



EFFECTS OF PROJECT MANAGEMENT PRACTICES ON COMMUNITY DEVELOPMENT IN NAIROBI CITY COUNTY

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Abstract: The study main objective was to find out the effects of project management practices on Community Development. The study specific objectives included; to evaluate how Risk management affects community development; to find out how Quality management affects community development; to evaluate how Stakeholder participation affects community development and to find out the effects of Cost Management on community development. The study applied a descriptive research design and the population of the study consisted of 385 respondents from the Kibera slum who are currently registered in the temporary UN center located in the area. The study applied stratified random sampling technique to select a sample size of 196 respondents. The study collected primary data through the use of a questionnaire. Descriptive statistics was used to analyze the findings through the use of frequencies and percentages. Inferential statistics was applied through the use of regression analysis to determine the statistical significance of independent variables on dependent variable. The findings were presented in tables, figures and charts. The study found out that the effects of project management practices on community development includes; risk management measures, quality management strategies, level of stakeholders' participation and the employed cost management measures. The concluded that stakeholder's participation with the highest coefficient of 0.387 is the major factor that affects community development most, followed by risk management with a coefficient of 0.367 then quality management with a coefficient of 0.330 and lastly cost management with a coefficient of 0.297. The study recommend for the implementation of effective risk avoidance strategies, effective risk mitigation strategies and adoption effective risk transfer strategies; project managers should implement effective quality management systems like Total Quality Management systems and International Standards of Organizations and implementation of effective project cost management methods..

Key Words: Project Management Practices; Risk Management; Quality Management; Stakeholder participation and Community Development.

Introduction

In many organizations worldwide, the employed project management practices plays a major role in determining how various community development projects are implemented. Successful implementation of various community development projects plays a significant role towards improvement of the pace of community development, which in turn impacts positively on the overall country social and economic development (Mochal, 2009). Improved livelihood, provision of better housing, access to better health care services, access to better education, existence of better transport and communication infrastructure are some of the key benefits realized as result of successful implementation of community development projects. However, for the community development projects to be successfully implemented, project managers should effectively execute the key project management practices which includes; risk management, quality management, stakeholder participation and cost management. These project management practices have been found to affect the

success of implementation of various community development projects in many countries worldwide (Mutisya, 2011).

In Kenya we have a number of slums that have different projects ongoing or completed. (Mutisya, 2011) One of the Slums is Kibera Slum that's the main project was building houses for the residents, this was a project driven by the NYS (National Youth Service) and was referred to us upgrade initiative Project. Though the government termed the project as successful it had very little effect to the residents of the slum. Another Slum in Kenya discussed lengthly is the Mukuru Skills Training center (MUST) which was a project whose aim was to improvement residents skills by empowering youth of aged 15-25 with employable vocational skills and also equips them with entrepreneurial skills to run their own businesses while other opt for employment to get firsthand experience. Mukuru Skills Training Center is located in lunga lunga village, king stone zone part of the larger Mukuru Slums. The skills Center is registered under the Ministry of Higher Education, Science and Technology.

More companies in the county seem to be embarking on huge projects that require the hands of skilled professionals. The devolved system of government in Kenya for example, has also increased the need to develop county infrastructure, leading to an increased demand for project managers. Further with oil, mining and gas and marine industries growing; multi-national companies have pitched tent in Kenya and the East African region. This has seen the demand for local skills in project management rise as these companies set up their infrastructure. (MWOLOLO, 2015)

The main aim of Government projects in Kenya should be to improve the livelihoods of its citizens in the area where the project is being outputted. The needs of the citizens should be outlined as part of the project checklist as one of the outputs of successful completion of a government project. (Foundation, 2014) This is however not realized in Kenyan government projects as we have projects that are initiated and completed successfully within the constraints of time cost and scope but do not have any effect to the surrounding communities. In the case study used in this project, we have Residents of Kibera still leaving in the detached houses, (Foundation, 2014) while the flats built are occupied by other individuals who were not part of the project beneficiaries, lack of a good and improved drainage system that drastically affects the health of the residents as diseases spread fast and wide in the communities. (Amos, 2015) There have also been a high number of hospital cases of the residents who suffer from chronic diseases such as cholera, measles, malaria, dengue, typhoid, drug resistant tuberculosis, and other epidemics. Instead of the project improving the livelihood of the residents, it has only increased population of residents living in the area.

There are however ways in which the government can ensure that the surrounding community and its Citizens at large can benefit from projects developed in their area. One way is by holding personnel's involved in delivery of the project accountable in which the value of the project can be met (Papovsky, March 19, 2015). This ensures all members of the project team are aware of their role in the successful completion of the project. Hence, all participants work in ensuring a successful project is realized. (Smith, 2013) Creation of focus groups that comprise of residents leaving in the surrounding area, help in identifying customer needs and spreading awareness of the projects to the community and last but not list involvement of all shareholders can also act as a marketing strategy to attract investors and to ensure that the community needs are realized throughout the project. The study main objective was therefore to find out the effects of project management practices on Community Development. The study specific objectives included; to evaluate how Risk management affects community development; to find out how Quality management affects community development; to evaluate how Stakeholder participation affects community development and to find out the effects of Cost Management on community development.

Literature Review

The purpose of empirical review used in this study was to collect and analyze past study data based on direct observation or experience in the field of study. A study by Mochal (2009) affirmed that the employed risk management measures, quality management and control strategies, level of stakeholders' participation and the employed cost management measures determine the impact of public projects on community development.

Risk Management

Pagach and Warr (2010) examined companies in a bid to determine the impact of Enterprise Risk Management on financial performance using matched sample model. Enterprise risk mismanagement was measured using proxies and financial performance was measured using several financial variables. The results showed a significant decrease in stock price after introducing Enterprise Risk Management (ERM). Hillson (2012) points out that risk management is concerned with company-wide approach in managing risks and centralized the information according to the risk exposures.

A study by Owain (2016) found out that projects risk identification and avoidance and transfer of project risks to the right parties plays a major role in determining the success of community projects implementation and this positively affects community development especially in slum areas. Findings from a study by Mutisya (2011) noted that absence of effective project risks mitigation measures hampers the success of many slum upgrading projects in Kenya and this negatively affects community development in slum areas.

Quality Management

Dr. Vince Watts a scholar on the topic did an exploratory study about quality management practices and concluded that there are factors that contribute to competitive advantage. He suggested that focusing solely on adapting to quality and quality improvement may not be a sufficient means for a project to attain and sustain competitive position. (Kenneth, 2011). Evidence from the literature on quality failure emphasizes the neglect of the "soft" side of quality management wherein the human resource and organizational behavioral aspects of quality management are not given their deserved emphasis (Davidson & Wiklund, 2010).

Oyugi (2011) found out that quality management challenges in terms failure to meet key performance indicators and lack of undertaking cost satisfaction surveys affects the success of many community development project in informal urban settlement and this negatively affects realization of the aimed community development goals. A study by Kinyanjui (2011) noted that project managers undertaking much community development projects fail to give much emphasis on project quality management practices such as implementation of measures to meet project key performance indicators and ensuring that project team satisfactory surveys are fully achieved.

Stakeholder Participation

According to Ambler (2012) he defined strategies for stakeholders to work together and get involved in a project. This included, involvement of production staff from start of the project, making timely decisions for the team, adoption of modeling techniques that are based on user centered designs and participation design principles which stakeholders can easily learn and adopt, having a senior management team that have IT skills and knowledge so that they can effectively support the project as they will be able to understand the technologies and techniques that a project is using and last but not least having an enterprise view from other stakeholders involved in other similar projects in the past.

Research findings by Walker and Vines (2008) showed that lack of regular project implementation progress meetings and lack of effective project monitoring focus groups are some of the major hindrances towards contribution of slum upgrade projects on community development in many developing countries. Oladipo (2008) opined that, the key major factors that determines the success of community development projects is involvement of stakeholders in project progress meetings and during observation and documentation of project progress reports.

Cost Management

One of the most profound past study on Cost management was written by a man named Church who first wrote an overhead in 1901 in a series of articles in the Engineering magazine which is later revised in 1908 into *The Proper Distribution of Expense Burden*. He stressed that a system of organization should be as a finely honed a high class machine tool. Church anticipated what activity based Costing in which each product was designed to manage cost. He also included a charge of each job for general establishment cost which included otherwise unallocated manufacturing overhead (Mather, 2011). According to Schwalbe (2012), project cost management is traditionally a weak area in projects.

Aurther (2014) noted that to align cost management with the business case considerations must be applied throughout the life of the project. A Cost Management Plan is to be prepared for every project and associated documents such as the project budget expenditure tracking spreadsheets linked to the cost management plan are to be updated throughout the project lifecycle as the project evolves. A study by Muli (2013) noted that project cost management challenges influenced by project scope creep and increase of project budget than the actual project budgeted costs affects implementation of community development projects in informal urban settlement areas in Kenya. Muiruri (2014) found out that one of the major reasons why slum upgrade projects fail to contribute towards community development is due to cost management challenges in terms of, exceeding of project budget and poor execution of project internal and external audits.

Community development

A study by Sandra (2011) found out that the concept of community development originated in the late nineteenth century when reformers discovered America's investing in what works for America's communities "backward" areas. Socially committed women and men in Settlement Houses and charitable organizations confronted the ills of industrial capitalism: poorly paid immigrant and racial minority wage workers crowded into tenement apartments, cottages, and shacks in seedy neighborhoods near docks, trains, and factories (Lina, 2010). During the Progressive Era of the early twentieth century urban reformers connected poverty, overcrowding, crime, youth delinquency and sundry other social ills to the unsanitary and unsightly slums where the working poor and indigents lived.

Lina, (2010) noted that the sweeping Progressive agenda of political, social, and physical reform anticipated later comprehensive anti-poverty strategies. The women who led many of the reform movements liked to call the totality of their efforts "municipal housekeeping." Others talked of dealing with "the social question," and historians later labeled it progressivism but under any name, their wide-ranging attack on the evils of modern urban society embraced a welter of labor, education, and welfare measures, including attempts to improve the lives of the lower classes through better housing but if Progressive reformers left the useful legacy of trying to counter the many aspects of poverty, they also handed down the less useful principle that outside experts would save society by imposing reforms on the people they were trying to help.(Sandra, 2011)

Conceptual Framework

The conceptual framework below is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas in a way that is easy to remember and apply (Riggan, 2012). The study's independent variables are the various factors affecting Community development. These included; risk management, quality management, stakeholder participation and cost management while the dependent variables are the effectiveness in the implementation of project management practices to the community. The study conceptual model was as below:

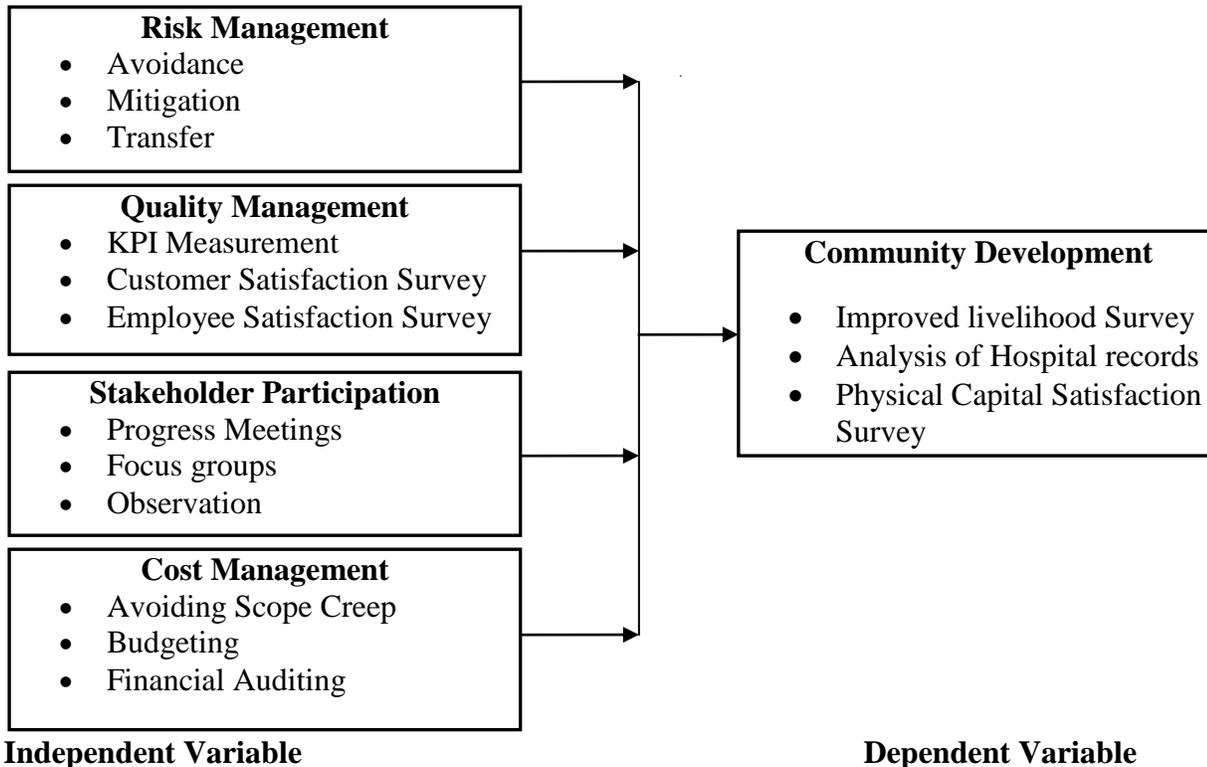


Figure 1: Conceptual Framework

Methodology

The study applied a descriptive research design and the population of the study consisted of 385 respondents from the Kibera slum who are currently registered in the temporary UN center located in the area. The study applied stratified random sampling technique to select a sample size of 196 respondents. The study collected primary data through the use of a questionnaire. A pilot study was done to pre-test the research questionnaires to ensure reliability and validity. Descriptive statistics was used to analyze the gathered data through the use of frequencies and percentages. Inferential statistics was applied through the use of regression analysis to determine the statistical significance of independent variables on dependent variable. Statistical software for social sciences (SPSS) was used as statistical tool for data analysis.. Data was presented by frequency tables, pie charts and bar graphs

The multiple regression model applied was if the form;

relationship of independent variables against the dependent variable

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y= Community Development (Dependent Variable);

X₁ = Risk Management (Independent Variable)

X₂ = Quality Management (Independent Variable)

X₃= Stake holders Participation (Independent Variable)

X₄= Cost Management (Independent Variable)

é. = error term

β₀ = constant of regression

Results and Discussion

Risk Management

The study aimed to evaluate how risk management affects community development. Respondents were requested to indicate how they agreed on the major risk management factors in relations to community development. The risk management factors included; avoidance, mitigation and transfer. The study findings indicated that majority 58.3% of the respondents strongly agreed that the project risks identified were avoided throughout the project; 52.5% majority 58.3% of the respondents strongly agreed that no mitigation measures were taken to prevent project risks and majority 48.3% strongly agreed that risks identified were transferred to the right parties. The findings therefore implied that risk avoidance; risk mitigation and risk transfer are the major risk management strategies that determine the success of project implementation and affect community development in Kibera Slums. However, lack of effective project risks mitigation measures hindered the success of project implementation and this negatively affected community development in the area. These findings concurs with Owain (2016) that projects risk identification and avoidance and transfer of project risks to the right parties plays a major role in determining the success of community projects implementation and this positively affects community development especially in slum areas.

Table 1:Risk Management

Risk Management	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
The project Risks identified were avoided throughout the project	3.3%	8.3%	5.0%	25.0%	58.3%	100%
No Mitigation measures were taken to prevent project risks	3.3%	5.0%)	6.7%	32.5%	52.5%	100%
Risks identified were transferred to the right parties	4.2%	7.5%	10.8%	29.2%	48.3%	100%

Quality Management

The study aimed to find out how quality management affects community development. Respondents were requested to indicate how they agreed on the quality management factors in relations to community development. The quality management factors included; KPI Measurement; customer satisfaction survey and employee satisfaction survey. From the analysed findings, majority 44.2% of the respondents disagreed that the project key performance indicators were met; majority 57.5% of the respondents strongly agreed that no cost satisfaction survey was carried out and majority 34.2% of the respondents disagreed that project team satisfactory survey was met 100%. These findings implies that

quality management functions were not properly undertaken during project implementation since the project key performance indicators were not met, cost satisfaction survey was not undertaken and project team satisfaction survey was not 100% met. These negatively affected community development since project benefits were not realized as per the set project goals. These findings correspond to findings by Oyugi (2011) where he found out that quality management challenges in terms failure to meet key performance indicators and lack of undertaking cost satisfaction surveys affects the success of many community development project in informal urban settlement and this negatively affects realization of the aimed community development goals.

Table 2: Quality Management

Quality Management	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
The project key performance indicators were met	8.3%	44.2%	10.0%	14.2%	23.3%	100%
No Cost satisfaction survey was carried out	1.7%	8.3%	7.5%	25.0%	57.5%	100%
Project team Satisfactory survey was met 100%	15.0%	34.2%	15.8%	15.0%	20.0%	100%

Stake Holders Participation

The objective was to evaluate how stakeholder participation affects community development. Respondents were requested to indicate how they agreed on stakeholder participation issues in relations to community development. The stakeholder participation issues included; progress meetings; focus groups and observation. The study findings indicated that majority 56(46.7%) of the respondents disagreed that the project meetings were held frequently; majority 41.7% of the respondents disagreed that the focus groups formed were 100% effective and efficient and majority 40.8% of the respondents disagreed the objectives outlined were well documented and discussed. These findings implies that majority of the respondents disagreed that the project progress meetings were not held frequently; focus groups formed were not 100% effective and efficient and objectives outlined were not well documented and discussed and these negatively affected contribution of projects towards community development in Kebera slums. These findings relate to findings by Walker and Vines (2008) where they found out that lack of regular project implementation progress meetings and lack of effective project monitoring focus groups are some of the major hindrances towards contribution of slum upgrade projects on community development in many developing countries. Oladipo (2008) also opined that, the key major factors that determines the success of community development projects is involvement of stakeholders in project progress meetings and during observation and documentation of project progress reports.

Table 3: Stakeholder Participation

Stakeholder Participation	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
The project meetings were held frequently	6.7%	46.7%	9.2%	14.2%	23.3%	100%
Focus groups formed were 100% effective and efficient	5.0%	41.7%	12.5%	20.8%	20.0%	100%
Objectives outlined were well documented and discussed	11.7%	40.8%	16.7%	15.0%	15.8%	100%

Cost Management

The objective was to find out the effect of cost management on community development. Respondents were requested to indicate how they agreed on cost management issues in relations to community development. The cost management factors included; avoiding scope creep; budgeting and financial auditing. From the analyzed findings, majority 43.3% of the respondents disagreed that the project did not suffer from scope creep; majority 45.0% of the respondents disagreed that the budget was not exceeded and majority 46.7% of the respondents disagreed that internal and external audits were performed often. These findings implies that the project suffered from scope creep; the project budget was exceeded and internal and external audits were not performed often hence affecting community development. These findings concurs with Muli (2013) where he noted that project cost management challenges influenced by project scope creep and increase of project budget than the actual project budgeted costs affects implementation of community development projects in informal urban settlement areas in Kenya. The findings are also in agreement with Muiruri (2014) where he found out that one of the major reasons why slum upgrade projects fail to contribute towards community development is due to cost management challenges in terms of, exceeding of project budget and poor execution of project internal and external audits. These leads to misappropriation of project funds by project managers and hence the aimed project goals towards community development are rarely realized. The study thus affirmed that project cost management affected community development due to project scope creep; increase in budgeting and lack of proper internal and external audits.

Table 4: Cost Management

Cost Management	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
The project did not suffer from Scope Creep	5.8%	43.3%	10.8%	18.3%	21.7%	100%
The Budget was not exceeded.	5.8%	45.0%	13.3%	18.3%	17.5%	100%
Internal and External Audits were performed Often.	12.5%	46.7%	13.3%	14.2%	13.3%	100%

Community Development

The study aimed to find out the factors that determined community development in the area. Respondents were requested to indicate how they agreed on community development The community development factors included; avoiding scope creep; budgeting and financial auditing. The study findings indicated that, majority 44.2% of the respondents disagreed that the media survey reported positive results on residents' livelihood; majority 38.3% of the respondents agreed that the hospital records reports did not make any difference before and after the project implementation and lastly majority 47.5% of the respondents disagreed that there was higher physical and capital satisfaction among the residents. These findings therefore imply that community development in Kibera was not realized by most residents in terms of; improved livelihood; better health and higher physical capital satisfaction. These findings disagree with findings by Kenny (2016) that slum upgrade projects in Kenya helps to improve on community development by improving the livelihood of slum residents, by improving the health of slum dwellers and creating a physical and capital satisfaction among the slum dwellers who benefits from better housing.

Table 5: Community Development

Community Development	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
Improved livelihood	7.5%	44.2%	9.2%	19.2%	20%	100%
Difference in Hospital records	5%	17.5%	6.7%	38.3%	32.5%	100%
Higher Physical Capital Satisfaction	13.3%	47.5%	12.5%	14.2%	12.5%	100%

Inferential Statistics**Correlation Analysis**

The results show that the correlation risk management value of 0.455 implies that there is a positive correlation. Pearson Correlation Coefficient of risk management was 0.455 and the P value was 0.00 which was less than 0.05 this implies that risk management has significant effect on community development. Pearson Correlation Coefficient of quality management was 0.409 and the P value was 0.00 which was less than 0.05 this implies that quality management has significant effect on community development. Pearson Correlation Coefficient of stakeholders participation was 0.500 and the P value was 0.00 which was less than 0.05 this implies that stakeholders participation has significant effect on community development. Pearson Correlation Coefficient of cost management was 0.364 and the P value was 0.00 which was less than 0.05 this implies that cost management has significant effect on community development.

Table 6: Correlation Analysis

		Y	X1	X2	X3	X4
Community development	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Risk management	Pearson Correlation	.455(**)	1			
	Sig. (2-tailed)	.000	.			
Quality management	Pearson Correlation	.409(**)	.270(*)	1		
	Sig. (2-tailed)	.001	.037	.		
Stakeholders participation	Pearson Correlation	.500(**)	.522(**)	.741(**)	1	
	Sig. (2-tailed)	.000	.000	.000	.	
Cost management	Pearson Correlation	.364(**)	.360(**)	.432(**)	.357(**)	1
	Sig. (2-tailed)	.004	.005	.001	.005	.

Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

From the findings, the regression model coefficient of determination R squared is 0.631 and R is 0.795 at 0.05 significance level. The coefficient of determination indicates that 63.1% of the variation on community development can be attributed by changes in the four independent variables notably; risk management, quality management, stakeholders participation and cost management. This implies that there exists a strong positive relationship between independent variables and community development. The remaining 36.9% of the variation on community development can be explained by other variables not included in the model.

Table 7: Regression Model Summary

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
.795a	.631	.627	.28212

a. Predictors: (Constant), X1, X2, X3, X4

The p-value (0.00) which is less than level of significance (0.05) is enough to conclude that all the independent variables significantly affect community development. The F-calculated value (84.351) is greater than the F-critical value (4.21), thus this implies goodness of fit of the model and thus the variables can be carried on for further analysis to determine with significance the level of influence of each variable.

Table 8: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.119	4	2.280	84.351	.000 ^a
Residual	1.000	37	.027		
Total	10.119	41			

a. Predictors: (Constant), X1, X2, X3, X4

b. Dependent Variable: Y

From the results, the regression model was as follows;

$$Y = 217 + 367X_1 + 330X_2 + 387X_3 + 297X_4 + X_5 + e$$

The regression model above has established that taking all the independent variables into account notably; risk management, quality management, stakeholders' participation and cost management constant at Zero affects community development (0.217). The results presented in table 4.10 also shows that taking all other independent variables at zero, a unit increase in risk management leads to a 0.367 increase in community development; a unit increase in quality management leads to 0.330 increase in community development; a unit increase in stake holders participation leads to 0.387 increase in community development and a unit increase in cost management leads to 0.297 increase in community development.

The beta coefficients in table 4.10 demonstrate that stakeholder's participation with a coefficient of 0.387 affects community development, followed by risk management with a coefficient of 0.367 then quality management with a coefficient of 0.330 and lastly cost management with a coefficient of 0.297. The study therefore deduced that improvement of project management practices notably; risk management, quality management, stakeholders' participation and cost management will lead to success in project implementation and this will result in improvement in community development in Kebera slums. These findings echoed findings by Mochal (2009) that the employed risk management measures, quality management and control strategies, level of stakeholders' participation and the employed cost management measures determine the impact of public projects on community development.

Table 9: Regression Coefficients

	<i>B- Coefficients</i>	<i>Std. Error</i>	<i>Sig.</i>
(Constant)	.217	.211	.005
X1: Risk Management	.367	.184	.002
X2:Quality Management	.330	.168	.005
X3:Stakeholders Participation	.387	.170	.001
X4:Cost Management	.297	.184	.005

Conclusions

The study concludes that stakeholder's participation affects community development most, followed by risk management, quality management and lastly cost management. The study also concluded that lack of implementation of effective risk avoidance strategies, absence of effective project risk mitigation measures, lack of risk transfer strategies negatively affects project risk management, and this affects community development since project goals are not achieved. The study then concluded that project quality management affects community development when project fails to meet the Key Performance Indicators and there is low level of customer and employees satisfaction.

The study further concluded that stakeholders' participation in project implementation affects community development. Lack of regular stakeholders' participation in project progress meeting; lack of effectiveness and efficiency of project focus groups and lack of discussing and documenting of project objectives negatively affects community development. It was further concluded that project cost management affected community development due to project scope creep; increase in budgeting and lack of proper internal and external audits. Lastly it was concluded that community development in Kibera was not realized by most residents in terms of; improved livelihood; better health and higher physical capital satisfaction. Slum upgrade projects in Kenya helps to improve on community development by improving the livelihood of slum residents, by improving the health of slum dwellers and creating a physical and capital satisfaction among the slum dwellers who benefits from better housing.

Recommendations

To ensure that project management practices positively contributes to community development, the following recommendations should be applied.

To improve on project risks management, project managers should implement effective risk avoidance strategies, employ effective risk mitigation strategies and adopt effective risk transfer strategies. These will lead to elimination of uncertainties during projects implementation process hence leading to completion of the projects as per the schedule leading to realization of projects objectives in terms of community development. Project managers should also come with strategies of managing risk for instance, identifying the risks the project faces, assessing the probability and likely severity of the risk and finally implementing and monitoring risk management plan.

Project managers should implement effective quality management systems like Total Quality Management systems and International Standards of Organizations in order to ensure that projects Key Performance Indicators are met and there is higher customer and employees satisfaction on project outcomes. This will ensure the success of project implementation and contribute towards community development. The study also recommends that in order to get the best quality from the project, project managers should define, measures project improvement, and appropriate steps must be taken in managing quality.

To improve on stakeholders' participation, all project stakeholders should regularly participate in project progress meeting; project managers should ensure that there is effectiveness and efficiency of project focus groups and all stakeholders should be involved in discussing and documenting of project objectives. The also recommends that project team should be considered, as it is a critical factor which makes sure that the whole project process is genuine. They ensure that stakeholder understand what is up for project and how their input will be taken into consideration in the decision-making process.

To improve on project cost management, project managers should use effective project management techniques like Gantt chart and PERT techniques, this will help to avoid project scope creep and avoid increase in budgeting. The project management should also regularly undertake internal and external audits during project implementation and after implementation. Computerized project management systems like Project in a Controlled Environment (PRINCE11) should be adopted and this will help to manage most of the project cost related challenges.

Suggestions for Further Study

The study narrowed its research undertaking into finding out the effects of project management practices on Community Development in Nairobi City County. This study may not have fully covered all areas that involve project management practices on community development in Nairobi City County therefore further studies on the same topic should be carried out in other areas. Extensive research in this particular study may involve covering other areas which have not been fully covered. A similar study can also be carried out by use of other variables for instance government policy, staff competency, and any other applicable variables that were not included in the study.

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