PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN NAIROBI CITY COUNTY, KENYA

SAMUEL MENZA MKUTANO
D53/CTY/PT/28726/2014

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) OF KENYATTA UNIVERSITY

DECEMBER, 2018
DECLARATION

This research project is my original work and has never been presented for a degree in any other university or any other award.

Signature………………………………… Date…………………………

Samuel Menza Mkutano

D53/CTY/PT/28726/2014

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

Signature………………………………… Date…………………………

Dr. Paul Sang

Lecturer, Department of Management Science

School of Business

Kenyatta University
DEDICATION

To my dear wife Maureen Tsuma, our children Ethan Mwaringa Menza and Elsa Umazi Menza for their endless prayers, support and encouragement throughout my study.
ACKNOWLEDGEMENT

My gratitude goes to the almighty God for His love and guidance throughout my study. Special thanks to my supervisor Dr. Paul Sang for his direction, corrections and positive criticism in the development of this project. I would also like to thank my father Mr. Joseph Mkutano for his prayers and moral support. Finally I thank the entire Kenyatta University fraternity, my family members and friends for their encouragement and unwavering support. God bless you all.
TABLE OF CONTENTS

DECLARATION ........................................................................................................................................... ii
DEDICATION ................................................................................................................................................ iii
ACKNOWLEDGEMENT ............................................................................................................................... iv
TABLE OF CONTENTS ............................................................................................................................... v
LIST OF TABLES ........................................................................................................................................ viii
LIST OF FIGURES ....................................................................................................................................... ix
ABBREVIATIONS AND ACRONYMS ....................................................................................................... x
OPERATIONAL DEFINITION OF TERMS .................................................................................................. xi
ABSTRACT .................................................................................................................................................. xii

CHAPTER ONE: INTRODUCTION ............................................................................................................. 1

1.1 Background of the Study .......................................................................................................................... 1
  1.1.1 Project Performance .................................................................................................................................. 2
  1.1.2 Project Management Practices .................................................................................................................. 3
  1.1.3 Non-Governmental Organizations in Kenya ............................................................................................ 7

1.2 Statement of the Problem .......................................................................................................................... 8

1.3 Objectives of the Study ............................................................................................................................. 10
  1.3.1 General Objective ..................................................................................................................................... 10
  1.3.2 Specific Objectives .................................................................................................................................. 10

1.4 Research Questions .................................................................................................................................... 10

1.5 Significance of the Study .......................................................................................................................... 11

1.6 Scope of the Study ..................................................................................................................................... 11

1.7 Limitations of the Study ............................................................................................................................ 12

1.8 Organization of the Study .......................................................................................................................... 12

CHAPTER TWO: LITERATURE REVIEW .................................................................................................. 14

2.1 Introduction .............................................................................................................................................. 14

2.2 Theoretical Literature Review .................................................................................................................. 14
  2.2.1 Theory of Constraints .............................................................................................................................. 14
  2.2.2 Stakeholder Theory ................................................................................................................................. 15
  2.2.3 The Contingency theory .......................................................................................................................... 16
  2.2.4 The Cybernetics theory ........................................................................................................................... 16
2.2.5 Realistic Evaluation Theory .................................................. 17
2.3 Empirical Literature Review ....................................................... 18
2.3.1 Communication and Project Performance ................................. 18
2.3.2 Project Planning and Project Performance ................................. 19
2.3.3 Stakeholder Involvement and Project Performance ...................... 20
2.3.4 Monitoring and Evaluation on Project Performance .................... 21
2.4 Summary of the Literature Reviewed and Research Gaps .................. 24
2.5 Conceptual Framework ............................................................. 26

CHAPTER THREE: METHODOLOGY ................................................. 27
3.1 Introduction .............................................................................. 27
3.2 Research Design ....................................................................... 27
3.3 Target Population ...................................................................... 27
3.4 Sampling Design and Sample Size .............................................. 28
3.5 Data collection Instrument ........................................................ 29
3.5.1 Instrument Validity ................................................................. 29
3.5.2 Instrument Reliability ............................................................. 29
3.6 Data Collection Procedure ........................................................ 30
3.7 Data analysis and Presentation .................................................... 30
3.8 Ethical Consideration ................................................................. 31

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION ................. 32
4.1 Introduction .............................................................................. 32
4.2 Response Rate ......................................................................... 32
4.3 Reliability Tests Results ............................................................ 33
4.4 Demographic Information .......................................................... 33
4.4.1 Gender of the Respondents .................................................... 33
4.4.2 Age Bracket of the Respondents ............................................. 34
4.4.3 Position of the Respondents .................................................. 35
4.4.4 Number of Years Worked ...................................................... 35
4.4.5 Organization ......................................................................... 36
4.4.6 Level of Education ............................................................... 37
4.4.7 Size of the Organization ......................................................... 37
4.3.8 Biggest Project Executed ...................................................... 38
4.5 Descriptive Statistics .............................................................................................................. 38
  4.5.1 Communication and Project Performance ........................................................................ 38
  4.5.2 Project Planning and Project Performance ........................................................................ 40
  4.5.3 Stakeholder Involvement and Project Performance ....................................................... 42
  4.5.4 Monitoring and Evaluation and Project Performance ..................................................... 45
  4.5.5 Project Performance ......................................................................................................... 49
4.6 Inferential Statistics .............................................................................................................. 51
  4.6.1 Correlation Analysis ........................................................................................................ 51
  4.6.2 Regression Analysis ......................................................................................................... 52

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND
RECOMMENDATIONS .................................................................................................................. 56
5.1 Introduction .......................................................................................................................... 56
5.2 Summary of Major Findings ............................................................................................... 56
  5.2.1 Communication and Performance .................................................................................. 56
  5.2.2 Project Planning and Performance .................................................................................. 57
  5.2.3 Stakeholder Involvement and Performance .................................................................. 57
  5.2.4 Monitoring and Evaluation and Performance ............................................................... 58
5.3 Conclusions .......................................................................................................................... 58
5.4 Recommendations for Policy and Practice .......................................................................... 59
5.5 Suggestions for Further Study .............................................................................................. 60
REFERENCES .............................................................................................................................. 62
APPENDICES ............................................................................................................................... 72
APPENDIX I: Consent Note........................................................................................................ 72
APPENDIX II: Questionnaire ..................................................................................................... 73
APPENDIX III: KU Research Approval Letter .......................................................................... 82
APPENDIX IV: NACOSTI Research Permit .............................................................................. 83
**LIST OF TABLES**

Table 2.1: Summary of the Literature Reviewed and Research Gaps ......................... 24

Table 3.1: Target Population .................................................................................. 28

Table 3.2: Sample Size ......................................................................................... 28

Table 4.1: Response Rate ..................................................................................... 32

Table 4.2: Reliability Results ................................................................................ 33

Table 4.3: Size of the Organization ....................................................................... 38

Table 4.4: Response on Communication ............................................................... 39

Table 4.5: Responses on Planning ....................................................................... 41

Table 4.6: Stakeholder’s Involvement ................................................................... 43

Table 4.7: Responses on Stakeholder Involvement .............................................. 44

Table 4.8: How Often the Project are Monitored ................................................. 46

Table 4.9: Project Monitoring and Evaluation Mechanisms ............................... 47

Table 4.10: Responses on Monitoring and Evaluation ........................................ 48

Table 4.11: Responses on Project Performance .................................................... 50

Table 4.12: Performance Indicators ..................................................................... 50

Table 4.13: Correlation Analysis .......................................................................... 52

Table 4.14: Regression Model Fitness ................................................................... 53

Table 4.15: Analysis of Variance ......................................................................... 53

Table 4.16: Regression Coefficients ..................................................................... 54
LIST OF FIGURES

Figure 2.1: Conceptual Framework ............................................................................................................. 26
Figure 4.1: Gender of the Respondents ........................................................................................................ 34
Figure 4.2: Age Bracket of the Respondents ................................................................................................. 34
Figure 4.3: Position of the Respondents ....................................................................................................... 35
Figure 4.4: Years worked in the Organization ............................................................................................ 36
Figure 4.5: First Organization ...................................................................................................................... 36
Figure 4.6: Level of Education ..................................................................................................................... 37
Figure 4.7: Biggest Project Executed .......................................................................................................... 38
Figure 4.8: Communication ......................................................................................................................... 39
Figure 4.9: Project Planning ......................................................................................................................... 41
Figure 4.10: Stakeholder Involvement ....................................................................................................... 43
Figure 4.11: Effect of Stakeholder Involvement on Project Performance ................................................. 44
Figure 4.12: Project Activities Monitoring ............................................................................................... 46
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CB</td>
<td>Coordination Board</td>
</tr>
<tr>
<td>CPMSF</td>
<td>Critical Project Management Success Factors</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus /Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>HO</td>
<td>Home Office</td>
</tr>
<tr>
<td>IIRR</td>
<td>International Institute for Rural Reconstruction</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MBA</td>
<td>Master in Business Administration</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental organization</td>
</tr>
<tr>
<td>PM</td>
<td>Project Management</td>
</tr>
<tr>
<td>PMO</td>
<td>Project Management Organization</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Science</td>
</tr>
<tr>
<td>TOC</td>
<td>Theory of Constraints</td>
</tr>
<tr>
<td>UBEPI</td>
<td>Undugu Basic Education program</td>
</tr>
</tbody>
</table>
## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Process by which all parties involved in the project implementation exchange their thoughts and feeling about the project.</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>Procedures adopted in ensuring that project implementation goes on according to plan and assessing whether the project outputs match the expected.</td>
</tr>
<tr>
<td>Project management Practices</td>
<td>Planning, delegating, monitoring and control of all aspects of the project so as to achieve the project objectives within the expected performance targets.</td>
</tr>
<tr>
<td>Project Performance</td>
<td>Achievement of a set gives task as per set standards such as schedule, cost and according to client’s specification.</td>
</tr>
<tr>
<td>Project Planning</td>
<td>A procedural step in project management where required documentation is created to ensure successful project.</td>
</tr>
<tr>
<td>Project</td>
<td>Planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>The active engagement of local beneficiaries of a project’s output in project management.</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>These are persons/people who have specific and clearly definable interest in the project processes or outcome.</td>
</tr>
</tbody>
</table>
Achievement of a project means that a number of its perceived factors were attained. It is not guaranteed that project management practices will result to success of funded projects by Micro finance institutions. However, the success of projects largely depends on the way it is managed and controlled. The challenges met during the execution of project management practices has been during project planning, exceeding the set budget and going beyond its set schedule and poor quality. This study sought to determine the role of project management practices on the performance of non-governmental organizations projects within Nairobi City County, Kenya. The study also sought to find out the effect of communication, project planning, stakeholder involvement, monitoring and evaluation on the performance of non-governmental organizations projects. The study guided by theory of constraints, the contingency theory and agency theory. This study used descriptive research design. The target population of the study was 201 NGOs operating in Nairobi County. Stratified and simple random sampling was used to select 50% of the target population thus 100 NGOs in Nairobi County. This study made use of primary data. The study collected primary data by use of questionnaires. After confirming that all data filled in was accurate, descriptive statistics and inferential statistics was utilized to analyze quantitative data. Descriptive statistics included frequency distribution, percentages and measures of central tendencies (mean). Inferential statistics used included correlation and regression analysis to show the nature and magnitude of the relationships between the variables. The data was then presented in tables and graphs. On the other hand, qualitative data was coded thematically and then evaluated. Content analysis was used to analyze qualitative data that was, data collected from open ended questions. The study findings indicated that there was improved project performance due to effective use of project management practices such as communication, planning, stakeholder participation and monitoring and evaluation of project activities. The study concluded that project communication significantly affects the project outcomes, therefore, clearly establishing and managing the structures of communication on project must always be on the agenda of team leaders and management before the commencement of every project. The study further concluded that planning, stakeholder participation and monitoring and evaluation had a positive and significant effect on project performance. The study recommends that the organization should enhance and embrace active communication throughout the organization. The stakeholders and community at large needs to be sensitized to understand the need for project planning, monitoring and implementation at all levels. The study also recommends that stakeholders should be included in all pre-implementation and inception meetings as well as their views being incorporated in planning and execution.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Project is a short-term task carried out to generate products or services that are distinct within a definite ending point, and unique means and are done to are carried out in line with the strategic objectives of the organization (Ohara, 2015). Projects are executed under different ways and are different from each other in terms of size, scope, industry and as per the observation by Bradley (2012) all organizations anticipate that projects to be executed within a shorter period possible, within minimum cost but of better quality. In this regard, effective project management practices are the only means which can result to these because they lead to better management of all resources that are required for effect project performance.

Project Management involves various aspects that include how to plan, organize, monitor and control activities that are involved in a project and the involvement of all the parties in order to attain the objectives of the project within set time, budget and performance metrics (Turner, 2016). According to Adeyemi (2013) all the firms value the idea of the management of the project due to an organized procedure of project control and it is the best procedure in which dependable project results can be arrived at during execution of a new project and a influential tools that could enhance the ability of an organization to achieve better performance.

The success of a project is arriving at what the clients expects from the project and all other parties involved and attaining the rationale of the project (Arslan & Kivrak, 2014). According Chua, Kog and Loh (2013) project success requires creating proper project plan in terms of time to be taken as well as considering the key factors towards
its success. It helps the project manager and the stakeholders to arrive at better decision and focus on the success of the project.

1.1.1 Project Performance

Project performance determines the achievement of a project whereby project performance is based on the complexity of the project, arrangements in contracting, how parties involved relate to each, the skills of the project manager and capabilities of those other parties involved (Stevens, 2016). Takim, Akintoye and Kelly (2013) observe that the performance of a project is normally gauged and measured in terms of the measures based on its performance. These measures are the methods common to obtain and present the related information in terms of its inputs, project efficiency and effectiveness. Hence, project performance can be measured in terms of how much has been spent, time taken, performance of project based on quality and whether it addresses user needs.

According to Atkinson, Waterhouse and Wells (2009) successful performance of a project is attained when parties involved achieve their targets together or individually. Chua, Kog, Loh and Jaselskis (2010) noted whereas delivering the project within budget is crucial factor in determining the success of the project, similar sentiments can be attributed to the delivering the project within the period set. Chua et al. (2010) observe that project quality is seen as meeting the required set of project performance by ensuring better relationships between the stakeholders. Improving the quality of result to better quality products and services and eventually lead to satisfying customer needs.
1.1.2 Project Management Practices

Project management is the process of laying out a plan and implementing project actions so as to accomplish the set aims and goals. According to Abdi (2014), “the success of a project in accomplishing its goals is backed up by the interaction of varied factors that if poorly scrutinized and supervised can smash the project apart and obstruct the project from attaining the set purposes throughout the instigation making the project a non-performing one”. On the other hand, project implementation comprises of those practices performed to finish the work outlined in the project management plan to suit the project requirements. This involved “coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan” (Omwaka & Wanyoike, 2016; pg 21).

Stakeholder involvement in project management plays a critical role in project performance. Moodley (2012) suggests that the environment into which projects are undertaken, there are many parties involved either directly or indirectly and are distinct in the extent to which they can influence the project. Stakeholder involvement occupy a various areas in the cycle of the project and at various stages of the society and have many unique way within a series of project inputs, initial expectations of the project, sharing of the project information, consulting, making decisions, corporations empowering each other. Baroudi, Olson and Ives (2016) indicate that engaging the user in the implementation of the project results to the use of the project as well as satisfying clients’ needs.
Communication during the project implementation entails to exchange of project information that is meant to make all the stakeholders within the project to understand the progress of the project (Ruuska, 2016). The author further show that proper exchange of project information makes all the stakeholders have a sense of responsibility and ownership and the activities within the project thus leading to better working environment whereby all the project team members can carry out their assignments without being managed or forced to. According to Ssenyange (2011) communication clarifies project tasks, creates teamwork and gets all stakeholders involved in the running of the project. Therefore, communication is important even to the other staff within the organization but not only to project team members.

Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems. In this way, M&E can have influence on project performance much as there is inadequate information on this (Shapiro, 2011). According to UNDP (2009), conducting monitoring and evaluation involves a number of complementary activities of which the most important is to formulate a plan for M&E, which guide the rest of the exercise. Shapiro (2011) adds that monitoring and evaluation should be part of the project planning process and that there is need to begin gathering information about project performance in relation to targets right from the start.

Aira (2016) argues that a thriving project ought to bargain between the company’s advantages and the end users satisfaction. Success approached in project performance is considered as a foundation of concern equally to public and private sector clients. Chan and Chan, (2004) asserted that project performance measurements included and
not limited to time, budget, safety, quality and overall client satisfaction. Further, Chan noted that the classification of time is founded on the fact that performance changes with time. Thus, the performance criteria must be straightforward, achievable and once identified, they ought to be categorized according to their priority. Project performance has over time been used as a basis of project delivery across the continuum. This is especially so given the fact projects determine the threshold of objectives. Kemuma (2010) notes that there are factors that impact project performance which according to project management body of knowledge; they can be categorized into two. Those that are under the scope of the project management role, and those that are outside the project managers’ influence.

Wong and Cheung (2015) posit that “unrealistic criteria can cause failure on many projects because of the standards that are note achievable and this can generate low team self-esteem, affecting performance in projects and finally cause disappointment among the stakeholders”. Once a project is over, resources are usually required to deliver its results. Over time, a project has been defined and its performance accounted for in different ways by the different researchers. Ngach and Das (2014) argues that other than the convectional performance, measures, such as time, quality and cost of the projects for project evaluation, there are other non- convectional measures such as stakeholders’ interests, environment, health and safety and hence it is important to identify the key measures of performance.

According to The Standish Group (2013), the most vital causes for flourishing performance are appropriate project scope, communication and project management competencies. The study further highlights the significance of organizational
characteristics such as the “applied project management methodology, project management expertise, tools and infrastructure” (pg, 15). In Canada, Wideman (2011) carried out a study on Project Management of Capital Projects. He realized that project management is different from running a production facility or any other institution. In Brazil, Berssaneti and Monteiro, (2015) carried out a study to “analyze the relation between project management maturity and the project success”. Additionally, the study analyzed the “moderating effect of top management support and the assignment of a dedicated project manager; The results showed that project management maturity was significantly related to all vertices of the iron triangle (time, cost and technical performance) dimensions of success”. But, it was not related to the customers’ satisfaction dimension.

Further, Namadi, (2014) indicates that in third world countries especially Sub Saharan Africa, NGO plays a huge responsibility in society growth through varied project initiatives. Copper (2007) asserted that most NGOs have numerous projects in Africa that deal with the factors affecting humanity such as, micro finance, health, education etc. Muriungi, (2011) found that there are almost over 500 NGOs in Uganda and Tanzania and a comparable number in Kenya. However, Muriungi further affirmed that close to 35% of the many NGOs projects fail in their early stages. More concern was awarded to the collection of successful factors and giving explanation on the relationship amongst them, more willingly than classification of individual factors affecting the success of projects.

A study by Abdi (2014) established that in Kenya, over 50% of the projects have been pronounced non-performing or unsatisfactory. This figure happens to be even larger
when the NGOs projects are added. All the different geographical approach affirms that NGOs projects have their challenges that affect them in every region of the world. Omwaka and Wanyoike (2016) argued that executive project support, sufficient resources for some execution is of immense significance in showing characteristics between their final successes and failures. The researcher will therefore endeavor to establish the role of project management on the performance of non-government organizations projects within Nairobi County.

1.1.3 Non-Governmental Organizations in Kenya

According Meri (2012), Non-Governmental organization (NGO) can either be national or international in nature International NGOs have their head offices and activities controlled from their countries of origin referred to as Home Office (HO). The NGO Co-ordination Board currently controls the activities of NGOs in Kenya, which is a State Corporation established by an Act of Parliament, the Non-Governmental Organizations Co-ordination Act No. 19 of 1990. The Board's broad mandate is to register, regulate, coordinate, and facilitate all NGOs operating in Kenya. According to the Non-Governmental Organizations Co-ordination Board survey report of 2009, the international NGOs in Kenya comprise 18% of the total number of NGOs operating in the country (Muiruri, 2006).

Many of the NGOs have offices in Nairobi and carry out high impact, high resources project and operates in the fields of “health, refugees, environment, human rights, education, and key aspects of international development”. In most cases, the NGOs operate in informal settlements in an effort to fight poverty. Though there is less literature on NGOs in Nairobi, Ochieng and Matheka, (2007) indicates an NGO like
Uzima Foundation Africa its mission is to create social space and promote an enabling environment for youth empowerment. Achieng (2016), notes that the functions of NGOs in Kenya and other countries are hindered by various factors that have repercussions for NGO sovereignty. For instance “the operational environment of NGOs determines the effectiveness of programmes and projects undertaken by those NGOs; There are both external and internal environments that impinge on NGOs’ performance and output; Operational environment: Economic-Donors, Political, Social, State departments, Beneficiaries, Law, Founders. Under systems theory, organizations’ behavioral pattern largely depends on the environment (both external and internal) in which they are operating” (Achieng, 2016; 7). How NGO’s as institutions are managed or run depend on the political, social and economic conditions in the country. For instance the donors, the founders and the beneficiaries will persuade and control the NGOs operations. It is with this background that this study sets out to establish the role of project management practices on the performance of non-governmental organizations projects.

1.2 Statement of the Problem

Project performance measurement is crucial in managing projects as it enables the project manager to establish challenges in budget and scope in time and devise proper mechanisms that address these challenges (Dissanayaka & Kumaraswamy, 2013). However, Turner and Muller (2015) observe that those that are involved in the project handling, fail to take a proactive approach to overcoming the uncertainties. As a result of this, project delays and budget overruns are usually encountered due to an overlook of potential risk. Insufficient information and ineffective management of project not
only caused project cost overrun, completion delays but also termination before completion.

Non-Governmental Organizations projects continue to be common in every entity of existence additionally to the policy makers in regards to both locally and internationally developments, however, the deprived performance of projects and the disappointments of project appeared to be a common scenario (Gregg & Ana, 2016). Nearly all the projects were not accomplished in the estimated timeline, quality and budget (Rotich, 2014). Just as mirrored by Ika, Diallo and Thuillier (2012) “project failures have become a routine with majority of the projects working under complexity of risks and uncertainties, external pressures, unforeseen actions, changing needs, unreliable restrictions and contradictory resources flow, all these are harmful to projects’ success in NGO’s in Nairobi County” (pg, 12). Project teams amongst NGOs in Nairobi County are faced daily with complicated tasks associated to project implementation (Achieng, 2016). These challenges are allied amidst excessive workload, hectic activities, fragmentation and superficiality.

Several studies have been undertaken on monitoring and evaluation on project performance. For instance, Rogito (2010) carried out a research on the influence of monitoring and evaluation on YEDF projects and found out that projects are poorly implemented because few implementers have trainings in M&E, poorly done baseline survey study leading to the failure of the project. Gathoni and Ngugi (2016) study investigated drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya and observed that the stakeholders are barely updated on various CDF project progress.
Nevertheless, the study used a case study which involves a small sample. This study therefore, sought to investigate the influence of project management practices on the performance of non-governmental organizations projects within Nairobi City County, Kenya.

1.3 Objectives of the Study

The study aimed at achieving the following objectives:

1.3.1 General Objective

The general objective of this study was to investigate that effect of project management practices on the performance of non-governmental organizations projects in Nairobi City County, Kenya.

1.3.2 Specific Objectives

i. To establish the effect of communication on the performance of non-governmental organizations projects in Nairobi City County, Kenya

ii. To evaluate the effect of project planning on the performance of non-governmental organizations projects within Nairobi City County, Kenya.

iii. To assess the effect of stakeholder involvement on performance of non-governmental organizations projects within Nairobi City County, Kenya

iv. To determine the effect of monitoring and evaluation on the performance of non-governmental organizations projects within Nairobi City County, Kenya

1.4 Research Questions

i. To what extent does communication affect the performance of non-governmental organizations projects within Nairobi City County, Kenya?
ii. How does project planning affect the performance of non-governmental organizations projects within Nairobi City County, Kenya?

iii. How does stakeholder involvement affect the performance of non-governmental organizations projects within Nairobi City County, Kenya?

iv. To what extent does monitoring and evaluation affect the performance of non-governmental organizations projects within Nairobi City County, Kenya?

1.5 Significance of the Study
The findings of the study would assist management of NGOs in Kenya by providing insight on project management practices and how it affects performance of their projects and be guided in future planning. The study would be of significance to policy and decision makers in the financial sector in identifying measures to improve effective performance of projects funded by the NGOs in Kenya. Members of community who are the intended beneficiaries of funded projects would also benefit from the study as it would provide information on that can be used in decision making process. The study would create a gap on related area to other scholars.

1.6 Scope of the Study
This study sought to investigate the role of project management practices on the performance of non-governmental organizations projects within Nairobi City County Kenya. Despite the fact that there are many components of project management that influence performance of NGOs projects in Kenya, this study was limited to four variables; effect of communication, project planning, stakeholder involvement and monitoring and evaluation. This study only focused on the Non-governmental
organizations. In addition, the study targeted the management/staff of NGOs located in Nairobi City County, Kenya.

1.7 Limitations of the Study
The study could face a limitation of response rate of the sampled respondents since participants might fear victimization by the management. To overcome this, researcher assured the respondents of their privacy and confidentiality of the collected data obtained from them. Also the respondent’s names were not indicated for the purposes of confidentiality. Questionnaires were used to collect data in which the respondents were limited to the questions asked which could not make them exhaust their views. However, the questions regarding the objectives were comprehensively addressed.

1.8 Organization of the Study
This study was organized in five chapters. Chapter one constitutes the background of the study, statement of the problem, objectives, significance, scope, limitations and organization of the study. Chapter two comprises of the theoretical literature review, empirical literature review, summary of literature review and research gaps and conceptual framework. Chapter three encompasses the methodology which presents the research design, target population, sampling design, research instrument, data collection procedure, data analysis and ethical considerations. Chapter four constitutes the research findings and discussion which presents the response rate, background information, descriptive statistics, inferential statistics and analysis of qualitative data. Chapter five presents the summary, conclusion, recommendations for policy and practice, and recommendations for further study.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical literature review, empirical literature review, summary of the literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Literature Review

2.2.1 Theory of Constraints

The Theory of Constraints (TOC) developed by Goldratt (1990) is a “process aimed at identifying and removing constraints in organizational processes that are standing in the way of organizational goals” (pg, 10). TOC judgment outlines major segments of the organizations’ philosophy of continuous improvement. “It is applied to identify what factors limit an organization from achieving its goals, developing a solution to the problem and getting individuals in the process to invent the requisite changes” (pg, 10). According to Blackstone (2010), TOC has been applied to “production planning, production control and project management practices” and it helps to identify the most critical bottlenecks in the process and systems, so that performance can be improved.

Typically, all projects are administered by highlighting on the tasks delivery that structure the project and apparently sensible beliefs that if these activities are completed in expected timelines, the projects would be delivered on set timeline too. But oftenly, project management practices become a hectic exercise, ensuing in excessive pressures to meet tasks due dates and frequent re-planning of the projects.
2.2.2 Stakeholder Theory

This study was guided by stakeholder theory by Freeman (1994). According to Freeman (1994) this theory is based on management of the organization and ethical issues in business that shows the organization culture in the organizational management. The theory shows that organizations must put in mind individual matters and groups that may influence their activities when making decisions and attaining the goals of the organization (Gibson, 2000).

Stakeholder theory addresses how the organization and its micro and macro environment relate to each other and its effects on how the organization activities are conducted (Filippone, 2012). Bourne (2009) shows that stakeholders are either from within or outside the organization. For example, in a given project clients, staff, suppliers, contractors, NGOs, government, and the local community among many others comprise are stakeholders.

Hill and Jones (2012) state that stakeholder theory can be used to buy in the community trust in a project. The same view is supported by Walumbao (2011) that established that stakeholder theory provide principles in which community interests as a stakeholder are identified, analyzed and can be fulfilled. Danny (2014) opines that depending on how the community interests are identified and analyzed, decisions can be made by a firm that help the community or at least prevent harm from coming to the community. These decisions may be to play by the rules of the game, adhere to legal contracts, or act on complaints or pressure brought to bear on the firm. Stakeholder theory is used in the study to explain the stakeholder involvement variable.
2.2.3 The Contingency theory

The contingency theory of organizational structure provides a major framework for the study of organizational design (Donaldson, 1995, 2001). “It holds that the most effective organizational structural design is where the structure fits the contingencies; The contingency approach is considered a dominant, theoretical, rational, open system model at the structural level of analysis in organization theory” (Scott, 1992; pg 15). “Organizations are unique, have different contingency variables and need different methods of managing them; Contingency approach challenges the classic processes and models designed by management theorists such as Taylor and Fayol”.

In terms of monitoring and evaluation, organizations use this depending on their setup. There are varied ways managers can monitor and also provide feedback either using the bottom-up or top down feedback mechanisms. Monitoring and evaluation can be automated in some organizations. Additionally, organizations use different monitoring and evaluation tools in different stages of a project life cycle. Organizations have stakeholders dependant on their settings and what they do. Key to an organization's success in its project initiatives depends on how well it handles the relations with key groups which may include customers, employees, suppliers, communities, donors/financiers, and other stakeholders that can influence the attainment of its goals”. This theory is associated with project planning variable.

2.2.4 The Cybernetics theory

Cybernetics theory propounded by Ross Ashby and Norbert Wiener in 1960 stressed on mathematics theory of communication and control systems using regulatory feedback. A positive feedback is achieved when intended outcome is attained or may
be negative when in a situation where there is immediate response or can be delayed. Feedback can also be used to determine the efficacy of a certain communication send or in a circumstance that has already happened. Its main theme concerns how elements like digital, mechanical or biological manages its behaviour, relays, responds to and changes information or can be altered to achieve these primary tasks effectively.

This theory is relevant to the study because it shows that there is a need for the project managers to individually tell staff of new regulations and improvements within the systems of the company to permit workers to be aware and take part successfully in issues that pertain to them. Hence they need to realize whilst to apply formal or casual mode of conversation, for the reason that their primary objective is to gain effects from team of workers. Moreover, in making use of the cybernetics theory” it becomes useful for any enterprise that intends to reap worker overall performance to make sure that feedback mechanism must be sufficient either inside the attitude to work, productiveness, and better project performance. This theory explains communication variable.

2.2.5 Realistic Evaluation Theory

The realistic evaluation theory, first published by Pawson in 1997, provides a model centred on finding out what outcomes are produced from project interventions, how they are produced, and what is significant about the varying conditions in the which the interventions take place (Pawson & Tilley, 2004). Realistic evaluation deals with ‘What works for whom in what circumstances and in what respects, and how?’ (Pawson & Tilley, 2004). The model allows the evaluator to understand what aspects
of an intervention make it effective or ineffective and what contextual factors are needed to replicate the intervention in other areas (Cohen, Manion, & Morison, 2008). Realistic evaluation seeks to find the contextual conditions that make interventions effective therefore developing lessons about how they produce outcomes (Fukuda-Parr, Lopes, & Malik, 2002). This theory can greatly aid in understanding how project deliverables are produced during monitoring and evaluation process. The theory was used to explain monitoring and evaluation variable.

2.3 Empirical Literature Review

2.3.1 Communication and Project Performance

Naqvi and Aziz (2011) study examined the impact of stakeholder communication on project performance. A sample of seventy information technology projects was selected from twenty four software house differently. Data was collected using questionnaires based on the quality of communication by stakeholders used by the project managers and its effects on IT projects was obtained in a sectional manner. Data analysis comprised of frequency distribution, Pearson correlation and linear regression. The study findings showed that project outcome dependency and stakeholder communication strongly correlates with each other.

Affare (2012) carried out a study on an assessment of project communication management on construction projects in Ghana. The research sampled 97 professionals working with consultants, project clients and contractors with D1K1 classification. The research established that within the Ghanaian construction industry, there is a strong appreciation of the importance of project communication and its importance within the industry. The research also established that poor
communication had resulted in project delays, project cost overrun and project abandonment.

Afroze and Khan (2017) study investigated the impact of effective communication practices and project complexity on performance of international development projects. The effects practices in communication and complexity of projects on project performance was measured through a survey method. Questionnaires were sent to 60 international organizations working on such projects. The results of the study showed that these practices have significant and positive impact on project performance; project complexity has a minimal impact on the communication and performance relationship.

2.3.2 Project Planning and Project Performance

Novo, Landis and Haley (2017) study investigated on project planning and its role in the success of project management. The study was carried out to discover project manager skills together with its competency in leadership and how they can lead to project success. The study results revealed that planning process are directly related with the project manager competency. Similarly, the project managers leadership skills and project success is strongly correlated

Buba and Tanko (2017) study examined the influence of project planning on quality performance of construction projects. A total of 43 questionnaires were distributed to 3 key groups of respondents who included Quantity Surveyors, Builders, and Architects who were project managers in Nigeria. It was established that the ability of a project manager in giving direction is the best leadership style and contributes to the
best artistic quality of the project and also leads to better inter-functional relationships.

Yang, Huan and Wu (2011) carried out a study on the association among project planning and project success. The study used questionnaires to measure the leadership style of the project manager, the success of the project in regard to scope, budget, quality and client satisfaction. The study findings shows that better project management leadership leads to better project team members relationships. The study also revealed that teamwork spirit has a statistical significance influence on project performance.

### 2.3.3 Stakeholder Involvement and Project Performance

Njogu (2016) carried out a study on the Influence of Stakeholders Involvement on Project Performance in Nema Automobile Emission Control Project in Nairobi County, Kenya. This study adopted descriptive survey research design. The study population was 181 respondents who were managers, project managers, operation managers, supervisor and quality control officers. Stratified sampling was used adopted. The questionnaire was used to collect primary data. The study revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance.

Adan (2012) study investigated the Influence of stakeholders’ role on performance of constituency development fund projects a case of Isiolo North Constituency, Kenya. Descriptive research design was utilized. The study targeted those who represented 155 CDF projects in Isiolo North Constituency. Semi structured questionnaire and interview schedules were used to collect data. Descriptive and inferential analysis was
applied. This study found that the role of project implementation by project managers and government officials’ role led to better performance of projects.

Nyandika and Ngugi (2014) study examined the influence of stakeholders’ participation on performance of road projects at Kenya National Highways Authority (KeNHA). The study used questionnaire and interview schedules to collect both quantitative and qualitative data. The study population was 251 respondents obtained from Prequalified Contractors, KeNHA Top management (Job group 7-10) and prequalified consultants who were selected using a stratified random sampling method. The study established that the performance of roads projects is determined by project communication, feasibility study, holding seminars and conferences.

2.3.4 Monitoring and Evaluation on Project Performance

Phiri (2015) did a study on how monitoring and evaluation influence project performance in African Virtual University (AVU), Kenya. Two projects successfully implemented by AVU, the Multinational Project (MNP) and the Virtual University for Cancer Control Network (VUCCnet) were analysed through a mixed research design of ex-post facto and survey to determine a possible M&E- project performance relationship. Spearman correlation showed a positive relationship of 0.6 between M&E and project performance for both projects. The study concluded that M&E needs to be implemented in full and systematically in order to influence project performance. Considering that projects are implemented by institutions that have structures, it is hereby recommended that an M&E unit should be part of an institution.
Waithera and Wanyoike (2015) in their study looked at how project Monitoring and Evaluation influence performance of Youth Funded Agribusiness Projects in Bahati Sub-County, Nakuru County, Kenya. A census was conducted on the target population of 50 agribusiness youth funded group projects. Data was collected through structured questionnaires. Findings showed that only the training of staff had a statistically significant influence on project monitoring and evaluation performance of youth funded agribusiness projects (p value of 0.01, <0.05). The study concluded that youth fund managers should consider offering short, formal monitoring and evaluation training courses to all youth groups that apply for the funds.

Ngatia (2016) study looked at institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera Slum, Kenya. This study employed a descriptive survey research design. The target population was 138 respondents from which same sample of 122 was obtain from. The study concluded that the factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya have numerous weaknesses, which if not redressed will seriously affect the success of the program. These include funds required in carrying out some running costs of traversing the vast Narok East Sub County and payments like allowances for M&E committee are inadequate leading to poor execution of M & E activities.
### 2.4 Summary of the Literature Reviewed and Research Gaps

#### Table 2.1: Summary of the Literature Reviewed and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Focus of the Study</th>
<th>Findings</th>
<th>Knowledge gap</th>
<th>Focus of the current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affare (2012)</td>
<td>Project communication management on construction projects in Ghana.</td>
<td>A strong appreciation of the importance of project communication and its importance within the industry</td>
<td>The study was based on construction projects</td>
<td>The study was based on Projects in NGOs</td>
</tr>
<tr>
<td>Afroze and Khan (2017)</td>
<td>Effective communication practices and project complexity on performance</td>
<td>have significant and positive impact on project performance</td>
<td>Qualitative study</td>
<td>Quantitative data</td>
</tr>
<tr>
<td>Buba and Tanko (2017)</td>
<td>Project leadership on quality performance of construction projects</td>
<td>The major style in leadership was project manager capability in giving directions</td>
<td>The study was based on construction projects</td>
<td>Project planning on project performance funded by NGOs</td>
</tr>
<tr>
<td>Njogu (2016)</td>
<td>Stakeholders’ involvement on project performance in Nema Automobile Emmission Control Project</td>
<td>Stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance</td>
<td>The study was based on Nema Automobile Emmission Control</td>
<td>Stakeholder involvement on project performance funded by NGOs</td>
</tr>
<tr>
<td>Naqvi and Aziz (2011)</td>
<td>Impact of stakeholder communication on project</td>
<td>Strong correlation and dependency of project outcome on stakeholder</td>
<td>The study was qualitative in nature and therefore</td>
<td>Communication on project performance funded by</td>
</tr>
<tr>
<td></td>
<td>Outcome</td>
<td>Communication</td>
<td>Findings</td>
<td>NGOs using quantitative data</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
<td>---------------</td>
<td>-------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td><strong>Phiri (2015)</strong></td>
<td>Monitoring and evaluation and project performance</td>
<td>M&amp;E needs to be implemented in full and systematically</td>
<td>African Virtual University (AVU), Kenya projects</td>
<td>The study was based on Projects in NGOs</td>
</tr>
<tr>
<td><strong>Ngatia (2016)</strong></td>
<td>Institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects</td>
<td>Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya have numerous weaknesses</td>
<td>Focus of Kibera Slum Projects</td>
<td>The study was based on Projects in NGOs</td>
</tr>
</tbody>
</table>

*Source: Researcher (2018) and Literature Reviewed*
2.5 Conceptual Framework

The model depicted below shows the relationship between the dependent and independent variables which shows how the performance of NGO project was affected by communication, project planning, stakeholder involvement, monitoring and evaluation.

Figure 2.1: Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication</strong></td>
<td>Performance of NGO Projects</td>
</tr>
<tr>
<td>- All means of symbolic or verbal communication</td>
<td>- Time</td>
</tr>
<tr>
<td><strong>Project Planning</strong></td>
<td>- Budget</td>
</tr>
<tr>
<td>- Planning tools</td>
<td>- Quality</td>
</tr>
<tr>
<td>- Project goal &amp; linkage to organizational goal</td>
<td></td>
</tr>
<tr>
<td>- Understanding the project by project team</td>
<td></td>
</tr>
<tr>
<td><strong>Stakeholder Involvement</strong></td>
<td></td>
</tr>
<tr>
<td>- Presence of project manager</td>
<td></td>
</tr>
<tr>
<td>- Number of consultative meetings</td>
<td></td>
</tr>
<tr>
<td><strong>Monitoring and Evaluation</strong></td>
<td></td>
</tr>
<tr>
<td>- Monitoring system</td>
<td></td>
</tr>
<tr>
<td>- Monitoring schedule</td>
<td></td>
</tr>
<tr>
<td>- Project site visit</td>
<td></td>
</tr>
</tbody>
</table>

(Source: Author 2017)
CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter comprises of research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedure, data analysis and ethical considerations.

3.2 Research Design

The researcher adopted descriptive survey design. Descriptive research design is primarily concerned to address exact attributes of a precise population during a certain period of time for comparison purpose (Rice, 2007; pg. 25). Further, (Lewis, Saunders and Thornhill, 2009) points out that descriptive research designs are characterized by systematic collections of information from subjects of a given population through questionnaire. The survey design was appropriate for this study because the researcher did not manipulate the variables. A descriptive research survey design provides an appropriate technique of collecting data in regards to the study variables on project management practices. This design is preferred because it makes enough provision for protection against bias and maximizes reliability (Kothari 2012). The descriptive design is able to give more information concerning the variable in question as this study design is chosen where the research requires a description of a phenomena or an object.

3.3 Target Population

Target population is the sum total of elements about which inferences are to be made. According to the Kenya Business Directory, there are 201 NGOs working in Nairobi City County which comprised the study population. Thairu (2011) opined that “the
major sectors in which NGOs operate in include; Education, Health, Environment, Relief, and Economic Empowerment”. All the NGO's operating within Nairobi County comprised the target population of this study.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>No.</th>
<th>Stratum</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Health</td>
<td>29</td>
</tr>
<tr>
<td>2.</td>
<td>Economic/Microfinance</td>
<td>57</td>
</tr>
<tr>
<td>3.</td>
<td>Relief</td>
<td>39</td>
</tr>
<tr>
<td>4.</td>
<td>Education</td>
<td>29</td>
</tr>
<tr>
<td>5.</td>
<td>Environment</td>
<td>11</td>
</tr>
<tr>
<td>6.</td>
<td>Women</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>201</td>
</tr>
</tbody>
</table>

3.4 Sampling Design and Sample Size

From the list of 201 NGOs, the organizations range from one-man organizations, to NGOs employing hundreds of employees. Since it is not possible to study all the NGOs operating in Nairobi City County, and since they have a vastly differing number of projects handled each year, the study adopted stratified random sampling to select the respondents. The stratified sampling technique implied that several organizations were picked from each of the strata namely; health, economic, relief, education, environment, and women. According to Kothari (2012), a representative is one that is at least 10% of the population of interest. Therefore, from each stratum NGOs were selected to make a sample of 100 NGOs project managers which represented 50% of the population.

Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>No.</th>
<th>Stratum</th>
<th>Population</th>
<th>Sample 50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Health</td>
<td>29</td>
<td>14</td>
</tr>
<tr>
<td>2.</td>
<td>Economic/Microfinance</td>
<td>57</td>
<td>29</td>
</tr>
<tr>
<td>3.</td>
<td>Relief</td>
<td>39</td>
<td>19</td>
</tr>
<tr>
<td>4.</td>
<td>Education</td>
<td>29</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td>5.</td>
<td>Environment</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>Women</td>
<td>36</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>201</td>
<td>100</td>
</tr>
</tbody>
</table>

### 3.5 Data collection Instrument

The main instrument that was used for collection of data was questionnaires. The study used structured questionnaire including open and closed questions to gather information for this study. The information collected through the questionnaires formed part of the “qualitative approach in the research as it explores in depth the research topic and ensures that the major details that are important to the whole study being conducted have been effectively studied” (Kombo and Tromp, 2006; pg. 35).

#### 3.5.1 Instrument Validity

Orodho (2009) defines validity as the accurateness and accuracy of the deductions that are made on the basis of the study findings. Validity of the research instruments was done through expert judgment by the supervisor and the researcher to ensure there was no potential biasing effect of different items on the questionnaire. It also helped ascertain the feasibility of the study techniques and perfect the questionnaires concepts and working.

#### 3.5.2 Instrument Reliability

Kothari (2011) defines reliability as the degree to which a measuring instrument provides constant outcomes on repetitive trials. The method used in assessing reliability of the research instruments, was the internal consistency method. Using this method, scores attained in an item are interrelated to a score attained from other items in the instrument (Mugenda and Mugenda2003). Consequently, the Cronbach’s Coefficient Alpha (the general form of the Kunder-Richardson 20 formula) was
calculated to establish how the objects correlated among themselves. SPSS statistical software was used in this process, to give the K-R20 reliability index.

3.6 Data Collection Procedure

The researcher administered the questionnaires to the appropriate respondents in an attempt to attain the needed information. The questionnaires were managed through a drop and pick later method because of the busy schedule of the target respondents. This lessened the altitude of interferences with their everyday activities and operations of the organizations.

3.7 Data analysis and Presentation

Analysis involved examining the coded data critically and making inferences. Quantitative analysis was also done in this study. This required the use of computer spread sheet and hence the Statistical Package for Social Sciences (SPSS) was used. Quantitative analysis consisted measuring of numerical values from which descriptive such as frequency, counts, means, percentage and standard deviations are used. The study findings were presented using figures, bar charts and tables. Responses to open ended questions were analyzed through content analysis which involved discussion in prose and later compared to reviewed literature.

Inferential statistics were also conducted to “show the nature and magnitude of relations established between the independent and dependent variables using regression analysis to make inferences from the data collected to more generalized conditions”’. The regression analysis took the following model:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \]

Whereby:
$$Y = \text{Performance of NGO Projects}$$

$$\beta_0 = \text{Constant}$$

$$\beta_1 \cdot \beta_4 = \text{Beta coefficients}$$

$$X_1 = \text{Communication}$$

$$X_2 = \text{Project Planning}$$

$$X_3 = \text{Stakeholder involvement}$$

$$X_4 = \text{Monitoring and evaluation}$$

$$\varepsilon = \text{Error term}$$

### 3.8 Ethical Consideration

Ethical consideration is paramount for every study. Ethical issues apply to all research approaches and to every stage of research that is, in the identification of the research problem, data collection, data analysis and interpretation, and lastly in the writing and dissemination of the research (Creswell, 2009). Ethical issues involve matters of access, “confidentiality and anonymity of the participants, the participants’ consent as well as legal issues like intellectual ownership, confidentiality, privacy, access and acceptance and deception” (Johnson and Christensen, 2008). Since this study concerned sensitive issues and stakeholder involvement, the highlighted ethical considerations were adhered to. This involved applying for research permit, informed consents, acknowledged cited sources, authenticated reporting and confidentiality and anonymity of the respondents. The respondents were assured of their confidentiality that no one would be victimized for information he or she provided since the study was only used for academic purpose.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study based on the descriptive analysis and regression analysis of the data obtained from the field. The response rate is given first followed by the background information of the study, descriptive statistics and regression analysis.

4.2 Response Rate

The number of questionnaires, administered to all the respondents, was 100. A total of 72 questionnaires were properly filled and returned from the NGOs in Nairobi city county, Kenya. This represented an overall successful response rate of 72%. This is supported by Wimmer and Dominick (2012) who asserts that a response rate of 21% – 70% is acceptable for self-administered questionnaires and guarantees accuracy and minimizes bias.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful</td>
<td>72</td>
<td>72%</td>
</tr>
<tr>
<td>Unsuccessful</td>
<td>28</td>
<td>28%</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100%</td>
</tr>
</tbody>
</table>
4.3 Reliability Tests Results

Table 4.2: Reliability Results

<table>
<thead>
<tr>
<th>Research Variable</th>
<th>Cronbach's Alpha Index</th>
<th>Number of Items</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>0.702</td>
<td>6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Project Planning</td>
<td>0.811</td>
<td>6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Stakeholder Involvement</td>
<td>0.763</td>
<td>4</td>
<td>Reliable</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>0.754</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>0.834</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Aggregate</td>
<td>0.773</td>
<td>26</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Pilot Data (2018)

The results in Table 4.2 shows that the indicators of organizational performance had the highest reliability ($\alpha=0.834$), followed by project planning ($\alpha=0.811$), stakeholder involvement ($\alpha=0.763$), monitoring and evaluation ($\alpha=0.754$) and communication ($\alpha=0.702$). Orodho (2005) observe that an alpha coefficient of 0.7 shows that the instruments are reliable. In line with this, the results of the reliability test conducted through pilot study was 0.773 which showed a good reliability.

4.4 Demographic Information

4.4.1 Gender of the Respondents

The study sought to find out the respondents’ gender. Results were presented in Figure 4.1. Fifty six percent (56%) of the respondents were male and 44% were female. This implies that Non-Government Organizations is a male dominated field.
4.4.2 Age Bracket of the Respondents

The study sought to establish the age bracket of the respondents. Results in Figure 4.2 revealed that 36.1% of the respondents were aged between 36-45 years while 25% of the respondents were aged between 46 to 55 years and 23.6% were between 21 and 35 years. Only 15.3% of the respondents were over 56 years of age. The finding of the study implies that the industry is dominated by mature people who have a lot of experience as they were also in management therefore knowledgeable on the project management practices that enhance performance in their respective firms.
4.4.3 Position of the Respondents

The respondents were asked to indicate their positions at the organization. Results on Figure 4.3 indicate that 38.9% of the respondents were project officer, 37.5% were project coordinators while 23.6% were project managers. The findings imply that the respondents were in management hence had knowledge about the issues that the researcher was looking for.

![Position of the Respondents](image)

Figure 4.3: Position of the Respondents

4.4.4 Number of Years Worked

In regards to the number of years the respondents had worked in the organization; Figure 4.4 shows that 42% of the respondents indicated they had worked for the organization for less than 3 years while 37% indicated 3 to 5 years and 21% of the respondent indicated more than 5 years. The findings imply that the respondents had been in the organizations for a lengthy period of time and hence had knowledge on all the project activities that take place. It also means that they had lots of experience in regards to the area of interest and hence were of great help in setting the direction of this study.
Figure 4.4: Years worked in the Organization

4.4.5 Organization

The respondents were asked to indicate if this was their first organization to work in. Figure 4.5 illustrates that 79% indicated yes while 21% indicated no, it was not the first organization.

Figure 4.5: First Organization
4.4.6 Level of Education

The study sought to find out the highest level of education for the respondents. The findings in Figure 4.6 illustrates that 34.9% of the respondents had reached degree level, while 31.9% of the respondents had attained a diploma and 16.7% had a masters degree. Another 16.7% of the respondents had attained high school certificates. The findings imply that project management has become an area of interest and most organizations are going with the project way to manage their organizations hence the need to have competitive employees as they are the most important and strategic asset for competitiveness in any filed.

![Figure 4.6: Level of Education](image)

4.4.7 Size of the Organization

The study sought to find out the size of the organizations in terms of number of projects they handled per year. Table 4.2 shows that 47.2% of the respondents indicated over 20 projects, 30.6% indicated between 10-20 projects while 16.7% indicated between 5-10 projects and 5.6% indicated between 1-5 projects.
### Table 4.3: Size of the Organization

<table>
<thead>
<tr>
<th>Number of Projects</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–5 projects</td>
<td>4</td>
<td>5.6</td>
</tr>
<tr>
<td>5–10 projects</td>
<td>12</td>
<td>16.7</td>
</tr>
<tr>
<td>10–20 projects</td>
<td>22</td>
<td>30.6</td>
</tr>
<tr>
<td>Over 20 projects</td>
<td>34</td>
<td>47.2</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100</td>
</tr>
</tbody>
</table>

#### 4.4.8 Biggest Project Executed

The respondents were asked to indicate how old the biggest project they had executed as an organization was. Figure 4.7 illustrates that 43% of the respondents indicated between 1-2 years, 33% indicated above 2 years and 24% indicated less than 1 year.

![Figure 4.7: Biggest Project Executed](image)

#### 4.5 Descriptive Statistics

##### 4.5.1 Communication and Project Performance

The study sought to establish what extent does communication influence project success. The study findings in figure 4.8 illustrates that’s 68.1% indicated that communication influenced project success to a large extent, 20.8% indicated to a very large extent while 6.9% indicated to a small extent.
Table 4.4: Response on Communication

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication connects every member of the project team to a common set of strategies thereby leading to high project performance</td>
<td>2.8%</td>
<td>4.2%</td>
<td>19.4%</td>
<td>16.7%</td>
<td>56.9%</td>
<td>4.21</td>
</tr>
<tr>
<td>Exchange of information among stakeholders</td>
<td>2.8%</td>
<td>5.6%</td>
<td>8.3%</td>
<td>66.7%</td>
<td>16.7%</td>
<td>3.89</td>
</tr>
<tr>
<td>Feedback to/from project staff to/from users</td>
<td>1.4%</td>
<td>5.6%</td>
<td>16.7%</td>
<td>75.0%</td>
<td>1.4%</td>
<td>3.69</td>
</tr>
<tr>
<td>Availability of information for decision-making</td>
<td>2.8%</td>
<td>2.8%</td>
<td>6.9%</td>
<td>86.1%</td>
<td>1.4%</td>
<td>3.81</td>
</tr>
<tr>
<td>Application of project management tools</td>
<td>0.0%</td>
<td>2.8%</td>
<td>4.2%</td>
<td>83.3%</td>
<td>9.7%</td>
<td>4.00</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>2.0%</td>
<td>4.2%</td>
<td>11.1%</td>
<td>65.6%</td>
<td>17.2%</td>
<td>3.92</td>
</tr>
</tbody>
</table>

Table 4.3 shows that 73.6% of the respondents agreed that communication connected every member of the project team to a common set of strategies thereby leading to high project performance, 83.4% agreed that exchange of information among stakeholders and 76.4% agreed that feedback to/from project staff to/from users. In addition, 87.5% of the respondents agreed that availability of information for
decision-making and 93% agreed that application of project management tools influenced performance of NGOs projects to a great extent. The mean score for responses for this section was 3.92 which indicates that majority of the respondents agreed that communication was a key determinant of performance of NGOs projects in Nairobi City County, Kenya.

These findings are in line with the findings of Naqvi and Aziz (2011) whose study findings showed that project outcome dependency and stakeholder communication strongly correlates with each other. Affare (2012) research also established that poor communication had resulted in project delays, project cost overrun and project abandonment. Afroze and Khan (2017) study results of the study showed that these practices have significant and positive impact on project performance; project complexity has a minimal impact on the communication and performance relationship.

4.5.2 Project Planning and Project Performance

The respondents were asked to rate the project planning process of your project. Figure 4.9 illustrates that 69.4% of the respondents rated the project planning of their project as excellent while 20.8% indicated good and 9.7% respondents indicated fair.
Figure 4.9: Project Planning

Table 4.5: Responses on Planning

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project planning aids in communicating project objectives and strategies and the ways to achieve them</td>
<td>2.8%</td>
<td>4.2%</td>
<td>19.4%</td>
<td>16.7%</td>
<td>56.9%</td>
<td>4.21</td>
</tr>
<tr>
<td>Project planning lead to achievement of project goals of completion within time and resources</td>
<td>2.8%</td>
<td>4.2%</td>
<td>19.4%</td>
<td>16.7%</td>
<td>56.9%</td>
<td>4.21</td>
</tr>
<tr>
<td>Lack of a work breakdown structure in project leads to failure of projects</td>
<td>2.8%</td>
<td>8.3%</td>
<td>8.3%</td>
<td>22.2%</td>
<td>58.3%</td>
<td>4.25</td>
</tr>
<tr>
<td>Risk planning motivates project members and lead to achievement of project goals</td>
<td>0.0%</td>
<td>1.4%</td>
<td>2.8%</td>
<td>81.9%</td>
<td>13.9%</td>
<td>4.08</td>
</tr>
<tr>
<td>Members’ involvement in budget development and time estimation motivates them and lead to achievement of project goals</td>
<td>0.0%</td>
<td>1.4%</td>
<td>1.4%</td>
<td>77.8%</td>
<td>19.4%</td>
<td>4.15</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>1.7%</td>
<td>3.9%</td>
<td>10.3%</td>
<td>43.1%</td>
<td>41.1%</td>
<td>4.18</td>
</tr>
</tbody>
</table>
Table 4.4 shows that 73.6% of the respondents agreed that project planning aids in communicating project objectives and strategies and the ways to achieve them, 73.6% agreed that project planning led to achievement of project goals of completion within time and resources and 80.5% agreed that lack of a work breakdown structure in project led to failure of projects. Ninety five point eight of the respondents agreed that risk planning motivated project members and led to achievement of project goals and 97.2% agreed that members’ involvement in budget development and time estimation motivated them and led to achievement of project goals. The mean score for responses for project planning was 4.18 which indicated that majority of the respondents agreed that project planning was a key determinant of performance of NGOs projects in Nairobi City County, Kenya.

These findings concur with the findings of Novo et al. (2017) study investigated on project planning and its role in the success of project management and the study results revealed that leadership traits are directly related with the project planning competency. Similarly, the project managers leadership skills and project success is strongly correlated. Buba and Tanko (2017) study examined the influence of project planning on quality performance of construction projects and established that the ability of a project manager in giving direction is the best project planning and contributes to the best artistic quality of the project and also leads to better inter-functional relationships.

4.5.3 Stakeholder Involvement and Project Performance

The study sought to find out whether the stakeholders were involved in planning for project success. Majority of the respondents (79%) indicated yes they were involved
while 21% indicated the stakeholders were not involved. The findings are resented in figure 4.10 below.

![Figure 4.10: Stakeholder Involvement](image)

The respondents were asked to indicate the extent to which the stakeholders were involved in planning for success. Table 4.5 shows that 45.8% of the respondents indicated to a very large extent while 11.1% indicated to a large extent and 16.7% indicated to a small extent.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very small</td>
<td>1</td>
</tr>
<tr>
<td>Small extent</td>
<td>12</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Large extent</td>
<td>8</td>
</tr>
<tr>
<td>Very large extent</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>57</td>
</tr>
</tbody>
</table>

The study sought to establish to what extent does their involvement influence project success; figure 4.11 reveals that 52.8% of the respondents indicated to a large extent while 34.7 indicated to a very large extent.
Table 4.7: Responses on Stakeholder Involvement

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying the needs and problems of the various groups leads to achieving project goals</td>
<td>2.8%</td>
<td>4.2%</td>
<td>19.4%</td>
<td>16.7%</td>
<td>56.9%</td>
<td>4.21</td>
</tr>
<tr>
<td>Involving stakeholder in monitoring of project progress leads to project success</td>
<td>2.8%</td>
<td>8.3%</td>
<td>8.3%</td>
<td>22.2%</td>
<td>58.3%</td>
<td>4.25</td>
</tr>
<tr>
<td>Lack to mobilize resources in advance has negative impact on project performance</td>
<td>0.0%</td>
<td>1.4%</td>
<td>2.8%</td>
<td>81.9%</td>
<td>13.9%</td>
<td>4.08</td>
</tr>
<tr>
<td>Assuming responsibilities to plan by all members motivates them into achieving project goals</td>
<td>0.0%</td>
<td>1.4%</td>
<td>1.4%</td>
<td>77.8%</td>
<td>19.4%</td>
<td>4.15</td>
</tr>
<tr>
<td>Assessing the individual and collective actions greatly influence performance of the projects</td>
<td>1.4%</td>
<td>6.9%</td>
<td>0.0%</td>
<td>75.0%</td>
<td>16.7%</td>
<td>3.99</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>1.4%</td>
<td>4.4%</td>
<td>6.4%</td>
<td>54.7%</td>
<td>33.0%</td>
<td>4.14</td>
</tr>
</tbody>
</table>

Figure 4.11: Effect of Stakeholder Involvement on Project Performance
Table 4.6 shows that 73.6% of the respondents agreed that identifying the needs and problems of the various groups leads to achieving project goals, 80.5% agreed that involving stakeholder in monitoring of project progress leads to project success and 95.8% agreed that lack to mobilize resources in advance had negative impact on project performance. In addition, 97.2% of the respondents agreed that assuming responsibilities to plan by all members motivated them into achieving project goals and 91.7% agreed that assessing the individual and collective actions greatly influenced performance of the projects. The mean score for responses for stakeholder involvement was 4.14 which indicated that stakeholders’ involvement influenced greatly the performance of NGOs projects in Nairobi City County, Kenya.

These findings agree with the findings of Njogu (2016) who carried out a study on the Influence of Stakeholders Involvement on Project Performance in Nema Automobile Emmission Control Project in Nairobi County, Kenya and revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance. Adan (2012) study investigated the Influence of stakeholders’ role on performance of constituency development fund projects a case of Isiolo North Constituency, Kenya and found that the role of project implementation by project managers and government officials’ role led to better performance of projects.

4.5.4 Monitoring and Evaluation and Project Performance

The study sought to find out whether the project activities monitored to enhance project success. Figure 4.12 shows that 79% of the respondents indicated that the
project activities were monitored while 21% indicated that the project activities were not monitored.

**Figure 4.12: Project Activities Monitoring**

The study sought to find out how often the project monitoring was carried out in the organizations; Table 4.7 reveals that 40.3% indicated quarterly while 36.1% indicated monthly and 23.6% indicated weekly.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly</td>
<td>17</td>
</tr>
<tr>
<td>Monthly</td>
<td>26</td>
</tr>
<tr>
<td>Quarterly</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
</tr>
</tbody>
</table>

**Table 4.8: How Often the Project are Monitored**

The study sought to determine the various practical project monitoring and evaluation mechanisms that determine the performance of projects. Table 4.8 shows that documentation of project activities was ranked highly by 56.9% of the respondents followed by field visits and regular reporting at 51.4%. Ongoing monitoring and evaluation and terminal project evaluation were ranked third at 31.9%.
<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Moderately</th>
<th>Highly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field visits</td>
<td>16.7%</td>
<td>31.9%</td>
<td>51.4%</td>
</tr>
<tr>
<td>Stakeholders/project members meetings</td>
<td>25.0%</td>
<td>44.4%</td>
<td>30.6%</td>
</tr>
<tr>
<td>Documentation of project activities</td>
<td>4.2%</td>
<td>38.9%</td>
<td>56.9%</td>
</tr>
<tr>
<td>Regular reporting.</td>
<td>16.7%</td>
<td>31.9%</td>
<td>51.4%</td>
</tr>
<tr>
<td>Ongoing monitoring and evaluation</td>
<td>22.2%</td>
<td>45.8%</td>
<td>31.9%</td>
</tr>
<tr>
<td>Terminal project evaluation</td>
<td>22.2%</td>
<td>45.8%</td>
<td>31.9%</td>
</tr>
</tbody>
</table>
The study findings on Table 4.9 indicate that 80.5% of the respondents agreed that the expensive nature of monitoring and evaluation hindered the success of the projects, 95.8% agreed that monitoring and evaluation was carried out to ensure projects were completed within the set time and 97.2% agreed that the monitoring and evaluation framework put in place made it easy to achieve the set goals and objectives. Furthermore, 91.7% of the respondents agreed that monitoring and evaluation ensured that the team remains focused on activities that relate to the project objectives and 73.6% agreed that carrying out monitoring and evaluation reduced the risks that the project might encounter. The mean score for responses for this section was 4.12
which indicate that majority of the respondents agreed that monitoring and evaluation influenced greatly the performance of NGOs projects in Nairobi City County, Kenya. These findings concur with the findings of Waithera and Wanyoike (2015) who in their study looked at how project Monitoring and Evaluation influence performance of Youth Funded Agribusiness Projects in Bahati Sub-County, Nakuru County, Kenya found that only the training of staff had a statistically significant influence on project monitoring and evaluation performance of youth funded agribusiness projects. Ngatia (2016) study looked at institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera Slum, Kenya and concluded that the factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya have numerous weaknesses, which if not redressed will seriously affect the success of the program.

4.5.5 Project Performance

The respondents were asked to rank various factors in relation to their effect on the performance of NGOS in Kenya. The factors were communication, planning, stakeholder participation and monitoring and evaluation. Table 4.10 shows that stakeholder participation was ranked highly with a mean score of 4.25 followed by planning with a mean score of 4.21. Communication attracted a mean of 4.15 while monitoring and evaluation had the lowest mean of 4.08. The findings imply that all the factors had a great effect on performance of NGOs projects in Nairobi City County, Kenya.
Table 4.11: Responses on Project Performance

<table>
<thead>
<tr>
<th></th>
<th>Least Important</th>
<th>Slightly Important</th>
<th>Moderately Important</th>
<th>Important</th>
<th>Very Important</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>1.4%</td>
<td>4.2%</td>
<td>6.9%</td>
<td>52.8%</td>
<td>34.7%</td>
<td>4.15</td>
</tr>
<tr>
<td>Planning</td>
<td>2.8%</td>
<td>4.2%</td>
<td>19.4%</td>
<td>16.7%</td>
<td>56.9%</td>
<td>4.21</td>
</tr>
<tr>
<td>Stakeholder participation</td>
<td>2.8%</td>
<td>8.3%</td>
<td>8.3%</td>
<td>22.2%</td>
<td>58.3%</td>
<td>4.25</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>0.0%</td>
<td>1.4%</td>
<td>2.8%</td>
<td>81.9%</td>
<td>13.9%</td>
<td>4.08</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>1.8%</td>
<td>4.5%</td>
<td>9.4%</td>
<td>43.4%</td>
<td>41.0%</td>
<td>4.17</td>
</tr>
</tbody>
</table>

The study sought to rank the performance indicators using the three crucial factors which are budget, time and objectives. Table 4.11 indicates that budget was ranked within the range by majority of the respondents (51.4%), while 48.6% of the respondents indicated that time was also within the range and 41.7% of the respondents indicated that objectives were below the range. Takim, Akintoye and Kelly (2013) observe that the performance of a project is normally gauged and measured in terms of the measures based on its performance. These measures are the methods common to obtain and present the related information in terms of its inputs, project efficiency and effectiveness.

Table 4.12: Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th>Below the range</th>
<th>Within the range</th>
<th>Beyond the range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>9.7%</td>
<td>51.4%</td>
<td>38.9%</td>
</tr>
<tr>
<td>Time</td>
<td>16.7%</td>
<td>48.6%</td>
<td>34.7%</td>
</tr>
<tr>
<td>Objectives</td>
<td>41.7%</td>
<td>37.5%</td>
<td>20.8%</td>
</tr>
</tbody>
</table>
4.6 Inferential Statistics

4.6.1 Correlation Analysis

To establish whether there is a linear relationship between the study variables, the study adopted the Pearson product of moment’s correlation coefficients as presented in Table 4.12 below (see page 50). Results indicated that there was a positive and significant relationship between project performance and all the independent variables. This reveals that any positive change in communication, project planning, stakeholder participation and monitoring and evaluation lead to improved project performance.

The results indicated that there exists a positive and significant \( r=0.521, p<0.000 \) correlation between communication and performance. This implies that when communication effectiveness improves the performance also improves greatly. This therefore in furtherance means that for any project to be successful good communication structures should be put in place.

The study findings also indicates that there is a positive and significant \( r=0.805, p>0.000 \) relationship between performance and project planning. This means that project performance is highly associated with good planning from the onset of the project.

In addition, results show that there was a positive and significant connection between stakeholder participation/involvement and performance of NGOs projects in Nairobi City County, Kenya. This reveals that any positive change in stakeholder involvement and participation led to improved performance. Finally, the study findings indicated that there existed a positive and significant \( r=0.673, p>0.000 \) association between
performance and monitoring and evaluation. The findings imply that as the organization embraces monitoring and evaluation practices during project implementation the higher the success rate of the said project.

**Table 4.13: Correlation Analysis**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Performance</th>
<th>Communication</th>
<th>Planning</th>
<th>Stakeholder Involvement</th>
<th>Monitoring and Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>Pearson Correlation</td>
<td>Sig. (2-tailed)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Pearson Correlation</td>
<td>Sig. (2-tailed)</td>
<td>.521**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td>Pearson Correlation</td>
<td>Sig. (2-tailed)</td>
<td>.805**</td>
<td>.501**</td>
<td>1</td>
</tr>
<tr>
<td>Stakeholder Involvement</td>
<td>Pearson Correlation</td>
<td>Sig. (2-tailed)</td>
<td>.800**</td>
<td>.424**</td>
<td>.778**</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>Pearson Correlation</td>
<td>Sig. (2-tailed)</td>
<td>.673**</td>
<td>.292*</td>
<td>.557**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.013</td>
<td>.000</td>
</tr>
</tbody>
</table>

**4.6.2 Regression Analysis**

In order to ascertain the statistical significance of the predictor variables on the dependent variable (project performance) regression model analysis was employed. The results presented in the Table 4.13 below indicate that the goodness of fit for the regression of independent variables and project performance was satisfactory. An R squared of 0.754 indicates that 75.4% of the variations in NGOs project performance are jointly accounted for by the variations in communication, project planning, stakeholder participation as well as monitoring and evaluation. From the model the adjusted $R^2$ was 0.74 which indicates that communication, project planning,
stakeholder involvement/participation, monitoring and evaluation explained 74% of variations in project performance. The correlation coefficient of 86.9% indicated that the combined effect of the predictor variables has a strong and positive correlation with project performance. This also meant that a change in the drivers of project performance (communication, project planning, stakeholder involvement/participation, monitoring and evaluation) had a strong and a positive effect on project performance.

Table 4.14: Regression Model Fitness

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>.869</td>
</tr>
<tr>
<td>RSquare</td>
<td>.754</td>
</tr>
<tr>
<td>Adjusted RSquare</td>
<td>.74</td>
</tr>
<tr>
<td>Std. Error of the Estimate</td>
<td>.25027</td>
</tr>
</tbody>
</table>

Table 4.14 below shows the results for the model and indicates that the overall model is significant, that is, communication, project planning, stakeholder involvement, monitoring and evaluation are good joint explanatory variables for project performance ($F = 51.477$, p-value=0.000). The findings imply that all the independent variables were statistically significant in explaining changes in project performance. This is demonstrated by a p value of 0.000 which is less that the acceptance critical value of 0.05.

Table 4.15: Analysis of Variance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>12.897</td>
<td>4</td>
<td>3.224</td>
<td>51.477</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>4.197</td>
<td>67</td>
<td>0.063</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17.094</td>
<td>71</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4.16: Regression Coefficients

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta</th>
<th>Std. Error</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-0.155</td>
<td>0.33</td>
<td>-0.468</td>
<td>0.642</td>
</tr>
<tr>
<td>Communication</td>
<td>0.147</td>
<td>0.073</td>
<td>2.013</td>
<td>0.048</td>
</tr>
<tr>
<td>Planning</td>
<td>0.394</td>
<td>0.095</td>
<td>4.16</td>
<td>0.000</td>
</tr>
<tr>
<td>Stakeholder Involvement</td>
<td>0.308</td>
<td>0.148</td>
<td>2.084</td>
<td>0.041</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>0.206</td>
<td>0.098</td>
<td>2.105</td>
<td>0.039</td>
</tr>
</tbody>
</table>

Regression results in Table 4.15 indicated that the relationship between communication and performance was positive and significant (beta=0.147, p value, 0.048). This implies that an increase in communication effectiveness by 1 unit leads to improved performance of NGOs by 0.147 units. Results further indicate that project planning and performance had a positive and significant relationship (beta=0.394, p value, 0.000). This implies that an increase in project planning effectiveness by 1 unit leads to improved performance of NGOs projects by 0.394 units.

The study findings also indicated that stakeholder involvement had a positive and significant relationship with project performance (beta=0.308, p value, 0.041). This implies that an increase in stakeholder involvement effectiveness by 1 unit leads to improved performance of NGOs projects by 0.308 units. Finally, the study findings indicated that monitoring and evaluation had a positive and significant relationship with performance (beta=0.206, p value, 0.039). This implies that an increase in monitoring and evaluation effectiveness by 1 unit leads to improved performance of NGOs projects by 0.206 units.
According to Ssenyange (2011) communication clarifies project tasks, creates teamwork and gets all stakeholders involved in the running of the project. Moodley (2012) suggests that the environment into which projects are undertaken, there are many parties involved either directly or indirectly and are distinct in the extent to which they can influence the project. According to Kusek and Rist (2014), one of the most powerful tools that influence proper implementation of a project is Monitoring and Evaluation (M&E). Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems.
5.1 Introduction

This chapter finalizes the study by proving the summary of key findings, conclusions and recommendations. The summary, conclusions and recommendations are aligned to the specific objectives of the study.

5.2 Summary of Major Findings

The study sought to investigate the effects of project management practices on the performance of non-governmental organizations projects in Nairobi City County, Kenya. The study specifically examined how communication, project planning, stakeholder involvement and monitoring and evaluation affect the project performance. Descriptive research survey research design was used. Data was collected using questionnaires which was analysed using descriptive research design and inferential statistics. The summary of the findings is presented as follows.

5.2.1 Communication and Performance

The study findings indicated that communication was a key determinant of performance of NGOs projects in Nairobi City County, Kenya. Descriptive statistics indicated that the respondents agreed that communication connected every member of the project team to a common set of strategies thereby leading to high project performance. The findings imply that communication is very crucial in conveying information to all the stakeholders and thus enhance project performance and its success.
5.2.2 Project Planning and Performance

The study findings indicated that project planning influenced performance to a great extent with a mean aggregate score of 4.18. Descriptive statistics indicated that the respondents agreed that project planning aids in communicating project objectives and strategies and the ways to achieve them, project planning led to achievement of project goals of completion within time and resources, risk planning motivated project members and led to achievement of project goals and members’ involvement in budget development and time estimation motivated them and led to achievement of project goals. Regression and correlation results revealed a positive significant relationship between project planning and performance of NGOs projects in Nairobi City County, Kenya.

5.2.3 Stakeholder Involvement and Performance

The study findings indicated that stakeholder involvement influenced greatly the performance of NGOs projects in Nairobi City County, Kenya. Regression and correlation results revealed that stakeholder involvement and performance had a positive and significant relationship. Descriptive statistics indicated that stakeholder involvement influenced the performance of NGOs projects in Nairobi City County, Kenya to a great extent with a mean of 4.14. The respondents agreed that identifying the needs and problems of the various groups led to achieving project goals, involving stakeholder in monitoring of project progress leads to project success and assuming responsibilities to plan by all members motivated them into achieving project goals. The findings imply that stakeholder participation and involvement in decision making is vital in that they can decide whether the project succeeds or fails. It is therefore
important to involve the stakeholders from the planning stages to the project implementation.

5.2.4 Monitoring and Evaluation and Performance

The study findings indicated that monitoring and evaluation of project activities was carried out to enhance project success. The aggregate mean score for monitoring and evaluation was 4.12 which indicated that monitoring and evaluation influenced project performance to a great extent. Correlation and regression analysis revealed that there was a positive and significant relationship between monitoring and evaluation and performance of NGOs projects in Nairobi City County, Kenya.

5.3 Conclusions

Based from the study; it was possible to conclude that there was increased and improved performance in NGOs projects due to effective project management practices adopted in the projects.

The study concludes that communication influences performance of NGOs project in Nairobi City County, Kenya. Project communication strongly affects the project outcomes, therefore, evidently ascertaining and management of communication structure for the project ought to be in the team leaders and management plan before the project commences. Successful and well-organized communications can revolutionize the outcomes of projects even if there are significant risks’ at the commencement stage.

The study concludes that project planning influenced performance of NGOs projects in Nairobi City County, Kenya. The study established that there were clear objectives and goals that were laid down by the organization which were to be achieved as a set
duration of time. The finding further concludes that the project goal related to the overall organizational goal and it was well coordinated by the project team. It can also be concluded that planning ensured employees and other stakeholders were working toward common goals, established agreement around intended outcomes/results, and assessed and adjusted the organization's direction in response to a changing environment.

Monitoring and evaluation was found to have a positive and significant effect on performance of NGOs projects. The study therefore concludes that monitoring and evaluation is a key determinant of performance in that it helps in monitoring activities and provides courses of action when things are not moving on as planned. M&E plays a role in supporting effective management decisions since it provides information that supports decision-making. An effective decision arising from M&E information is expected to improve the performance of organizations.

The study concluded that it is very vital to ensure the stakeholders are involved in project planning and implementation for the brainstorming on project ideas. The study concludes that the ways of promoting project ownership and sustainability by the stakeholders should include: formulation and implementation processes which satisfy all and stakeholders in a project, paying attention to stakeholders in order to satisfy those involved or affected, and ensuring maximum participation of all the stakeholders.

**5.4 Recommendations for Policy and Practice**

The study recommends that the organization should enhance and embrace active communication throughout the organization. Project team, organizations employees
staff and the stakeholders should be allowed in as many ways as possible to offer their ideas and opinions, and be part of the decision-making process. This ensures that diverse and equally good decisions are made for the betterment of the organization.

The study recommends that the leadership of any organization should always stay visionary as this would help in steering the organization to attaining both its short and long-term goals. The stakeholders and community at large needs to be sensitized to understand the need for project planning, monitoring and implementation at all levels.

The study recommends that the project management team or committee should continuously assess stakeholder interests; this will help to promote their buy-in and eliminate intergroup conflicts thereby improving project performance. The study also recommends that stakeholders should be included in all pre-implementation and inception meetings as well as their views being incorporated in planning and execution. This will increase the acceptability, and create a bridging social investment for the projects, as well as enriching the project with more ideas.

Monitoring and evaluation should be undertaken in every step of project implementation and not a onetime event as it is common with many donor funded projects. This will help identify, loopholes and deviations from overall projects goals, and correct them early as to ensure successful quality implementation.

5.5 Suggestions for Further Study

The study considered only NGOs, future researchers could consider carrying out a similar study in a different sector or sectors to assess any variation in responses. It would be interesting to explore how the results obtained when the methods applied in this study are applied in other contexts for example in public or private sector. It
would be worthwhile establishing the extent to which the findings of this study are generalizable to other industries, sectors or settings.
REFERENCES


Kerzner (2013). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*


Mucheru, S. (2013). *Influence of project management practices on implementation of HIV and Aids projects*: A case of civil society organizations in Imenti North


68


University of Nairobi


Sub-County, Nakuru. Jomo Kenyatta University of Agriculture & Technology, Kenya


APPENDICES

APPENDIX I: CONSENT NOTE

Kenyatta University,
School of Business, Department of Management Administration,
P.O. Box 43844,
Nairobi, Kenya.
April, 2018

To: all Respondents

Dear Sir/Madam.

RE: THE ROLE OF PROJECT MANAGEMENT PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN NAIROBI CITY COUNTY, KENYA.

My name is Samuel Menza Mkutano. I am a student at Kenyatta University. I am carrying out a study to identify the role of project management practices on the performance of non-governmental organizations projects in Nairobi City County, Kenya. You will be required to answer questions during data collection. All information provided will remain confidential and will only be reported as group data with no identifying information. All data, including questionnaires will be kept in a secure location and only those directly involved with the research will have access to them. After the research is completed, the questionnaires will be destroyed.

Participation in this research study is voluntary. You have the right to withdraw at any time or refuse to participate entirely. Your co-operation will be highly appreciated.

Thanks in advance for your support in this endeavor. The filled questionnaire may be sent back to me using the address.

Tel. 0721542045
Email. smkutano@gmail.com

Yours Faithfully,
Samuel Menza
MBA Student (Reg No. D53/CTY/PT/28726/2014)
APPENDIX II: QUESTIONNAIRE

Please answer the questions below as precisely and truthful as possible. Any information provided will be held with strict confidentiality and anonymity. In addition, your answers will only be used for academic purposes only. Kindly tick your responses against each question in the spaces provided.

SECTION A: GENERAL INFORMATION

1. Indicate Gender
   Male [ ]
   Female [ ]

2. Indicate your age bracket
   21 – 35 [ ]
   36 – 45 [ ]
   46 – 55 [ ]
   56 and above [ ]

3. Indicate your Position
   Project Manager [ ]
   Project Coordinator [ ]
   Project Officer [ ]

4. Indicate the number of years of experience
   Less than 3 years [ ]
   3 to 5 years [ ]
   More than 5 years [ ]
5. Is this your first organization?
   Yes [ ]
   No [ ]

6. Indicate your education background
   High School [ ]
   Diploma Level [ ]
   Degree Level [ ]
   Master’s Degree [ ]

7. What is the size of your organization in terms of number of projects per year?
   1–5 projects [ ]
   5–10 projects [ ]
   10–20 projects [ ]
   Over 20 projects [ ]

8. What is the size of your projects staff?
   1–5 people [ ]
   5–20 people [ ]
   20–50 people [ ]
   Over 50 people [ ]

9. How old is the biggest project you have executed as an organization?
   0–1 Years
   1–2 Years
   Above 2 years
SECTION B: EFFECT OF COMMUNICATION ON THE PERFORMANCE OF NGO PROJECTS

10. To what extent does communication influence project success?

<table>
<thead>
<tr>
<th></th>
<th>Very large extent</th>
<th>Large extent</th>
<th>Neutral</th>
<th>Small extent</th>
<th>Very small extent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

11. The table below has statements on positive effect of communication on project performance. Rate your level of agreement with the statement by ticking on the appropriate column according to scale below. SA- (Strongly Agree) = 5, A- (Agree) = 4, N- (Neutral) = 3, D- (Disagree) = 2, SD - (Strongly Disagree) = 1.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication connects every member of the project team to a common set of strategies thereby leading to high project performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange of information among stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback to/from project staff to/from users</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of information for decision-making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application of project management tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. How else has communication influenced project performance?

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

75
SECTION C: EFFECT OF PROJECT PLANNING ON THE PERFORMANCE OF NGO PROJECTS

13. How would you rate the project planning process of your project?
   
   Excellent [ ]
   Good [ ]
   Fair [ ]
   Poor [ ]

14. The table below has statements on how planning influence the performance of projects. Rate your level of agreement with the statement by ticking on the appropriate column according to scale below. SA- (Strongly Agree) =5, A- (Agree) =4, N- (Neutral) =3, D- (Disagree) =2, SD - (Strongly Disagree) =1.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project planning aids in communicating project objectives and strategies and the ways to achieve them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project planning lead to achievement of project goals of completion within time and resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of a work breakdown structure in project leads to failure of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk planning motivates project members and lead to achievement of project goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members’ involvement in budget development and time estimation motivates them and lead to achievement of project goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15. How else has planning influenced project performance?

................................................................................................................................................................
................................................................................................................................................................
................................................................................................................................................................
................................................................................................................................................................
SECTION D: EFFECT OF STAKEHOLDER INVOLVEMENT ON PERFORMANCE OF NGO PROJECTS

16. In your opinion are stakeholders involved in planning for success?
   Yes [ ] No [ ]

17. If yes, to what extent are they involved?
   Very large extent [ ] Large extent [ ] Neutral[ ]
   Small extent [ ] Very small extent [ ]

18. To what extent does their involvement influence project success?
   Very large extent [ ] Large extent [ ] Neutral[ ]
   Small extent [ ] Very small extent [ ]

19. The table below has statements on how stakeholder involvement influence the performance of projects. Rate your level of agreement with the statement by ticking on the appropriate column according to scale below. SA- (Strongly Agree) =5, A- (Agree) =4, N- (Neutral) =3, D- (Disagree) =2, SD - (Strongly Disagree) =1.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying the needs and problems of the various groups leads to achieving project goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involving stakeholder in monitoring of project progress leads to project success</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack to mobilize resources in advance has negative impact on project performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assuming responsibilities to plan by all members motivates them into achieving project goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessing the individual and collective actions greatly influence performance of the projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
20. What other form of user involvement would you suggest for all future Non-government projects so as to increase the chances of project success?

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………

SECTION E: EFFECT OF MONITORING AND EVALUATION ON PERFORMANCE OF NGO PROJECTS

21. Were project activities monitored?
   Yes [ ]
   No [ ]

22. How often was monitoring carried out?
   Weekly [ ]
   Monthly [ ]
   Daily Quarterly [ ]
   Others, Specify_____________________________

23. The following table indicates various practical project monitoring and evaluation mechanisms that determine the performance of projects. Kindly indicate your level of involvement in the following practices.

<table>
<thead>
<tr>
<th></th>
<th>Highly</th>
<th>Moderately</th>
<th>Not involved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

78
<table>
<thead>
<tr>
<th>Activity</th>
<th>at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field visits</td>
<td></td>
</tr>
<tr>
<td>Stakeholders/ project members meetings</td>
<td></td>
</tr>
<tr>
<td>Documentation of project activities</td>
<td></td>
</tr>
<tr>
<td>Regular reporting.</td>
<td></td>
</tr>
<tr>
<td>Ongoing monitoring and evaluation</td>
<td></td>
</tr>
<tr>
<td>Terminal project evaluation</td>
<td></td>
</tr>
</tbody>
</table>
24. The table below has statements on how Monitoring and Evaluation influence the performance of projects. Rate your level of agreement with the statement by ticking on the appropriate column according to scale below. SA- (Strongly Agree) =5, A- (Agree) =4, N- (Neutral) =3, D- (Disagree) =2, SD - (Strongly Disagree) =1.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The expensive nature of M &amp; E hinders the success of the projects.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M &amp; E is carried out to ensure projects are completed within the set time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The M &amp; E framework put in place makes it easy to achieve the set goals and objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and evaluation ensures that the team remains focused on activities that relate to the project objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying out monitoring and evaluation reduces the risks that the project might encounter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

25. In your opinion, how do you think the monitoring and evaluation practices affected project performance?

…………………………………………………………………………
…………………………………………………………………………
………………………………………………………………………
…………………………………………………………………………
SECTION F: PERFORMANCE OF NGO PROJECTS

26. In your opinion how would you rank the following factors in relation to their effect on the performance of NGOS? Use a scale of 1-5 where 5= most important, 1=least important

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td></td>
</tr>
<tr>
<td>Stakeholder participation</td>
<td></td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td></td>
</tr>
</tbody>
</table>

27. How would you rate the projects that you have been involved in, in terms of the following performance indicators: (tick appropriately?)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Below the range</th>
<th>Within the range</th>
<th>Beyond the range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

28. What recommendations do you have on what should be done to improve the performance of Non-government organization projects?

........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................

THANK YOU FOR YOUR TIME
APPENDIX III: KU RESEARCH APPROVAL LETTER

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean_graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School

TO: Samuel Mensa Mukuto
C/o Management Science Dept.

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

We acknowledge receipt of your revised Project Proposal as per our recommendations raised by the Graduate School Board at its meeting of 14th March, 2018, entitled, “The Role of Project Management Practices on the Performance of Non-Governmental Organizations Projects in Nairobi City County, Kenya”.

You may now proceed with your Data Collection, subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking forms per semester. The form has been developed to replace the Progress Report forms. The Supervision Tracking forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

HARRIET HIABOGO
FOR: DEAN, GRADUATE SCHOOL

Cc: Chairman, Department of Management Science
Supervisors:
1. Dr. Paul K. Sang
C/o Department of Management Science
Kenyatta University

m/s
APPENDIX IV: NACOSTI RESEARCH PERMIT

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-26-2213471,
2241349, 3316571, 2219429
Fax: +254-20-318235, 318249
Email: dj@nacosti.go.ke
Website: www.nacosti.go.ke

Ref. No. NACOSTI/P/18/72632/22281
Date: 24th May, 2018

Samuel Menza Mkutano
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “The role of project management practices on the performance of nongovernmental organizations projects in Nairobi City County, Kenya,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 22nd May, 2019.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:
The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.