PROJECT MANAGEMENT INCLUSION AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI METROPOLITAN, KENYA

GEOFFREY MBAABU MURITHI

D53/CTY/PT/28655/2018

A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS, ECONOMICS AND TOURISM IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT), OF KENYATTA UNIVERSITY

MAY 2023
DECLARATION

I declare that this project is my original work and has not been submitted for a degree award at any other university.

Signature...................................................... Date..................................................

GEOFFREY MBAABU MURITHI

D53/CTY/PT/28655/2018

This research project is submitted for examination with my approval to the university.

Supervisor.

Signature...................................................... Date..................................................

Dr Franklin Kinoti
Senior Lecturer
Department of Management Science
School of Business
Kenyatta University
DEDICATION

I dedicate this research project to my loved ones and friends.
ACKNOWLEDGEMENT

I want to express my profound gratitude to my supervisor, Dr. Franklin Kinoti, for his unwavering assistance during development of this research project. I would also wish to appreciate my colleagues at work and fellow MBA candidates for their continued support in this study both morally and in criticizing my work constructively. Finally, I acknowledge Kenyatta University staff especially lecturers in the school of business for their guidance and support in course of this study.
# TABLE OF CONTENTS

DECLARATION .................................................................................................................. ii  
DEDICATION .................................................................................................................... iii  
ACKNOWLEDGEMENT .................................................................................................... iv  
TABLE OF CONTENTS .................................................................................................... v  
LIST OF FIGURES .......................................................................................................... ix  
ABBREVIATIONS AND ACRONYMS .............................................................................. x  
OPERATIONAL DEFINITION OF TERMS ................................................................... xi  
ABSTRACT ....................................................................................................................... xiii  
CHAPTER ONE ............................................................................................................... 1  
INTRODUCTION .............................................................................................................. 1  
  1.1 Background of the Study ......................................................................................... 1  
  1.1.1 Project Performance ......................................................................................... 3  
  1.1.2 Project Management Inclusion ......................................................................... 4  
  1.1.3 Non-Governmental Organizations Sector in Kenya ....................................... 7  
  1.2 Statement of the Problem ...................................................................................... 8  
  1.3 Objectives of the Study ......................................................................................... 11  
  1.3.1 General Objective .......................................................................................... 11  
  1.3.2 Specific Objectives ........................................................................................ 11  
  1.4 Research Questions ............................................................................................. 11  
  1.5 Significance of the Study ....................................................................................... 12  
  1.6 Scope of the Study ................................................................................................ 12  
  1.7 Limitations of the Study ....................................................................................... 13  
  1.8 Organization of the Study .................................................................................... 13  
CHAPTER TWO ............................................................................................................. 14  
LITERATURE REVIEW .................................................................................................. 14  
  2.1 Introduction .......................................................................................................... 14  
  2.2 Theoretical Review ............................................................................................... 14  
  2.2.1 Stakeholder Theory ....................................................................................... 14  
  2.2.2 Contingency Theory ..................................................................................... 16
2.2.3 Resource-Based View Theory ................................................................. 17
2.3 Empirical Review ......................................................................................... 18
  2.3.1 Management Commitment and Performance of NGOs ....................... 18
  2.3.2 Project Resource Allocation and Performance of NGOs ..................... 20
  2.3.3 Technical Competence and Performance of NGOs ......................... 21
  2.3.4 Stakeholder’s Involvement and Performance of NGOs .................... 22
2.4 Conceptual Framework .............................................................................. 29

CHAPTER THREE ......................................................................................... 30
RESEARCH METHODOLOGY ........................................................................... 30
  3.1 Introduction ............................................................................................... 30
  3.2 Research design ......................................................................................... 30
  3.3 Target Population ...................................................................................... 30
  3.5 Data Collection Instrument ..................................................................... 31
  3.5.1 Pilot Test .............................................................................................. 32
  3.5.2 Validity of Research Instrument ......................................................... 32
  3.5.3 Reliability of Instrument ................................................................... 32
  3.6 Data Analysis and Presentation ............................................................... 33
  3.7 Ethical considerations .............................................................................. 34

CHAPTER FOUR ........................................................................................... 35
RESEARCH FINDINGS AND DISCUSSIONS ...................................................... 35
  4.1 Introduction ............................................................................................... 35
  4.1.1 Response Rate .................................................................................... 35
  4.2 Demographic Data ................................................................................... 36
  4.2.1 Gender ............................................................................................... 37
  4.2.2 Position cadre held in the Organization. .......................................... 37
  4.2.3 Education Level ................................................................................ 38
  4.3 Descriptive Analysis .............................................................................. 39
  4.3.1 Management Commitment ............................................................... 40
  4.3.2 Resource Allocation ......................................................................... 43
  4.3.3 Technical Competence .................................................................... 45
**LIST OF TABLES**

Table 2.1. Summary of Research Gaps .................................................................24  
Table 3.1: Sample Size .........................................................................................31  
Table 4.1: Response Rate .....................................................................................35  
Table 4.2: Reliability Analysis ............................................................................36  
Table 4.3: Respondents Gender ..........................................................................37  
Table 4.4: Respondents Gender * position held Crosstabulation .........................37  
Table 4.5: Education level ....................................................................................38  
Table 4.6: Respondents Gender * respondents Age Crosstabulation ....................39  
Table 4.7: Management Commitment ...................................................................40  
Table 4.8: Resource Allocation ............................................................................43  
Table 4.9: Technical Competence .......................................................................46  
Table 4.10: Stakeholders’ Involvement .................................................................49  
Table 4.11: Performance of NGOs ......................................................................53  
Table 4.12: Correlations Matrix .........................................................................55  
Table 4.13: Model Summary ................................................................................57  
Table 4.14: ANOVA a ............................................................................................58  
Table 4.15: Coefficients a ......................................................................................59
LIST OF FIGURES

Figure 2.1: Conceptual Framework .................................................................29
### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</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>PMI</td>
<td>Project Management Institute</td>
</tr>
<tr>
<td>RBV</td>
<td>Resource-Based View Theory</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
<tr>
<td>PMP</td>
<td>Project Management Professional</td>
</tr>
</tbody>
</table>
**OPERATIONAL DEFINITION OF TERMS**

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management Commitment</strong></td>
<td>This represents the attitude and leadership display of management in relation to the initiation and execution of projects</td>
</tr>
<tr>
<td><strong>Nairobi Metropolitan</strong></td>
<td>This consists of 5 out of 47 counties in Kenya. They include, Nairobi County, Murang’a county, Kiambu county, Machakos county and Kajiado county.</td>
</tr>
<tr>
<td><strong>Non-Governmental Organization</strong></td>
<td>They are organisations that operate independently of any government, their main purpose is to address a social or political issue.</td>
</tr>
<tr>
<td><strong>Project Management Inclusion</strong></td>
<td>They refer to the unique attributes possessed by an organization which are vital and give it the ability to pursue the set goals and objectives. The project management inclusion for this study will be management commitment, project resource allocation, and technical competence and stakeholder involvement.</td>
</tr>
<tr>
<td><strong>Project Performance</strong></td>
<td>Meeting of deadlines in line with planned budget and achieving consumer satisfaction at the specified value, cost, time and also safety.</td>
</tr>
<tr>
<td><strong>Resource Allocation</strong></td>
<td>These refer to the adequate mobilization and</td>
</tr>
</tbody>
</table>
distribution of various resources necessary for the execution of projects. These include technological, physical, financial and human resources.

**Stakeholder’s Involvement**

This refers to the methods in which organization engages individuals who are directly or indirectly engaged in a project.

**Technical Competence**

The skills and know how as regards to the technology engaged in the implementation process from the initiation stage up to the execution stage of a project.
ABSTRACT

Project performances are regarded as vital confirmation of efficient utilization of funds in delivering targets and goals of projects. Many projects, however, are still faced with failure in having expected benefits realized and achieved. As a result, certain projects have experienced project delays and expense overruns. Globally, failure of projects has been documented more as compared to successes of projects. The study aimed at assessing the effect of project management inclusion on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya. The specific objectives of the study were to examine the effect of management commitment, project resource allocation, technical competence and stakeholder’s involvement on performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya. The research was anchored by Stakeholder, Contingency and Resources-based view theory. The proposed assessment was based on descriptive research design. The target population comprised of (30) completed projects of NGOs in Nairobi metropolitan. (300) employees in the projects involving (30) project managers and (270) project team members were targeted. Stratified random sampling and purposive sampling technique were employed to select a sample size of (90) respondents. The findings indicates that management commitment has a significant effect on performance of NGO Projects ($\beta=0.311; p<0.05$). Similarly, it was established that resource allocation was found to have a significant influence on performance of NGO Projects ($\beta=-0.325; p<0.05$). Additionally, it was established that technical competence and stakeholders’ involvement both had a significant influence on performance of NGO Projects with ($\beta=0.385; p<0.05$) and ($\beta=0.589; p<0.05$) respectively. The study concluded that the commitment of management increases operations and performance. Moreover, resource allocation is a vital component of project success in any business. Its financial and equipment deployment may have an effect on the project execution time and cost. Furthermore, technical competence is critical in project execution and hence its performance. Project team member who are engaged in the project execution must have requisite skills and knowledge on project management. Finally, capacity building is imperative in project planning because it allows stakeholders to gain competencies and abilities that will help them be more effective and long-term. The study recommended that effective project administration requires the managers to reveal commitment to their duty in order to lead the work process to greater achievement. Secondly, management should strive to provide resources needed to accomplish a task within required time. Team members who are involved in project execution require essential skills and knowledge on project administration. All stakeholders should be incorporated in all the stages of project life cycle for smooth execution of the project and success.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The preferred tool for policymakers in both national and international development remains to be a project. Building infrastructure, providing basic education, extending agricultural production, and educating the public about various development issues, such as gender equity and environmental protection, are all examples of how development projects help to provide basic social services in Africa and other third-world nations. Development projects in particular try to close the development gap where governments fall short. Though, projects’ poor performances and ultimate beneficiaries and stakeholder’s disappointments are common issues faced with numerous projects (PMI, 2017).

According to the Meltzer Commission Report from 2000, the World Bank reported that projects in Africa failed at a rate of 50% or higher in 2000. In another research, Jamil (2012) arguments that in most cases projects by World Bank experience failure in achieving set goals as a result of problems spanning from organizational and managerial issues. Notably, administrative and organizational problems can be segmented further into poor managing of stakeholder, inadequate project design, project classification as well as delays of startups, slow execution of projects, failure in coordination, cost overruns and so forth (Gunawan & Ahsan, 2010).

Arslan and Kivrak (2014) opine that project success is regarded as meeting the expectations of clients and all other stakeholders which the projects concerns or relates
to. Project success notably entails the putting in place of proper plan of projects with regards to duration and key ingredients relating to its success (Adulrahman, 2019).

Developing countries often experience failure in projects undertaken and this has been a key concern (Haughey, 2010). Project management capabilities have been established to influence the completion of project and as well as its performances; funding having 80.73 percent, project leadership with 80 percent, effective planning with 92.4 percent and 90 percent for stakeholder involvement. About 30 percent of NGOs in Kenya witness projects failures (Mathew, 2011). Kerzner (2013) observed that projects often don’t meet stated objectives and targets as a result of low motivation, poor relationships among project team members and management commitment. Therefore, management commitment and support has a large influence on how a project turns out (Yang et al., 2011). Jason (2016) opines that project managers should be in charge of the entire implementation phase through allocating resources in line with the project goals.

NGO projects succeed due to proper design of projects, realistic estimates of budgets and times frames, secured funding, effective communication; and strengths of institutions (Lawrence et al, 2007). Parameters of time, quality and costs ought to be stated, outlines and contracted for purposes of assessment of performances (Kerzner, 2013). Many African organizations have not yet managed to succeed in implementing projects within their scope (Phillip, 2017). Majority of projects of NGO are marred by implementation and success hitches. It is in regard of the above gaps that project management inclusion affecting NGOs performances in Kenya is going to be assessed.
1.1.1 Project Performance

The whole characteristic of a project in terms of its impact on the receivers and if the arrangements are appropriate is referred to as project performance. The importance of project management performance is shown by its emphasis on ongoing improvement through various project types (Mathenge, 2020). A project is a task that is usually short term in nature whose main objective is to make products and services which are distinctive in nature in a certain time framework. These projects are usually guided by the objectives of an organization (Ohara, 2015). The fundamental goal of project performance is to improve the project’s ultimate accomplishment, which necessitates a basis for comparison for determining what actually constitutes successful project.

The upkeep of high-quality practices and improved abilities to accomplish project tasks (e.g. resource allocation and support project standardization) is feasible through the teammates’ attainment of high practices and improved expertise to obtain project activities (Mohamed et al., 2017). It also relates to the procedure of creating favorable results, that illustrates how managerial decisions can influence performance (Anderson & Lannon, 2019). Projects vary based on the industry, scope and size and usually vary in the way they are executed. When undertaking projects organizations do aim at executing them at minimum cost, short time and good quality (Bradley, 2012). To realize this, project management is imperative as it make sure that all the resources that have been committed towards the projects are effectively managed eventually leading to good project performance. One of the critical issues in managing of projects is performance measurement. This is so because it gives a leeway for the executive to ascertain the budget considerations, time scope which makes him being able to develop appropriate
mechanisms towards executing the project in question (Dissanayaka & Kumaraswamy, 2013).

It is however worth noting that those tasked with handling the projects sometimes do fail to be proactive in dealing with uncertainties that characterize projects execution (Tuner & Muller, 2015). Consequently, the delays in the projects as well as overruns in the budget are mostly encountered. In some cases projects are terminated prior to completion. Other than taking a proactive approach in addressing the challenges that come with project execution, it is essential for an organization to gather adequate information on the planned activities or the project i.e. the possible risks and benefits of the project. In most local and international development, NGOs play a central role notwithstanding the fact that disappointments in the implementation of these projects is sometimes disappointing (Greg & Ana, 2016).

1.1.2 Project Management Inclusion

Project Inclusion is defined by PMI (2017) as “the capabilities and ways of creating, organizing, and supervising project tasks throughout the project’s lifecycle in order to accomplish the organization’s goal.” Additionally, it is claimed that project management practices are currently the greatest technique for managers to accomplish a particular objective. A system, method, or process that has been refined through testing and use is thought to be superior to others for conveying a particular conclusion, plan of action, or method of operation when working on a particular project.

Menoka (2014) defined project management inclusion in respect to “the everyday procedures of completing administrative and operational activities and making choices”.
It is common or anticipated practice for knowledgeable or mainly authorized individuals to integrate and coordinate program inputs in order to satisfy project performance standards with respect to duration, money, and excellence. Crawford (2014) shows project systems and processes as optimum techniques for completing tasks in order to achieve higher performance.

Management Commitment refers to the attitude and leadership display of management in relation to the initiation and execution of projects. Management commitment involves management participation, communication and planning. Ochieng (2009) observes that the reason why a number of NGOs were not in a position to execute successfully the projects they undertake arises from ineffective execution strategy. Lysons and Farrington (2006) observes that poor execution processes are caused by lack of commitment by management as well as wrong knowledge on the methodologies and this ultimately delays the projects. Management is thus essential in the projects execution process.

Project Resource Allocation refers to the adequate mobilization and distribution of various resources necessary for the execution of projects. These include technological, physical, financial and human resources. Garbharan, Govender and Msani (2012) observes that resource availability is a critical success factor for project execution and success. Therefore a plan of managing resources should be developed in collaboration with other stakeholders to avert the diversion of funds budgeted for the project. It also entails reporting and deciding on any potential changes during the adoption or strategic planning process (Slevin, 2014). It is defined as the methodical and effective
management of contract formulation, implementation, and assessment with the goal of optimizing budgetary and functional efficiency while reducing risk.

Technical Competence are the skills and know how as regards to team which are engaged in the implementation process of projects, from the initiation stage up to the execution stage. Competence is defined as the knowledge, skills and abilities an individual contributes to a profession. Competence refers to a person's underlying attributes that contribute to their ability to accomplish a task. It can also be defined as the ability to accomplish tasks in a workplace setting (Bredillet, Tywoniak, and Dwivedula, 2015). Technical competence include the skills of the members of the project team, the qualifications of the managers running the project and the team spirit. Ondari and Gekara (2013) observes that some of the technical competence involves capacity of contractors, capacity of supervision, and support from management and design specifications. According to Muchiri (2014), the factor of training guarantees that specified initiatives are implemented effectively, resulting in project performance. According to Dinsmore and Cabanis-Brewin (2014), project management skills are mostly developed in consulting, institutional, and professional organizations, rather than in schooling. The most critical project management abilities are yet to be determined. Although some experts say that technical experience is the most crucial element for a productive venture, others believe that interpersonal or soft capabilities are more vital. As a result of resource allocation, the project plan is reviewed and modified, phases are revised, and project completion deadlines are revised (Selaru, 2012). According to Meredith and Mantel (2010), resource allocation improves the scheduled timeline for specific project, dates
each resources will be considered necessary as well as the threshold of that necessity, and the scheduled total combined expenses incurred over time by the resources. Because resources are limited, it is critical to distribute them judiciously in order to accomplish the program objectives (Njiru, 2018).

Many organizations embrace stakeholder involvement as a smart project management approach (Rahab, 2017). As a result, the standard of services and goods improves. The increased product cost also boosts the project or service’s long-term viability. There’s been very little study on how stakeholder involvement leads to reducing project risk and increasing project quality in order to help provide effective and sustainable project (Menoka, 2014). The majority of previous studies concentrated on the contributing factors to project success or failure, with little attention paid to the procedure and its impact on project performance. As a result, there is a tremendous need to obtain information on how different stakeholders execute the entire project process, as well as the efficiency of the management methods and their effects on NGOs performance, which is the topic of this research.

1.1.3 Non-Governmental Organizations Sector in Kenya

All Kenyan non-governmental organizations that have been registered are subject to self-regulation by the NGO council. It was introduced in August 1993 to regulate all voluntary agencies under the umbrella of Non-governmental Organizations Coordination Act, 1990. The NGO Council membership brings together the national, regional and international NGOs that operate in Kenya and work with CBOs and groups (World Economic Forum report, 2013). The activities of these NGOs ranges across health,
education, agriculture, water, peace, human rights, gender equality, business and disabilities (Ntongo, 2012). The NGO sector in Kenya has made massive contributions to the process of development. Their visibility is witnessed in all the spheres of the economy including economic empowerment, education, and conservation of natural resources, health, employment, agriculture, awareness, training and co-operations (Ndungu, 2013).

As reported by Mbote (2002) the existence and the agenda of the NGOs is multidimensional with the explicit changes in the society that have prompted the establishment as a result of global economic downturns, the emergence of new infections, reappearance of armed conflict, environmental degradation, over population, climate change and deteriorating job opportunities. Ruhara and Moronge (2016) opine that NGOs have progressively brought economic significance in Kenya as providers of social, educational, environmental and health services. Besides, Fowler (1997) noted that NGOs have so much potential; exploited and unexploited. They are viewed to have a bigger propensity to empower people to develop better than the government.

1.2 Statement of the Problem

Project management inclusion is a critical aspect of project administration because it allows the project manager to plan, design, and complete projects on schedule and within budget and scope, as well as establishes effective solutions to handle any issues (Dissanayaka & Kumaraswamy, 2013). Turner and Muller (2015), on the other hand, discovered that people participating in project management do not align with a proactive approach in addressing the uncertainty. As a result of failing to anticipate potential risk, project delays and overruns are frequent. Project cost overruns, delivery delays, and even
project abandonment before completion were caused by incomplete information and poor project management.

In Kenya, a little below 40% NGOs regularly record failure of projects (Mathew, 2011). According to Rotich (2014) majority of the projects being undertaken are never completed within the budget and timeline in addition to falling short in terms of quality. Further the failures in most projects have become existential as they are undertaken in an environment with uncertainties, risk complexities and pressure coming externally (Ika, Diallo and Thuillier, 2012). Unanticipated actions, changeable needs, constraints and clashing flow of resources, are detrimental to the success of projects being undertaken by NGOs in Nairobi County. Nairobi NGOs project teams grapple with intricate tasks of implementing the projects on daily basis (Achieng, 2016). This is coupled with poor management capabilities. According to Nganga (2016) some of the notable challenges NGOs had to deal with in Kenya include the slow pace of implementation of the projects where they have partnership with the local communities, illiteracy levels which hinders human capacity in the implementation of the projects at the community level; this often leads to a lot of cost being incurred in trainings. There has also been a challenge in terms of resource allocation owing to the increased demand for their services at the community levels. This therefore calls for an understanding on their project management capabilities and the impact they have on project implementation. These challenges have also created a need to understand the potential external and internal factors that continue to make it difficult for the organization to achieve its desired goals, as well as bridge the gap that exists on the literature.
Project management has been the subject of numerous researches, some of these studies were carried out on projects outside Kenya, like, Garbharan, Govender and Msani (2012) in their assessment of important performance variables that influence achievement in the projects within the building sector in Durban, South Africa established that the critical factors of project success are competence, communication, cooperation and commitment. Usman (2018) examined the relationship between management competencies and project complexity in Pakistani Public sector projects. Other studies were carried out on other projects outside NGOs. Wambugu (2013) assessed the essential component for the efficient execution of Rural projects in Kenya by using Rural Electrification Authority as a case study. Other studies focused on implementation and evaluation of projects, Ngatia (2016) did an evaluation on the institution’s factors of implementing monitoring and evaluation methods utilized in community specific projects in Kibera Slum, Kenya. Rungiri and Njangiru (2018) while analyzing the water projects in Nyeri intended to ascertain the correlation between availability of resources and projects' effectiveness. The lack of management commitment, inadequate resource allocation, improper technical competence and poor stakeholder involvement are factors affecting performance of NGOs in the Kenyan metropolis of Nairobi. as a result, this research sought to assess the impact of project management inclusion on performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya.
1.3 Objectives of the Study

1.3.1 General Objective
The general objective of this study is to examine the effect of project management inclusion and performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya.

1.3.2 Specific Objectives
The specific objectives are:

i) To establish the effect of management commitment on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya.

ii) To determine the role of resource allocation on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya.

iii) To assess the influence of technical competence on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya.

iv) To evaluate relevance of stakeholders involvement on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya.

1.4 Research Questions
This research study is aimed at findings answers to the following questions;

i) What is the effect of management commitment on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya?
ii) What is the role of resource allocation on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya?

iii) What is the influence of technical competence on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya?

iv) What is the relevance of stakeholders’ involvement on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya?

1.5 Significance of the Study

The ongoing study will benefit a variety of stakeholders. To begin with, the management of Kenya NGOs will find the outcome of this assessment helpful as it is going to provide them with practices in risk management which when adopted will enhance project performance. The policy makers and government at large will find this study resourceful as it will give the more insight on project management inclusions and their consequence on project performance. Lastly, the academicians will have basis for further research as this study will lay solid foundation for advanced research.

1.6 Scope of the Study

The survey research essentially centered on the project management inclusion and performance of non-governmental organizations in Kenya's capital city of Nairobi. Specifically, the project management inclusion that was studied are management commitment, resource allocation, technical competence and stakeholder’s involvement and the effectiveness of a non-governmental organization in Kenya's capital city of Nairobi. This study employed the use of the stakeholder approach, contingency theory, and resource-based view paradigm. To get precise data for this investigation, a
A descriptive research design was adopted. The multiple regression model served as the main emphasis of the analysis.

1.7 Limitations of the Study

Given that the questionnaires were set out to be utilized, the ability of the respondent to give accurate answers to the questions is largely dependent on their attitudes. A negative attitude may prompt them to give inaccurate or inadequate information. Further, some may completely hesitate to participate in the entire exercise. Therefore, only those respondents who were willing were involved besides being assured of the privacy of the information provided. This was equally done by using the research authorization letter from NACOSTI.

1.8 Organization of the Study

The research study is provided as follows: The context, objectives, significance, scope, and limits of the study are all described in depth in chapter one. The second Chapter presents the literature assessment which describes the review of theories and preceding studies. The research methodology is covered in the third Chapter. It explains the research design to be utilized in research, target populace, design of sampling along with empirical model.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
A survey of the literature, including both theoretical and empirical research, is evaluated in this chapter. The conceptual structure is included as well.

2.2 Theoretical Review
Stakeholder, Contingency and Resource-Based view theories are going to be utilized in comprehending the variables being examined in the analysis.

2.2.1 Stakeholder Theory
The authors of the stakeholder hypothesis are Freeman, Wicks, and Parmar (2004). The concept can be applied to a variety of integrated structures ranging from nature to people. According to the stakeholder theory, project managers are to implement and make decisions in alignment with project stakeholders’ needs and concern, particularly financial applicants, as well as advocates, clients, networking, and state agencies (Gareis et al., 2009). Stakeholder theory casts doubt on the strength of shareholder concerns and argues that a project should be reviewed in accordance with reasonable concerns of all its stakeholders. The theory believes that ethics are essentially and explicitly associated with projects, and also that project leaders must describe the shared sense of substantial value they bring in uniting the program’s primary players. When participants receive what they require from a project, they develop a sense of ownership and belonging (Tembo, 2003). Stakeholder relationships are critical to a company’s long-term viability; management
must understand and bring in not only stakeholders, delegates, and clients, but all of the included communities as well. As a result, stakeholder links must be a core purpose in managerial decision.

The entire stakeholder relationship is strategic for an organization’s long-term performance and sustainability; organizational progress cannot be measured solely by the creation of considerable value for a specific stakeholder’s team. Stakeholder theory advocates do not properly integrate essential choices between these competing interests; instead, they entrust managers with frameworks and policies needed in making deliberate decisions (Freeman, 2015). According to Orodho and Nzoka (2009), the pathway to maximizing value is through programs assessment which must be reinforced by fantastic working practices maintained by the vision, process, and approaches that connect participants in the program in its goal of prevailing in a dynamic environment. In the long run, a project’s potential cannot be maximized if administration ignores the passion of its stakeholders. Disorganization and a lack of transparency for the organization’s stakeholders if the company does not use an effective and transparent approach to monitor, assess, and analyze their own execution, the various stakeholder teams have difficulty evaluating and assessing the sustainability initiatives.

The stakeholder hypothesis suggests that in order to increase performance, an organization must consider the demands of its compelling stakeholders through accommodating their desires. Stakeholders are still the driving force behind a company; however, there should be a balance to ensuring that stakeholders’ desires align with the
company’s goals and vision. As a result, this idea was critical in establishing a foundation for defining stakeholder participation in projects of NGOs in Nairobi Metropolitan area.

2.2.2 Contingency Theory

Donaldson (2001) argued that this concept provides a blueprint through which an organization design can be studied. It states that an organization structural design is deemed effective if it fits the contingencies. There is need for diverse methods of managing organizations by the virtue of their uniqueness and differences in contingency variables (Scott, 1992). This approach challenges the models and classical processes that were designed by Taylor and Fayol. Based on their set up, organizations employ this approach when doing resource allocation. Distribution of resources can be carried out by the executives using top down or bottom up mechanisms. In certain organizations, monitoring and evaluation are automated. There are varied tools for allocating resources in various project life cycle stages.

It is imperative that organizations understand that stakeholders depend on what they do and their setting. Therefore how good an organization handles its relationships with clients, suppliers, employees, financiers, communities among others is paramount in the success of the projects initiated by an organization. Programs are determined by the stakeholders’ preferences and behaviors. The effectiveness of a program’s creativity is determined by how successfully it handles connections with important stakeholders who have an impact on the attainment of the program’s objectives. (2019, Joslin) As a result, this theory serves as a foundation for understanding the impact of project resource allocation and management commitment on NGOs in Nairobi Metropolitan Kenya.
2.2.3 Resource-Based View Theory

Organizations are made up of various components that contribute to their success, as mentioned clearly by Barney (1991) in his Resource-Based View (RBV) paradigm. The concept of RBV is from extensive management business research on how organizations can attain international recognition, growth and overall success. According to Barney (1991), competitive advantage should be exploited by firms which are unique out of its opponents’ present or prospective strategies. As a result, the resources of the organization, in this perspective, are its foundation of long-term advantage over rivals. In this regard, capital resources are its principal key success factor, and assets can be an advantage or a deficit, comprising both functional and symbolic resources. The two essential premises of the RBV theory, in line with Barney (1991), are the diversity and immobility of resources. Organizations with abundance of talents, funds and appropriate structures are absolutely distinct. In line with the stationary premise, it means resources owned by firms are not transferrable from one organization to another. However, resources that are “valued, scarce, hard to imitate, and not replaceable” are resources that can enable corporation gain a lasting competitive advantage (Barney, 1991).

The RBV theory, according to Almarri & Gardiner (2014), present organizations with how resources can be distributed in line with plan, determine capital quality, and recognize sufficient capacity for the business ’ success. Due to the contribution of projects workflow in line with project management, Thus, the RBV perspective is valuable to the existing research. The “value, scarce, hard to imitate and not replaceable” criterion should indeed be met by benefits if followed through management commitment
on projects as it assures non-rivalry, effective distribution and competitive advantage in the resources.

2.3 Empirical Review

This section goes into detail about the variables of the study, which include; project resource allocation, management commitment, technical competence and stakeholders’ involvement.

2.3.1 Management Commitment and Performance of NGOs

Korzaan (2009) examined the connection between commitment of executives and IT projects’ performance in USA. Survey was done targeting the professionals within the IT sector in various sectors. It was ascertained from the findings that management commitment to the objectives of the project positively influenced the performance. While this study employed survey, the current study is going to utilize descriptive research design. Additionally the present study is going to assess the projects of NGOs in Nairobi Metropolitan Kenya as opposed to only the projects in the IT sector.

An assessment by Patrick (2010) ascertained that many non-government organisations were still in the process of taking up project execution with only some organizations having managed to effectively execute it. The reason why a number of NGOs were not in a position to execute successfully the projects they undertake arises from ineffective execution strategy (Ochieng, 2009). Many projects undertaken by NGOs experience impediments that adversely influence the process of project execution (Muli, 2008). Lysons and Farrington (2006) observes that poor execution processes are caused by lack
of commitment by management as well as wrong knowledge on the methodologies and this ultimately delays the projects.

Gulzar, Arshad, Mirza, Hafeez and Ehsan (2012) asserts that that every firm's success or failure is largely determined by the commitment of stakeholders involved in that business. Positive commitment is one of the most crucial indications of project completion success. The findings show that project managers' effective commitment ensures project success, whereas their disturbed commitment can lead to project failure.

Buba and Tanko (2017) assessed how planning of projects impacts the performance of projects under constructions sector in terms of quality. Three main groups were targeted including; architects, quantity surveyors and builders where forty three questionnaires were distributed to them. It was ascertained that the project executive’s transformational leadership style contributes towards inter-functional relationships.

Yang, Wu and Huang (2011) determined the link between project planning and its success. Questionnaires were utilized to get information regarding the style of leadership of the manager in charge of the project, scope, quality, budget and the satisfaction of the clients.

The outcome revealed that good leadership in management of project results in better relationships among the project teams. It was found that the spirit of teamwork significantly impact project performance.
2.3.2 Project Resource Allocation and Performance of NGOs

In their analysis of key achievement elements influencing the success of projects within the construction business in Durban, South Africa, Garbharan, Govender, and Msani (2012) established that the critical factors of project success are competence, communication, cooperation and commitment. The study recommended that the managers in a project should not only possess the technical skills that directly relates to the project to be undertaken but also team management skills. Another critical success factor is the resource availability. Therefore a plan of managing resources should be developed in collaboration with other stakeholders to avert the diversion of funds budgeted for the project.

Wambugu (2013) assessed the determining aspects for the effective execution of Rural Electrification projects in Kenya by the Rural Electrification Authority. The conclusions reported that provision of good quality resources, coordination, efficient execution and organizing of projects led to the timely and effective execution of the Kenya’s rural electrification projects.

In the Kenyan slum of Kibera, Ngatia (2016) evaluated the institutional aspects of the implementation of the monitoring and evaluation techniques employed in particular community programs. A populace of 138 and a sample of 122 respondents using descriptive survey presented the outcome of the study. The outcome revealed the existence of weaknesses in the aspects which influence on the operationalization of government projects and their Monitoring and Evaluation. These weaknesses adversely affect the projects and must be addressed seriously. The main weakness was the
inadequacy of funds and allowances for the committee in charge of monitoring and appraisal hence resulting in poor performance.

Rungiri and Njangiru (2018) while analyzing the water projects in Nyeri sought to ascertain the link between availability of resources and project performances. Descriptive research design was utilised and the populace were 86 projects with 60 of them being sampled. Questionnaires were used in data collection and targeted the project managers. The outcome from correlation analysis established that resources availability determined performance. Whereas the assessment focused on projects under the water sector, the ongoing assessment is going to mainly focus on those projects of NGOs.

2.3.3 Technical Competence and Performance of NGOs

In their analysis of Kenya's road projects, Ondari and Gekara (2013) identified the main elements that contribute to successful project completion. The results established that capacity of contractors, capacity of supervision, and support from management and design specifications ensures that Kenyan road projects are successfully completed. It was ascertained further that design specifications had the highest significant relationship with successful completion of road projects.

Waithera and Wanyoike (2015) examined the link between the performance of funded Agribusiness Youth Projects and Project Monitoring and Evaluation. The focus was Bahati Sub County, Nakuru County, Kenya. Through census sampling approach, 50 projects were targeted and questionnaires were issued to gather responses. The outcome disclosed that staff training had a significant impact on project monitoring and project
performances (pvalue=0.01). The conclusion from the study was that the fund managers should offer training courses to all youths applying for the funds.

Usman (2018) examined the relationship between management competencies and project complexity in Pakistani Public sector projects. 100 questionnaires were given to the respondents out of which 82 responded. The targeted respondents were the project managers. The outcome of the research analyzed using regression analysis revealed a positive correlation between competencies and performances. The assessment narrowed to Pakistani projects in public sectors while the current assessment is going to focus on the projects by the Kenya’s NGOs.

2.3.4 Stakeholder’s Involvement and Performance of NGOs
Macharia (2013) investigated the impact of stakeholders’ participation on project outcomes. The study’s goal was to see how involved stakeholders were in the project’s outcome of Kigumo girls Academic Centre of Excellence. The investigation was conducted using a descriptive survey design. The study's participant population comprised 418 respondents in total. Data was gathered via a semi-structured questionnaires and interviews. The research recognized and discovered that stakeholders' participation in the project’s execution, identification as well as planning led to improved outcomes of projects.

Mwai (2016) investigated the elements that determine the success of Somaliland Development Fund-sponsored projects. The goal of the study was to see how technical skill, civil unrest, managerial skills, and stakeholder involvement affected project performance. A descriptive research design was adopted in this investigation.
Management, community members, public officials, and project personnel were among those who responded to the survey. There were 158 participants in the study overall, and the sample size was 63 (respondents). The research study discovered that the involvement of stakeholders had an impact on the project’s success. There was also a favorable effect of stakeholder participation, which led to increased project management success and favorable project performance.

Kobusingye, Mungatu, and Mulyungi (2017) looked into the impact of stakeholders’ involvement on the success of WASH projects in Rwanda. The goal of the study was to see how the participation of stakeholders affected the project’s outcome. A descriptive survey methodology was used in the investigation to reach out to diverse stakeholders in Rwanda’s WASH initiative. Semi-structured survey questionnaires were used to collect the data, conversations, and inspections through the response of 409 respondents. Stakeholder participation in project initiation and implementation influenced project outcomes, according to the findings. The study focused solely on the involvement of stakeholders, which is only 1 parameter in the planned research. Additionally, the study was conducted in Rwanda, where the economic and climatic conditions differ from that of Nairobi metropolitan, Kenya.

Rahab (2017) conducted research to determine the impact of PMP on attaining mobile money transfer goals in Kenya. Orange Money was the subject of the research. The goal of the study was to see how stakeholder involvement influenced Orange Money’s success. The study’s participants were 420 Telkom Kenya employees who worked in the company’s Nairobi headquarters. Questionnaires, an interview guide, and a document
analysis guide were employed to gather data. According to the study, there is a strong, positive relationship between Orange Money success and its stakeholders. Because this is a single institution, the conclusions of the study cannot be applied to all initiatives. As a result, it is necessary to investigate a number of projects in order to determine how stakeholders’ involvement affects their performance.

The impact of stakeholders' participation in project management on the execution of projects, particularly those in the field of road construction, was examined by Mandala (2018). According to the study's conclusions, stakeholders significantly influence the construction projects in Bondo Sub County. This present research will focus on NGOs projects in Nairobi metropolitan, Kenya, while the previous study looked at road projects in Bondo sub-county.

2.4. Summary of research gaps

The precise of the reviewed preceding researches and identified gaps is shown below.

Table 2.1 Summary of Research Gaps

<table>
<thead>
<tr>
<th>Author/Year</th>
<th>Focus of the Study</th>
<th>Outcome</th>
<th>Knowledge Gaps</th>
<th>Current study focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Korzaan (2009)</td>
<td>Connection between executive's commitment and IT projects' performance in USA.</td>
<td>Management commitment to the objectives of the project positively influenced</td>
<td>The study's methodology was survey research.</td>
<td>The current investigation will be a descriptive study</td>
</tr>
<tr>
<td>Author</td>
<td>Title</td>
<td>Focus</td>
<td>Methodology</td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Patrick (2010)</td>
<td>Project implementation by NGOs</td>
<td>Most NGOs are hindered by ineffective execution strategy</td>
<td>Addresses the relationship between management, inclusion, and performance of NGOs</td>
<td></td>
</tr>
<tr>
<td>Garbharran, Govender, Msani (2012)</td>
<td>Factors influencing projects success</td>
<td>Competence, communication, cooperation and</td>
<td>Centered on construction projects</td>
<td>Will center on NGOs projects</td>
</tr>
<tr>
<td>Wambugu (2013)</td>
<td>Factors determining proper execution of the Rural Electrification Project</td>
<td>The timely completion of Kenya's rural electrification projects was made possible by cooperation, quality of materials, efficient execution, and project planning.</td>
<td>Focused on a government institution</td>
<td>Will concentrate on NGOs</td>
</tr>
<tr>
<td>Researcher(s)</td>
<td>Title</td>
<td>Findings</td>
<td>Methodology</td>
<td>Other Notes</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Macharia (2013)</td>
<td>The impact of stakeholders participation on project outcomes</td>
<td>Stakeholders involvement is significant and important to project success</td>
<td>The study placed a strong emphasis on project identification, planning, and execution.</td>
<td>This study will be based on the overall performance of projects.</td>
</tr>
<tr>
<td>Ondari &amp; Gekari (2013)</td>
<td>Factors influencing the conclusion of Kenyan road projects</td>
<td>Capacity of contractors, supervision, and management support and design specifications were main factors</td>
<td>Analysed projects funded by government</td>
<td>Will analyses NGOs projects.</td>
</tr>
<tr>
<td>Waithera Wanyoike (2015)</td>
<td>Performance of supported initiatives in Bahati, Nakuru, by the Agribusiness Development</td>
<td>Staff training significantly influenced performance</td>
<td>Examined Agribusiness projects</td>
<td>Will center on NGOs projects.</td>
</tr>
<tr>
<td>Mwai (2016)</td>
<td>Elements that determine the success of Somaliland Development Fund-Sponsored Projects</td>
<td>Involvement of stakeholders had an impact on project performance</td>
<td>The research was conducted in Somali</td>
<td>The Nairobi, Kenya's capital city, will be the site of this current research.</td>
</tr>
<tr>
<td>Buba and Tanko (2017)</td>
<td>Project planning and project performance in construction sector</td>
<td>Leadership style influence performance of projects</td>
<td>Construction sector examined</td>
<td>Non-Governmental organization projects will be examined</td>
</tr>
<tr>
<td>Authors</td>
<td>Research Question</td>
<td>Findings</td>
<td>Study Location</td>
<td>Location Focus</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Kobusingye, Mungatu, and Mulyungi (2017)</td>
<td>Stakeholders involvement on the achievements of (WASH)</td>
<td>Stakeholder’s participation influenced project performance.</td>
<td>The study was based in Rwanda</td>
<td>This study will be based in Nairobi metropolitan area</td>
</tr>
<tr>
<td>Rahab (2017)</td>
<td>Determine the impact of PMP on attaining mobile money transfer in Kenya.</td>
<td>It was shown that there is a strong correlation between success with orange money and engaging stakeholders.</td>
<td>The study focused on single institution, the conclusion of the study cannot be applied</td>
<td>This study will focus on several projects in order to determine PMI</td>
</tr>
<tr>
<td>Rungiri Njangiru (2018)</td>
<td>Correlation between Nyeri municipality's water projects' performance and the resources' availability</td>
<td>Availability of resources was a principal determinant</td>
<td>Examined the water projects</td>
<td>Will examine projects under NGOs</td>
</tr>
<tr>
<td>Mandala (2018)</td>
<td>Participation of stakeholders in the construction of roads in Bondo County.</td>
<td>The research discovered a significant impact on road projects in Bondo sub county.</td>
<td>The research concentrate d on road constructio n in Bondo Sub County.</td>
<td>This study will focus on NGOs in Nairobi, metropolitan, Kenya.</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------</td>
<td>-------------------------------------------------------</td>
<td>---------------------------------</td>
<td>---------------------------------</td>
</tr>
</tbody>
</table>

Source: Researcher (2022)
2.4 Conceptual Framework.

The conceptual framework is a written or graphical description that outlines the essential topics to be researched, the key components, notions, or variables, and the assumed connection between them, either visually or narratively. The conceptual framework is depicted in the diagram below.

![Conceptual Framework Diagram]

**Independent Variables**
- Management Commitment
  - Planning
  - Communication
  - Participation
  - Organizing and Directing
- Resource Allocation
  - Financial resources
  - Human resources
  - Physical resources
  - Equipment
- Technical Competence
  - Team management skills
  - Project managers qualification
  - Experience
  - Technical skills
- Stakeholders Involvement
  - Decision making
  - Participation
  - Project ownership
  - Engagement

**Dependent Variable**
- Project Performance
  - Quality performance
  - Project Timeliness
  - User Satisfaction
  - Cost performance

Figure 2.1: Conceptual Framework

Source: Researcher (2022)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter will be based on diverse statistical procedures and techniques that were utilized in the assessment. It constitutes; empirical model, research design, collection of data procedures and subsequent analysis as well as presentation and ethical standards to be followed.

3.2 Research design
Kothari (2007) put forward that research design depicts the road map for studies with structures procedures geared towards problem solving. This current study therefore were guided by descriptive research design. This design is applied in an analysis which attempts to investigate the when, how and where of a situation. The appropriate research design for this research therefore is descriptive research methodology as it aims at exploring the linkage between project management inclusion and performance of NGOs in Nairobi Metropolitan area, in Kenya.

3.3 Target Population
A research target population entails the set of individuals or firms of interest which will be covered in a study. The populace comprise of all the thirty projects handled by NGOs in Nairobi metropolitan, Kenya that have been completed. The targeted respondents were 300 involving 30 project managers and 270 project team members.
3.4 Sampling size and Procedure

The researcher utilized both purposive and stratified sampling techniques. The latter entailed the division of the research population into significant strata in view of the 30 NGO projects. A stratified random sample which provides accurate results for heterogeneous population was the appropriate sampling technique for this study. The current research proportionately selected 10%-30 % of its population target in each stratum which was seen to be sufficient enough according to Mugenda Mugenda (2013) which is demonstrated below:

Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Sample size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Managers</td>
<td>20</td>
<td>22.2%</td>
</tr>
<tr>
<td>Project Team Members</td>
<td>25</td>
<td>27.8%</td>
</tr>
<tr>
<td>Support Staff</td>
<td>25</td>
<td>27.8%</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>20</td>
<td>22.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.5 Data Collection Instrument

In getting the needed information from the population, a questionnaire were administered. Close ended questions were presented as they lead to structured responses that facilitate tangible recommendations. Various characteristics were tested with an aim of ensuring a reduction in the number of responses that are related while ensuring varied responses. Drop and pick afterward technique was utilized.
3.5.1 Pilot Test

A pilot test was conducted for the investigation so as to gather data required with respect to this research. As described by Kombo and Tromp (2004), a pilot test serves as primary survey before embarking on the main survey. A pilot assessment were carried involving five respondents from the populace being targeted. Equally, the participants at this stage did not participate in the final sample. Pilot study was undertaken to ensure validity and reliability of instruments to be used in research. Considering the sample size that was selected, a pilot sample should be in the range of one to ten percent.

3.5.2 Validity of Research Instrument

The validity of the research were viewed using construct and content validity. Content validity entails representation of samples of a given study. In line with Gillham (2008) for a content validity, the knowledge highlighted in the study must be in accordance with a general knowledge base. Therefore, to establish validity of research instruments, the questionnaire were issued to specialists in project management discipline in order to check and audit for errors and make appropriate modifications. Construct validity was tested through visualization from the lens of various studies and empirical review Gillham (2008). In addition, the research instrument were also tested by the supervisor.

3.5.3 Reliability of Instrument

Reliability of a research instrument is identical with the evenness of test, examination, measuring device and survey. The index alpha is normally the fundamental internal constancy index and can be accredited as the variables correlations mean not
withstanding their arrangement (Anastasiadou, 2006). Its common purpose is to ascertain if the questions devised are substantial and reliable.

Internal consistency was assessed using a Crobach's alpha coefficient in order to determine if the instrument is reliable. For every construct in the questionnaire, the alpha index was calculated. Besides, the examination set up the summative reliability for the whole questionnaire. The set threshold by Field (2009) is an alpha of 0.7 and above.

3.6 Data Analysis and Presentation

The strategies that were utilized to examine data and evaluate the questions are discussed in data analysis. Accuracy assessment for the questionnaires were performed before starting the survey, including reviewing, classifying, inputting, and data cleaning. The information gathered was examined with quantitative analyses or statistics. The descriptive analysis aided in understanding the data and assessing the responders’ level of confidence with each factor’s numerous claims. The data was then analyzed using Multiple Regression Analysis methods. Performance of NGOs in Nairobi metropolitan, Kenya, was analyzed using four variables: management commitment, resource allocation, technical competence and stakeholder’s involvement. Also, the responses in the questionnaires were subjected to coding, tabulation and analyzed aided by SPSS version 26.

\[
NP = \alpha + \beta_1 MC + \beta_2 RA + \beta_3 TC + \beta_4 SI + \varepsilon
\]

where:

NP = NGOs Performance

MC = Management Commitments
RA = Resource-Allocation

TC = Technical Competence

SI = Stakeholder’s Involvement

$\alpha = \text{Constant}$

$B_1 \ldots B_4 = \text{regression coefficient of three variables}$

3.7 Ethical considerations

These are the various principles and standards which guide research processes. The current study abided by the various research ethics relating to research. A research approval permit was sought and provided by Kenyatta University. Additionally, permission from NACOSTI was also requested and obtained for purposes of approaching the various NGOs of interest. Respondents were assured that their responses were treated with utmost confidentiality it deserves.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

Data analysis entails acquiring all relevant data, analyzing it, examining it, and applying it to uncover trends and other insights. In this chapter, data was descriptively analyzed using percentages, means and standard deviations. Additionally, correlation and regression analytical models were applied.

4.1.1 Response Rate

The return rate of the research show the percentage of returned survey questionnaires.

Table 4.1 presents the analysis.

<table>
<thead>
<tr>
<th>Initial sample</th>
<th>Returned sample</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>90</td>
<td>78</td>
<td>87</td>
</tr>
</tbody>
</table>

The response rate for the study was 87% which was seen to be satisfactory for data analysis. To ensure that the findings are highly representative of the intended study population and that the questionnaire is genuine, a high and acceptable research response rate is required. According to Fincham (2008), researchers should strive for response rates of 60% or above for the vast majority of studies and experiments.
4.1.2 Reliability Analysis

The instrument's internal reliability was evaluated using a Crobach's alpha coefficient to ascertain its dependability. The questionnaire's alpha index was determined for each concept. Additionally, the evaluation established the questionnaire's overall summative dependability. Field (2009) set an alpha of 0.7 or higher as the cutoff. The results of the analysis are shown in Table 4.2.

Table 4.2 Reliability Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>No. of items</th>
<th>Cronbach alpha Coefficient</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Commitment</td>
<td>8</td>
<td>0.776</td>
<td>Reliable</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>6</td>
<td>0.816</td>
<td>Reliable</td>
</tr>
<tr>
<td>Technical Competence</td>
<td>8</td>
<td>0.871</td>
<td>Reliable</td>
</tr>
<tr>
<td>Stakeholders Involvement</td>
<td>6</td>
<td>0.764</td>
<td>Reliable</td>
</tr>
<tr>
<td>Overall reliability Index</td>
<td>28</td>
<td>0.807</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

The findings of reliability analysis indicates that management commitment, resource allocation, technical competence and stakeholder involvement had Cronbach alpha constants of 0.776, 0.816, 0.871 and 0.764 respectively. This implies that all the variables surpass the threshold value of 0.7. Consequently, this demonstrates that the research instrument was reliable.

4.2 Demographic Data

This section entails respondents' basic information. The variables analyzed include gender, position in the organization, education level, and age.
4.2.1 Gender

A descriptive analysis of the respondents' gender was conducted. The way a strategy is carried out in any organization is influenced by gender roles and institutionalized gender. Table 4.2 presents the findings.

Table 4.3 Respondents Gender

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
<th>Chi-square ($\chi^2$)</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>53.8</td>
<td>53.8</td>
<td>0.462</td>
<td>0.497</td>
</tr>
<tr>
<td>Female</td>
<td>46.2</td>
<td>46.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The findings showed that males made up 53.8% of the respondents while females made up 46.2%. According to this, there was no significant difference in the proportion of male and female respondents ($\chi^2=0.462; \ p=0.497$).

4.2.2 Position cadre held in the Organization.

A crosstabulation was run to analyze the association between position cadre and respondents’ gender.

Table 4.4: Respondents Gender * position held Crosstabulation

<table>
<thead>
<tr>
<th>Respondents Gender</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
<td>% of Total</td>
<td>Count</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>19.2%</td>
<td>5</td>
</tr>
<tr>
<td>Project manager</td>
<td>14</td>
<td>17.9%</td>
<td>11</td>
</tr>
<tr>
<td>Project team member</td>
<td>7</td>
<td>9.0%</td>
<td>11</td>
</tr>
<tr>
<td>Support staff</td>
<td>6</td>
<td>7.7%</td>
<td>9</td>
</tr>
<tr>
<td>stakeholder</td>
<td>6</td>
<td>7.7%</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>53.8%</td>
<td>36</td>
</tr>
</tbody>
</table>
The results of the crosstabulation indicates that 19.2% of project managers were males while 6.4% were represented by females. Moreover, 32.1% were represented by project team members. This was then followed by 23.1% and 19.2% of support staff and stakeholders.

4.2.3 Education Level

Educational level was analyzed and presented in Table 4.4. The significance of analyzing educational level shows that more education indicates a more highly skilled and productive workforce, resulting in higher output of products and services.

Table 4.5: Education level

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate/Diploma</td>
<td>19</td>
<td>24.4</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>55</td>
<td>70.5</td>
</tr>
<tr>
<td>Masters</td>
<td>4</td>
<td>5.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>78</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

According to the findings, the majority of respondents (70.5%) held undergraduate degrees. Following this, 5.1% had master's degrees, followed by 24.4% with certificates or diplomas.

4.2.4 Age and gender analysis

When assessing the target sample, age is a crucial factor to consider. This will give some insight into the age differences between male and female respondents.
Table 4.6: Respondents Gender * respondents Age  Crosstabulation

<table>
<thead>
<tr>
<th>Respondents Gender</th>
<th>26-35 years</th>
<th>36-45 years</th>
<th>46-50 years</th>
<th>Above 50 years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>11</td>
<td>13</td>
<td>16</td>
<td>2</td>
<td>42</td>
</tr>
<tr>
<td>% of Total</td>
<td>14.1%</td>
<td>16.7%</td>
<td>20.5%</td>
<td>2.6%</td>
<td>53.8%</td>
</tr>
<tr>
<td>Female</td>
<td>3</td>
<td>16</td>
<td>14</td>
<td>3</td>
<td>36</td>
</tr>
<tr>
<td>% of Total</td>
<td>3.8%</td>
<td>20.5%</td>
<td>17.9%</td>
<td>3.8%</td>
<td>46.2%</td>
</tr>
<tr>
<td>Count</td>
<td>14</td>
<td>29</td>
<td>30</td>
<td>5</td>
<td>78</td>
</tr>
<tr>
<td>% of Total</td>
<td>17.9%</td>
<td>37.2%</td>
<td>38.5%</td>
<td>6.4%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

The findings indicated that 20.5% of male and 17.9% of females of respondents had age between 46-50 years while the similar proportion were females between 36-45 years of age. Similarly, 14.1% of males were between 26-35 years. Generally, 38.5% and 37.2% of respondents had age running between 36 to 50 years.

4.3 Descriptive Analysis

Descriptive analysis was used to examine the data. Standard deviations, averages, and percentages are among the statistics used. Descriptive statistics enable us to portray data in a more comprehensible way as a result, simplifying the understanding and presentation of the data. This section employs percentages, means and standard deviations.
4.3.1 Management Commitment

The study's primary goal was to determine how management commitment affected the effectiveness of non-governmental organizations in Kenya's Nairobi metropolitan area.

Table 4.6 displays the findings of the analysis.

Table 4.7: Management Commitment

<table>
<thead>
<tr>
<th>Statement</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management involves employees in project initiation and execution</td>
<td>10.3%</td>
<td>19.2%</td>
<td>11.5%</td>
<td>30.8%</td>
<td>28.2%</td>
<td>3.47</td>
</tr>
<tr>
<td>The management is dedicated towards achieving project success</td>
<td>1.3%</td>
<td>23.1%</td>
<td>23.1%</td>
<td>29.5%</td>
<td>23.1%</td>
<td>3.50</td>
</tr>
<tr>
<td>The management has the right attitude towards achieving optimal project performance</td>
<td>2.6%</td>
<td>16.7%</td>
<td>25.6%</td>
<td>28.2%</td>
<td>26.9%</td>
<td>3.60</td>
</tr>
<tr>
<td>Management often lead by example</td>
<td>7.7%</td>
<td>14.1%</td>
<td>21.8%</td>
<td>25.6%</td>
<td>30.8%</td>
<td>3.57</td>
</tr>
<tr>
<td>Improvement or change of plans and how the project is being carried out is adequately communicated</td>
<td>9.0%</td>
<td>12.8%</td>
<td>10.3%</td>
<td>35.9%</td>
<td>32.1%</td>
<td>3.69</td>
</tr>
<tr>
<td>The managers create and carry out detailed planning of project implementation and execution</td>
<td>5.1%</td>
<td>15.4%</td>
<td>16.7%</td>
<td>42.3%</td>
<td>20.5%</td>
<td>3.57</td>
</tr>
<tr>
<td>Management organizes and directs projects accordingly</td>
<td>3.8%</td>
<td>23.1%</td>
<td>17.9%</td>
<td>33.3%</td>
<td>21.8%</td>
<td>3.46</td>
</tr>
<tr>
<td>NGOs performance is influenced by the commitment of management</td>
<td>6.4%</td>
<td>23.1%</td>
<td>21.8%</td>
<td>24.4%</td>
<td>24.4%</td>
<td>3.37</td>
</tr>
<tr>
<td>Management Commitment Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.53</td>
<td>0.76</td>
</tr>
</tbody>
</table>

Management commitment is crucial to an organization's effectiveness since it makes one a team player and develops relationships among employees. According to the findings, it was observed that 59% agreed that management involves employees in project initiation and execution while 29% disagreed with the statement. Moreover, 52.6% of respondents affirmed that the management is dedicated towards achieving project success while
55.1% reported that the management has the right attitude towards achieving optimal project performance. This means that when managers are committed to achieving the project objective, the organization's performance advances. This finding is in line with that of Gulzar, Arshad, Mirza, Hafeez and Ehsan (2012). Who reports that every firm's success or failure is largely determined by the commitment of stakeholders involved in that business. Positive commitment is one of the most crucial indications of project completion success. The findings show that project managers' affective commitment ensures project success, whereas their disturbed commitment may cause project failure. IN this study, it was observed that Management Commitment mean Index was 3.53 with a 0.76

In order to lead stakeholders and the project manager through the project's many phases, project planning is essential. From the research finding, it was established that 62.8% affirmed that the managers create and carry out detailed planning of project implementation and execution. Furthermore, it was observed that 55.1% of the respondents asserted that management organize and direct projects accordingly. This indicates that a well-planned project allows the establishment to set goals, decrease risks, and improve operational efficiency. This result concurs with that of Yang, Wu and Huang (2011) who determined the link between project planning and its success. The results suggest that enhanced leadership dedication could enhance team member interactions. The results demonstrate that collaboration among team members affects project results in a statistically meaningful way.
In order for projects to function successfully and on schedule, efficient communication is a requirement of project management. It makes sure that everyone in the team is clear about the goals of the project and understands what is required of them. According to the study results, it was noted that 68% of participants acknowledged that improvement or change of plans and how the project is being carried out is adequately communicated. Moreover, 56.4% emphasized that management often lead by example. Buba and Tanko (2017) assessed how planning of projects impacts the performance of projects under constructions sector in terms of quality. It was ascertained that the project executive’s transformational leadership style contributes towards inter-functional relationships. However, 29.5% of respondents disagreed that performance of NGOs is influenced by the commitment of management. These results concur with those of Lysons and Farrington (2006) who observes that poor execution processes are caused by lack of commitment by management as well as wrong knowledge on the methodologies and this ultimately delays the projects. This view was supported by management commitment mean index (Mean= 3.53; SD=0.76). In this study, it was observed that management commitment mean index was 3.53 with a standard deviation 0.76. This indicated that respondents largely agreed that management commitment was a factor that affected effectiveness of non-governmental organizations.
4.3.2 Resource Allocation

The study's second goal was to ascertain how resource allocation affected the effectiveness of non-governmental organizations in Kenya's Nairobi metropolitan area. Percentages, means, and standard deviations were computed in this section. The analysis's conclusion is depicted in Table 4.7.

Table 4.8: Resource Allocation

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved technological resources enhances the performance of NGOs</td>
<td>6.4%</td>
<td>12.8%</td>
<td>14.1%</td>
<td>42.3%</td>
<td>24.4%</td>
<td>3.65</td>
<td>1.17</td>
</tr>
<tr>
<td>Financial resources is key in the execution of projects</td>
<td>15.4%</td>
<td>11.5%</td>
<td>7.7%</td>
<td>37.2%</td>
<td>28.2%</td>
<td>3.51</td>
<td>1.41</td>
</tr>
<tr>
<td>Adequate human resources is essential in achieving optimal project performance</td>
<td>3.8%</td>
<td>17.9%</td>
<td>11.5%</td>
<td>43.6%</td>
<td>23.1%</td>
<td>3.64</td>
<td>1.13</td>
</tr>
<tr>
<td>Adequate physical resources enhance performance of NGOs</td>
<td>14.1%</td>
<td>15.4%</td>
<td>10.3%</td>
<td>35.9%</td>
<td>24.4%</td>
<td>3.41</td>
<td>1.38</td>
</tr>
<tr>
<td>Sufficient equipment’s for carrying out projects are readily available</td>
<td>6.4%</td>
<td>25.6%</td>
<td>15.4%</td>
<td>30.8%</td>
<td>21.8%</td>
<td>3.35</td>
<td>1.25</td>
</tr>
<tr>
<td>The performance of NGOs is influenced by project resource allocation</td>
<td>2.6%</td>
<td>16.7%</td>
<td>25.6%</td>
<td>28.2%</td>
<td>26.9%</td>
<td>3.60</td>
<td>1.13</td>
</tr>
<tr>
<td>Resource allocation Index</td>
<td>3.52</td>
<td>0.90</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The performance of any business can be improved by properly allocating resources. The research determined that 60.3% of respondents confirmed that adequate physical resources enhance projects performance of NGOs. This view was upheld by 66.7% of
respondents affirmed that improved technological resources enhances the performance of projects. This implies that lack of these resources, implementation of projects plans could be hindered. This study findings agrees with those of Rugiri and Njangiru (2018) who reports that resource availability is positively related to project performance and plays an essential part in defining the level of project performance. The is further buttressed by the study of Owusu, Owusu, Djan and Anin (2021) who concluded that although financial resource availability is critical to SMEs’ success, the impact is primarily dependent on how much effort SMEs devote to accumulating financial resources from diverse sources.

One of the things that has a beneficial impact on project success is financial management methods coupled with adequate financial resources. The study established that 65.4% asserted that financial resources is key in the execution of projects. The current findings corresponds with that of Cheluget and Morogo (2017) who proposes that it demands that financial management practices intervention to train project managers and personnel on how to use the available financial services to better their businesses while also lowering their costs of doing business. Similarly, Strzelczyk (2020) adds that for the program to be carried out, it is vital to have the requisite financial resources to buy the necessary supplies, services, and instruments.

The results indicated that 55.1% were of the opinion that the performance of NGOs is influence by project resource allocation. Furthermore, the study noted that 66.7% agreed that adequate human resources is essential in achieving optimal project performance. Nevertheless, 32% disagreed that sufficient equipment’s for carrying out projects are readily available. The Resource allocation mean index was 3.52 with a standard
deviation of 0.90. This demonstrates that most survey participants affirmed that resource allocation was a factor affecting the effectiveness of NGO's in the Nairobi metropolitan area ($Mean=3.52; SD=0.90$). This view is supported by the research by Wanja (2017) who affirms that resource management is a crucial aspect of project success in any firm. The time and cost of project delivery may be impacted by its use of resources, including money and equipment. The amount of resources that different tasks receive is influenced by a number of regulations that control resource allocation. In this study, it was observed that resource allocation mean index was 3.52 with a standard deviation 0.90. This indicated that respondents largely agreed that resource allocation was a factor that affected effectiveness of non-governmental organizations.

4.3.3 Technical Competence

The third goal of the study was to assess the impact of technical competence on NGO performance in Nairobi, Kenya. The standard deviations, averages, and percentages were all used in the analysis.
Table 4.9: Technical Competence

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project’s teams have the necessary skills required for execution of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>projects</td>
<td>14.1%</td>
<td>7.7%</td>
<td>14.1%</td>
<td>39.7%</td>
<td>24.4%</td>
<td>3.52</td>
<td>1.32</td>
</tr>
<tr>
<td>Professional are engaged in the execution of projects</td>
<td>9.0%</td>
<td>15.4%</td>
<td>20.5%</td>
<td>29.5%</td>
<td>25.6%</td>
<td>3.47</td>
<td>1.27</td>
</tr>
<tr>
<td>Project team members have the necessary qualifications required</td>
<td>11.5%</td>
<td>16.7%</td>
<td>10.3%</td>
<td>34.6%</td>
<td>26.9%</td>
<td>3.48</td>
<td>1.35</td>
</tr>
<tr>
<td>Project team members, managers have experience on technical know how</td>
<td>6.4%</td>
<td>23.1%</td>
<td>12.8%</td>
<td>32.1%</td>
<td>25.6%</td>
<td>3.47</td>
<td>1.27</td>
</tr>
<tr>
<td>The project team member have the technical know-how for proper execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of projects</td>
<td>2.6%</td>
<td>21.8%</td>
<td>23.1%</td>
<td>30.8%</td>
<td>21.8%</td>
<td>3.47</td>
<td>1.13</td>
</tr>
<tr>
<td>Technical skills are being incorporated as training for support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>staff and stakeholders</td>
<td>5.1%</td>
<td>16.7%</td>
<td>25.6%</td>
<td>29.5%</td>
<td>23.1%</td>
<td>3.48</td>
<td>1.17</td>
</tr>
<tr>
<td>Project performance is influenced by the technical competence of the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>project team</td>
<td>9.0%</td>
<td>15.4%</td>
<td>20.5%</td>
<td>26.9%</td>
<td>28.2%</td>
<td>3.50</td>
<td>1.29</td>
</tr>
<tr>
<td>The performance of NGOs is influenced by project resource allocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Competence Mean Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.49</td>
<td>0.92</td>
</tr>
</tbody>
</table>

Businesses and organizations must work to ensure that all project team members have the necessary skills and roles in order to ensure ongoing innovation. According to the results, it was found that 64.1% of participants were of the opinion that the project’s teams have the necessary skills required for execution of projects. This view was upheld by 55.1% of respondents who affirmed that project performance was affected by the technical competence of the project team. This implies that technical competence is critical in project execution and hence its performance. The findings resonates with those of
Amollo and Omwenga (2017) who avers that effective project leadership necessitates technical or core subject area knowledge, human relations abilities, and the capacity to present the project within specific operational settings ranging from the institutional to the global. In order to effectively manage all of the dynamics of research and development activity in a non-academic, public research institution, the research and development project manager requires all three talents.

Project team member who are engaged in the project execution must have requisite skills and knowledge on project management. According to the findings, it was observed that 61.5% of respondents acknowledged that project team members have the necessary qualifications required. Furthermore, 57.7% also were of the opinion that project team members, managers have experience on technical know-how. This means that project performance will be guaranteed on time if project execution members are adequately informed and have the requisite abilities for project implementation. This concurs with those of Oh and Choi (2020) who reports that personal skills, such as knowledge and technical expertise, are required of project team members. However, it can be determined that building a project team requires meeting professional and multifunctional criteria as projects become more complex and dynamic. Team members must possess the same knowledge and abilities as managers, including strong communication, management, and integration skills, as well as the capacity to use and comprehend information, tools, and techniques.

The importance of individual team member abilities, such as knowledge and skills, cannot be overstated. The findings shows that 55.1% of respondents uphold that
professionals are engaged in the execution of projects while 52.6% also affirm that the project team members possess the technical expertise necessary for successful project completion. This result resonates with those of Murch (2001) who discovered that in order to effectively do their jobs, project managers must have significant technical knowledge and skill. Technical skills assist project managers in leading and managing more successfully by increasing their awareness of the numerous challenges that develop throughout the project life cycle.

Effective project execution requires stakeholders to be trained to enhance their productivity. According to the findings, 52.6% states that technical skills are being incorporated as training for support staff and stakeholders. Additionally, 62.8% of respondents affirmed that generally, the performance of NGOs is influence by project resource allocation. The overall Technical Competence showed that t requires to be considered for meaningful project performance ($Mean=3.49; SD=0.92$). The Findings agrees with those of Waithera and Wanyoike (2015) who affirms that Overall staff training had a substantial effect on the monitoring and assessment of youth-funded agribusiness enterprises. To ensure that projects are implemented successfully, managers should think about offering all project stakeholders brief, formal monitoring and assessment training sessions. In this study, it was observed that technical competence mean index was 3.49 with a standard deviation 0.92. This indicated that respondents largely agreed that technical competence was a factor that affected effectiveness of non-governmental organizations.
4.3.4 Stakeholders’ Involvement

The fourth goal for the research was to evaluate relevance of stakeholders’ involvement on the performance of projects of Non-Government Organization in Nairobi metropolitan, Kenya. The statistics employed include percentages, means and standard deviations.

Table 4.10: Stakeholders’ Involvement

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder’s involvement assist in creating better ownership of the project</td>
<td>9.0%</td>
<td>19.2%</td>
<td>20.5%</td>
<td>38.5%</td>
<td>12.8%</td>
<td>3.26</td>
<td>1.18</td>
</tr>
<tr>
<td>Capacity building of stakeholders’ aids decision making thereby leading to better performance of project</td>
<td>6.4%</td>
<td>15.4%</td>
<td>19.2%</td>
<td>47.4%</td>
<td>11.5%</td>
<td>3.42</td>
<td>1.08</td>
</tr>
<tr>
<td>Stakeholders’ involvement in identification of project has enabled projects to meet their needs</td>
<td>2.6%</td>
<td>25.6%</td>
<td>20.5%</td>
<td>29.5%</td>
<td>21.8%</td>
<td>3.42</td>
<td>1.16</td>
</tr>
<tr>
<td>Involving stakeholders enables smooth execution of the project</td>
<td>3.8%</td>
<td>16.7%</td>
<td>25.2%</td>
<td>26.9%</td>
<td>27.4%</td>
<td>3.51</td>
<td>1.14</td>
</tr>
<tr>
<td>Engaging stakeholder in project improves the performance of project</td>
<td>5.1%</td>
<td>14.1%</td>
<td>17.9%</td>
<td>43.6%</td>
<td>19.2%</td>
<td>3.57</td>
<td>1.11</td>
</tr>
<tr>
<td>The performance of NGOs project is influenced by stakeholders’ involvement</td>
<td>10.3%</td>
<td>25.6%</td>
<td>15.4%</td>
<td>28.2%</td>
<td>20.5%</td>
<td>3.23</td>
<td>1.31</td>
</tr>
<tr>
<td><strong>Stakeholders Involvement Mean Index</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.40</td>
<td>0.79</td>
</tr>
</tbody>
</table>
Stakeholder engagement is critical to any organization's success. The findings from the analysis indicated that 51.3% agreed that stakeholder’s involvement assist in creating better ownership of the project. Furthermore, the similar proportion (51.3%) confirmed that stakeholders’ involvement in project identification has facilitated projects to satisfy their demands. This means that when involvement of stakeholders advances the implementation of the project. This result concurs with that of Macharia (2013) who reports that Increased involvement of stakeholders in project identification will have a favorable impact on project outcomes. As a result, all stakeholders should be included in selecting the project location, determining community needs, and carrying out the project.

Capacity building is critical in project planning because it allows stakeholders to gain competencies and abilities that will help them be more effective and long-term. According to the results, it was recognized that 58.9% were of the opinion that capacity building of stakeholders’ aids decision making thereby leading to better performance of project while 54.3% correspondingly affirmed that involving stakeholders enables smooth execution of the project. This shows that involving stakeholders in the project enables quick execution of project activities. This is because each stakeholder performs their duties professionally. These results are in line with those of Wright and Geroy (2008), who reiterates that effective training programs improve staff competencies. It promotes workers' intrinsic knowledge, skills, and attitudes, all of which help to produce better organizational performance. It also improves employees' overall performance so that they can effectively complete the current task.
Every project must take stakeholders into account since they have the potential to directly or indirectly affect the success or advancement of the project. Stakeholders show interest as well as concern in a firm in order to increase yield. According to study, it was established that 62.8% affirmed that engaging stakeholder in project improves the effectiveness of project. These finding also revealed that 48.7% of participants affirmed that the effectiveness of NGOs project is affected by stakeholders’ involvement. The results concur with those of Rajeev and Pradeep (2021) who reports that the importance of stakeholder engagement in a successful project becomes vibrant. The active participation of stakeholders in the project ensures its long-term viability, success, and performance. It is vital and crucial for a project manager to cultivate stakeholder management skills that highlight and take care of the stakeholders’ communication demands. Nevertheless, the mean index of the research established that there was paucity of stakeholders’ involvement in majority of the organizations that were sampled (Mean=3.40; SD=0.79). In this study, it was observed that stakeholders’ involvement mean index was 3.40 with a standard deviation 0.79. This indicated that respondents largely agreed that stakeholders’ involvement was a factor that affected effectiveness of non-governmental organizations.

4.3.5 Performance of NGOs

The performance of this research was evaluated in terms of quality performance, project timeliness, user satisfaction and cost performance. The statistics used were percentages, means and standard deviations.
Table 4.11: Performance of NGOs

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project is of good quality and essential to the area</td>
<td>2.6%</td>
<td>25.6%</td>
<td>20.5%</td>
<td>29.5%</td>
<td>21.8%</td>
<td>3.42</td>
<td>1.16</td>
</tr>
<tr>
<td>All stages of the project was done on time and accurately</td>
<td>3.8%</td>
<td>16.7%</td>
<td>29.2%</td>
<td>25.9%</td>
<td>24.4%</td>
<td>3.51</td>
<td>1.14</td>
</tr>
<tr>
<td>The users of the project are satisfied with project outcome</td>
<td>11.5%</td>
<td>16.7%</td>
<td>14.1%</td>
<td>30.8%</td>
<td>26.9%</td>
<td>3.44</td>
<td>1.35</td>
</tr>
<tr>
<td>The project was in line with the stipulated budget</td>
<td>1.3%</td>
<td>21.8%</td>
<td>24.4%</td>
<td>29.5%</td>
<td>23.1%</td>
<td>3.51</td>
<td>1.11</td>
</tr>
<tr>
<td>Performance of Non-Governmental Organizations Mean Index</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.47</td>
<td>0.87</td>
</tr>
</tbody>
</table>

The fundamental objective of project performance is to increase the project's eventual success, which demands a benchmark against which to compare what defines a successful project. According to the study, it was noted that 51.3% agreed that the project is of good quality and essential to the area. However, 28.2% disagreed with the statement. Moreover, 50.3% were of the agreement that all stages of the project was done on time and accurately, while 20.5% had a different opinion. This could imply that performance of projects were influenced by outputs indicators such as quality as well as appropriate completion time. The results are in line with those of Dissanayaka and Kumaraswamy (2013) to realize this, project management is imperative as it makes sure that all the resources that have been committed towards the projects are effectively managed eventually leading to good project performance. One of the critical issues in management of projects is performance measurement.
In order to remain effective, projects must be time-bound. The time frame component aids in project breakdown, task assignment, and timely completion. The finding also showed that 57.7% agreed that the users of the project are satisfied with project outcome while 28.2% had a different opinion. Moreover, 52.6% affirmed that the project was in line with the stipulated budget while 23.1% disagreed with the statement. This implies that one of the most important elements that contributes to project delays and poor quality is time. These findings are consistent with those made by Murithi, Makokha, and Otieno (2017), who underscore that timely project delivery necessitates effective resource management, competent project management, and close project monitoring. Project planning showed a poor correlation with the effectiveness of public construction projects.

4.4 Inferential Analysis

The models used for quantitative analyses were Pearson correlation and multiple linear regression analysis.

4.4.1 Pearson Correlation

Person correlation was conducted at 0.05 alpha level with a 2-tailed test to determine the type and significance of the relationship that existed between independent and dependent variables. Table 4.11 presents the findings.
### Table 4.12: Correlations Matrix

<table>
<thead>
<tr>
<th>Performance of NGO</th>
<th>$X_1$</th>
<th>$X_2$</th>
<th>$X_3$</th>
<th>$X_4$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management Commitment</strong></td>
<td>Pearson Correlation</td>
<td>.793**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>78</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td><strong>Resource Allocation</strong></td>
<td>Pearson Correlation</td>
<td>.580**</td>
<td>.716**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>78</td>
<td>78</td>
<td>78</td>
</tr>
<tr>
<td><strong>Technical Competence</strong></td>
<td>Pearson Correlation</td>
<td>.774**</td>
<td>.773**</td>
<td>.508**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>78</td>
<td>78</td>
<td>78</td>
</tr>
<tr>
<td><strong>Stakeholders Involvement</strong></td>
<td>Pearson Correlation</td>
<td>.746**</td>
<td>.706**</td>
<td>.824**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>78</td>
<td>78</td>
<td>78</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**

*Key:* $X_1$ = Management Commitment; $X_2$ = Resource Allocation; $X_3$ = Technical Competence; $X_4$ = Stakeholders Involvement.

The findings showed that there was evidence of a substantial association between management commitment and NGOs' performance ($r=0.793**; p<0.05$). The results imply that when there is proper planning, communication as well as stakeholder participation, performance of the organization will be enhanced. This finding agrees with that of Tandoh, et al (2022) who reiterates that top management support is essential for project success because it offers the resources and assistance needed to finish a project. Projects are more likely to fail owing to a lack of finance or resources if top management support is absent. Furthermore, the support of senior management can help to guarantee that project managers have the power to decide what to do and how to do it in order to assure the success of the project.
Additionally, it was discovered that there is a statistically significant correlation between resource allocation and NGO performance \((r=0.580^{**}; p<0.05)\). This indicates that enhancing availability of resources such as financial, human, and physical resources could improve project deliverables. This result is consistent with that of Ibrahim (2022), who claims that a major advantage of planning of resources is that it enables organizations to efficiently complete task specifications. Excellent resource scheduling enables in a variety of ways to address issues relating to resource availability and job efficiency. Efficient resource allocation enables project managers to plan for allocating resources to the task and successfully manage them.

Furthermore, the results established a significant correlation between technical competence and Performance of NGOs \((r=0.774^{**}; p<0.05)\). The findings therefore denote that when the management possess management skills, academic qualifications and experience could enhance projects performance. This result was in line with that of Amoah and Marimon (2021) who underline that project managers are in charge of successfully managing a variety of initiatives. The project manager's ability to manage given projects successfully increasingly depends on them being a knowledge worker who possesses and uses both "hard" and "soft" skills and competences.

Finally, it was observed a statistically substantial correlation between stakeholders’ involvement and Performance of NGOs \((r=0.746^{**}; p<0.05)\). This suggests that when stakeholders are involved in matters related to decision making, participation and project ownership could improve project performance. The findings support Magassouba et al. (2019) in that stakeholder involvement is an essential component of any project’s success.
in any organization. Stakeholder involvement in development projects through monitoring and reporting helps to uncover obstacles and issues around the initiatives. Organizational top management can use stakeholder participation in monitoring as a chance to influence and support project success.

4.5 Multiple linear Regression analysis

The current study used a multivariate linear regression model to examine the effect of independent variables on the dependent variable. The results are displayed in the model summary, ANOVA, and coefficients.

4.5.1 Model Summary

The model summary table in this study is used to report the strength of the association between the model and the dependent variable. Table 4.12 summarizes the findings.

Table 4. 13: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.892a</td>
<td>.796</td>
<td>.785</td>
<td>.40581</td>
</tr>
</tbody>
</table>

_a. Predictors: (Constant), Stakeholders Involvement, Technical Competence, Resource Allocation, Management Commitment_

From the model summary table, it was established that 78.5% of performance of non-governmental organizations is explained using management commitment, resource allocation, technical competence, and stakeholders’ involvement. This means that only 21.5% was unexplained variation for the study.
4.5.2 ANOVA

The significance and robustness of the model was analyzed using F statistics. Table 4.13 displays the findings of the analysis.

<table>
<thead>
<tr>
<th>Model</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>47.052</td>
<td>4</td>
<td>11.763</td>
<td>71.428</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>12.022</td>
<td>73</td>
<td>.165</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>59.074</td>
<td>77</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance of Non-Governmental Organizations
b. Predictors: (Constant), Stakeholders Involvement, Technical Competence, Resource Allocation, Management Commitment

In the analysis of variance involving four predictors, it was established that the model was statistically significant at 0.05 alpha level, $r^2 = 0.796$, $F(4,73) = 71.428; p <0.05$.

4.5.3 Coefficients

The strength and significance of each predictor was analyzed using beta coefficients. Each independent variable is displayed in Table 4.14.
In this research, the influence of predictor variables on dependent variable were chiefly evaluated by using the standardized coefficients at 0.05 alpha. The findings indicates that management commitment has a substantial effect on performance of NGOs ($\beta=0.311$; $p<0.05$). Similarly, it was established that resource allocation was found to have a substantial impact on performance of NGOs ($\beta=-0.325$; $p<0.05$). Additionally, it was established that technical competence and stakeholders’ involvement both had a significant influence on performance of NGOs with ($\beta=0.385$; $p<0.05$) and ($\beta=0.589$; $p<0.05$) respectively.

Variance Inflation Factor (VIF) showed that all the variables’ loadings were as follows: management commitment, resource allocation, technical competence, and stakeholders’ involvement with VIFs of 3.969, 3.542, 2.515 and 3.409 respectively. This implies that...
the variables lacked multicollinearity issues which if present could affect the overall significance of the model.

According to Akinwande, Dikko and Agboola (2015) when more than two of the predictor factors in a regression model are moderately or greatly associated, multicollinearity occurs and that is problematic. It is accepted that VIF should be less than 10.

4.5.4 The Model Equation

The following model was specified for the study:

\[ Y = \alpha + \beta_1 MC + \beta_2 RA + \beta_3 TC + \beta_4 SI + \epsilon \]

Performance = -0.176 + (0.311*MC) + (0.325*RA) + (0.385*TC) + (0.589*SI)
CHAPTER FIVE
SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Introduction
The examined data is summarized in line with the study objectives while conclusion and recommendations that emanated from the research brought forward.

5.2 Summary
Performances of a project are important evidence that its operations are managed effectively. However, many projects continue to struggle with achieving and realizing the desired results. The study aimed at assessing the effect of project management inclusion on the performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya. The specific objectives of the study were to examine the effect of management commitment, project resource allocation, technical competence and stakeholder’s involvement on performance of Non-Governmental Organizations in Nairobi metropolitan, Kenya. The proposed research was based on descriptive research design

5.2.1 Management Commitment
Management commitment is fundamental to an organization's efficiency because it fosters teamwork and fosters employee relationships. In addition, management commitment means including employees in the planning and execution of projects. The analyzed data revealed that up to majority of respondents affirmed that the management is dedicated towards achieving project success while a section reported that the management has the right attitude towards achieving optimal project performance. This
means that when managers are committed to achieving the project objective, the organization's performance advances. The findings show that project managers' affective commitment ensures project success, whereas their disturbed commitment can lead to project failure.

Project planning is essential for directing stakeholders and the project management through the project's many stages. Majority of participants affirmed that the management develop and execute thorough project implementation and execution strategies. This was demonstrated by their ability to plan and direct activities effectively. It is imperative to observe that a well-planned project allows the establishment to set goals, decrease risks, and improve operational efficiency.

In order for projects to function successfully and on schedule, efficient communication is a requirement of project management. It makes sure that everyone in the team is clear about the goals of the project and understands what is required of them. According to the discovery, it was observed that majority of participants acknowledged that improvement or change of plans and how the project is being carried out is adequately communicated. Additionally, several respondents emphasized that management often lead by example. However, a few of respondents disagreed that project performance of NGOs is influenced by the commitment of management. This could be a source of non-performance among non-governmental organizations.
5.2.2 Resource Allocation

The process of distributing the best resources to projects under consideration is known as resource allocation. Teams can better meet deadlines and employ only the resources necessary to accomplish each goal when resources are readily available. Adequate Resource allocation is important in enhancing performance of any organization. In light of the results, a section of participants were of the opinion that enough physical resources help NGOs perform better on projects. This viewpoint was shared by a section of respondents, who agreed that better technological resources boost project performance. This implies that lack of these resources, implementation of projects plans could be hindered.

Financial management approaches along with proper financial resources are one of the elements that contribute to project effectiveness. The study established that over half asserted that financial resources is key in the execution of projects. It can be established that an organization needs financial resources in order to purchase the necessary tools, services, and materials in order to carry out the operations in a program.

Resource allocation is a vital component of project success in any business. Its financial and resources or material deployment may have an effect on the project execution cost and time. The results indicated that a section were of the opinion that the effectiveness of NGOs is shaped by project resource allocation. Furthermore, the study noted that huge proportion agreed that adequate human resources is essential in achieving optimal project performance. Despite this, less than half disagree that necessary equipment for completing tasks is easily available. The mean index for resource allocation was 3.52,
with a standard deviation of 0.90. This demonstrates that the majority of participants in Nairobi metropolitan concurred that resource allocation was a factor affecting the performance of NGO initiatives (Mean=3.52; SD=0.90).

5.2.3 Technical Competence

Corporations and companies must endeavor for the competencies in roles of all project team members to enable continuous innovation. According to the outcomes, it was found that a section of participants established that the project’s teams have the necessary skills required for execution of projects. This view was upheld by some of respondents who affirmed that NGOs performance is influenced by the technical competence of the project teams. This implies that technical competence is critical in project execution and hence its performance.

Project team members who are engaged in the project execution must have requisite skills and knowledge on project management. According to the findings, it was observed that huge proportion of respondents acknowledged that project team members have the necessary qualifications required. Furthermore, section of participants also were of the opinion that project team members, managers have experience on technical know-how. This means that project performance will be guaranteed on time if project execution members are adequately informed and have the requisite abilities for project implementation.

The importance of individual team member abilities, such as knowledge and skills, cannot be overstated. The findings shows that some section of respondents uphold that
professionals are engaged in the execution of projects while some of them also affirm that the project team member have the technical know-how for proper execution of projects. Through an awareness of the complex difficulties that arise during the project life cycle, technical skills help project managers lead and manage more effectively.

Effective project execution requires stakeholders to be trained to enhance their productivity. According to the findings, majority stated that technical skills are being incorporated as training for support staff and stakeholders. Additionally, a section of respondents affirmed that generally, the performance of NGOs is influenced by project resource allocation. The overall Technical Competence showed that it requires to be considered for meaningful project performance (Mean=3.49;SD=0.92).

5.2.4 Stakeholders’ Involvement

Stakeholder engagement is critical to any organization's success. The findings from the analysis indicated that some respondents agreed that stakeholder’s involvement assist in creating better ownership of the project. Furthermore, the similar proportion confirmed that stakeholders’ involvement in identification of projects has enabled projects to meet their needs. This means that involvement of stakeholders improves the performance of the project. Consequently, all stakeholders should be included in selecting the project location, determining community needs, and carrying out the project.

Capacity building is critical in project planning because it allows stakeholders to gain competencies and abilities that will help them be more effective and long-term. According to the results, it was recognized that section were of the opinion that capacity
building of stakeholders’ aids decision making thereby leading to better performance of project while some segment correspondingly affirmed that involving stakeholders enables smooth execution of the project. This shows that involving stakeholders in the project enables quick execution of project activities. This is because as each stakeholder performs their duties, it improves employees’ skills, knowledge, and attitudes, all of which help the organization function better.

Every project must take stakeholders into account since they have the potential to directly or indirectly affect the success or advancement of the project. Stakeholders show interest as well as concern in a firm in order to increase yield. According to study, it was established that over half affirmed that engaging stakeholder in project improves the effectiveness of project. Further, the finding also revealed that less than half affirmed that the effectiveness of NGOs project is motivated by stakeholders’ involvement. It is critical and highly important for a project manager to develop stakeholder management aptitudes that illustrate and solve the stakeholders' communication needs. Nevertheless, the mean index of the research established that there was paucity of stakeholders’ involvement in majority of the organizations that were sampled (Mean=3.40; SD=0.79).

5.3 Conclusion

The commitment of management increases operations and performance. As a result, managers must demonstrate devotion to their task in order to lead the work process. Therefore, project management requires utmost commitment regarding their roles.
Resource allocation is a vital component of project success in any business. Its financial and material deployment may have an effect on the project execution cost and time. Hence, enough physical resources help NGOs perform better on projects. This implies that lack of these resources, implementation of projects plans could be hindered.

Technical competence is critical in project execution and hence its performance. Project team member who are engaged in the project execution must have requisite skills and knowledge on project management. Through an awareness of the complex difficulties that arise during the project life cycle, technical skills help project managers lead and manage more successfully.

Capacity building is imperative in project planning because it allows stakeholders to gain competencies and abilities that will help them be more effective and long-term. All stakeholders should be included in selecting the project location, determining community needs, and carrying out the community projects.

5.4 Recommendation

The research suggests:

Effective project administration requires the managers to demonstrate devotion to their duty in order to lead the work process to greater achievement.

Management should strive to provide resources needed to accomplish a task within required time. Specifically, financial, human, and other physical resources ought to be within the disposal to boost project performance.
Team members who are involved in project execution require essential skills and knowledge on project administration. Thus, a continuous staff training is central for an organization to meet its objectives.

All stakeholders should be incorporated in all the stages of project life cycle for smooth execution of the project and success.

5.5 Recommendation for further Research

In the realm of project management, progress has been made towards Information communication technology and hence ushering in remote working as one of the new advancements. Organizations must adjust to the new manner of operation as a result of the COVID 19 pandemic. A research on the influence of remote working on performance of NGOs in Kenya could be carried out.
REFERENCES


APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

RE: REQUEST FOR RESEARCH PARTICIPATION.

Dear participant,

My name is Geoffery Mbaabu Murithi, and I am a Kenyatta University Master of Business Administration (MBA) student conducting research on the “Project Management Inclusion and Performance of Non-Governmental Organization in Nairobi Metropolitan, Kenya”. This research is based on the premise for obtaining a degree. I am thereby soliciting for your opinion in responding truthfully to the questions as all responses will be treated with confidentiality. You can decide to stay anonymous or fill in your name and this information is not an important requirement.

Thank you

Geoffrey Mbaabu Murithi
APPENDIX II: QUESTIONNAIRES

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male [ ] Female [ ]

2. Position held (Tick appropriately)

<table>
<thead>
<tr>
<th>Position</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project manager</td>
<td></td>
</tr>
<tr>
<td>Project team member</td>
<td></td>
</tr>
<tr>
<td>Support staff</td>
<td></td>
</tr>
<tr>
<td>Stakeholder</td>
<td></td>
</tr>
</tbody>
</table>

3. Education level

Certificate/Diploma [ ] Undergraduate [ ] Masters [ ] PHD [ ]

4. Age bracket

a) 25 yrs and below [ ]
b) 26-35 yrs [ ]
c) 36-45 yrs [ ]
d) 46-50 yrs [ ]
e) Above 50 yrs [ ]
SECTION B: MANAGEMENT COMMITMENT

5. Indicate the degree to which the statements relate to management commitment in Non-Governmental Organizations

Key: 5 – Strongly Agree, 4 – Agree, 3 – Don’t Know, 2 – Disagree and 1 – Strongly Disagree

<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>Management involves employees in project initiation and execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management is dedicated towards achieving project success</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management has the right attitude towards achieving optimal project performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management often lead by example</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvement or change of plans and how the project is been carried out is adequately communicated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The managers create and carry out detailed planning of project implementation and execution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management organize and direct projects accordingly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance of NGOs is influenced by the commitment of management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION C: THE ROLE OF RESOURCE ALLOCATION

6. Indicate the degree to which these statements relate to project resource allocation in Non-Governmental Organizations

<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>Improved technological resources enhances the performance of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial resources is key in the execution of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate human resources is essential in achieving optimal project performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate physical resources enhance project performance of NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient equipment’s for carrying out projects are readily available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The performance of NGOs is influenced by project resource allocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION D: TECHNICAL COMPETENCE

7. What extent does each of the following assertions apply to technical competence in Non-Governmental Organizations

<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 project’s teams have the necessary skills required for execution of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional are engaged in the execution of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project team members have the necessary qualifications required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project team members, managers have experience on technical know how</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The project team member have the technical know-how for proper execution of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical skills are been incorporated as training for support staff and stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project performance is influenced by the technical competence of the project team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The performance of NGOs is influenced by project resource allocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. What extent does each of the following assertions apply to stakeholders involvement in Non-Governmental Organizations

SECTION E: STAKEHOLDERS INVOLVEMENT

<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>Stakeholder’s involvement assist in creating better ownership of the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity building of stakeholders aids decision making thereby leading to better performance of project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders involvement in identification of project has enabled projects to meet their needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involving stakeholders enables smooth execution of the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engaging stakeholder in project improves the performance of project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The performance of NGOs is influenced by stakeholders involvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION F: PERFORMANCE OF PROJECTS BY NGOS

8. What extent does each of the following assertions apply to performance of Non-Governmental Organizations

<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 project is of good quality and essential to the area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All stages of the project was done on time and accurately</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The users of the project are satisfied with project outcome</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The project was in line with the stipulated budget.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX III: LIST OF PROJECTS

4. Amkeni wa Kenya Legal aid and psychological support in Nairobi (Jan 2021-Dec 2021) by Centre for Rights Education and Awareness-CREAW Donated by UNDP
5. Social Economic Empowerment to Gender Based Violence (GBV) Survivors by Centre for Rights Education and Awareness-CREAW (2021-2022) Donated by MASTERCARD FOUNDATION
6. Haki Mashinani-Empowering Women who want to vie for Political Positions by Centre for Rights Education and Awareness-CREAW (2021-2022) Donated by FORUM CIV
7. Covid-19 Adoption by Safaricom Foundation (Jan 2021-Dec 2021)
8. Household Empowerment and Sustainability by Mwendo(Making Well informed Efforts to Nature the Disadvantaged Orphans and Vulnerable Children-OVCs) 2017-March 2021
9. Skills training and Economic Empowerment by Compassion Childrens Education Programme (1980 to date)
10. Community Based Care and Outreach Programme by Lea Toto (Jan 2020-2022)
13. Economic Empowerment & Sustainability of the Youths by Communities Development Network-CDN (2020-2022)
18. Developing Sustainable Food Systems for Urban Areas by Food and Agriculture Organization of the United Nations (2018-2022)
20. Increasing Small Holder Productivity and Profitability Project (ISPP) by Food and Agriculture Organization of the United Nations (2018-2021)
22. Environment as Business (EAB); Waste Management Project by Hand in Hand Eastern Africa (2018-2021) Donated by PKL
25. Social Economic and Civic Empowerment of Poor and Marginalized Communities in Nairobi Project Using the Human Resource Based Approach (HRBA) by FORUM CIV (2017-2021)
26. Hilti Cohort of Entrepreneurs Project by Hilti Cohort Foundation (2020-2022)
30. Women Empowerment Program Through Entrepreneurship Training by Anglican Church of Kenya Mothers Union (2021-2022)