



**INFORMATION TECHNOLOGY PRACTICES AND PERFORMANCE OF
MISSION HEALTH CARE PROJECTS IN KENYA**

²Thirikwa Roselyne Wanjiru, ²Dr. Achuora John

¹Masters student, Jomo Kenyatta University of Agriculture and Technology, Kenya

²Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

ABSTRACT

Project activities in private and public health sectors are on the increase and this calls for better stakeholder's management to ensure successful completion of projects that the organizations are engaged in. This study sought to assess the role information technology practices, influence performance of mission health care projects in Kenya. The respondents were purposively chosen from the degrees of Executive Directors, Project Managers and Program Officers who are the primary overseers of data of their associations. Essential and optional information was gathered for the review. The scientist utilized a survey to gather essential information from the populace and auxiliary information was gathered from the Government reports and other related examinations. The review had an objective populace of 384 task staff. A pilot on the instrument was led to decide instrument unwavering quality. The survey comprised of shut finished questions. The gathered information was altered, coded and characterized; the information was examined utilizing illustrative measurements and some degree of inferential insights which interpreted the relationship of the free factor to the reliant variable. The Final information is introduced utilizing tables and figures. From different relapses, it was derived that the utilization of data innovation was critical in making sense of the arrangement of wellbeing administrations at a 1% importance level, trailed by observing and assessment, giver association rehearses, and finally partner interest. Data innovation has meaningfully added to information the executives. The review suggests the reception of task the board execution rehearses by Organizations carrying out mission medical services projects.

Key Words: information technology practices, stakeholders' management, performance, mission health care projects

INTRODUCTION

Stakeholders management has obtained a reputation from industry and academia as a discipline that helps a project and organization achieve improved performance (Suk, Mulwa, Caldas & An, 2017). There is substantial research supporting the value of institutionalizing best practices in stakeholder's management. However, its effective implementation in many organizations especially in the public remains elusive (Ajmal, Malik & Saber, 2017). Furthermore, identifying practices that contribute to successful stakeholder's management is still a challenge with term "project success" also subject to different opinions. In this regard, Fernandes, Ward and Arauj (2014) note that although there is sufficient literature on how stakeholders management provides advice on how to improve stakeholders management practice, organizations need guidance on the key stakeholders management initiatives they should put more efforts on.

With the rising number of exercises that occur in both private and public areas to further develop execution, the associations find it hard to deal with every one of the tasks (Samset and Volden, 2015). As indicated by (Samset and Volden, 2015) ways of overseeing these activities ought to be set up to stay away from loss of assets that would ultimately prompt misfortune with respect to the association. For an association to accomplish its objectives and targets partners the board has been viewed as a key methodology. With developing issues on making pertinence and progress, partner's administration is critical and ought to likewise be embraced as a model in the association (Carvalho and Rabechini, 2018).

Partner's administration is subsequently a significant part of the progress of the association (Ellatar, 2019). Project the executives is characterized as a cycle that is laid out in an association to put together and deal with the assets that are set up for explicit exercises in the association to keep away from wastage (Muller, 2019). As indicated by (Wright and Szczepanek, 2018) development in businesses other than designing has added to reception of task the board. It has likewise been laid out that there has been developing strain to decrease on the time and assets utilized by the association and a normal final product of benefit or excess (Too and Weaver, 2014). Too et al (2018), contends that the strain to make an excess with respect to the association has prompted the association embracing more than one venture at a go and hence prompting the reception of undertaking the board abilities.

For the situation that the association takes on more than one undertaking, the time and the financial plan for each task contrast (Marnwick and Labneuschag, 2017). In such a case, the executives of the different undertaking is significant to make esteem and adjust the activities to the associations pioneering methodology. To accomplish an excess level worth amusement is a vital part in the associations procedure (Mittal and Sheth, 2017). Esteem formation of an undertaking is the capacity that the venture performs to fulfill the requirements of the stakes holders included (Zhai, Xin, and Cheng, 2009).

Statement of the Problem

Society has gone through many significant changes which have an impact on health services management as a whole. Evolving trends have an impact in modern medical practice. The trends have placed new demands on the mission health service providers of the 21st century. Some of these trends include increasing demand for accountability by agencies funding mission health projects, stake holder awareness of their rights in projects that they are part of and increasing interest in evidence to support practice.

In Kenya, mission hospitals operate in an unsteady business environment because of globalization and technological advancement, competition from new entrants, political anxieties, and social reforms (Nderitu, 2016). These challenges have an effect on the country's economic development, Kenya's health sector growth, besides performance of each

mission hospital. Owing to the threats that organizations are exposed to, there is a need to have the right strategic choices to enhance the performance of a firm (Ansoff, Kiple, Lewis, Helm-Stevens, & Ansoff, 2019).

Despite the challenges that mission hospitals in Kenya encounter, they are luring away clients from public hospitals and there has been an increase in the number of patients who seek for treatment from mission Hospitals in Kenya. However, the main problem the mission hospitals are facing is how to maintain a constant increase of the number of patients and still continue to offer quality services (O'Meara, Obala, Thirumurthy, & Khwa-Otsyula, 2013). Ceptureanu, Ceptureanu, and Popescu (2017) and Kamundi (2018) confirm that stakeholder's management influences organizational. Kamau et al. (2018) concentrated on corporate governance besides stakeholder's management and firm performance of Kenya's financial organizations using and observed that stakeholder's management significantly influence performance of an organization. However, the study targeted financial institutions and results were limited in generalizability.

Gaturu (2018) explored stakeholder's management practices and Kenyan mission hospitals' performance and exposed a positive association between strategic control, board of directors' composition, hospital capabilities, strategic evaluation and organizational performance. Nevertheless, the study used strategic management practices and not stakeholder's management as the independent variable. Muhindi (2012) assessed organizational aspects affecting strategic planning application in mission hospitals in Kakamega County. Results confirmed that internal as well as external dynamics impact the implementation of strategic planning, yet ignored the role played by stakeholder's management on performance of Mission Hospitals in Kenya. More so, the study period was different and thus the need for the present study. Due to the fewer past studies on stakeholder's management and performance of mission healthcare projects in Kenya, the present research addressed this gap.

Specific Objectives

- i. To assess the role information technology practices, influence performance of mission health care projects in Kenya.

LITERATURE REVIEW

Theoretical Review

Theory of Constraints

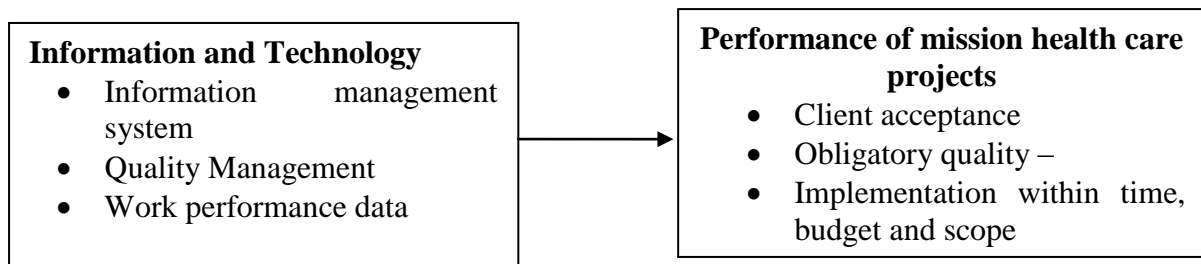
It is also argued that this theory should be applied initially for project time management, although it also can be used for project risk assessment and cost management. Moreover, timelines are a major constraint in project execution because of the need for positive cash flow, reducing contingency costs of delays and need for scope changes. Therefore, the two key underlying features in using theory of constraints are the availability of critical resources, and the ability of organizations to mobilize these resources in a timely manner to meet project schedules and maximize resource utilization (Parker *et al.*, 2015).

According to Parker *et al.* (2015) the theory is also applicable throughout the five project processes, as outlined in the PMBOK Guide (PMI, 2013) to augment appraisal of constraint implications for each of the processes. He argues that during of the project initiation stage, project managers can minimize uncertainty and risks by defining specific project objectives, managing key stakeholders' expectations, and developing strong communication ties with the client to identify potential, foreseeable risks. In the planning phase, project managers can minimize uncertainty and risk by employing methods which have proven successful in the past, using products or materials which have been "tried and tested" and utilizing subcontractors when resources are constrained. In the monitoring and controlling phase,

progress and performance can be measured against key performance indicators for time, cost, scope and quality objectives.

This theory has been critiqued by scholars on the basis that it focuses on short-term goals while emphasizing on volumes rather than quality thus limited in scope (Balakrishnan *et al.*, 2008). As a consequence of oversimplification, the theory of constraints has been questioned for lack of focus on non-constraints which may become constraints in dynamic environments (Conway, 1997), lack of focus on multiple performance measures (Pinedo, 1997) and lack of buffer management (Spearman, 1997). It has also been argued that the over simplification tendencies in theory constraints, this theory is likely to restrict improvements that would have been possible through management of the constraints and therefore the simplification though useful becomes counterproductive (Balakrishnan *et al.*, 2008).

Conceptual Framework



Information technology practices

Information technology can be adopted at a strategic, tactical and operational level of a project. Over the last decade, health systems have faced growing challenges, due mainly to population-ageing and an increase of chronic diseases, which lead to a significant rise in costs and difficulties in accessing healthcare. Countries have made a huge effort that has mainly consisted in significant increase in health financing the expansion of health services facilities, the adoption of new information systems and technology (IS/IT), improving access to medicines, and continued endeavors to enhance organizational management and the sustainability of healthcare services.

Information system will undoubtedly represent an important tool for providing adequate answers to all these challenges and these systems have the potential to reduce healthcare costs, as well as to improve outcomes (Yetton, Martin, Sharma, & Johnston, 2000). The recognition of project management and maturity models has been evidenced over the last years by the large investments made by health organizations to develop competencies and skills. Information technology facilitates storage and quick retrieval of large amounts of data and information.

Information technology is useful for efficient conversion between data and information but is a poor alternative for converting information to knowledge (Ra, 1997). Many organizations invest in technology to improve organizational performance and to gain a competitive advantage. The role of technology in project performance depends on how technology systems are designed in organizations (Anantatmula & Kanungo, 2005). Technology can meet the project management needs of documentation, storage and retrieval. A research on the benefits of adopting information technology practices in projects indicated that information technology contributed to a greater extent to Improved organizational process flexibility" as a strategic benefit whereby, 95% of organizations considered having achieved this through the adoption of IT.

RESEARCH METHODOLOGY

Descriptive research design was used since it sought to answer the questions concerning the causes of the problem. The target population comprised of 58 mission hospitals with their

staffs who are mostly involved in healthcare projects decisions namely the Procurement manager, Finance manager and Project manager. The following formula suggested (Yamane, 1967) provides a simplified formula to calculate sample sizes of 121 respondents. Stratified random sampling method was used to collect the data from 121 respondents who will form the sample Size. The study collected both the secondary and primary data. The secondary data was collected from the journals, books and published academic references. Questionnaires will be used for primary data collection.

Descriptive and inferential statistics was used to analyze quantitative data after appropriate data coding. Descriptive statistics was used to include frequencies, percentages, mean and standard deviation. Mean is a measure of central tendency used to describe the most typical value in a set of values. Standard deviation shows how far the distribution is from the mean. The relationship between level of the independent and dependent variables was measured using Pearson Correlation and regression analysis. Regression analysis was used to predict the value of the dependent variable on the basis of the independent variables

DATA ANALYSIS, PRESENTATIONS AND INTERPRETATIONS

The research sample composed of 121 respondents, out of which 115 questionnaires were received back, with six (6) being either not filled or not returned at all. This translated to 95.1% response rate which was acceptable for data analysis.

Descriptive Analysis

Information Technology Practices in the Provision of RH Services

There is rapid development of information technology in project management. This is evidenced by the extensive use of technology tools in all phases of project management and deployment of other project management implementation practices (Thahmain, 2014)

Respondents were asked seven question regarding information technology practices in their organization. The responses were placed on a five Likert scale; where 1= strongly disagree, 2= disagree, 3= uncertain, 4= agree and 5= strongly agree. The responses are summarized in table 1 below.

Table 1: Information and Technology Practices on Performance of mission health care projects.

Statement	n	SA	A	U	D	SD	Min	Max	Mean	Std
The project has enough information technology facilities	24	5	19	0	0	0	4	5	4.21	0.414
The project utilizes ICT as the ideal vehicle for the dissemination of informational content.	24	7	17	0	0	0	4	5	4.29	0.464
I&T has allowed the organization to manage organizational knowledge of past projects	24	2	13	9	0	0	3	5	3.71	0.624
Organizational knowledge of past projects facilitated by information technology has led to identification Of best project management implementation practices adopted	24	1	14	9	0	0	3	5	3.67	0.564
Communication within and without the organization heavily depends on information technology	24	12	12	0	0	0	4	5	4.50	0.510
Information technology has enabled the organization to integrate various reproductive health projects	24	4	17	3	0	0	3	5	4.04	0.550
Information technology has to a larger extent contributed to the provision of reproductive health services	24	9	15	0	0	0	4	5	4.37	0.494

The findings in table 1 indicate that the respondents agreed that; the project has enough information technology facilities (mean=4.21), and that the project utilizes ICT as the ideal vehicle for the dissemination of informational content (mean=4.29). The respondents also agreed that; the project IT has facilitated knowledge management that has enabled them identify best practices (mean=3.71). In addition to this, they strongly agreed that the organizations depend on IT to facilitate communication within and without (mean=4.50). Finally, respondents agree that with IT, the projects have managed to integrate various RH projects (mean=4.04) and that use of IT practices has contributed to the Performance of mission health care projects (mean=4.37).

Inferential Analysis

The study applied a Linear Model to determine the predictive power on the influence of project management implementation practices on Performance of mission health care projects. This included regression analysis, the Model, coefficient of determination. In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the influence of project management implementation practices on provision of productive health services in hospitals. The researcher applied the statistical package for social sciences (SPSS V25.0) to code, enter and compute the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Performance of mission health care projects) that is explained by all the four independent variables (donor partnership, stakeholder engagement, monitoring and evaluation and Information and technology practices).

Model Summary

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.593 ^a	0.352	0.292	0.41927	0.352	5.842	4	43	0.001	2.437

- a. Predictors: (Constant), Donor Partnership, Stakeholder Engagement, Monitoring and Evaluation and Information and technology practices
- b. Dependent Variable: Performance of mission health care projects

The R squared of this regression model was 0.352. This meant that the independent variables in this study explained 35.2 percent of all the changes in the Performance of mission health care projects. The Model was statistically significant at 1 percent significance level in explaining changes in provision for health services since the F statistics significance was 0.001 which is lower than 0.01. The model showed no presence of serial correlation since the Durbin Watson statistic was 2.437 which is greater than the statistically agreed value of 2.

Coefficient of determination

The regression coefficients are represented in the table below.

Table 3: Coefficient of determination

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	.601	1.261	0.321	.0476	.636	-1.943	3.144
Use of Information Technology	.469	.155	.386	3.020	.004	.156	.782

The results show that the use of information technology was significant in explaining the Performance of mission health care projects at a 1 percent significance level. The use of information technology had a coefficient of 0.469 which implied that a one unit increase in the use of information technology would lead to a 0.469 unit increase in the Performance of mission health care projects.

Conclusions

Information Technology Practices performance of mission health care projects in Kenya

The study concluded that all the organizations utilized information and technology facilities in the implementation of the reproductive health services. In addition, the study concludes that information and technology has to a large extent contributed to organizational learning from past projects. The Findings further concludes that, the backbone of communication within and without the organizations in this study is information and technology. It can also be concluded that the use of information and technology has enabled the organizations to integrate several reproductive health projects. Finally, the study concludes that information technology has positive significant effect on performance of mission health care projects in Kenya.

Recommendations

Selected projects should not only invest in technology, but also training of the project team on usage of the same technology. This will increase skills and their disposal and level of efficiency in increasing project implementation.

Suggestions for Further Studies

The demographic information gathered in this research indicated a gender gap in the cadres that are engaged in reproductive health project implementation. There is need for a study to be undertaken on the gender and their effect on project implementation as well as gender disparities in project implementation teams.

From the study, the four independent variables that were studied, 35.2% of the project management implementation practices on performance of mission health care projects in Kenya represented by the R. This therefore means that other factors not studied in this research contribute 64.8% of the project management implementation practices on performance of mission health care projects in Kenya. Therefore, further research should be conducted to investigate the other factors (64.8%). Other variables considered important to study are; risk management, time management, human resource management, and accountability among others that affect implementation of selected projects.

REFERENCES

- Afande, O. F. (2013). Factors Affecting use of Donor Aid by International Non-Governmental organizations in Kenya: A Case of USAID. *International Journal of business Management and Administration*, 2(5), 89-116.
- Anderson, J., & Narus, J. (2004). *Business Market Management: Understanding*
- Anderson, R. B., Dana, L. P., & Dana, T. E. (2006). Indigenous land rights, entrepreneurship, and Economic Development in Canada: Opting-In to the Global Economy. *Journal of World Business*, 41, 45-55.
- Anumba, C. J., Baugh, C., & Khalfan, M. M. (2002). Organizational Structures to Support Concurrent Engineering in Construction. *Industrial Management & Data Systems*, 102(6), 260-270.
- Arndt, C. (2000). *Technical Cooperation. Foreign Aid and Development*. New York: Atlas.
- Audibert, M., Mathonnat, J., & De-Roodenbeke, R. E. (2004). Financing Healthcare in Low-Income Countries: Recurring Questions, New Challenges. *Med Trop(Mars)*, 64(6), 552-560.
- Azlan, S. A., & Ismail, R. (2010). The Performance Measurement of Construction Project Managed by ISO-Certified Contractors in Malaysia. *Journal of Retail & Leisure Property*, 9(20), 25-35.
- Bai, J. F., & Yang, X. Y. (2011). Research on construction project process performance. *Industrial Engineering and Engineering*, 1915-1918.
- Baiden, B. K., & Price, A. D. (2011). The Effect of Integration on Project Delivery Team Effectiveness. *International Journal of Project Management*, 29(2), 129-136.
- Barki, H., Rivard, S., & Talbot, J. (2001). An integrative contingency model of software project risk management. *Journal of Management Information Systems*, 17(4), 37-69.
- Barki, H., Rivard, S., & Talbot, J. (2001). An integrative contingency model of software project risk management. *Journal of Management Information Systems*, 17(4), 37-69.
- Beall, S. C., Carter, P. L., Germer, T., Carter, T., Hendrick, S., Jap, L., (2003). *The Role of Reverse Auctions in Strategic Sourcing*. Temple: CAPS Research.
- Berkes, F., & Davudson-Hunt, I. J. (2006). Development and Conservation: Indigenous Businesses and the UNDP Equator Initiative. *International Journal of Entrepreneurship and Small Business*, 3, 209-221.
- Blostein, S., Bridgemohan, A., & Turnbull, R. (2014). *Men's Engagement in Gender Based Violence Prevention*. Toronto: White Ribbon Campaign.
- Bryde, D. (2008). Perceptions of the impact of project sponsorship practices on project success. *International Journal of Project Management*, 26, 800-809.
- Bubshait, A. A., & Almohawis, S. A. (1994). Evaluating the General Conditions of a Construction Contract. *International Journal of Project Management*, 12(3), 133-135.
- Carrin, G., & Chris, J. (2005). Social Health Insurance: Key Factors Affecting the Transition towards Universal Coverage. *International Social Security Review*, 58(1).
- Carvalho, M. M., & Rabechini, R. (2011). *Fundamentals of project management*.
- Cattani, G., Ferriani, S., Negro, G., & Perretti, F. (2008). The Structure of Consensus: Network Ties, legitimation and Exit Rates of U.S. feature Film Producer Organizations. *Administrative Science Quarterly*, 53(2), 145-182.
- Chan, A. P., & Tam, C. M. (2000). Factors Affecting the Quality of Building Projects in Malaysia. *International Journal of Quality and Reliability Management*, 19, 223-229.
- Chen, J., Xu, L., & Whinston, A. (2010). Managing Project Failure Risk Through Contingent Contracts in Procurement Auctions. *Decision Analysis*, 7(1), 23-39.
- Creating and Delivering Value*. New York: Prentice Hall.

- Dehn, J., Reinikka, R., & Svensson, J. (2003). Survey Tools for Assessing Performance in Service Delivery. *Evaluating The Poverty And Distributional*, 192(1).
- Deolitte, C. L. (2011). *A strategic Review of NHIF and Market Assessment of Private Prepaid Health Schemes*. Ministry of Medical Services, Nairobi.
- Dey, P. K., Kinch, J., & Ogunlana, S. O. (2007). Managing risk in software development projects: a case study. *Industrial Management & Data Systems*, 107(2), 284-303.
- Drugus, D., Azoicai, D., & repanovici, A. (2014). open Sources Information Systems Used in Risk Mangement for HealthCare. *Advanced In Information Science and Appllications*, 1, 223-226.
- Edquist, C., Hommen, L., & Tsipouri, L. (2000). *Public Technology Procument and Innovation*. Boston: Kluwer Academic publishers.
- Ellatar, S. M. (2009). Towards developing an Improved Methodology for Evaluating Performance and Achieving Success in Construction projects. *Scientific Research and Essay*, 4(6), 549-554.
- Fageha, M. K., & Aibinu, A. A. (2012). Managing project Scope Defination to Improve Stakeholders Participation and Enhance Project Outcome. *journal of Social and Behavioural Sciences*, 74, 154-164.
- Gareis, R. (2005). *Happy Projects!* Manz: Vienna.
- Gibson, G. E., Wang, Y. R., Cho, C. S., & Pappas, M. P. (2006). What is Preproject Planning, Anyway? *Journal of Management in Engineering*, 22(1), 35-42.
- Handel, D. A., & McConnell, K. J. (2007). Emergency Department length of Stay and Predictive Demographic Characteristics. *Ann Emerg Med*, 50(3), 70.
- Harris, A. (2000). Risk management in Practice: How are we Managing. *Clinical Performance and Quality Health Care*, 8(3), 142-149.
- HeyWood, C., & Smith, J. (2006). Integrating Stakeholders during Community FM's Early Project Phases. *Facilities*, 24(7/8), 625-632.
- Hoffer, J. A., George, J. F., & Valacich, J. S. (2002). *Modern Systems Analysis & Design*. New York: Pearsons Education, Inc Prentice Hall.
- Holmes, R., & Bhuvanendra, D. (2014). *Preventing and Responding to Gender-Based violence in humanitarian Crises*. Blackfriars road: Humanitarian Policy Group.
- Huemann, M., Turner, J. R., & Keegan, A. (2008). Human Resource Management in the Project-Oriented Organization: Employee Will-Being and Ethical Treatment. *International Journal of Project Management*, 26, 577-585.
- Ibbs, C. W., Reginato, J. M., & Kwak, Y. H. (2004). *Developing Project Management Capability: Benchmarking , Maturity, Modelling, Gap Analysis and ROI Studies*. John Wiley and Sons, Inc. .
- Ibrahim, C. k., Costello, S. B., & Wilkinson, S. (2011). Key Relationship Oriented Indicators of Team Integration in Constuction Projects. *International journal of Innovation, Managment and Technnology*, 441-446.
- Idoro, G. (2010). Evaluating Levels of Project Planning and Their Effects on performance in the Nagerian Construction Industry. *The Australasian Journal of Construction Economics and Building*, 9(2), 39-50.
- Jaafar, M., & Khalatbari, B. (2013). Knowledge and Technical Skills of Project Managers and Time Perfomance of Power plant Construction Project in Iran. *Middle-East Journal of Scientific Research*, 16(8), 1141-1151.
- Jiang, J. J., Klein, G., & Chen, H. G. (2006). The effects of user partnering and user non-support on project performance. *Journal of the Association for Information Systems*, 7(2), 68-90.
- Jiang, J. J., Klein, G., Hwang, H., Huang, J., & Hung, S. (2004). An Exploration of the Relationship between Software Development Process Maturty and Project Perfomance. *Information Management Journal*, 41, 279-288.

- Jorgensen, B., & Emmitt, S. (2009). Investigating the Integration of Design and Construction from a "Lean" Perspective. *Construction Innovation*, 2, 225-240.
- Jun, L., Qiuzhen, W., & Qingguo, M. (2011). The effect of Project uncertainty and risk Management on IS development Project Performance: A vendor Perspective. *International Journal of Project Management*, 29, 923-933.
- Kajewski, S., Chen, S. E., Brewer, G., Gajendran, T., Kolomy, R., Lenard, D., (2003). *Project Team Integration: Communication, Coordination and Decision Support. Part A: Scooping Studies. Technical Report*. Queensland University of Technology.
- Karkkainen, H., Elfvingren, K., & Tuominen, M. (2003). A tool for Systematic Assessment of Customer needs in Industrial Markets. *International Journal of technology Management*, 25(6/7), 588-604.
- kerzner, H. (2000). *Applied Project on Management: Best Practices on Implementation*. New York: John Wiley & Sons.
- Kerzner, h. (2009). *Project Management: A system Approach to planning, Scheduling and Controlling*. John Willey and Sons Inc.
- Kimalu, P. K. (2008.). Debt Relief and Health Care in Kenya. *Wider Development Conference on Debt Relief* (pp. 17-18). Helsinki.
- Kimalu, P. K., Nafula, N. N., Manda, D. K., Bedi, A., Mwabu, G., & Kimenyi, S. M. (2004). *A Review of the Health Sector in Kenya*. Kenya Institute for Public Policy Research and Analysis, Nairobi.
- Kissi, E., & Ansah, S. K. (2013). Professional Project management implementation practices and Its Constraints in Developing African Countries: A literature review. *Covenant Journal of Research in the Built Environment*, 1(2), 28-40.
- Muiya, B. M., & Kamau, A. D. (2013). Universal Health Care in Kenya: Opportunities and Challenges for the Informal Sector Workers. *International Journal of Education and Research*, 1(11), 1-10.
- Muller, R. (2009). *Project Governance*. London: Gowet Publishing Limited.
- Mwaura, M., & Ngugi, K. (2014). Factors Affeting Performance of Community Based Organizations Projects in Kisii County Kenya. *International Journal of Social Sciences Management and Entrepreneurship*, 1(2), 51-67.
- Nokes, S. (2007). *The Definitive Guide to Project Management*. London: Prentice Hall.
- Parfitt, M. K., & Sanvido, V. E. (1993). Checklist of Critical Success factors for Building Projects. *Journal of Management in Engineering*, 9(3), 243-249.
- Podean, I. M., Benta, D., & Mircean, C. (2010). Overlapping Bounderies of the Project Time Management and Project risk Management. *Information Economics*, 14(4), 156-163.
- Rau, B., & Hyland, M. (2002). Role Conflict and Flexible Work Arrangements: The effects of Application Attraction. *Personal Psychology*, 55, 111-136. Routledge.
- Salter, A., & Torbett, R. (2004). Innovation and Performance in Engineering design. *Journal of Construction Research*, 5(2), 233-255.
- Samset, K., & Volden, G. H. (2015). Front -end definition of projects: Ten Paradoxes and Some Reflections Regarding project Management and project governance. *Internationa Journal of Project Management*, 10(1016), 1-17.
- Sauer, C., Gemino, A., & Reich, B. H. (2007). The impact of size and volatility on IT project performance: studying the factors influencing project risk. *Communications of the ACM*, 50(11), 79-84.
- Schwalbe, K. (2007). *Introduction to Project Management*. Boston: Cengage Learning.
- Sharma, A., & Lutchman, C. (2006). Scope Defination for Expanding Operating Projects. *AACE International Transactions*.