					

2) In your own opinion, what advice would you give on monitoring and evaluation in order to improve performance of Safaricom Foundation community projects?

3) Do the management experts have an impact on monitoring and evaluation of community projects funded by Safaricom Foundation?

PART C: COMMUNICATION MANAGEMENT

1) Using a tick, indicate your agreement or disagreement with these statements relating to communication management and performance of Safaricom Foundation community projects, where; **1=Strongly agree 2=Disagree: 3=Somehow agree: 4=Agree: 5=Strongly disagree**

#	Statement	5	4	3	2	1
a)	Communication plans and strategies are determined /established at the outset of projects					
b)	How would you rate Safaricom Foundation’s efforts to communicate project information and changes					
c)	Clear communication clarifying roles of stakeholders are drawn in the project Plan					
d)	Safaricom Foundation experts have adequate knowledge and skills to communicate efficiently on community projects issues					
e)	Communication plan reviewed regularly, and adjusted					
f)	Project managers have or should have excellent communication skills.					

2) In your own opinion, kindly state the impact made by communication management as one of the critical success factors in the Safaricom Community projects.

- 3) What is your most preferred means of communication when working on community projects funded by Safaricom Foundation.

PART D: STAKEHOLDER PARTICIPATION

- 1) Using a tick, indicate your agreement or disagreement with these statements relating to stakeholder participation and performance of Safaricom Foundation community projects, where;

1=Strongly agree 2=Disagree: 3=Somehow agree: 4=Agree: 5=Strongly disagree

#	Statement	5	4	3	2	1
a)	You have been involved in decision making at various stages that has impacted the Safaricom Foundation projects you are in.					
b)	Stakeholder commitment and support is sufficient					
c)	Stakeholder participation level.					
d)	Joint review or feedback given on the month report or quarterly report.					
e)	Frequent consultations on projects progress and status					
f)	Capable of driving the project even if the external donor support is closed.					

- 2) In your own opinion, were you involved in the initiation, Planning, implementation and

- 3) monitoring the project performance?

Yes [] No [] N/A []

- 3a) If Yes, how were you involved?

What is your most preferred means of communication when working on community projects funded by Safaricom Foundation.

4) Among the following level of stakeholder participation, which level best suit the participating relationship you have with Safaricom Foundation Community Projects.

- a) Funder []
- b) Partnership []
- c) Participating by giving resource and material []
- d) Consultation []

PART E: PROJECT DESIGN

1) Using a tick, indicate your agreement or disagreement with these statements relating to project design and performance of Safaricom Foundation community projects, where; **1=Strongly agree 2=Disagree: 3=Somehow agree: 4=Agree: 5=Strongly disagree**

#	Statement	5	4	3	2	1
a)	Stakeholders and beneficiaries are sufficiently involved in project designing					
b)	There is a specific project design team of experts					
c)	There is a prescribed documented way of conducting projects designing.					
d)	Intermediary outcomes are clearly shown during the design stage of the community projects and goals clearly written up.					

2) In your own opinion, were you involved in the designing of the project you are involved in?

- Yes [] No [] N/A []

3a) If Yes, how were you involved?

3) Does your project /organization embrace rapid testing, failure, and course correction?

Yes [] No [] N/A []

PART F: PERFORMANCE OF SAFARICOM FOUNDATION COMMUNITY PROJECTS

1) Using a tick, indicate your agreement or disagreement with these statements relating to performance of Safaricom Foundation community projects, where;

1=Strongly agree 2=Disagree: 3=Somehow agree: 4=Agree: 5=Strongly disagree

#	Statement	5	4	3	2	1
a)	The project management team fully participates to see the project succeed					
b)	The management holds meetings with stakeholders to track on budget					
c)	The project team adhere to the timelines for various activities in the projects					
d)	The project team fully adheres to the prescribed standards, policies and standards of the projects.					

2) From your own opinion, comparing situation before the project and after the project what can you describe as the impact of the project.

3) A) Poor [] B) Fair [] C)[]Good [] D) Very good [] E []

4) Do you think community project governance affects the performance of your project?

(A) Yes []

(B) No[]

End of Questionnaire

Appendix III: Authorization Letter



UNIVERSITY OF NAIROBI FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

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Our Ref. L50/62832/2010

October 16, 2023

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
Upper Kabete, Off Waiyaki Way
P. O. Box 30623- 00100
NAIROBI

RE: INTRODUCTION LETTER: NICHOLA S WABWILE WECHULI

The above named is a registered Masters of Arts in Project Planning and Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on "**PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF SAFARICOM FOUNDATION COMMUNITY PROJECTS IN KENYA.**"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.



PROF. JAMES NJIHIA
DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

JCN