PROJECT MANAGEMENT INFORMATION SYSTEM COMPONENTS AND IMPLEMENTATION OF THE NATIONAL INTEGRATED IDENTITY MANAGEMENT SYSTEM PROJECT IN KENYA

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ABSTRACT

The general objective of the study focused on the influence of Project Management information systems (PMIS) components on the implementation of the NIIMS project in Kenya. The specific objectives of the study were; to investigate the influence of stakeholder engagement on the successful implementation of the NIIMS project in Kenya, to assess the influence of Project fundings on the successful implementation of the NIIMS project in Kenya. The study adopted a descriptive research design. The population of focus in this study comprised the 100 operations, project and ICT managers managing the national integrated identity management system (NIIMS) project in the ministry of interior and coordination of the National government. This study adopted the census sampling technique. The study made use of a well-developed questionnaire for data collection. This study used descriptive statistics in carrying out the analysis of the collected data. The data collected was both qualitative and quantitative. Quantitative data generated from the close-ended questions and Likert Scale questions were coded and entered into Statistical Packages for Social Scientists (SPSS) Version 25.0 and analyzed using descriptive statistics. Multiple regressions were carried out in this study to determine the relationship between the dependent variable and the independent variables. The study findings were presented through the use of tables and figures. The study concludes that stakeholder engagement has a positive and significant effect on the successful implementation of the NIIMS project in Kenya. In addition, the study concludes that project funding has a positive and significant effect on the successful implementation of the NIIMS project in Kenya.

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INTRODUCTION

Governments all across the world are working on a variety of (ICT) applications. The United Nations has categorised countries as advanced or less developed based on their CIPD (Computer Industry Development Potential) (Sam, 2018). The United States, Canada, West European countries, and Japan are examples of advanced countries; Argentina, Brazil, India, Mexico, Kenya, and Bulgaria are examples of less-developed countries. With various high-profile programs initiated during the 1990s, the use of ICTs for government reinvention is rising in all nations, not only in terms of funding but also in terms of visibility. This reinvention, according to Njogu (2016), has occurred, particularly in advanced countries. Western countries believe that the information society will benefit them economically and socially (Maruhi, 2013).

According to the author, information infrastructures are projected to drive economic growth, raise productivity, create jobs, and improve the quality of life, citing the Organization for Economic Cooperation and Development. According to Ntaganda and Mulyungi (2017), there is a significant variation in ICT deployment and use between developed and developing countries. However, Kahungura (2017) points out that parallels might be predicted. Funds that are never enough, bureaucracy, and user needs are all parallels. The way problems are handled in different countries differs. It could be argued that Western countries, with their ample resources and advanced technology, have an easier time implementing ICT projects than developing ones. In most developing countries, there are few computer applications in the public sector, poor infrastructure, and a scarcity of skilled labor (Siborurema, Shukla &Mbera, 2016). Onyango, Bwisa and Orwa (2017) note that "this situation exists not merely due to lack of Project Fundings, but largely due to lack of coordination at different levels in making effective use of the technology". These uncoordinated efforts can only result in duplication if each department implements its ICT projects without due regard to compatibility within the government. The government of Kenya has for a long time been very much concerned over the persistent poor performance in financial management due to a lack of reliable and timely information for decision-making. The review focused on the need to develop a strategic plan aimed at improving the financial management systems; skills and capacity within the government financial operations units. It also reviewed how the timeliness of financial information, if improved, could form the basis for improving control of expenditure against budget.

Statement of the Problem

The Government of Kenya conceptualized the National Integrated Identity Management System (NIIMS) to capture the biometric data and integrate verified information of Kenyan citizens and foreign nationals living in the country. The Government initiated the NIIMS program under Executive Order No. 1 of 2018. NIIMS was subsequently approved by the National Assembly vide the Statute (Miscellaneous Amendment) Act, No 19 of 2018 which was projected to cost a total of 7.7 billion shillings after successful implementation. The project was expected to be a first of its kind in Kenya's history since it involved biometric registration of all persons in the country including children and resident foreigners. Despite all the work and money spent on setting up the project, the implementation of the NIIMs has not been a smooth one and has been shrouded with a lot of controversies.

Various studies have been conducted in Kenya on the factors affecting successful project implementation. For instance; Omolo (2015) conducted a study on the factors influencing the implementation of project management in public-funded projects in Kenya. The study further concluded that stakeholders' participation influences the implementation of project management. In addition, it can also be concluded that even though there was funding, inadequate funding affects the implementation of project management. Odoyo (2016) conducted a study on the factors affecting the implementation of community projects. The study established that several factors caused a delay in the implementation of the KOSFIP project. However, these studies were limited to specific counties and specific projects hence the study findings cannot be generalized to the current study. In addition, none of the studies focused on the influence of PMIS components concerning implementing the national integrated identity management system (NIIMS) project in Kenya. There is therefore a gap in the influence of PMIS components and implementation of the national integrated identity management system (NIIMS) project. To fill this gap the current study seeks to investigate the influence of stakeholder engagement, project

funding, technological integration and project design on the successful implementation of the national integrated identity management system (NIIMS) project in Kenya.

Objectives of the Study

i. To investigate the influence of stakeholder engagement on the successful implementation of the NIIMS project in Kenya.

ii. To assess the influence of Project Fundings on the successful implementation of the NIIMS project in Kenya.

LITERATURE REVIEW

Theoretical Review

Stakeholders theory

The stakeholders theory was developed by Ian Mitroff (1983). The theory suggests that any organization should be more concerned with the maximization of the stakeholder's value. The theory advocates for good cooperation between the business organization and the stakeholders including the customers, suppliers, community, and investors. The business organization is expected to meet not only the needs of the shareholders but also those of the stakeholders. The theory outlines 6 guidelines that should be used to control how the organization relates to the stakeholders. These guidelines are the principle of new entry and exit, the principle of governance, the agency principle, the principle of limited immortality, the principle of externalities and the principle of contract costs (Sam, 2018).

The principle of entry and exit indicates that clear rules that outline the scope of an organization should be put in place. For instance, there should be clear and transparent rules for employing and firing organization staff. Governance regulations are rules concerned with how the organization relates to the stakeholders. The externality principle outlines the effects of an organization's decisions on the external group that does not gain from the organization's actions (Njogu, 2016).

The externality principle proposes that any individual who has to incur the expenses incurred by the stakeholders has the right of becoming a stakeholder too. It is further added that any individual who is influenced by the organization becomes a stakeholder. The rule of contract costs indicates that every individual or team a contrast

must either incur an equal amount of cost or incur a cost which is directly proportional to the benefits he or she gains from the organization. It is difficult to measure the amount of cost involved since the costs are not always on a money basis. The Agency principle indicates that managers are watchdogs of the stakeholders and the shareholders they are therefore responsible for any action taken while the principle of limited immortality is concerned with the long-lasting of the business (Ntaganda &Mulyungi, 2017).

In relation to this study, stakeholder theory will be used to investigate the influence of stakeholder involvement on the successful implementation of the NIIMS project in Kenya. There is a need of involving stakeholders to ensure the success of government projects. Information sharing could be specifications or instructions related to project or client deliverables that are meant to make the project accountable to the stakeholders. Involvement in project management makes sure that the project goals are in line with the actual needs and the key concerns. It ensures that stakeholders' value is increased as well as taking care of their interests. This motivates the stakeholders hence making them more willing to sponsor the project which in turn ensures improvement in project performance.
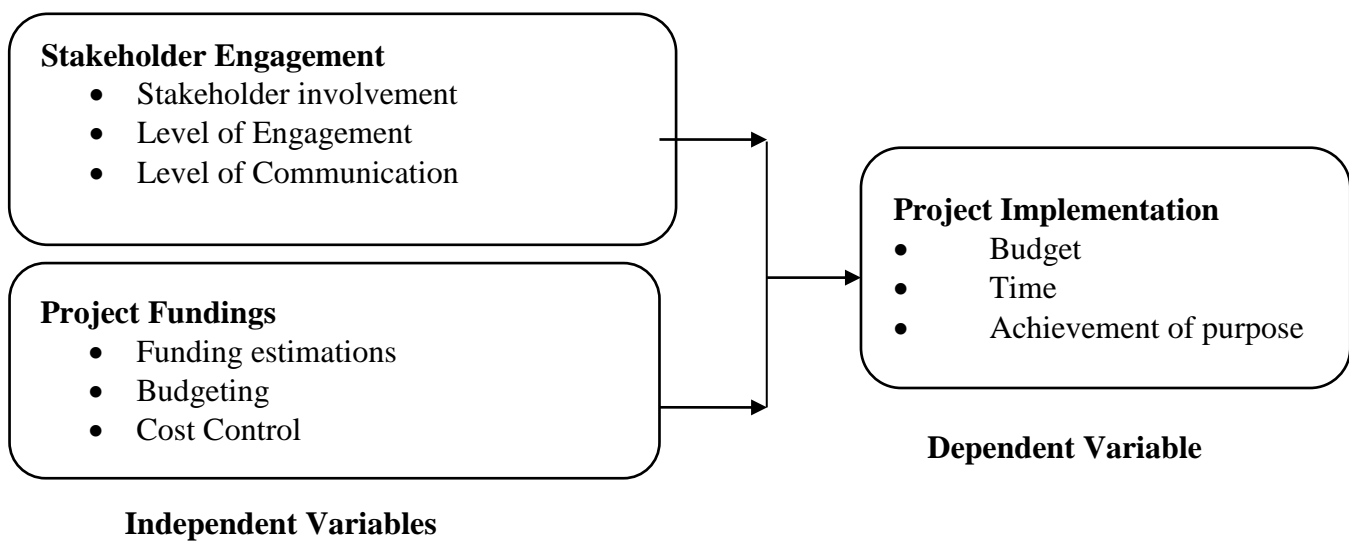
Resource-Based View Theory

The resource-based view (RBV) was developed by Wernerfelt, B in the 1980s. RBV as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of intangible or intangible resources at the firm's disposal. Transforming a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. If these conditions hold, the bundle of resources can sustain the firm's above-average returns (Siborurema, Shukla &Mbera, 2016).

Resources are the inputs or the factors available to a company which helps to perform its operations or carry out its activities (Onyango, Bwisa&Orwa, 2017). Also, these authors state that resources, if considered as isolated s factors do not result in productivity; hence, coordination of resources is important. Most importantly, suppliers need to be segmented based on their abilities and their ability to marshal enough resources. The ways a firm can

create a barrier to imitation are known as "isolating mechanisms", and are reflected in the aspects of corporate culture, managerial capabilities, information asymmetries and property rights (Singanda, 2016). Further, they mention that except for legislative restrictions created through property rights, the other three aspects are direct or indirect results of managerial practices.

Omolo (2015) mentions that inter-firm causal ambiguity may result in a sustainable competitive advantage for some firms. Casual ambiguity is the continuum that describes the degree to which decision-makers understand the relationship between organizational inputs and outputs. Their argument is that inability of competitors to understand what causes the superior performance of another, helps to reach a sustainable competitive advantage for the one who is presently performing at a superior level. Holley & Greenly (2008) state that the social context of certain resource conditions acts as an element to create isolating mechanisms and quote edition does not exist. According to the characteristics of the RBV, rival firms may not perform at a level

that should be identified as considerable competition for the incumbents of the market, since they do not process the required resources to perform at a level that creates a threat and competition. Through barriers to imitation, incumbents ensure that rival firms do not reach a level at which they may perform similarly to the former. In other words, the sustainability of the winning edge is determined by the strength of not letting other firms compete at the same level. The moment competition becomes active, the competitive advantage becomes ineffective, since two or more firms begin to perform at a superior level, evading the (Shigoli (2018).

In this study, the resource-based view theory will be used to assess the influence of Project Fundings on successful project implementation. RBV as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of intangible or intangible resources at the firm's disposal. Transforming a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous and not perfectly mobile.

Conceptual Framework

Independent Variables   **Dependent Variable**

Stakeholder Engagement

Participation by project stakeholders means sharing a common understanding and involvement in the decision-making process of the project. To increase participation the project should start with a consultation process that moves to negotiations and ends with joint decisions (Sam, 2018).

Project Management Book of Knowledge defines stakeholders as persons or organizations for example customers, sponsors, the performing

organization, or the public, who are actively 10 involved in the project or whose interests may be positively or negatively affected by the performance or completion of the project stakeholder management is described as the process of communicating and working with stakeholders to meet their needs and addressing issues as they occur (Project Management Institute, 2018). The efficient management of stakeholders is claimed to be a key to project success.

Stakeholder engagement provides all stakeholders with full opportunities to share their views, needs and knowledge on flood management. In addition, it builds consensus by bringing together a diverse range of stakeholders to share needs, information, ideas and knowledge and harmonize the objectives of individual groups to reach common societal goals. Further, stakeholder participation provides all stakeholders and the public with appropriate information so that they can understand the process, the issues and values. It also enables participants to influence the outcome by including them in the process of flood risk assessment as well as in the processes of shaping, developing, identifying and implementing flood management strategies (Njogu, 2016).

Project Fundings

Project Fundings cover all financial funds of the organization. From an economic perspective, Project Fundings are part of the organization's assets (property). Sometimes Project Fundings are referred to just as Finance, often with some attributes (such as Business Finance, Personal Finance, Public finance). According to Siborurema, Shukla and Mbera (2016) project finance is the long-term financing of infrastructure and industrial projects based on the projected cash flows of the project rather than the balance sheets of its sponsors.

Onyango, Bwisa and Orwa (2017) note that the funding and funding process is vital in the implementation of public projects and a process that is not outlined within the structure of the funding agency may well interfere with the implementation of projects that are scheduled to be executed. Macharia and Ngugi (2014) also assert that the funding process in any public project is usually hampered by the contractors who do not have adequate funds for the project. This, according to Macharia and Ngugi, is the major hindrance to a structured detailed process in the funding of public infrastructure projects.

Empirical Review

Sam (2018) conducted a study on the influence of stakeholders' participation on the performance of public projects in Rwanda. The respondents were project representatives from the three donors, representatives from the implementing agency, representatives of the PIC and the project beneficiaries. The first three categories of respondents were sampled purposively while simple random sampling was employed for the last (project beneficiaries) category. Data from the first three categories of respondents was collected using questionnaires. A total sample size of 43 was used in the study. Descriptive design was used to analyze data using SPSS. Most of the respondents suggested that the influence of planning on the performance of the project was high (31.7%), 19.5% suggested that it was very high, 9.8% suggested that it was moderate, 17.1% suggested that it was low, and 22.0% suggested that it was very low. Most of the respondents suggested that the influence of execution on the performance of the project was very high (31.7%), 29.3% suggested that it was high, 9.8% suggested that it was moderate, 12.2% suggested that it was low, and 14.6% suggested that it was very low. The researcher concluded that stakeholder participation in the three phases of the project cycle influenced project performance.

Maruhi (2013) conducted a study on the influence of stakeholders' participation on the success of the economic stimulus programme. A descriptive survey research design was adopted with the target population being 350 stakeholders in all secondary schools in Nakuru County that benefited from the Economic Stimulus Programme. The study had a sample of eighty-four (84) purposively selected stakeholders drawn from the BOG members, PTA, School Principals and deputies, District Education Officers, School Infrastructure Committee members, the project technical design members from the Ministry of Public Works and project contractors. Key findings of the study included the establishment of a positive relationship between stakeholder participation in project identification and selection, participation in project planning, participation in project implementation and participation in project monitoring and evaluation and the success of the Economic Stimulus Programmes. From the study findings conclusions drawn included the need for the government and other project facilitators to ensure full participation of key identified stakeholders in future similar programmes and the need to identify and train stakeholders before initiation of similar programmes as this aided in the success of the overall programme.

Njogu (2016) conducted a study on the influence of stakeholders' involvement on project performance. This study adopted a descriptive survey research design as it enabled the collection of data to answer research questions. The target

population to be used for the study was Automobile vehicle companies, petroleum refining companies, environmental management organizations, the Ministry of energy and NEMA. The study population was 181 respondents who were managers, project managers, operation managers, supervisors and quality control officers. Stratified samplings were adopted to select a sample size of 125 respondents. The study revealed that stakeholder Involvement in project identification has a significant influence on Automobile Emission control project Performance. The results show stakeholder Involvement in project planning had a positive and significant influence on Automobile Emission control project Performance. The finding also revealed that stakeholder Involvement in project implementation has a positive and significant influence on Automobile Emission control project Performance. The results finally revealed that stakeholder Involvement in project monitoring has a positive and significant influence in Automobile Emission control project Performance

Siborurema, Shukla and Mbera (2016) conducted a study on the effects of project funding on their performance in Rwanda. The target population was composed of two groups; one group was formed by the personnel involved in the project's planning and funding, and the other group was formed by the people involved in project implementation management. A specially conceived questionnaire, consultation of existing documents and interviews were used to collect data. On analysis of the data, it has been found that both the cost estimation and technical design interfere with the project's funding policy and affect negatively the scheduled project implementation time. Regarding the findings, conclusions and good practice based recommendations were formulated.

Onyango, Bwisa and Orwa (2017) conducted a study on Critical Factors Influencing the Implementation of Public Infrastructure Projects in Kenya. Targeting a population of 650 project consultants and the project's direct beneficiaries a sample size of 242 was drawn using the Krejcie and Morgan table (1970). The study used a descriptive survey research design to obtain the data and both qualitative and quantitative research approaches. Data was collected using a self-administered questionnaire and analysed using descriptive and inferential statistics and the results were presented using tables. The findings of the study revealed that there is a significant statistical relationship between the critical factors: government policies, funding process and participatory planning process; and the implementation of public infrastructure projects.

Singanda (2016) conducted a study on the influence of project funding on project performance. The research utilised a descriptive survey design in which a stratified random sampling technique was employed in selecting a suitable sample size from the target population. The data collection instruments used were interviews and questionnaires which contained both closed and open-ended questions. Before the main research, a pilot study was carried out to pre-test the instruments to enhance validity and reliability. Then the data was collected and analysed both qualitatively and quantitatively. The study findings revealed that project funding influences successful project implementation.

RESEARCH METHODOLOGY

The study adopted a descriptive research design. The population of focus in this study comprised the 100 managers under the Huduma number secretariat managing the national integrated identity management system (NIIMS) project in the ministry of interior and coordination of the national government. The target population was distributed among Operations, project and ICT departments. The target population was distributed across the various strata. This study adopted the census sampling technique. The study made use of a well-developed questionnaire for data collection. The study used primary data. The questionnaire was open-ended, closed-ended as well as Likert Scale questions. This study used descriptive statistics in carrying out the analysis of the collected data. Quantitative data generated from the close-ended questions and Likert Scale questions were coded and entered into Statistical Packages for Social Scientists (SPSS) Version 25.0 and analyzed using descriptive statistics. Multiple regressions were carried out in this study to determine the relationship between the dependent variable and the independent variables.

ANALYSIS AND INTERPRETATION
Descriptive Statistics Analysis

Stakeholder Engagement and the Successful Project Implementation

The first specific objective of the study was to investigate the influence of stakeholder engagement on the successful implementation of

the NIIMS project in Kenya. The results were as presented in Table 1. From the results, the respondents agreed that the firm has specific procedures for stakeholder identification. This is supported by a mean of 3.926 (std. dv = 0.840). In addition, as shown by a mean of 3.931 (std. dv = 0.904), the respondents agreed that the institution conducts thorough stakeholder analysis. Further, the respondents agreed that their institution ensures clear communication with stakeholders. This is shown by a mean of 3.896 (std. dv = 0.937). The respondents also agreed that communication with stakeholders is done promptly. This is shown by a mean of 3.889 (std. dv = 0.876). The respondents agreed that proper channels are used to communicate with stakeholders. This is supported by a mean of 3.856 (std. dv = 0.897). In addition, as shown by a mean of 3.812 (std. dv = 0.897), the respondents agreed that stakeholder identification affects project implementation. Further, the respondents agreed that stakeholder analysis facilitates project implementation. This is shown by a mean of 3.759 (std. dv = 0.789). The respondents also agreed that stakeholder communication plays an important role in project implementation. This is shown by a mean of 3.632 (std. dv = 0.897). The respondents agreed that they are satisfied with the level of stakeholder engagement in our institutions. This is shown by a mean of 3.623 (std. dv = 0.832). With a mean of 3.562 (std. dv = 0.792), the respondents agreed that stakeholders are involved in all stages of project implementation.

Table 1: Stakeholder Engagement and the Successful Project Implementation

	Mean	Std. Dev.
Our firm has specific procedures for stakeholder identification	3.926	0.840
The institution conducts thorough stakeholder analysis	3.931	0.904
Our institution ensures clear communication with stakeholders	3.896	0.937
Communication with stakeholders is done in a timely manner	3.889	0.876
Proper channels are used to communicate with stakeholders	3.856	0.897
Stakeholder identification affects project implementation	3.812	0.897
Stakeholder analysis facilitates project implementation	3.759	0.789
Stakeholder communication plays an important role in project implementation	3.632	0.897
Am satisfied with the level of stakeholder engagement in our institutions	3.623	0.832
Stakeholders are involved in all stages of project implementation	3.562	0.792
Aggregate	**3.738**	**0.873**

Project Fundings and Successful Project Implementation

The second specific objective of the study was to assess the influence of Project Fundings on the successful implementation of the NIIMS project in Kenya. The results were as presented in Table 2. From the results, the respondents agreed that the is a close relationship between finding estimation and the exact cost. This is supported by a mean of 3.996 (std. dv = 0.865). In addition, as shown by a mean of 3.919 (std. dv = 0.945), the respondents agreed that in their institution deviation of funding estimates from the actual project cost is not wide. Further, the respondents agreed that the institution has all the available resources for project implementation. This is shown by a mean of 3.908 (std. dv = 0.611). The respondents also agreed that project funding plays an essential role in project implementation. This is shown by a mean of 3.901 (std. dv = 0.908). The respondents agreed that they are satisfied with the level of project funding in their institution. This is supported by a mean of 3.861 (std. dv = 0.776). In addition, as shown by a mean of 3.854 (std. dv = 0.786), the respondents agreed that the institution has implemented measures of cost control. Further, the respondents agreed that clear reports are provided on the expenses of every project. This is shown by a mean of 3.834 (std. dv = 0.897). The respondents also agreed that the timely release of funds facilitates project implementation. This is shown by a mean of 3.765 (std. dv = 0.798).

Table 2: Project Fundings

	Mean	Std. Dev.
The is a close relationship between finding estimation and the exact cost	3.996	0.865
In our institution, the deviation of funding estimates from the actual project cost is not wide	3.919	0.945
The institution has all the available resources for project implementation	3.908	0.611
Project funding plays an essential role in project implementation	3.901	0.908
Am satisfied with the level of project funding in our institution	3.861	0.776
The institution has implemented measures of cost control	3.854	0.786
Clear reports are provided on the expenses of every project	3.834	0.897
Timely release of funds facilitates project implementation	3.765	0.798
Aggregate	**3.856**	**0.841**

Successful Implementation of the NIIMS Project

The respondents were requested to indicate their level of agreement on various statements relating to the successful implementation of the NIIMS project in Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that Projects in their institutions are implemented within the estimated budget. This is supported by a mean of 3.984 (std. dv = 0.997). In addition, as shown by a mean of 3.905 (std. dv = 0.830), the respondents agreed that projects are completed within the stipulated timeline. Further, the respondents agreed that the projects being implemented achieve the intended purpose. This is shown by a mean of 3.828 (std. dv = 0.563).

The respondents agreed that they are satisfied with the level of project implementation in their institution. This is shown by a mean of 3.729 (std. dv = 0.851). In addition, the respondents agreed that the institution ensures project quality during implementation. This is shown by a mean of 3.702 (std. dv = 0.976). Further, as shown by a mean of 3.675 (std. dv = 0.897), the respondents agreed that the project stakeholders are satisfied with the level of project implementation. Further, the respondents agreed that there are few complaints concerning the projects being implemented. This is shown by a mean of 3.612 (std. dv = 0.786).

Table 3: Successful Implementation

	Mean	Std. Dev.
Projects in our institutions are implemented within the estimated budget	3.984	0.997
Projects are completed within the stipulated timeline	3.905	0.830
Projects being implemented achieve the intended purpose	3.828	0.563
Am satisfied with the level of project implementation in our institution	3.729	0.851
The institution ensures project quality during the implementation	3.702	0.976
The project stakeholders are satisfied with the level of project implementation	3.675	0.897
There are a few complaints concerning the projects being implemented	3.612	0.786
Aggregate	**3.789**	**0.818**

Inferential Statistics

Correlation Analysis

Table 4: Correlation Coefficients

		Project Implementation	Stakeholder Engagement	Project Fundings
Project Implementation	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	96		
Stakeholder Engagement	Pearson Correlation	.818**	1	
	Sig. (2-tailed)	.002		
	N	96	96	
Project Fundings	Pearson Correlation	.834**	.289	1
	Sig. (2-tailed)	.001	.061	
	N	96	96	96

From the results, there was a very strong relationship between stakeholder engagement and the successful implementation of the NIIMS project in Kenya (r = 0.818, p-value =0.002). The relationship was significant since the p-value of 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Muthoni (2016) who indicated that there is a very strong relationship between stakeholder engagement and project implementation.

Moreover, the results revealed that there is a very strong relationship between project fundings and the successful implementation of the NIIMS project in Kenya (r = 0.834, p-value =0.001). The relationship was significant since the p-value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Omolo (2015) that there is a very strong relationship between project fundings and project implementation.

Regression Analysis

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930	.865	.866	.10582

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-

squared for the relationship between the independent variables and the dependent variable was 0.865. This implied that 86.5% of the variation in the dependent variable (the successful implementation of the NIIMS project in Kenya) could be explained by independent variables (stakeholder engagement, Project Fundings, technological integration and project design).

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.027	4	43.007	190.29	.001[b]
	Residual	20.568	91	.226		
	Total	198.595	95			

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 190.29 while the F critical was 2.471. The p-value was 0.001. Since the F-calculated was greater than the F-critical and the p-value 0.001 was less than 0.05, the model was considered a good fit for the data. Therefore, the model can be used to predict the influence of stakeholder engagement, Project Fundings, technological integration and project design on the successful implementation of the NIIMS project in Kenya.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.254	0.071		3.577	0.000
stakeholder engagement	0.380	0.108	0.381	3.519	0.003
Project Fundings	0.481	0.109	0.482	4.121	0.001

The regression model was as follows:

$$Y = 0.254 + 0.380X_1 + 0.481X_2 + \varepsilon$$

From the results, stakeholder engagement has a significant effect on the successful implementation of the NIIMS project in Kenya $\beta_1=0.380$, p value= (0.003). The relationship was considered significant since the p-value of 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Muthoni (2016) who indicated that there is a very strong relationship between stakeholder engagement and project implementation.

The results also revealed that project fundings has a significant effect on the successful implementation of the NIIMS project in Kenya, $\beta_1=0.481$, p value= 0.001). The relationship was considered significant since the p-value 0.001 was less than the significant level of 0.05. The findings conform to the findings of Omolo (2015) that there is a very strong relationship between project fundings and project implementation.

Conclusions

The study concludes that stakeholder engagement has a positive and significant effect on the successful implementation of the NIIMS project in Kenya. Findings revealed that stakeholder involvement, level of engagement and level of Communication influence the successful implementation of the NIIMS project in Kenya.

In addition, the study concludes that project fundings has a positive and significant effect on the successful implementation of the NIIMS project in Kenya. Findings revealed that funding estimations, budgeting and cost control influence the successful implementation of the NIIMS project in Kenya

Recommendations

The study found that stakeholder engagement has a positive and significant effect on the successful implementation of the NIIMS project in Kenya. This study, therefore, recommends regular stakeholder engagement in all phases of the NIIMS project to ensure smooth and successful project implementation

In addition, the study found that project funding has a positive and significant effect on the successful implementation of the NIIMS project in Kenya. This study, therefore, recommends timely funding of all phases of NIIMS project to ensure smooth and successful project implementation

Suggestions for Further Studies

This study focused on examining the effect of PMIS components on the implementation of the national integrated identity management system (NIIMS) project in Kenya. Having been limited to the implementation of the national integrated identity management system (NIIMS) project in Kenya, the findings of this study cannot be generalized to private projects. The study, therefore, suggests further studies on the influence

of PMIS components on the implementation of private projects in Kenya.

Further, the study found that the independent variables (stakeholder engagement, Project Fundings, technological integration and project design) could only explain 86.5% of the successful implementation of the NIIMS project in Kenya. This study, therefore, suggests research on other factors affecting the successful implementation of the NIIMS project in Kenya.

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