

# Contribution of Quality Management Planning On the Performance of Crisis Response Development Foundation Projects in Kenya

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**Abstract:** The purpose of this study was to establish the contribution of quality management planning on the performance of crisis response development foundation projects in Kenya. This research conceptualizes and develops dimensions of project quality management (quality management planning, customer focus, quality leadership and QMS approaches) and tests the relationships between project quality management practices and performance of community projects. The target population for this research comprised of the employees, the management and the steering committee of the Crisis Response Development Foundation. The study employed descriptive research design. A census sampling was out and the sample size was 46. Survey method was used to solicit the information. The researcher used a questionnaire to collect primary data which was analyzed using qualitative and quantitative analysis techniques then presented in tables. Data collected was both quantitative and qualitative. The data collected was analyzed using descriptive statistics. The studies found that quality management planning has positive effect on performance of community projects.

**Keywords:** Quality Management, Planning, Performance.

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## 1. INTRODUCTION

Quality can be defined as the totality of features and characteristics of an entity that bear on its ability to satisfy stated or implied needs (ISO 9000:2000), where an entity can be a product, a component, a service or a process. Quality is the degree to which inherent or assigned characteristics of project management and its product(s) fulfill stakeholders' requirements, needs and specifications. Quality management is defined as the activities in order to direct and manage a project with regard to quality. The elements of quality management include quality planning, quality control, and quality assurance (Zafarani, 2011). The need for quality management derives from mass production at the beginning of the twentieth century. Quality management has developed from product-related quality control to company-related Total Quality Management (TQM), aiming for continuous process improvement (Huemann, 2004).

Project quality management includes processes and activities of the performing organization that determine quality policies, objectives and responsibilities so that the project will satisfy for needs for which it was undertaken. It implements the quality management system through policy and procedures with continuous process improvement activities conducted throughout as appropriate (Stojcetovic, Prlinevic, Stajcic & Miletic 2014). Quality achievement by projects is also another dimension of assessing project success. The quality of projects and project information has a significant influence in project success (Zafarani, 2011). TQM is the process of continuous improvement using selected tools techniques and training to guide decision making and to plan actions. The results are quality processes, products, and services and thus high level of customer satisfaction. TQM is not just confined to production or services. It also influences the other components like work culture, employees, employees' attitude and other departments of an organisation. It points out that to ensure total quality each and every department of an organisation must be responsible for the quality of their work. Each of the components of an organisation must work properly in order to maintain quality as each part, each activity, each person related to organisation affects others and get affected by them (Oakland, 2003). TQM aims to

improve the quality of product and service of an organisation by improving the quality at every level like system, management, planning and leadership (Ulle, 2014).

The basic approach to project quality management in any organization is intended to be compatible with International Organization for Standardization (ISO) quality standards. ISO 9001 Quality Management System Standards are highly recognized international management meta-standards designed to improve operational efficiency, ensure customer satisfaction, grant a competitive edge, increase cost savings, guarantee high quality and increase market capitalization (Dick, Heras & Casedeus, 2008). With globalization, companies in Kenya have been exposed to the highly competitive global market. Globalization calls for higher levels of quality, efficiency and effective delivery of service and products. Kenyan companies have embraced ISO as a management tool to compete and enhance performance in provision of services to both local and international clients (Wanambisi, 2010). Crisis Response Development Foundation (CRDF) is a non-profit organization registered in Kenya in 2003. CRDF was founded to design, implement and sustain community development projects which offer rapid, effective and professional response in times of crises and emergencies.

CRDF has been working in communities where people are concerned with increasing crime levels and have invited CRDF to support a community based policing initiative in their area. CRDF then would donate a patrol vehicle, provide administrative support and hire a driver and a project manager. CRDF currently supports seven community based policing projects across Kenya in the areas of Timau, Timau II, Naibor, Naro Moru- Burguret, Nanyuki, Ongata Rongai and Kilifi. These projects will soon be handed over to the communities to manage them independently. CRDF provides humanitarian assistance in emergency situations where the immediate wellbeing of individuals or a group was threatened. CRDF has been involved in supporting people in times of conflict, natural disaster and accidents in various areas across Kenya in conjunction with community leaders, business community and local authorities.

## 2. STATEMENT OF THE PROBLEM

The implementation of quality management practices entails a heavy amount of investment of organizational resources, thus, before pursuing decision of investing in quality management, organizations must address the effectiveness of implementation of quality management techniques on the organizational performance (Hussain, 2008). A noticeable research is found in quality management literature in manufacturing, service, and public sector organizations; however, less research is available for community development projects. A review of the previous studies on the relationship of ISO certification and performance has given mixed results. In the manufacturing industry, it has been reported that quality management systems improve internal process quality, which results in operational performance and subsequently financial performance (Sampaio, Saraiva & Rodriguez, 2011).

Wayhan, Kirche and Khumawala (2002) and Sampaio, Saraiva and Rodriguez (2011), reported a positive relationship between ISO certification and financial performance. Hussain (2008) studied Implementation of quality management Techniques to improve the quality of yarn. This dissertation provides the insight of quality management status of cotton yarn industry of Pakistan by addressing the issue of quality management implementation in the industry and its performance outcomes. This unavailability of empirical research in Quality Management in community development projects provides motivation and solid ground for conducting this research. The findings of implementation of quality management for community development projects can be generalized to other areas, particularly those having the same organizational culture, management style, human resources and managerial perspectives.

## 3. LITERATURE REVIEW

Quality planning involves identifying which quality standards are relevant to the project and determining how to satisfy them (PMBOK, 2004). The first step in quality management is to identify quality requirements and standards for the project and product. Planning should be parallel with other processes, because quality changes of product can effect on cost and schedule. For that reason it's necessary to perform risk analysis. The ISO 9000 series is a set of standards developed by International Organization for Standardization. The series contain different standards which each of them focus on different parts of the quality system. The standards support the documentation of a management system which affects all functions in an organization. Independently of size or type of organization is the standard intentionally applicable to any organization (Lofgren, 2012).

Quality management plan is an output of quality planning which should include efforts to ensure that earlier decisions are correct. The efforts should be performed through an independent peer review. The benefits of the review include

reduction of cost and schedule overrun caused by rework (PMBOK, 2004). Process improvement plan is an output of quality planning and it details the steps for analyzing processes that will facilitate identification of waste and non-value adding activities thus increasing the customer value. It guides the process improvement activities (PMBOK, 2004). The quality baseline records the quality objectives project. It's the basis for measuring and reporting quality performance as part of performance measurement baseline.

Performance can be defined as the process of quantifying the efficiency and effectiveness of action. Performance measure is the metric used to quantify the efficiency and/or effectiveness of an action. Effectiveness refers to the extent to which customer requirements are met, while efficiency is a measure to how economically to firms' resources are utilized when providing customer satisfaction (Akinyi, 2013). To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result. A performer can be an individual or a group of people engaging in a collaborative effort. These involve a performer's mindset, immersion in an enriching environment and engagement in reflective practice (Elger, 2008). Operational Performance is a firm's performance measured against standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Implementation of a Quality Management system has a positive influence on firms' performance. Financial performance is the key to a sound organization in terms of meeting the key requirements to run it. Customer Satisfaction is one of the most important factors for the success of an enterprise is its customers without them, a business cannot exist. Employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace (Akinyi, 2013).

#### 4. RESEARCH METHODOLOGY

Descriptive research design was used in this study. The target population of the research study comprised of the employees of CRDF, the steering committee of the projects and the CRDF management. The sample frame consisted of all employees and steering committee of CRDF. The sampling frame was based on the employees records held by the organization. The sampling technique that was adopted in this study was census sampling because the entire population of CRDF was selected because the population was small. The study sought 100% of the total population of CRDF employees, the steering committee of the projects and the CRDF management a total of 46. Consequently the sampling technique that was adopted in this study was census. To collect primary data, the researcher designed a survey instrument for data collection. Data for this study was collected using questionnaires. After all the data was collected, data cleaning was done in order to determine inaccurate, incomplete, or unreasonable data and then improve the quality through correction of detected errors and omissions. After data cleaning, the data was coded and entered in the computer for analysis.

#### 5. FINDINGS

**Table 1: Adoption of quality management planning**

	Frequency	Percentage
Yes	42	100
	42	100

According to the analysis 100% of the total respondents agreed that the organization has adopted quality management planning. It can be concluded that all respondents in the organization agreed that the organization has adopted quality management planning.

**Table 2: Effects of quality management planning on performance of community projects**

	Frequency	Percentage
Yes	40	95.2
No	2	4.8
	42	100

Table 2 illustrates that 95.2% of the respondents agreed that the quality management influences performance of the organization while 4.8% did not agree that that the quality management influences performance of the organization.

**Table 3: Extent to which project quality management planning affect performance of community projects**

	Mean	S.D
Identification of customers and their needs enable setting of quality goals	4.1	0.63
Establishment of standards and regulations enable identification of problems in the project	3.7	0.56
Delegation of responsibilities self-sects informal leaders	3.5	0.71
SMART benchmarks promotes achievement of project objectives	3.7	0.63
Establishment of controls costs enable wise decision making	3.9	0.52

The study sought to find out the respondents' agreement level with statement related to quality management planning. According to the findings, the respondents strongly agreed that identification of customers and their needs enable setting of quality goals shown by a mean of 4.1.

They moderately agreed that establishment of controls costs enable wise decision making as shown by a mean of 3.9. In addition, the respondents moderately agreed that establishment of standards and regulations enable identification of problems in the project shown by a mean of 3.7. The respondents also moderately agreed that SMART benchmarks promote achievement of project objectives shown by a mean of 3.7. The respondents moderately agreed that delegation of responsibilities self-sects informal leaders as shown by a mean of 3.5.

## 6. CONCLUSION AND RECOMMENDATION

Successful organizations are distinguished by the high quality of their products, services and processes. One reason for their success is that customers have become increasingly quality conscious and demand such high quality standards. It is certainly true that the development and application of a quality assurance system helps institutions to better organize and synchronize their operations by documenting their processes, clearing out ambiguities and clearly defining duties and responsibilities among employees i.e. aligning staff capabilities and departments. Community organizations should integrate quality management planning in their overall planning process to ensure identification of risks, to ensure that errors are eliminated throughout the operational process and products and services are produced at an optimal quality that can satisfy all stakeholders.

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