AN ANALYSIS OF IMPLEMENTATION OF NGO PROJECTS IN NAIROBI COUNTY

RUTH W. THAIRU

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DECLARATION

This is my original work and it has not been presented for evaluation or degree award in this or any other university.

Signature …… Date ……..

Ruth Thairu

This project report has been submitted for examination with my approval as the university supervisor

Signature …….. Date ……

Gladys Kimutai,

Lecturer, Management Science Department

Kenyatta University

This project report has been submitted for examination with my approval as chairperson of management science department.

Signature …….. Date ……

Gladys Kimutai

Chairperson, Management Science Department

Kenyatta University

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS AND ACRONYMS

PMBOK	Project Management Body of Knowledge
CSFs	Critical Success Factors
NGO	Non-governmental Organization
ICT	Information and Communication Technology
HIV	Human Immunodeficiency Virus
AIDS	Acute Immunodeficiency Syndrome
PMI	Project Management Institute
US	United States (of America)
UK	United Kingdom
PIP	Project Implementation Profile

OPERATIONAL DEFINITION OF TERMS

Project	A temporary endeavor undertaken to create a unique product, service, or result.
Baseline	A value or starting point on a scale with which other values can be compared.
Ad-hoc	Activity or organization formed only because a situation has made it necessary and is not planned in advance.
Granularity	A threshold treated as a necessary minimum for a certain activity to be undertaken.
Padding	Unnecessary words or information used to make a piece of writing, document or text longer.
Implementation	The act of putting something into effect, or carrying it out.
NGO	This abbreviation stands for 'Non-Governmental Organization', and refers to organizations that are mostly involved with the welfare of society and the citizens, but which are not affiliated with any federal or national government department.

ABSTRACT

Every project creates a unique product, service, or result. Although repetitive elements may be present in some project deliverables, this repetition does not change the fundamental uniqueness of the project work. Effectiveness of project implementation can be thought of as incorporating four basic facets: time criterion, budget criterion, effectiveness criterion, and client satisfaction criterion, it is successful. Studies have been done to unravel the workings behind successful project implementation, but none has attempted to directly undertake an analysis of project implementation by NGOs in Nairobi. The general objective of the study was to undertake the analysis of effective implementation of NGO projects in Nairobi County, but more specifically, the study investigated the role the following variables play in effective implementation of projects; communication; planning; financing; monitoring and controlling. This study was conducted against a backdrop of various studies and theories that have previously been done and which support our assumptions regarding the independent variables and dependent variables. Highlights of these studies include; the magic triangle of project management that visualizes the three objectives that the project manager should monitor all the time. If one is jeopardized, it will affect the two other objectives. These are performance, cost and time. Management support for projects has long been considered of great importance in distinguishing between their ultimate success or failure. Project management is seen as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. A failure in communication can negatively impact the project. As the detailed budget for each key stage is derived, we must compare the total with the project budget and analyze the variance. Internal control processes should be designed with the objectives of promoting the effectiveness and efficiency of operations and increasing the reliability of project outcomes. The study was a descriptive survey research. The data was sampled from a population of two hundred and one NGOs. A sample of fifty percent was studied. Primary data was collected through a survey questionnaire. Findings were represented in tables and analyzed through frequencies, percentages, mean scores and standard deviations. The five point Likert Scale was used to undertake the various analyses of effective implementation of NGO projects, and the magnitude of their impact and usage. The researcher found out that project product delivery and project product quality are the major indicators to show the effectiveness of project implementation. As was examined during the review of literature, previous studies have concluded that cost, time and quality were still three most important indicators of success in projects. From the findings, communication with regard to the application of project management tools and availability of information for decision-making affects project implementation. The researcher also found out that communication is the most critical element for the success; it found that communication and financing have relatively more weight and importance to project implementation than monitoring and planning. The researcher concluded that employees of NGOs who implement projects in Nairobi County feel that communication with regard to the application of project management tools and availability of information for decision-making affects project implementation. Planning, financing and monitoring were also considered important in that order.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

At its most fundamental, project management is about people getting things done,' (Barnes 2012). Project management is the way of managing change. Everything from the Olympics to organising a wedding can be considered a project. It describes the activities that meet specific objectives and can be used to introduce or improve new or existing products and services. Projects are separate to business-as-usual activities, requiring people to come together temporarily to focus on specific project objectives. As a result, effective teamwork is central to successful projects. Project management focuses on controlling the introduction of the desired change. A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a definite beginning and end (Horine, 2005). The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean short in duration. Temporary does not generally apply to the product, service, or result created by the project; most projects are undertaken to create a lasting outcome. For example, a project to build a national monument will create a result expected to last centuries. Projects can also have social, economic, and environmental impacts that far outlast the projects themselves.

Every project creates a unique product, service, or result. Although repetitive elements may be present in some project deliverables, this repetition does not change the fundamental uniqueness of the project work. For example, office buildings are constructed with the same or similar

materials or by the same team, but each location is unique - with a different design, different circumstances, different contractors, and so on (Project Management Body of Knowledge, 2008). Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 42 logically grouped project management processes comprising the 5 Process Groups. These 5 Process Groups are: Initiating, Planning, Executing, Monitoring & Controlling, and Closing (PMBOK 2008).

Communication is the process of sharing information, thoughts and feelings between people through speaking, writing or body language. Effective communication extends the concept to require that transmitted content is received and understood by someone in the way it was intended. The goals of effective communication include creating a common perception, changing behaviors and acquiring information (Brown 2011). In his article 'Dealing with project communication', Ruuska (2007) lists five important roles of communication in project management which are; project communication is a supporting activity, with which it is made possible to create an end product from the project, and transfer it to both customers and end users; in order to create a positive and reliable service profile, communication is needed for both profiling and being profiled; project communication is an informative tool, which communicates to all relative groups what is happening in the project; orientation activities rely strongly on communication. This is important when different specialists working with project are given proper orientation; by the social nature of people, interaction with each other is needed in order to satisfy the social needs of human nature (Ruuska 2007).

Planning consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.

The planning processes develop the project management plan and the project documents that will be used to carry out the project. The multi-dimensional nature of project management creates repeated feedback loops for additional analysis. As more project information or characteristics are gathered and understood, additional planning may be required. Significant changes occurring throughout the project life cycle trigger a need to revisit one or more of the planning processes and, possibly, some of the initiating processes. This progressive detailing of the project management plan is often called "rolling wave planning," indicating that planning and documentation are iterative and ongoing processes (PMBOK, 2008).

One of the factors that influence the implementation of projects is financing. Adequate financing accelerates the rate at which implementation is executed. It ensures that the project execution team and the project management office are well-resourced to carry out the project work. Lack of funds actually grinds to a halt the project work because every activity costs money in terms of human resource, material costs, and many other categories of costs.

Monitoring and Controlling consists of those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes. The key benefit of this process is that project performance is observed and measured regularly and consistently to identify variances from the project management plan. Continuous monitoring provides the project team insight into the health of the project and identifies any areas requiring additional attention. The Monitoring and Controlling Process not only monitors and controls the work being done within a Process Group, but also monitors and controls the entire project effort. In multi-phase projects, the Monitoring and Controlling Process Group coordinates project phases in order to implement corrective or preventive actions to bring the project into compliance with the project management plan. This

review can result in recommended and approved updates to the project management plan. For example, a missed activity finish date may require adjustments to the current staffing plan, reliance on overtime, or trade-offs between budget and schedule objectives, (Cynthia, 2008).

Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. During project execution, results may require planning updates and re-baselining. This can include changes to expected activity durations, changes in resource productivity and availability, and unanticipated risks. Such variances may affect the project management plan or project documents and may require detailed analysis and development of appropriate project management responses. The results of the analysis can trigger change requests that, if approved, may modify the project management plan or other project documents and possibly require establishing new baselines. A large portion of the project's budget will be expended during project implementation (PMBOK, 2008).

1.1.1 Project Implementation

Effective project implementation is looked at in many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by

some client, either internal or external to the organization and its project team. It seems reasonable therefore, that any assessment of project implementation effectiveness should at least include these four measures among others.

As noted by Schultz and Slevin (2009), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Beck (2006) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Further, Manley (2004) shows that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. For the purposes of classification, the factor Top Management Support refers to both the nature and amount of support the project manager can expect from management both for himself as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

The famous Project Implementation Profile (PIP) is a set of factors developed by Pinto et al (2010). They came up with 10 CSFs to assist in identifying and measuring successfully implemented projects. These are project mission (clarity of goals and general direction), top management support (ability and willingness to provide resources, authority and influence), project schedule (a detailed specification and schedules for project implementation), client consultation (adequate communication, consultation and active listening to and with the client), personnel (recruitment, selection and training), technical tasks (availability of required technology and expertise), client acceptance (final project was sold to end-users), monitoring and

feedback (provision of comprehensive information at each implementation stage), communication and trouble-shooting (ability to handle crisis and deviation from plan). In a later study Pinto et al (2010) showed that the relative importance of the several CSFs changes significantly based on the life cycle stages. Pinto et al (2010) highlighted that CSFs identification will help the project teams minimize firefighting, intuitive and ad-hoc approach in managing uncertainties and changes encountered during project implementation.

1.1.2 NGOs in Kenya

The qualitative and quantitative growth of NGOs in Kenya over the last quarter of the 20th century has been enormous. For instance, NGOs registered a cumulative growth of over 100% between 1977 and 1987. By 1995 there were at least 23,000 women's organizations in the country. Most of these organizations are registered under the Ministry of Culture and Social Services. Those NGOs that are registered by the NGO Coordination Bureau (under the Office of the President) are at least 1441 compared to only 250 in 1993. We use the terms NGOs and civic organizations interchangeably to cover organizations in the civil society that are voluntary, independent and not self-serving.

Vibrant and secure civic organizations often play a vital role in society. It is not surprising therefore that the move to liberalize laws with a view to permitting and encouraging civic organizations has resulted in a trend described as the "new scramble in Africa" and Kenya exemplifies this trend. The main proponents of the move towards greater participation of these organisations base their arguments on the need to protect associational rights. There have been however, on the other hand, a school of thought that postulates the essential need to protect the public from the real and perceived abuses and frauds by unscrupulous organizations. Thus the universal problem of regulation of civic organisations arises (Muiruri, 2006).

The operations of NGOs in Kenya and other countries are hampered by many factors. These have implications for NGO autonomy. For instance, the operational environment of NGOs determines the effectiveness of programmes and projects undertaken by those NGOs. There are both external and internal environments that impinge on NGOs' performance and output. Operational environment: Economic – Donors, Political, Social, State departments, Beneficiaries, Law, Founders. Under systems theory, organizations' behavioral pattern largely depends on the environment (both external and internal) in which they are operating. How NGO's as organizations are run or behave depends on for instance, the political, economic, and social conditions in the country. For example the donors, the founders and the beneficiaries will influence and drive the NGOs operations (Muiruri, 2006).

1.2 Statement of the problem

Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan (PMBOK, 2008). Implementing a project typically includes identifying requirements, addressing the various needs, concerns, and expectations of the stakeholders as the project is planned and carried out, and balancing the competing project constraints which include, but are not limited to scope, quality, schedule, budget, resources, and risk. The specific project will influence the constraints on which the project manager needs to focus. The relationship among these factors is such that if any one factor changes, at least one other factor is likely to be affected. Because of the potential for change, the project management plan is iterative and goes through progressive elaboration throughout the project's life cycle. Progressive elaboration involves continuously improving and detailing a plan as more-detailed

and specific information and more accurate estimates become available. Progressive elaboration allows a project management team to manage to a greater level of detail as the project evolves (PMBOK, 2008).

On long projects the pace of change can outstrip the original objectives of the project. For example IT and computer software develops so quickly that within two years the technology is almost obsolete. It can happen in broader circumstances, like the economic climate rapidly changing. Without managing and reacting to change, or at least building in flexibility into a project to allow for regular updates and reviews, it will end up being extremely costly to fix at the end. Planning and hedging goes some way to help, but really it's how nimbly the project can adapt its aims and take into account the new set of conditions.

One of the critical problems concerning the NGO projects in Kenya is the frequent and lengthy delays that occur during implementation. In order to improve this situation, it is necessary to first identify the major causes of poor implementation, or non-implementation. Several studies have already been done around projects success and failure in organizations. For instance, Gichoya (2005) looked at the "Factors Affecting the Successful Implementation of ICT Projects in Government", Karuti and Winnie (2001) studied the "The non-profit sector in Kenya - what we know and what we don't know", Adel (2009) looked into the "Causes of delays in public sector construction projects in developing countries." However, none attempted to analyse the implementation of Non-Governmental Organizations projects in Nairobi. To bridge that gap, and to address the issues poised by the dynamism of projects as detailed above, this study sought to undertake the analysis of implementation of NGO projects in Nairobi County.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to undertake an analysis of implementation of NGO projects in Nairobi County.

1.3.2 Specific Objectives

The researcher was guided by the following specific objectives;

i) To find out the role of communication in effective project implementation in NGOs in Nairobi County.
ii) To ascertain the value of planning in ensuring effective project implementation in NGOs within Nairobi County.
iii) To outline the role of financing on effective project implementation within NGOs in Nairobi County.
iv) To determine how monitoring and controlling efforts impact on effective project implementation of projects in Nairobi County.

1.4 Research Questions

The researcher was guided by the following research questions;

i) How does communication influence effective project implementation?
ii) What value does planning add in ensuring effective project implementation?
iii) Does financing play a role in effective project implementation?
iv) How do monitoring and controlling efforts impact effective project implementation?

1.5 Significance of the Study

This study report will be of great importance to the non-governmental organizations since it will help them establish what determines effective implementation of projects, and this will contribute to ensuring a higher rate of project success; this is important as it elaborates on the key elements to consider during the implementation of projects; it will assist them to know how to make implementation effective when doing their projects.

This study is also significant to academicians since information about the analysis of effective project implementation in the non-governmental organizations in Nairobi County is not available; therefore this study will be useful as it will be the basis upon which further research could be built on. This study will also be of great importance to the project management teams in other organizations since they will get to understand the pillars of effective project implementation. With disciplined adherence to a system of inter-dependent variables, the project team will avoid the incongruence that so frequently leads to project failure and ensure that all project staff and stakeholders are secure in their knowledge of what has to be done, and who is doing it.

1.6 Scope of the study

This study was limited to the non-governmental organisations in Nairobi county drawn from various sectors such as education, population and health, welfare, environment, water, relief, information sector, HIV/AIDS, youth empowerment, children welfare, agriculture, gender, governance, disability, microfinance, among others. These sectors are believed to be representative enough in establishing the analysis of effective implementation of projects by these NGOs in Nairobi County. The reason why the scope was limited to Nairobi County is

because Nairobi is the epicenter of the developmental sector, which includes all NGOs, in the country. Thus, for a study that wants to focus on the implementation of projects, Nairobi became a very suitable study area.

1.7 Assumptions of the Study

It was assumed that the respondents that the study targeted presented truthful and accurate information that contributed in coming up with credible findings and conclusions. Another assumption that was used is that there are no other factors affecting project implementation. Factors affecting implementation are numerous in number; but for the sake of this particular study, attention was given on only four of these factors.

1.8 Limitations of the Study

The major limitation in this study was the inability of the researcher to study the whole population or a majority of it. Due to the size of the study population, only a sample of the population was studied; and the findings there-of were used to generalize the conclusions of the study to the whole population. The results were therefore largely generalized. If the study was allocated more time and more resources, then it would be prudent to carry out the research on NGOs in other counties too rather than carrying out the study on the NGOs in Nairobi County only. This limitation was mitigated against by ensuring that all sectors that the NGOs deal in are well represented by selecting NGO's in Nairobi county which are multi-sectoral. The researcher also ensured that all the relevant data was collected within the available time.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Jugdev et al (2005), the evolving understanding of project success can be grouped into four periods. Period one (1960s-1980s) project success was concerned with project implementation and hand-over part of the project life cycle and hence use of simple metrics such as cost, time and specifications were adequate. During the 1980 and 1990s planning became more critical to project success and with it the emergence of Critical Success Factors (CSFs) as measure of project success. It took into account the organization and stakeholder perspectives. More recently, CSFs frameworks were developed on the basis that success is stake-holder dependent and involves project supplier and recipient. The increasing turbulent business environment has necessitated project success to include benefits to the organization and preparations for the future (innovation) to remain competitive. Project success currently is viewed from the conceptual stages of the project life cycle to close down of the project's product cycle. It is referred to as the strategic project management period.

2.2 Theoretical Foundation

2.2.1 Present Underlying Theory

In much literature, it has been generally seen that there is no explicit theory of project management. However the researcher notes that it is possible to precisely point out the underlying theoretical foundation of project management as espoused in the PMBOK by PMI and mostly applied in practice (2002b). This foundation can be divided into a theory of project and a theory of management.

The theory of project is provided by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently. We contend that understanding of management is based on three theories: management-as-planning, the dispatching model and the thermostat model.

In management-as-planning, management at the operations level is seen to consist of the creation, revision and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization. The dispatching model assumes that planned tasks can be executed by a notification of the start of the task to the executor. The thermostat model is the cybernetic model of management control that consists of the following elements: there is a standard of performance: performance is measured at the output: the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached.

Table 2.1: The underlying theory for project management

Subject of theory		*Theory*
Project		Transformation
Management	Planning	Management-as-planning
	Execution	Classical communication theory
	Control	Thermostat model

(Source: PMI, 2002)

This underlying theoretical foundation of project management (Table 2.2.1) has been evaluated through four sources of evidence: (1) the plausibility and consistency of the theory in itself: (2)

empirical validity: (3) competing theories: and (4) alternative methods based on competing theories (Koskela and Howell 2002b). The evidences from these four sources turn out to be strikingly consonant, indicating that the underlying theoretical foundation of project management is deficient.

Based on the understanding provided by competing theories and on the empirical evidence, the hidden assumptions of the underlying theory of project management can be revealed (Table 2.2.1b). Unfortunately, many of these assumptions are valid only in exceptional situations. These wrong assumptions lead directly to several kinds of problems in practical project management. Those problems are thus self-inflicted, caused by the very theories and methods we are relying on.

Table 2.2: The underlying theories and assumptions of project management

Theory of project		***Conceptualization*: Project is a transformation of inputs to outputs** ***Principles*:** 1 The total transformation of a project can be decomposed into manageable and well-understood sub-transformations, tasks 2 A project can be realized in a optimal manner by realizing each task in an optimal manner and the tasks in optimal sequence *Corollary:* Project performance can be performed by improving the tasks ***Assumptions:*** 1 Tasks are independent, except sequential relationships 2 Tasks are discrete and bounded 3 Uncertainty as to requirements and tasks is low 4 All work is captured by top-down decomposition of the total transformation 5 Requirements exist at the outset and they can be decomposed along with work
Theory of management	**Theory of planning**	***Conceptualization:* There is a managerial part and an effector part in the project; the primary function of the managerial part is planning, and the primary function of the effector part is to translate the resultant plan into action.** ***Principles:*** 1 Knowing the current state of the world, the desired goal state, and the allowable transformations of state that can be achieved by actions, a series of actions, the plan, can be deduced. 2 The plan is translated into reality by the effector part of the organization. ***Assumptions:*** 1 Translating a plan into action is a simple process, by following directions. 2 The internal planning of a task is a matter of the person to whom the task has been assigned
	Theory of execution	***Conceptualization:* Managerially, execution is about dispatching tasks to work stations.** ***Principle:* When, according to the plan, the time has arrived to begin task execution, it is authorized to start, in speech or in writing.** ***Assumptions:*** 1 The inputs to the task and the resources to execute it are ready at the time of authorization. 2 The task is fully understood, started and completed according to the plan once authorized.
	Theory of control	***Conceptualization:* There is a process to be controlled, a unit for performance measurement, a standard of performance and a controlling unit (thermostat control).** ***Principle:* The possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached** ***Assumptions:*** 1 The process is of continuous flow type, the performance of which is measured at aggregate terms 2 The process can easily be corrected by the control available.

(Source: Koskela and Howell 2002)

Based on this evidence, it is argued that the present underlying foundation is obsolete and has to be substituted by a wider and more powerful theoretical foundation: a paradigmatic transformation of the discipline of project management is needed.

2.2.2 A New Theoretical Foundation of Project Management

What then would be the wider and more powerful theoretical foundation for project management? Based on analysis of the weaknesses of the present foundation and consideration of competing theories and methods (Koskela and Howell 2002b), we propose — as a starting point - to include the theories indicated in Table 3 into the new foundation.

Table 2.3: Ingredients of a new theoretical foundation of project management

Subject of theory		*Relevant theories*
Project		Transformation Flow Value generation
Management	Planning	Management-as-planning Management-as-organizing
	Execution	Classical communication theory Language/action perspective
	Control	Thermostat model Scientific experimentation model

(Source: Koskela and Howell 2002b)

Regarding the theory of project, the (partial) models of operations as flow and value generation add the consideration of time, variability and customer to the conceptualization provided by the transformation model (Koskela 2000). Similarly, the theoretical foundation of management has to be extended. Regarding planning, the approach of management-as-organizing adds the idea of human activity as inherently situated (Johnston and Brennan 1996). Thus, planning should also focus on structuring the environment to contribute to purposeful acting. Concerning managerial execution, the language/action perspective, originated by Winograd and Flores (1986), conceptualizes two-way communication and commitment, instead of the mere one-way communication of the classical communication theory. The scientific experimentation model of

control of Shewhart (Shewhart and Deming 1939) focuses on finding causes of deviations and acting on those causes, instead of only changing the performance level for achieving a predetermined goal in case of a deviation. The scientific experimentation model adds thus the aspect of learning to control. It is clear that what has been presented does not yet provide a unified and complete theoretical foundation for project management. However, this foundation shows manifestly that a better theoretical foundation can be created for project management. Future research will extend and unify the ingredients found until now.

In the following, we show that the ingredients of the new foundation are being used in two novel project management methods, which radically deviate from the conventional doctrine of project management: Last Planner and Scrum4. Both methods have emerged since mid-nineties as practical responses to the failure of conventional project management methods, Scrum in the field of software projects, Last Planner in the field of construction projects.

2.2.2.1 Last Planner

A new method, often called Last Planner, to cope with the situation met in construction production control, has been developed by Ballard (2000) since 1992. The method has emerged in an inductive manner from a series of industrial experiments (Ballard and Howell 1998). At first sight, Last Planner deviates from the conventional project management doctrine in terms of planning, execution and control. These differences are described in the following detailed analysis. Industrial experiments have shown that the introduction of Last Planner leads to clear benefits. A productivity increase of 10 % is reported by an American (Teston 1998) and a Danish (Baadsgaard 2001) company. Ballard (2000) has measured productivity increases from 10 % to 40 %**,** with 30 % as a median. In addition, benefits regarding lead time reduction and safety are

reported (Baadsgaard 2001). Let us analyze Last Planner from the point of view of its theoretical foundation, especially on the management side.

2.2.2.1.1 Theory of Planning

The term Last Planner refers to the hierarchical chain of planners, where the last planner acts at the interface to execution. Thus, this method concentrates on the detailed planning just before execution, rather than the whole planning process. The method of Last Planner distinguishes planned tasks according to Can, Should and Will modalities. The tasks pushed from the higher planning levels belong to the Should category. In look ahead planning (with a time horizon of 3-4 weeks), the prerequisites of upcoming assignments are actively made ready, in other words, they are transferred to the Can category. This, in fact, is a pull system (Ballard 1999) that is instrumental in ensuring that all the prerequisites are available for the assignments. In conventional project management, the plan pushes tasks to execution; only the Should category is recognized. Another principle is to maintain a buffer of tasks which are sound for each crew. Thus, if the assigned task turns out to be impossible to carry out, the crew can switch to another task. This principle is instrumental in avoiding lost production (due to starving or suboptimal conditions). Theoretically interpreted, lookahead planning aims at alignment of plan and situation. “Should” represents the tasks in the plan, and “Can” represents those tasks that realistically will be possible to start in the situation. Thus, lookahead planning subscribes to the view of human action as situated - a foundational assumption of managing-as-organizing, while also acknowledging the significance of plans for action - as advocated by managing-as-planning.

2.2.2.1.2 Theory of Execution

There is a structured weekly dispatching procedure where the site manager together with subcontractors and crews decides about the tasks to be carried out in the next week. Here the principle is that the assignments should be sound regarding their prerequisites. This means that work should not start until all the items required for its completion are available. Only tasks in the Can category are transferred to the Will category. After the week in question has gone, the crews inform whether they have realized the assigned tasks or not. This procedure contrasts to the conventional project management where execution just consists of task authorization: the site manager notifies the subcontractor or the crew that the task should be started. Theoretically interpreting, the execution phase in Last Planner is similar to the language/action perspective model in that communication is a two-way process, and commitment is created for the realization of the tasks within the planning conversation where plans prepared by one crew are understood as promises to others and through the obligation to report on the completion of the task.

2.2.2.1.3 Theory of Control

Control consists of measurement of the realization rate of assignments, investigation of causes for non-realization and elimination of those causes. Here a metrics called Percent Plan Complete (PPC) is used. In conventional project management, main control consists of comparing progress with the performance baseline, expressed in money or hours. Theoretically interpreting, Last Planner is using the scientific experimentation model of control.

2.2.2.1.4 Theory of Project

Tasks are the central unit of analysis in Last Planner. Even though flows are not directly represented in Last Planner, the principles used contribute to the generic principles of flow management. Last Planner facilitates avoiding both variability propagation and unnecessary penalties of variability. The focus on plan realization diminishes the risk of variability propagation to downstream flows and tasks reducing the need for large material buffers on site. Last Planner effectively combines control and improvement to fight back against variability and the waste caused by it. Thus, Last Planner combines the flow and the transformation view in short term planning, execution and control.

2.2.2.1.5 Conclusions

An overview of the underlying theories of Last Planner is given in Table *2.2.2.1*. Regarding management theories, Last Planner is based on the alternative theories of planning, execution and control, as identified above. For planning, the conventional approach of management-as-planning is also used. Regarding project theories, flow and transformation models are used, but not the value generation model.

Note that Last Planner can be used besides a conventional project management system, and thus control through the thermostat model can be realized concurrently, if required. The success of Last Planner provides added support for the view that the competing theories make up a better foundation for project management than the conventional theory.

Table 2.4: The underlying theoretical foundation of Last Planner

Subject of theory		Theories
Project		Transformation Flow
Management	Planning	Management-as-planning Management-as-organizing
	Execution	Language/action perspective
	Control	Scientific experimentation model

(Source: Ballard 2000)

2.2.2.2 Scrum

Scrum emerged in the last half of the 1990's as an alternative project management methodology for software projects where unpredictability accentuates due to uncertainties in both requirements and technology (Schwaber and Beedle 2002). It is a result of evolution rather than of a deliberate design based on a new theoretical foundation. The use of Scrum has turned out to lead to clear benefits in terms of productivity, duration and customer satisfaction (Schwaber and Beedle 2002). Scrum deviates starkly from the conventional project management doctrine. Two outstanding differences are that there is no Work Breakdown Structure, and that dispatching decisions have been totally decentralized.

Let us analyze Scrum from the point of view of its theoretical foundation, especially on the management side. An overview on Scrum is presented in Figure 2.2.2.2. The analysis is based on the description of Scrum in (Schwaber and Beedle 2002).

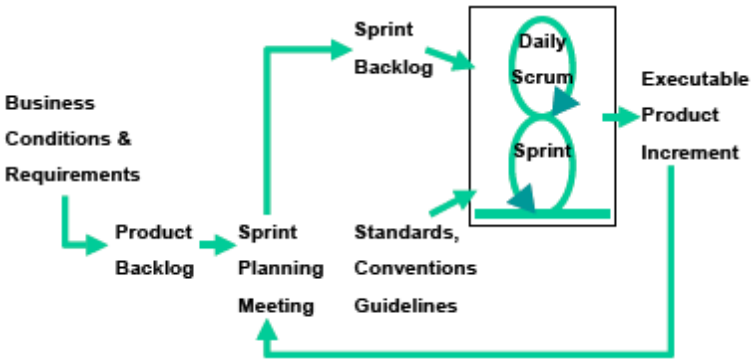

Figure 2.1: Overview on Scrum *(Source: Schwaber and Beedle 2002)*

2.2.2.2.1 Theory of Planning

The starting point in Scrum is a list of software functionalities required by the customer, called Product Backlog. Due to technological uncertainties, it is not possible to prepare an accurate work breakdown structure based on this. Rather, performance baselines (called forecasts) in terms of costs and time are estimated directly based on the functionalities required.

Without an overall WBS, it is not possible to carry out planning and scheduling as prescribed by the doctrine of project management. However, the conditions of project work have been standardized, and certain planning takes place in this framework. Two work cycles have been defined. One, with duration of one month, is called Sprint. The other has duration of one day. The project is started with the first Sprint Planning Meeting, where the functionalities to be achieved during the first Sprint are determined.

From a theoretical point of view, the question is clearly about management-as-organizing. Management is addressing the structuring of the setting of action, in terms of predetermined work cycles and associated, routinized conversations. There is no central representation of action. Instead, action follows essentially from the situation, created through prior action. Coordination takes place directly among team members, rather than directed centrally. The world

acts as its own representation in the sense that all team members announce their daily tasks, which creates visibility on action on short term.

2.2.2.2.2 Theory of Execution

In the daily Scrum meetings, standardized regarding their agenda, time and place, each person in the project team tells what he intends to do next (obviously based on negotiations with the rest of the team). In case of impediments, he announces them in the following day's meeting. In the classical dispatching model, a controller decides an assignment for a work station (here: team member) and communicates the assignment to the work station. Here, the roles of controllers and work stations have been merged. Every team member decides his task, however in interaction with the rest of the team. Of course, in this kind of self-dispatching, there is no need to communicate with oneself about the task one has decided to realize. However, the whole team is the direct customer of each task. Thus. it matches with the language/action perspective that there is a public declaration of the daily task each team member has interpreted to be appropriate and is committed to realize. There is no formal declaration of completed tasks, but it is assumed that impediments to any task are announced in a daily Scrum. Without such an announcement, it is implicitly understood that the task is completed. Thus, a two-way discussion, as prescribed by the language/action perspective, is carried out (even if all aspects are not explicit or well- developed).

2.2.2.2.3 Theory of Control

There are three levels of control. At the lowest level, each team member reports on impediments to progress in daily Scrum meetings. It is then the management's task to eliminate those impediments.

At the next level, there is control after each Sprint period. The team presents its achievements to the management and the client. The progress is compared to planned achievements. Also the executable code is demonstrated, and the customer can get a better insight into the functionalities desired.

The uppermost level concerns the whole project. After each Sprint, the Product Backlog is revised, as well as the performance baseline, that is, the estimation of project cost and duration. Theoretically interpreted, the uppermost level of control is based on the thermostat model, whereas the two lower levels are based on the scientific experimentation model. These two lower levels are geared towards learning and knowledge-creation, whereas the uppermost level takes care of the time-cost issues of the whole project.

2.2.2.2.4 Theory of Project

The transformation model is used very little in Scrum. Tasks are never defined in writing, but are described only orally just before they will be realized. Through the daily Scrum meetings, the daily tasks are visible to all stakeholders.

Instead, the principles of the flow model are supported in many ways. Feedback cycles are created both on the daily level and the monthly level for tackling with the associated uncertainty and variability. The organizational solution, a self-organizing team, allows for dense information flows among the tasks or specialists as needed.

Also the principles of the value generation model are applied in many ways. Firstly, value is explicitly modeled through the Product Backlog, consisting of prioritized items. Secondly, it is acknowledged that the customer has difficulties in the determination of requirements — rather it can be characterized as a constant process of sense-making. The inclusion of the customer to the

process ensures that such sense-making can effectively take place and is directly influencing the work in the project. Thirdly, through the daily and monthly feedback cycles, the customer can readily ensure that the requirements are correctly understood by the team.

2.2.2.2.5 Conclusions

An overview of the underlying theories of Scrum is given in Table 5. Regarding management theories, Scrum is based on the alternative theories of planning, execution and control, as identified above. Regarding project theories, flow and value generation models are used, but not the transformation model.

Table 2.5: The underlying theoretical foundation of Scrum

Subject of theory		Theories
Project		Flow Value generation
Management	Planning	Management-as-organizing Management-as-planning
	Execution	Language/action perspective
	Control	Scientific experimentation model Thermostat model

(Source: Schwaber and Beedle 2002)

Scrum is a comprehensive project management method that totally substitutes the prescription derived from the conventional doctrine. The success of Scrum provides added support for the view that the competing theories make up a better foundation for project management than the conventional theory. It also makes evident that the central starting point of the conventional doctrine, the WBS, must be totally rejected in certain project situations.

2.2.2.3 Conclusion

We have argued that the present underlying foundation is obsolete and has to be substituted by a wider and more powerful theoretical foundation. We have proposed such a new foundation and we have shown that two novel, demonstratedlv successful project management methods can be explained by means of it. Based on the arguments and evidences forwarded, we conclude that a paradigmatic transformation of the discipline of project management is needed. Such a transformation requires that a more intimate relation between theory and practice is created in project management.

2.3 Project Life Cycle

Projects vary in size and complexity. No matter how large or small, simple or complex, all projects can be mapped to the following life cycle structure: Starting the project, Organizing and preparing, Carrying out the project work, and Closing the project. In a more sequentially organized way, all projects will go through the following steps in varying levels of complexity and duration; Initiating, Planning, Executing, Monitoring and Control and Closing. This generic life cycle structure is often referred to when communicating with upper management or other entities less familiar with the details of the project. This high-level view can provide a common frame of reference for comparing projects—even if they are dissimilar in nature.

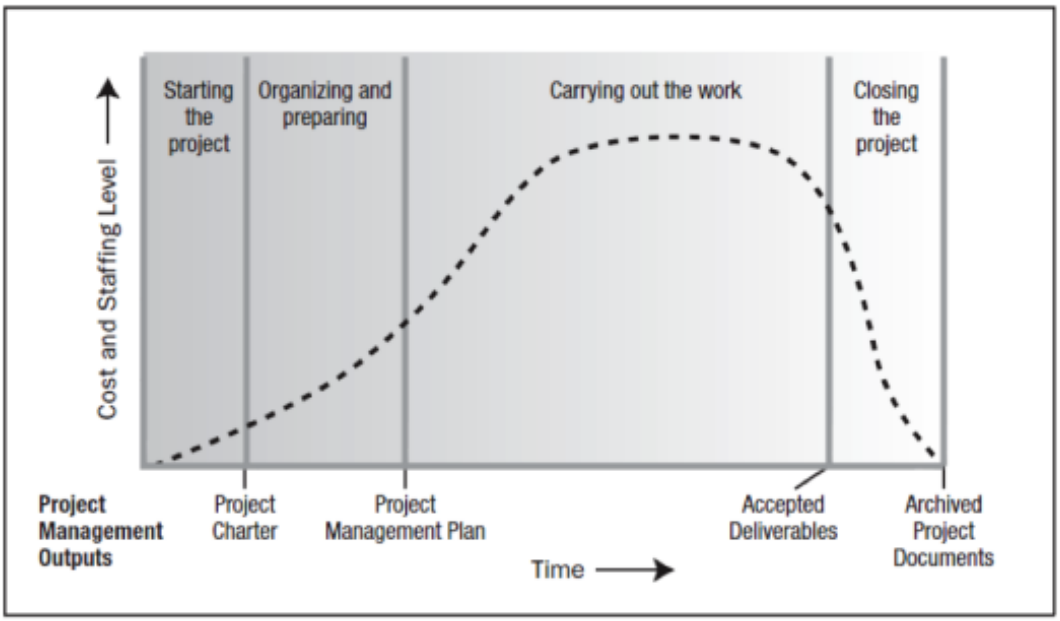

Figure 2.2: The Project Life Cycle *(Source: PMI, 2008)*

The generic life cycle structure generally displays the following characteristics: Cost and staffing levels are low at the start, peak as the work is carried out, and drop rapidly as the project draws to a close; Stakeholder influences, risk, and uncertainty, are greatest at the start of the project. These factors decrease over the life of the project; Ability to influence the final characteristics of the project's product, without significantly impacting cost, is highest at the start of the project and decreases as the project progresses towards completion. The cost of changes and correcting errors typically increases substantially as the project approaches completion. Within the context of the generic life cycle structure, a project manager may determine the need for more effective control over certain deliverables. Large and complex projects in particular may require this additional level of control. In such instances, the work carried out to complete the project's objective may benefit from being formally divided into phases.

Project phases are divisions within a project where extra control is needed to effectively manage the completion of a major deliverable. Project phases are typically completed sequentially, but can overlap in some project situations. The high level nature of project phases makes them an element of the project life cycle. The phase structure allows the project to be segmented into logical subsets for ease of management, planning, and control. The number of phases, the need for phases, and the degree of control applied depend on the size, complexity, and potential impact of the project. Regardless of the number of phases comprising a project, all phases have similar characteristics: When phases are sequential, the close of a phase ends with some form of transfer or handoff of the work product produced as the phase deliverable. This phase end represents a natural point to reassess the effort underway and to change or terminate the project if necessary. These points are referred to as phase exits, milestones, phase gates, decision gates, stage gates, or kill points; The work has a distinct focus that differs from any other phase. This often involves different organizations and different skill sets; The primary deliverable or objective of the phase requires an extra degree of control to be successfully achieved. The repetition of processes across all five Process Groups provides that additional degree of control, and defines the boundaries of the phase. Although many projects may have similar phase names with similar deliverables, few are identical. Some will have only one phase; other projects may have many phases. Different phases typically have a different duration or length.

There is no single way to define the ideal structure for a project. Although industry common practices will often lead to the use of a preferred structure, projects in the same industry—or even in the same organization— may have significant variation. Some organizations have established policies that standardize all projects, while others allow the project management team to choose the most appropriate for their individual project. For instance, one organization may

treat a feasibility study as routine pre-project work; another may treat it as the first phase of a project, and a third might treat the feasibility study as a separate, stand-alone project. Likewise, one project team might divide a project into two phases where a different project team might choose to manage all the work as a single phase. Much depends on the nature of the specific project and the style of the project team or organization.

Project governance provides a comprehensive, consistent method of controlling the project and ensuring its success. The project governance approach should be described in the project management plan. A project's governance must fit within the larger context of the program or organization sponsoring it. Within those constraints, as well as the additional limitations of time and budget, it is up to the project manager and the project management team to determine the most appropriate method of carrying out the project. Decisions must be made regarding who will be involved, what resources are necessary, and the general approach to completing the work. Another important consideration is whether more than one phase will be involved and, if so, the specific phased structure for the individual project.

The phase structure provides a formal basis for control. Each phase is formally initiated to specify what is allowed and expected for that phase. A management review is often held to reach a decision to start the activities of a phase. This is especially true when a prior phase has not yet completed. An example would be when an organization chooses a life cycle where more than one phase of the project progresses simultaneously. The beginning of a phase is also a time to revalidate earlier assumptions, review risks and define in more detail the processes necessary to complete the phase deliverable(s). For example, if a particular phase does not require purchasing any new materials or equipment, there would be no need to carry out the activities or processes associated with procurement.

A project phase is generally concluded and formally closed with a review of the deliverables to determine completeness and acceptance. A phase-end review can achieve the combined goal of obtaining authorization to close the current phase and start the subsequent one. The end of a phase represents a natural point to reassess the effort underway and to change or terminate the project if necessary. A review of both key deliverables and project performance to date to a) determine if the project should continue into its next phase and b) detect and correct errors cost effectively should be regarded as good practice. Formal phase completion does not necessarily include authorizing the subsequent phase. For instance, if the risk is deemed to be too great for the project to continue or if the objectives are no longer required, a phase can be closed with the decision to not initiate any other phases.

When projects are multi-phased, the phases are part of a generally sequential process designed to ensure proper control of the project and attain the desired product, service, or result. However, there are situations when a project might benefit from overlapping or concurrent phases. There are three basic types of phase-to-phase relationships: A sequential relationship; where a phase can only start once the previous phase is complete. The step-by-step nature of this approach reduces uncertainty, but may eliminate options for reducing the schedule. An overlapping relationship; where the phase starts prior to completion of the previous one. This can sometimes be applied as an example of the schedule compression technique called fast tracking. Overlapping phases may increase risk and can result in rework if a subsequent phase progresses before accurate information is available from the previous phase. An iterative relationship; where only one phase is planned at any given time and the planning for the next is carried out as work progresses on the current phase and deliverables. This approach is useful in largely undefined, uncertain, or rapidly changing environments such as research, but it can reduce the ability to

provide long term planning The scope is then managed by continuously delivering increments of the product and prioritizing requirements to minimize project risks and maximize product business value. It also can entail having all of the project team members (e.g. designers, developers, etc.) available throughout the project or, at a minimum, for two consecutive phases. For multi-phase projects, more than one phase-to-phase relationship could occur during the project life cycle. Considerations such as level of control required, effectiveness, and degree of uncertainty determine the relationship to be applied between phases. Based on those considerations, all three relationships could occur between different phases of a single project.

2.4 Effectiveness in Project Implementation

Effective project implementation has been defined many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable therefore, that any assessment of project implementation effectiveness should at least include these four measures among others.

Project information was obtained from a group of over 50 managers who had some project involvement within the last two years. Participants were asked to consider a successful project with which they had been involved and then to put themselves in the position of a project

manager charged with the responsibility of successful project implementation. They were then asked to indicate things that they could do that would substantially help in effective implementation. This procedure, sometimes called Project Echo, was developed by Alex Bavelas (2005). The information obtained from the responses indicated that one of the factors that was developed was related to the underlying purpose for the implementation and was classified Project Mission. Several authors have discussed the importance of clearly defining goals at the outset of the project. Morris (2008) classified the initial stage of project management as consisting of a feasibility decision. Are the goals clear and can they succeed? Bardach's (2009) six-step implementation process begins with instructions to state the plan and its objectives. For both these authors, Project Mission has been found to refer to the condition where the goals of the project are clear and understood, not only by the project team involved, but by the other departments in the organization. Underlying themes of responses classified into this factor include statements concerning clarification of goals as well as belief in the likelihood of project success.

The other factor discerned was that of Top Management Support. As noted by Schultz and Slevin (2009), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Beck (2006) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Further, Manley (2004) shows that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. For the purposes of classification, the factor Top Management Support refers to both the nature and amount of support the project manager

can expect from management both for himself as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

The other factor to be classified was that of Project Schedule Plans. Project schedule refers to the importance of developing a detailed plan of the required stages of the implementation process. Ginzberg (2008) has drawn parallels between the stages of the implementation process and the Lewin (2010) model of Unfreezing-Moving-Freezing, viewing planning and scheduling as the first step in the "Moving" stage. Kolb and Frohman's (2007) model of the consulting process views planning as a two-directional. In the boxing world, the saying goes that “Everybody has a plan... until you get hit.” The same dynamic exists when managing a project. Just like a boxer in the ring, the life of a project manager is risky, complex, and sometimes just plain messy. Even with a comprehensive and detailed plan, there will be “punches” (issues) that challenge the project during its implementation. Like any good boxer, the project manager must learn how to manage the issues, navigate the complexity, and adapt the plan to reflect the most recent reality. An issue is an unresolved decision, situation or problem that will significantly impact the project and that the project team cannot immediately resolve. Issues management consists of having a process for identifying these problems and managing them until they are resolved. Resolving issues is frequently beyond the authority of the team. However, even if an issue needs to be escalated to the next level or delegated to another person to resolve, it still needs to be tracked by the project manager. The project manager needs to be ready throughout the Project Implementation Phase to apply resources to address and resolve these issues. (West, 2008)

The importance of strong people management cannot be overstated. Project managers work in teams and often are only able to achieve their goals as a result of the commitment, cooperation and contributions of the people on the project team. As a result, managing people can become the project manager's most important and most difficult job. Most often, when we think of project managers who are especially talented at managing people, we tend to focus on their mastery of "soft skills" of people management. These are the project managers who are especially effective at motivating team members, communicating vision, empowering staff, recognizing achievements, listening, leading by example, resolving conflicts and building trust. All of these "soft skills" are related to the inter-personal competency of the project manager and are extremely important to project success. Therefore, project managers should strive to enhance their capacity to lead, motivate, inspire, mediate, communicate and encourage. (Ruuska, 2007)

In people management, 'hard skills' are also critically necessary. A comprehensive project plan will not rely solely on the inter-personal skills of the project manager to ensure success in managing people. Instead, a comprehensive project plan will identify the concrete activities required to proactively manage all elements of the project team. These concrete activities will be implemented during the Project Implementation Phase and will include: Acquiring Project Staff – As part of the function of managing the team, the project team leader must be clear on the systems for identifying staff candidates, interviewing candidates, identifying selection criteria and making final selections of project staff. Creating Staff Job Descriptions – Staff job descriptions include the list of project duties, roles and responsibilities for team members. Job Descriptions are not only used to recruit, orient and manage staff, but are also use to evaluate individual team member performance. Documenting Project Organization Charts – Project charts represent the reporting relationships among the project team. Developing Project Staff – What

skills are needed? What are the training needs? Are there certification requirements? Conducting Performance Assessments – Performance assessments are the documented formal or informal assessment of the project team members' performance. After analyzing the information, project managers can identify and resolve problems, reduce conflicts, and improve overall team work. Establishing Team Communication Norms – As the leader of the project team, the project manager must concretely plan the communications (via meetings, workshops, reports, memos, newsletters, blogs, etc.) that allow the project team to share information, actively work to identify issues and conflicts, and interact creatively to resolve these issues, (Al-Kharashi, 2009).

2.5 Factors Influencing Implementation of Projects

2.5.1 Communication

Communication is the process of sharing information, thoughts and feelings between people through speaking, writing or body language. Effective communication extends the concept to require that transmitted content is received and understood by someone in the way it was intended. The goals of effective communication include creating a common perception, changing behaviors and acquiring information (Brown 2011).

Communication during projects can be of many different types such as oral, written and non-verbal. Oral communication is mainly utilized in face-to-face meetings or over the telephone as well as in group meetings and affords a lot more flexibility to the speaker, such as the ability to communicate not only with voice but body language, attitude and nuance. The subtle nuances that can be communicated during verbal communication are not present during written communication. Written communication, on the other hand, is usually more precise. It can be sent through correspondence such as memos, letters or notices. It can also be sent via Email or

the project management information system. The key to making written communication more effective is to first grab people's attention, and then give them a reason to want to read the rest of the communication (Ruuska, 2007).

The components in the communications model need to be taken into account when discussing project communications. As part of the communications process, the sender is responsible for making the information clear and complete so that the receiver can receive it correctly, and for confirming that it is properly understood. The receiver is responsible for making sure that the information is received in its entirety, understood correctly, and acknowledged. A failure in communication can negatively impact the project (Ruuska, 2007).

In his article dealing with project communication, Ruuska (2007,) lists five important roles of communication in project management: Project communication is a supporting activity, with which it is made possible to create an end product from the project, and transfer it to both customers and end users; In order to create a positive and reliable service profile, communication is needed for both profiling and being profiled; Project communication is an informative tool, which communicates to all relative groups what is happening in the project; Orientation activities rely strongly on communication. This is important when different specialists working with project are given proper orientation; By the social nature of people, interaction with each other is needed in order to satisfy the social needs of human nature (Ruuska 2007).

The importance of communication in the success of a project is immense. Careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Face to face initial communication within the project team to establish the team dynamics and learning the customer's expectations are the keys to success when starting a

project. Ruuska, (2007) notes that "Throughout my years as a project manager, my belief that the success of a project is a matter of effective communication has been continuously reinforced."

2.5.2 Planning

Cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities.

These factors therefore, need to be considered very early on in the creation and planning of any project. An article published in The Project Manager, by Angela Lecomber, looked at the dynamic challenge of planning in the world of new and complex projects: The singular unifying characteristic new and complex projects possess is the inability for all stakeholders to 'be on the same page' in order to envision the same outcome. Good project managers therefore, will have identified all the stakeholders and ensure, through good communication, that stakeholders have clarity of the project's objectives and outputs. Before detailed planning takes place, stakeholder agreement for the project's outputs are obtained (this has long been recognised as a significant factor for project success). Detailed planning then commences by breaking down the components into sub-components to produce a product (deliverables) breakdown structure as far as breakdown is feasible.

Here lies some of the complexity that today's projects face. The next step is to produce further detail of the activities, tasks and dependencies required (the work breakdown structure), together

with the sequencing of activities needed to produce the many sub-deliverables or component products. Finally, we achieve a level of granularity needed to manage the project on a day-to-day basis. This is typically represented as a schedule. The closing paragraph concludes that "... we need to resist the modern cultural problem of impatience that often leads to cutting corners at the planning stage." Although the article goes on to say that the above approach may still not be enough to ensure a successful outcome in new and complex projects (and looks at some recent developments and innovation in practical planning techniques for project management), it is important to at least get these fundamental processes right. (Lecomber, 2013)

2.5.3 Financing

Project Financing includes the processes required to ensure that the project is completed within the approved budget (PMBOK, 2008). The major processes are: Resource Planning, Cost Estimating, Cost Budgeting and Cost Control. Project Cost Management is primarily concerned with the cost of the resources needed to complete project activities. The principle objectives of which profit-oriented business organizations tend to pursue are wealth enhancement, maximization of profit, maximization of return on investment of shareholders and satisfying stakeholders. Though wealth enhancement may not be a perfect description of what businesses seek to achieve, it is almost certain that wealth is something which business cannot ignore. A particular business only has a certain amount of wealth (capital) and it will take only a limited number of "wrong" decisions to see the business collapse. Therefore, business needs decisions such that it would be worth more as a result of the decision. When valuing businesses, managers need to take into account future profitability, both long-term and short-term, and the risk attached with the investment.

The important issue for the success of an organization is not to whom specific responsibilities have been assigned, but rather that these functions are addressed in a timely fashion and are handled effectively. The functions of finance should be handled in accordance with the goal and objectives of the organization. In a profit-oriented enterprise, this goal should be maximization of the wealth of the shareholders. Cost is often measured in monetary terms. The success of projects is judged by the efficiency with which we achieve the project objectives and that efficiency is assessed by measuring against two constraints – Cost & Time. In assessing the project duration, the duration of individual activities and resource usage have been optimized and further reduction of project duration must increase the direct cost of the project due to overtime and uneconomic use of the plants and machineries. Cost estimating is never simple. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective. At the work package level, the person most familiar with the task should make estimates. The line supervisors who are responsible for getting the job done and who are experienced and familiar with the work should be asked to develop the estimates at this level. The advantage is that the line supervisors will be responsible to ensure that the work activities as estimated by them would be achievable (West, 2008).

There are two practical problems in estimating. First, you are simply too optimistic. It is human nature at the beginning of a new project to ignore the difficulties and assume best-case scenario - in producing your estimates (and using those of others) you must inject a little realism. In practice, you should also build-in a little slack to allow yourself some tolerance against mistakes. This is known as defensive scheduling. Second, you will be under pressure from senior management to deliver quickly, especially if the project is being sold competitively or the project is fast track as specified within the terms and conditions of contract. Historical estimates has

some inherent danger because they assume the past represents the future and may miss uncertainties that are associated with the new task. Any time estimates should reflect efficient methods for the resources normally available. Estimating of time must consider if normal time is calendar days, working days, weekends, man-days and hours. Many schedules developed by project managers are over optimistic (or faulty) because they do not take into considerations public holidays and other non-working days. Therefore, in developing the schedule, project managers are advised to formulate the project calendar to take into consideration the possible non-working days and other risks associated with schedule (workers can be sick, take leave, or raining days). Unfortunately, padding carries a price. While increasing the allowed time will reduce schedule risk, we will also increase the possibility of an increase in the budgeted cost – this is the time/cost trade-off. The objective of all planning should be to develop a "realistic plan" and if padding is required, it must be done on a "task-by task" basis. There will always be some variation in working times, caused by external factors outside the control of the project team (Brown, 2011).

Project Cost Budgeting involves allocating the project cost estimate to individual work items. A properly constructed budget must be capable of being baselined and used as the basis for performance measurement and control. It must reflect the way that resources are applied to achieve planned objectives over time. It must be structured in relation to the build-up of estimates, and to the collection of actuals. In converting an estimate to a control budget, two important differences should be considered. First, the organization and the categorization of costs suitable for preparing an estimate are often not compatible with realistic field cost control. Second, estimates must deal in averages, whereas tighter standards are sometimes desirable for control purpose. In building the project budget we should consider providing certain buffer of

extra money. Padding is a standard procedure in managing any project. There is no way that every risk can be fully calculated or anticipated. By assuming that the project might run over budget, we could have a cushion against unexpected incidents or cost overruns. As a project manager, you must have as much direct control of your budget as possible if you are going to be held accountable for the project outcome. A properly constructed budget must be capable of being baselined and used as the basis for performance measurement and control. It must reflect the way that resources are applied to achieve planned objectives over time. It must be structured in relation to the build-up of estimates, and to the collection of actuals. The budget assumes special importance in project environments as the only basis against which to measure achievement. Project operating budget is developed initially from the original project budget approved at the conceptual stage. Once the key stages of the project have been identified and the logic developed, the budget can be divided and apportioned to each stage. Operating budget is derived from the work breakdown structure, initially focused on the key stages of the plan. Cost for each key stages are assessed based on the level of details developed and identified at the time. As we layer the plan progressively, the operating budget for each key stage is developed. As the detailed budget for each key stage is derived, we must compare the total with the project budget and analyze the variance. Any negative deviations must be subject to close scrutiny and action planning to determine what action, if any, be taken to contain the situation (Stier & Kjellin, 2009).

Effective control of cost gives the opportunity to forestall inevitable cost escalation, foresee potential problems and take advantage of possible savings. Cost is best controlled at source and designed into the project, not inspected in after the event. This allows us to resolve problems before they occur and to respond quickly to those that do occur. Project Cost Control includes

monitoring cost performance, ensuring that only appropriate project changes are included in a revised cost baseline, and informing project stakeholders of authorized changes to the project that will affect costs. It must be remembered that cost, time and specification are inextricably linked. Most massive overspends on projects are caused by over-runs in time or unclear and ever changing specifications. Effective control of specification and time can make the cost control task much simpler. Several tools and techniques assist in project cost control. There must be some change control system to define procedures for changing the cost baseline. Another tool for cost control is performance measurement. The Earned Value analysis is especially useful for cost control as it helps to determine what is causing the variance and to decide if the variance requires corrective action. Computerized tools such as project management software and spreadsheets are often used to track planned cost vs. actual costs and to forecast the effects of cost changes, (Young, 2013).

2.5.4 Monitoring & Control

One of the challenges of the project manager is to oversee the valuable assets that have been allocated to conduct the work of the project. To assist with this challenge, internal control systems should be put in place to provide reasonable assurance regarding the responsible use of project assets. Internal control processes should be designed with the objectives of: Promoting the effectiveness and efficiency of operations; Increasing the reliability of project outcomes; Promoting compliance with applicable laws and regulations; Protecting organization resources, both physical (e.g., machinery and property) and intangible (e.g., reputation, intellectual property); Reducing risk of fraud and corruption, (Gregory, 2005).

Internal controls include the processes through which an organization's resources are directed, monitored, and measured. It plays an important role in preventing and detecting fraud and

protecting the organization's resources, both physical (e.g., machinery and property) and intangible (e.g., reputation or intellectual property such as trademarks). At the organizational level, internal control objectives relate to the reliability of financial reporting, timely feedback on the achievement of operational or strategic goals, and compliance with laws and regulations. A key component of the organizational capacity of the project includes establishing internal controls that comprehensively address the entirety of the support, administrative and logistic systems required for successful implementation. Areas that benefit from internal controls include: Human Resources Capacity and Systems, Procurement, Financial, Inventory, Contracts and Agreements, Infrastructure, Security protocols, Fleet Management, Information Management, (Stier & Kjellin, 2009).

In summary, it is important to recognize that internal controls can provide only reasonable assurance - not absolute assurance - regarding the achievement of an organization's objectives. Furthermore, poor or excessive internal controls reduce productivity, increase the complexity of systems, increase the time required to complete processes and add no value to the activities. However, good internal controls are essential to ensuring the accomplishment of goals and objectives. They help ensure efficient and effective operations that accomplish the goals of the project and still protect employees and assets.

2.6 Empirical Literature

A review of literature reveals that a lot of research on analysis of effective project implementation has been undertaken in developed countries context and their applicability in the developing countries such as Kenya is yet to be explored. Developing countries in Asian continent have carried some studies on effective implementation while in Kenya the studies have focused on reasons for project failures rather than success. It is imperative to do an analysis of

implementation of NGO projects in order to ensure project managers are aware of these and hence play a more proactive role in improving the success rate of their projects.

Ashley et al (2007) did a study on the analysis of project implementation success and concludes that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors.

Torp et al (2004) carried a study on effective implementation factors for project performance on assessment of large public projects in Norway. The objective was to ensure quality-at-entry of major government funded project before funding is appropriated. The study involved 14 public projects. They identified project organization factors (suitability and adequacy of its structure such that authority and responsibility matches, how clear its relationship with its parent organization is, continuity and capacity in the organization and efficient decision making), number of projects (number and size of projects), project planning and control as CSFs in such projects. Ireland (2007) did a comparison of US, UK and Australia management practices with special references to lost time, factors such as increment weather, organization of labour, safety, project strategy, quality, protection of public, value management and dispute resolution were selected for the study.

Flyberg et al (2004) investigated causes of cost overruns on projects and concluded it was dependent on length of implementation phase, the size of the project, and the type of ownership.

Iyer et al (2006) carried out an empirical study on critical factors affecting schedule performance in projects where over 40% of the projects are facing time overrun. He identified seven factors

with significant influence on the schedule outcome. Three factors: commitment of the project participants; owner's competence; and conflict among project participants were found to possess capability to enhance performance level while the remaining four factors; coordination among project participants; project managers' ignorance and lack of knowledge; hostile socioeconomic environment; and indecisiveness of project participants tend to retain the schedule performance at its existing level.

Chua et al (2009) carried out a survey on critical success factors for different project objectives. They found out that project characteristics and contractual arrangements cannot be left out of the success equation. In other words project success is not determined exclusively by the project manager, monitoring, and control efforts. Chen et al (2007) studied critical success factors for projects in Taiwan and concluded that project owners, team-members, vendors and other related stakeholders who are directly or indirectly involved in the work all significantly influence the success of the projects.

Chan et al (2004) examined 3 case studies of key performance indicators for measuring project implementation success in Hong Kong. He concluded that cost, time and quality were still three most important indicators of success in projects. Other measures such as safety, functionality and satisfaction are attracting increasing attention. Pheng et al (2007) on the other hand carried out a study on how environmental factors affect the performance of the project manager. He identified 13 factors which would affect performance: job related factors were salary, job satisfaction, job security, availability of information; project related factors were, project environment, project size, time availability, complexity of project, team relationship, materials and supplies and duration of project, while organization-related factors were, level of authority and type of client.

Nguyen (2004) did a study on project success factors in large projects in Vietnam and identified five CSFs which were mostly human related: competent project manager, adequate funding, multidisciplinary/competent project team, commitment. Mansfield et al (2006) studied the causes of delay and cost overruns in projects in Nigeria. They concluded that poor contract management, financing and payment arrangements, resource shortages, inaccurate estimates and overall price escalation as the major factors. Aibunu et al (2002) researched on effects of delays on project delivery showed six effects namely time overrun, dispute, arbitration, total abandonment and litigation.

Karani (2007) carried a study focusing on factors impacting delivery reliability of projects. He identified the critical factors as cash flow problems, delayed payment to vendors, under estimation of project duration, unqualified staff on the project team, inadequate supervision of work and increase in scope of works. He concluded that these inputs and transformational process factors are attributable to the core stakeholders in any project.

Isensi (2006) analysed factors that lead to failure of projects in Kenya and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects. Kagiri (2005) conducted a case study on time and cost overruns in projects locally and concluded that vendor inabilities, improper project preparation, resource planning, interpretation of requirements, works definition, timeliness, government bureaucracy and poor risk allocation as the major factors that lead to delay and cost overruns.

Gharashe (2009) concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project

implementation. Karimi (2008) on the other hand analysed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, environment, project management, project definition and infrastructure. Mwadali (2006) conducted a case study on major factors that affect project management locally. He concluded that inexperienced project managers, poor communication, poor monitoring and control systems negatively affected the project management efficiency.

The previous studies in Kenya have focused on the reasons for project failure in various sectors rather than project success and have concentrated on time and cost overruns. The studies have assumed that if a project completion time exceeds its due date, or expenses overrun the budget, or outcomes did not satisfy a company's predetermined criteria then the project is a failure. It is clear that from the literature review that a project might not meet one of these criteria and yet is regarded as a success. This study will focus on the analysis of project success and their impact in specifically NGO projects within Nairobi County.

2.7 Conceptual Framework

There are many factors that impact on the effectiveness of project implementation. These factors being numerous, and having theoretical backing from past literature and performance reports have been proven to have an impact on effectiveness of project implementation. This study however, focusing on NGOs in Nairobi County will only focus on a few factors as depicted in this conceptual framework. This factors include financing, planning, communication, monitoring and control.

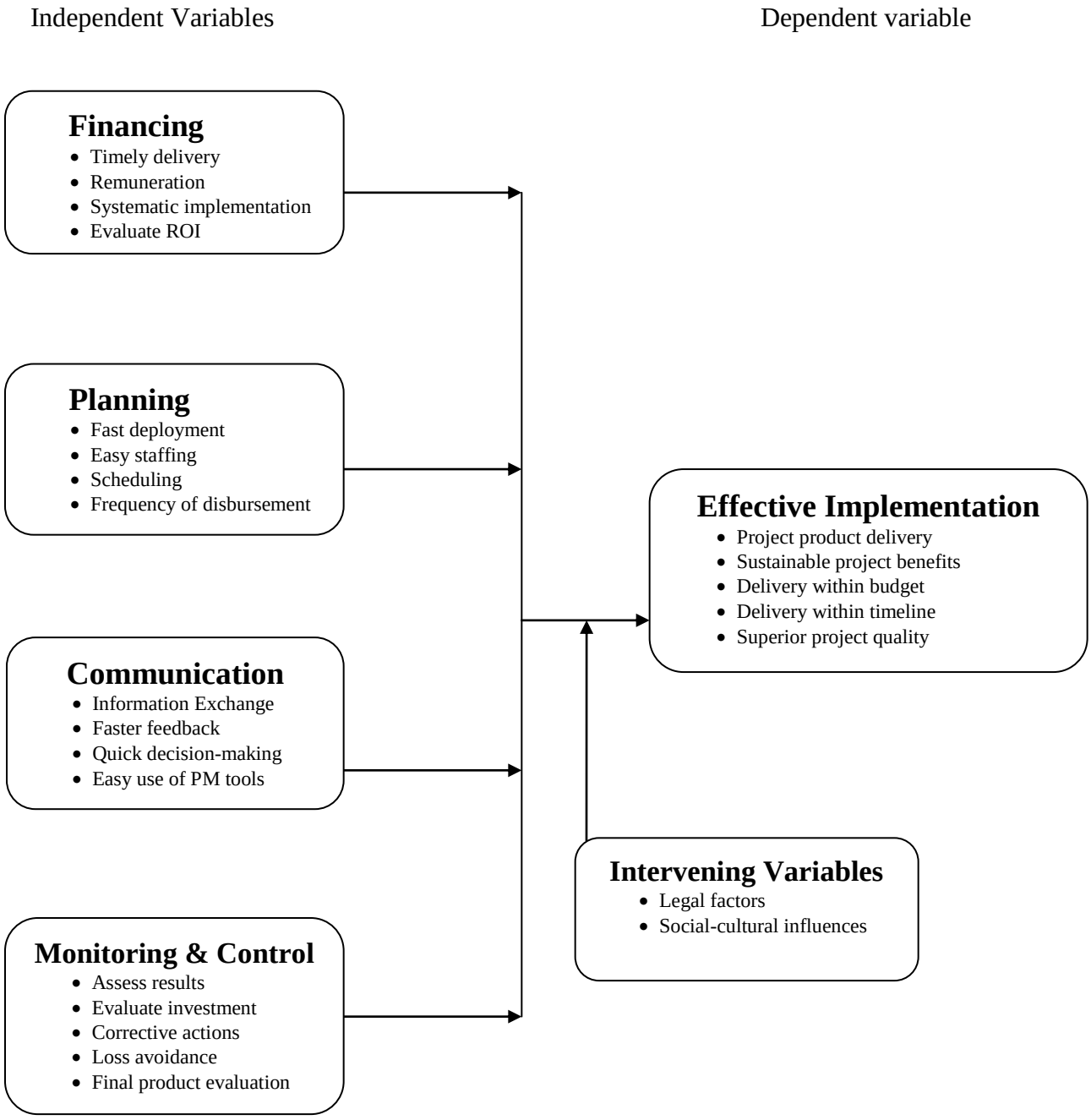

Figure 2.3: Conceptual Framework *(Source: Researcher, 2014)*

2.7.1 Intervening Variables

These are factors that are external to the basic relationship between the dependent and the independent variables, but which impact the correlation between these two groups of factors. The intervening variables are usually not within the control of the organisation in this case, the NGO.

However, the organisation usually can take measures to guard itself against the threats posed by these intervening variables while also positioning itself to take advantage of the opportunities presented by these variables. The intervening variables identified for this study are discussed below.

2.7.1.1 Legal Factors

These include health and safety, equal opportunities, advertising standards, consumer rights and laws among others. It is clear that NGOs need to know what is and what is not legal in order to operate successfully. If an organisation for instance operates globally, this becomes a very tricky area to get right as each country has its own set of rules and regulations.

2.7.1.2 Socio-cultural Influences

These are the areas that involve the shared belief and attitudes of the population. These factors include – population growth, age distribution, health consciousness, career attitudes and so on. These factors are of particular interest as they have a direct effect on how NGOs understand the target groups and what drives them.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Methodology

This chapter covers the research design used for the study, the target population for the study, sampling and sampling procedures, the sources of data and instruments, procedures that were used for data collection as well as data analysis and presentation.

3.1 Research Design

The study was a descriptive survey research and was intended to perform an analysis of effective project implementation of NGO projects. Schindler et al (2003) states that such a study is concerned with finding out who, what, when, and how of the relevant phenomenon. Karani (2007), Isensi (2006) and Kagiri (2005) have used the design in related studies successfully. This research used a survey design in collecting data from the respondents since a survey is a non-experimental, descriptive research method which can be useful when a researcher wants to collect data on phenomena that cannot be directly observed. Due to limitation of time and resources, the study used a descriptive research design since they are used to gather information on a population at a single point in time.

This study focused on studying NGO's in Nairobi County by seeking to analyse project implementation and management in these organizations. This design was suitable for this study since when dealing with many members in a population it is not possible to study all of them and hence this calls for sampling in order to come up with a generalizations and inferences about the whole population. A survey design was also selected since it can be used to collect many different kinds of information, it is also quick and low cost as compared to observation and

experimental method and it is carefully designed to ensure complete description of the situation making sure that there is minimum bias in collection of data and reduced errors during interpretation stage of the collected data.

3.2 The Target Population

According to the Kenya Business Directory, there are 201 NGOs operating in Nairobi County. In this study, the researcher was interested in studying this population. The major sectors in which NGOs operate include Education, Health, Environment, Relief, and Economic Empowerment. All the NGO's operating within Nairobi County will constitute the whole population for the study. See *Appendix III* for a full list of NGOs operating in Nairobi County.

3.3 Sampling Strategy

From the list of 201 NGOs (Appendix III), the organizations ranged from one-man organizations, to NGOs employing hundreds of employees. Since it was not possible to study all these NGOs that operate within Nairobi County, and since they had a vastly varying number of projects handled per year, the researcher used stratified and simple random sampling to sample. The stratified sampling technique implies that several organizations were picked from each of the strata namely; health, economic, relief, education, environment, and women. According to Mugenda & Mugenda (2003), a sample of can be made up of 10% or more of the population. For this study, the researcher examined a sample of 50%. Therefore, from each stratum NGOs were selected to make a sample of 100 NGOs. The whole population of 201 NGOs is listed as Appendix III indicating the sectors in which each of the NGOs operates. Further, the selected sample has been highlighted or shaded within each strata. (*See Appendix III*). Below is the summary of the sampling procedure the researcher employed.

Table 3.1 Sampling Strategy

No.	Stratum	Population	Sample 50%
1	Health	29	14
2	Economic /Microfinance	57	29
3	Relief	39	19
4	Education	29	15
5	Environment	11	5
6	Women	36	18
Total		**201**	**100**

Source: Kenya Business Directory (2013)

3.4 Data Collection Tools and Techniques

The primary data was collected through a self-administered survey questionnaire. It was emailed or hand delivered to all the nominated respondents. The questionnaires targeted project managers within the target organisations. The questionnaire comprised of two parts. Part A captured the general particulars of the respondent organizations while Part B focused on the analysis of effective implementation of NGO projects (independent variables). This part gave each respondent an opportunity to detail how they perceived the factors outlined influenced effective implementation of projects; by responding to certain propositions on a Likert scale from 5 (Great Extent) to 1 (No Extent). The respondents also got an opportunity to outline other factors outside the researcher's scope that affected effective implementation of NGO projects. To ensure that the questionnaire was suitable, the researcher conducted a pilot-test with NGOs that were not part of the study sample, and found it to be objective and sufficient for the purposes of this research.

3.5 Validity and Reliability

Validity determines whether the research truly measures what it was intended to measure, or how truthful the research results are (Schindler, 2003). In other words, the research instrument should allow the researcher to meet the research objectives. Each type of research design has its own standards for reliability and validity. In this study, the researcher used the services of an expert to test for content validity and Cronbach's Alpha to test for reliability.

The more results prove consistent over time and reflect accurate representations of the total populations under study, the more scientifically reliable they are. If the results of a study can be reproduced under a similar methodology, then the research methods are considered to be reliable Schindler (2008). The research methodology used was consistent across the different respondents to enable the researcher evaluate reliability based on the consistency of the results across the difference respondent classes within the population under study.

3.6 Data Analysis

Prior to data analysis, the questionnaires were checked for completeness; entries were checked for consistency and coding was done. The data was both qualitative and quantitative and the researcher did everything possible to ensure that it was objective, systematic and free from any selective perceptions that could dilute its reliability and validity.

The findings have been represented in tables and analyzed through percentages, mean scores and standard deviations. The five point Likert Scale was used to analyse the effective implementation of NGO projects, and the magnitude of their impact and usage. Descriptive and inferential statistics, and factor analysis were used to analyze data. These data measures assisted the study

greatly to analyse the most influential determinants of effective implementation of NGO projects in Nairobi County.

3.7 Research Ethics

The researcher, during the period of study observed the highest standards of research ethics and good academic behavior to ensure that the study was credible. More specifically the following were the ethical pillars supporting this study; Honesty - honesty and integrity are a duty of each author and person, expert-reviewer and member of journal editorial boards; Review process - the peer-review process contributes to the quality control and it is an essential step to ascertain the standing and originality of the research; Authorship – this clarifies on who may claim a right to authorship, in which order the authors should be listed, and also verifies that all authors cited have been recognized.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In chapter one, background about the analysis of implementation of NGO projects in Nairobi was discussed. Study objective and questions were set in the chapter. Chapter two discussed the concepts and theoretical literature about the implementation of NGO projects. In order to address the research objective, a study was conducted to provide an understanding of the analysis of implementation of NGO projects in Nairobi. The purpose of this chapter is to present responses obtained from various participants in the research project.

4.2 Response Rate

The research was conducted on a sample of 100 NGO's operating within Nairobi County to which questionnaires were administered. However, out of the issued questionnaires, 80 were returned duly filled in making a response rate of 80% as shown in Figure 4.1 below.

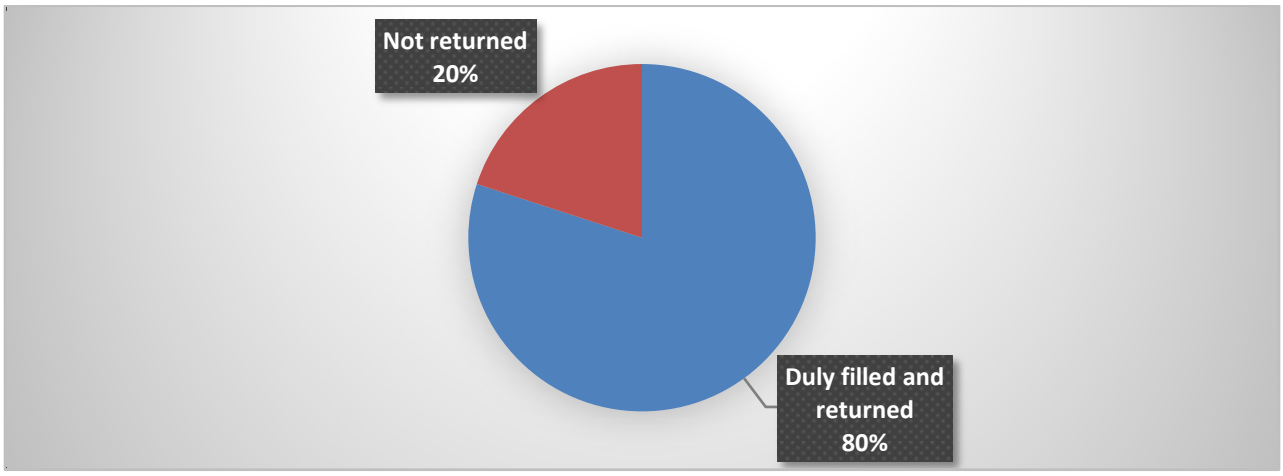

Figure 4.1: Response Rate **Source: Research data (2014)**

Based on this response rate, the researcher commenced the process of data analysis. The following section presents findings as arranged on the research instrument.

4.3 General information

The study sought to ascertain the information on the respondents involved in the study concerning the name of organization, gender, age, education level, position held in the organization, organization sector, years of operation, size of organization and size of projects. The bio data points at the respondents' suitability in answering the questions.

The study started by requesting respondents to indicate the name of their organizations. Since there were 80 NGOs which responded to the question and one questionnaire went to each NGO, respondents indicated 80 NGOs. List of NGOs is presented in Appendix 4.

4.3.1 Respondents' Gender

In order to understand the respondents' gender, the respondents were asked to indicate the gender category in which they fell and findings are presented in figure 4.2 below.

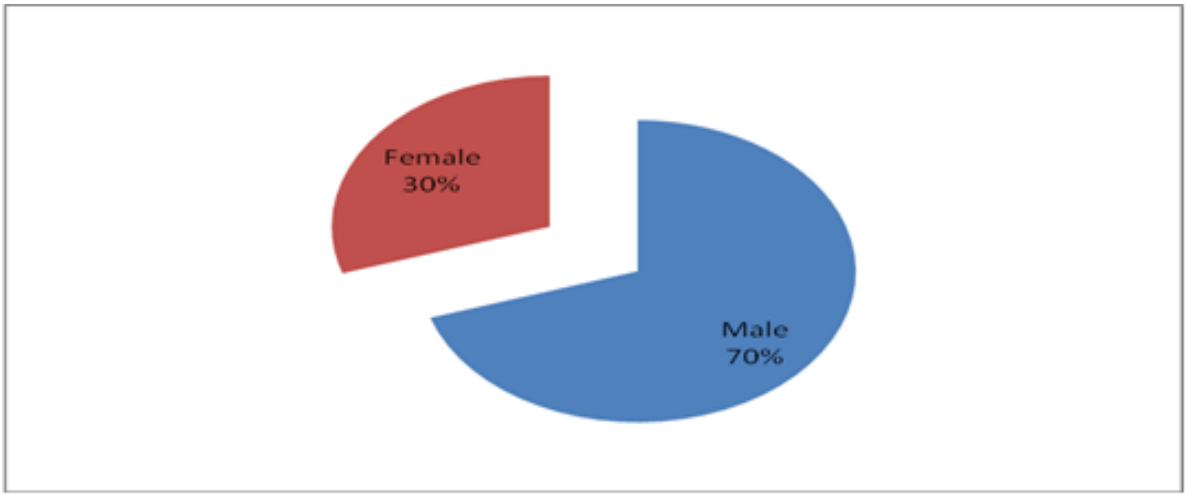

Figure 4.2: Gender of the respondent **Source: Research data (2014)**

The findings implied that there are more male respondents who work on the implementation of NGO projects in Nairobi County than female in their various levels of management and consequently, most of the responses emanated from the males.

4.3.2 Respondents' Age

In order to understand the respondents' age distribution, the respondents were asked to indicate the age category in which they fell as presented in Figure 4.3 below.

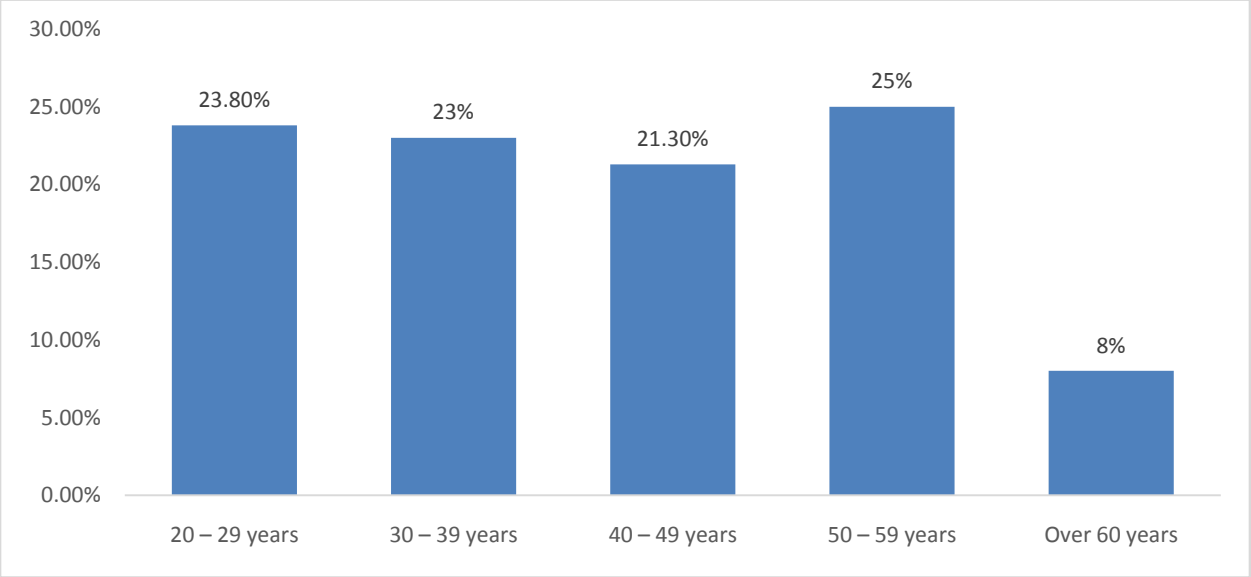

Figure 4.3: Age of the respondent **Source: Research data (2014)**

From the findings, more than 50% of the respondents are more than 40 years old. This indicate that majority of the respondents who work on the implementation of NGO projects in Nairobi County are aged 40 years and above.

4.3.3 Respondents' Education Level

The respondents were requested to indicate their level of academic qualification and findings are presented in table 4.1 below.

Table 4.1: Highest level of education

Highest level of education	Frequency	Percentage
O-level	3	4
Certificate	4	5
Diploma	3	4
Bachelor's Degree	54	68
Master's Degree	15	19
Doctorate	1	1
Total	**80**	**100**

Source: Research data (2014)

From the findings above, majority of respondents (68%) had bachelor degree. This shows that majority of the respondents who work on the implementation of NGO projects in Nairobi County have attained university education thus had rich information and knowledge on implementation of NGO projects.

4.3.4 Position Held in the Organization

The study requested respondents to state the position held in the organization and the findings are presented in table 4.2 below.

Table 4.2: Position Held in the Organization

Positions	**Frequency**	**Percentage**
Top Management	1	1
Portfolio Manager	2	3
Portfolio Review Board Member	3	4
Program Manager	5	6
Project Manager	10	13
Project Coordinator	28	35
Project Management Office Team-Member	31	39
Total	**80**	**100%**

Source: Research data (2014)

From the findings, majority of the respondents are project coordinators and project management office team-members. This shows that they have full knowledge pertaining the implementation of NGO projects in Nairobi County.

4.3.5 Organizational Sector

The respondents were requested to indicate the sector their organization fall under. They were provided with education, health, environment, relief and micro finance sectors to choose from as presented in Figure 4.4 below.

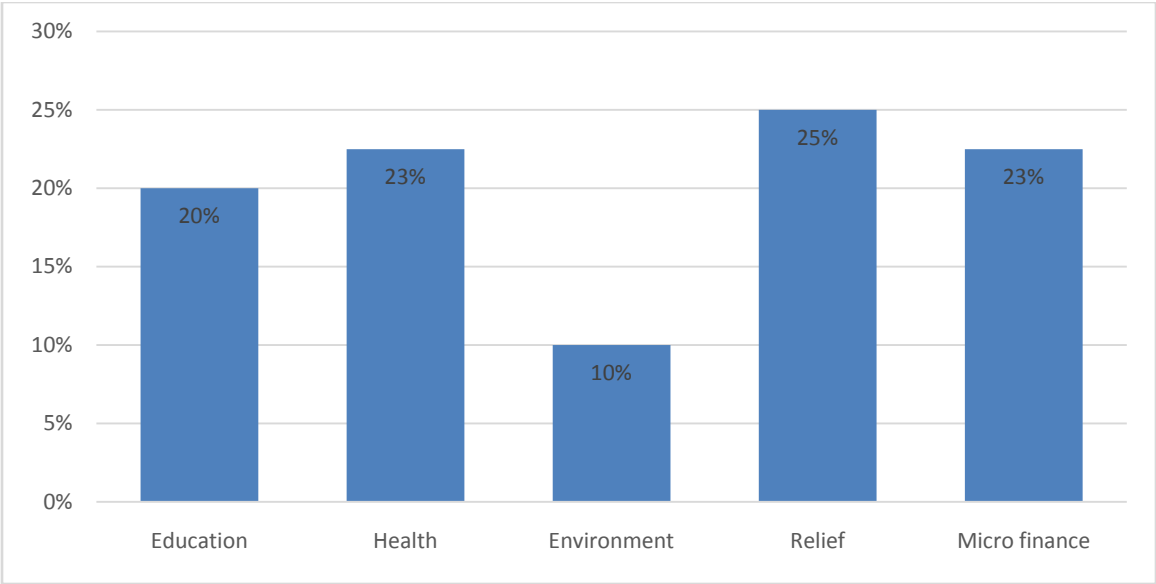

Figure 4.4: Organizational Sector **Source: Research data (2014)**

From the findings, majority of the respondents fall under relief sector (25%), micro finance sector (23%) and health sector (23%).

4.3.6 Years of Operation

In order to know the period over which the organization have been operating in Nairobi County, the respondents were asked to indicate the number years they have been in operation in the region and the findings are presented in figure 4.5 below

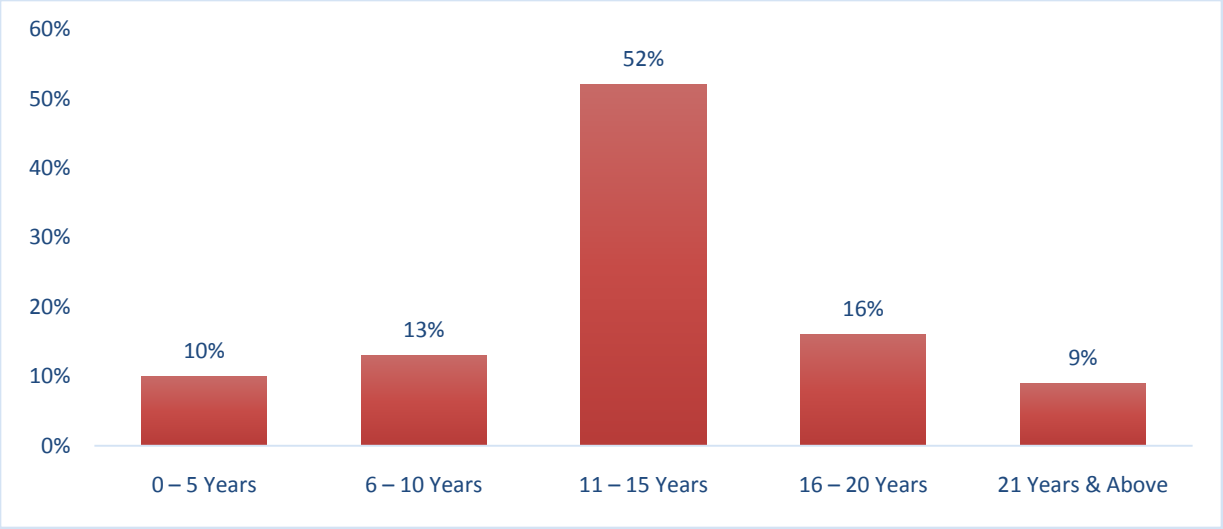

Figure 4.5: Years of Operation **Source: Research data (2014)**

Most of the respondents (52%) indicated that they have been in operation for 11 – 15 years. However, more than 70% of the NGOs have been operating in Nairobi County for more than 11 years and therefore have the information required for this study.

4.3.7 Size of the Organization

In order to know the size of the organization, the respondents were asked to indicate the number of projects they have implementation since they started operation in Nairobi County and also give the number of people who work in the organization as shown in tables 4.3 and 4.4 below.

Table 4.3: Number of Projects

Number of Projects	Frequency	Percentage
1 – 5 projects	7	9
5 – 10 projects	15	19
10 – 20 projects	27	34
Over 20 projects	31	39
Total	**80**	**100**

Source: Research data (2014)

From the findings, 60% of the NGOs in Nairobi County have implemented more than 10 projects in the region and therefore can analyze their projects effectively given their experience.

Table 4.4: Number of People

Number of People	Frequency	Percentage
1 – 5 people	8	11
5 – 20 people	14	20
20 – 50 people	32	46
Over 50 people	16	23
Total	**80**	**100%**

Source: Research data (2014)

From the findings, indicate that more than 60% of the NGOs in Nairobi County have more than 20 people who work in the NGOs to implement various projects in the region.

4.4 Implementation of Projects

The study further in this section sought to establish information regarding the implementation of projects by NGOs which operate in Nairobi County. Findings in this section are presented in figures and tables with means and standard deviations. Means will give the average of respondents with regard to a certain variable and the standard deviation will show the distribution of respondents around the mean.

4.4.1 Difficulty to Finish Projects

The study sought to determine the difficulty in project implementation by requesting respondents whether they find it difficult to finish projects in the specified time and using the set resources and the findings are presented in figure 4.6 below.

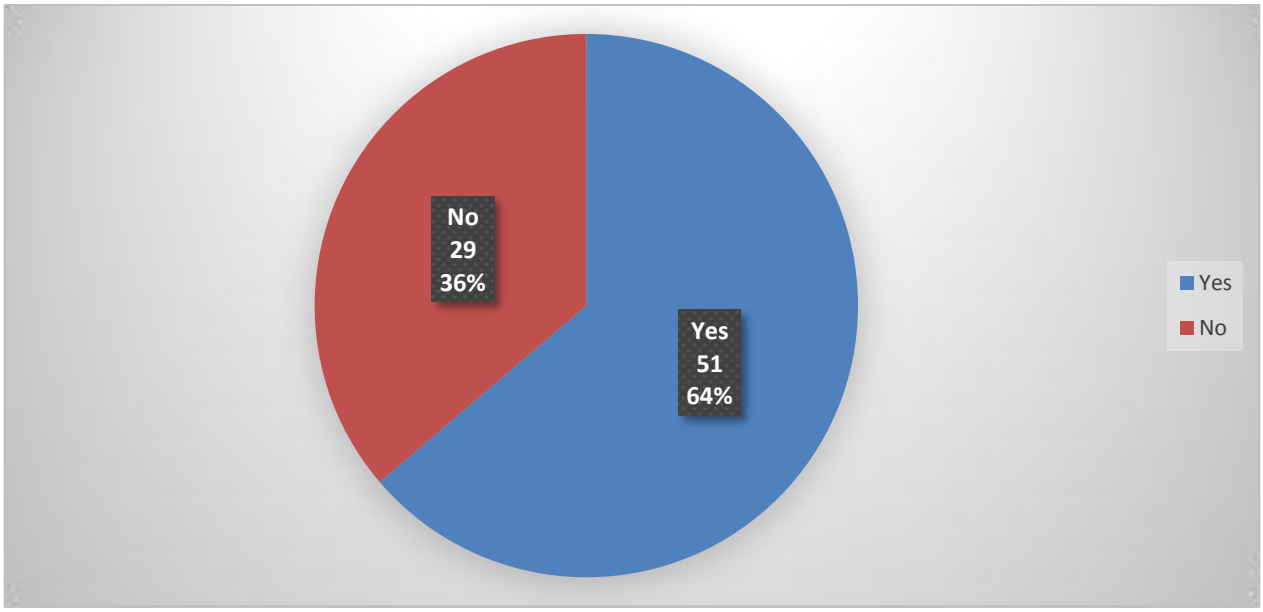

Figure 4.6: Difficult to Finish Projects **Source: Research data (2014)**

From the findings, 64% of the respondents feel that there are difficulties to finish projects in the specified time and using the set resources. This shows that NGOs face challenges when implementing their projects in the region.

4.4.2 Factors Affecting Effective Project Implementation

The study further sought to establish the extent to which communication planning, financing and monitoring & control affect project implementation. In each variable, Respondents were given a Likert scale where 5-Great Extent, 4-Moderate Extent, 3-Neutral, 2-Low Extent and 1-No Extent to rate the extent they affect project implementation.

4.4.2.1 Communication

The study started by asking questions about communication and the findings are presented in table 4.5 below.

Table 4.5: Communication and Effective Project Implementation

a) Communication					
Statements		**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Exchange of information among stakeholders	No Extent	12	15%	3.42	1.12
	Low Extent	10	13%		
	Neutral	10	12%		
	Moderate Extent	33	41%		
	Great Extent	15	19%		
Feedback to/from project staff to/from users	No Extent	16	20%	3.77	0.911
	Low Extent	10	13%		
	Neutral	6	7%		
	Moderate Extent	31	39%		
	Great Extent	17	21%		
Availability of information for decision-making	No Extent	12	15%	3.88	0.85
	Low Extent	11	14%		
	Neutral	6	7%		
	Moderate Extent	30	37%		

	Great Extent	22	27%		
Application of project management tools	No Extent	9	11%	4.21	0.783
	Low Extent	11	14%		
	Neutral	7	9%		
	Moderate Extent	34	43%		
	Great Extent	18	23%		

Source: Research data (2014)

Table 4.6.1 : Communication and Effective Project Implementation

Anova: Single Factor

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Column 1	11	172	15.6364	75.4545
Column 2	11	2.15	0.19545	0.01183

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	1311.32	1	1311.32	34.7524	9.1E-06	4.35124
Within Groups	754.664	20	37.7332			
Total	2065.98	21				

Source: Research data (2014)

It is evident from the findings in table 4.5 that majority of the respondents (53%) were in agreement that communication with regard to the application of project management tools affects project implementation. This had a mean score of 4.21 and a standard deviation of 0.783. Those who felt that availability of information for decision-making affects project implementation amounted to 51% of the respondents with a mean score of 3.88 and a standard deviation of 0.85; feedback to/from project staff to/from users (mean = 3.77); while exchange of information

among stakeholders scored (mean = 3.42). The study found that employees of NGOs who implement projects in Nairobi County feel that communication with regard to the application of project management tools and availability of information for decision-making affects project implementation.

The findings of Peng and Litteljohn (2001) show that effective communication is a key requirement for effective project implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of project implementation. In fact, communication is pervasive in every aspect of project implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives, which, in turn, have an effect on the process of implementation. In his article dealing with project communication, Ruuska (2007) lists five important roles of communication in project management: Project communication is a supporting activity, with which it is made possible to create an end product from the project, and transfer it to both customers and end users; In order to create a positive and reliable service profile, communication is needed for both profiling and being profiled; Project communication is an informative tool, which communicates to all relative groups what is happening in the project; Orientation activities rely strongly on communication.

4.4.2.2 Planning

The study further requested respondents to rate the extent to which planning statements affect effective project implementation and the findings are presented in table 4.7

Table 4.7: Planning and Effective Project Implementation

b) Planning					
Statement		**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Speed in deployment of project resources	No Extent	11	14%	3.23	1.234
	Low Extent	10	12%		
	Neutral	7	9%		
	Moderate Extent	22	27%		
	Great Extent	30	38%		
Effect on ease of project staffing	No Extent	9	11%	3.44	1.086
	Low Extent	10	12%		
	Neutral	7	9%		
	Moderate Extent	35	44%		
	Great Extent	19	24%		
Effect on adequacy of scheduling	No Extent	9	11%	3.77	0.972
	Low Extent	10	12%		
	Neutral	5	6%		
	Moderate Extent	27	34%		
	Great Extent	30	37%		
Impact on project stakeholders' understanding of project timelines	No Extent	8	10%	2.56	1.241
	Low Extent	11	14%		
	Neutral	23	29%		
	Moderate Extent	19	24%		
	Great Extent	18	23%		
Effect on clarity of required frequency of funds disbursement	No Extent	10	12%	2.94	1.199
	Low Extent	16	20%		
	Neutral	12	15%		
	Moderate Extent	27	34%		
	Great Extent	15	19%		

Source: Research data (2014)

Table 4.8.1: Planning and Effective Project Implementation

Anova: Single Factor

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Column 1	5	15.94	3.188	0.21497
Column 2	5	5.732	1.1464	0.01336

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	10.4203	1	10.4203	91.2729	1.2E-05	5.31766
Within Groups	0.91333	8	0.11417			
Total	11.3337	9				

Source: Research data (2014)

As shown in table 4.7, majority of the respondents (71%) were in agreement that effect on adequacy of scheduling affects effective project implementation. This scored a mean score of 3.77 with a standard deviation of 0.972 while 68% felt that effect on ease of project staffing affects project implementation with a mean score of 3.44. The respondents depict speed in deployment of project resources with a mean score of 3.23. Those who felt that effect on clarity of required frequency of funds disbursement scored a mean score of 2.94 while those who felt that impact on project stakeholders' understanding of project timelines affects project implementation scored a mean score of 2.56. The findings imply that effect on adequacy of scheduling and on ease of project staffing affects effective project implementation of NGOs operating in Nairobi County.

The findings of Lecomber (2013) show that effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities. Findings by Ashley et al (2007) also found that planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors.

4.4.2.3 Financing

The study further requested respondents to rate the extent to which financing statements affect effective project implementation and the findings are presented in table 4.8

Table 4.9: Financing and Effective Project Implementation

c) Financing					
Statement		**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Delivery of project activities in terms of time-taken	No Extent	10	13%	3.12	1.082
	Low Extent	14	17%		
	Neutral	12	15%		
	Moderate Extent	18	23%		
	Great Extent	26	32%		
Effect on project staff relations – adequacy and timeliness of remuneration	No Extent	10	13%	3.21	1.154
	Low Extent	9	11%		
	Neutral	8	10%		
	Moderate Extent	27	34%		
	Great Extent	26	32%		
Effect on overall implementation effort - systemic and efficiency	No Extent	11	14%	2.9	1.158
	Low Extent	16	20%		
	Neutral	14	18%		
	Moderate Extent	23	29%		
	Great Extent	15	19%		
Sponsor evaluation and estimation of the return on investment	No Extent	10	12%	2.59	1.164
	Low Extent	12	15%		
	Neutral	23	29%		
	Moderate Extent	19	24%		
	Great Extent	16	20%		

Source: Research data (2014)

As reflected in table 4.8, majority of the respondents (66%) were in agreement that effect on project staff relations – adequacy and timeliness of remuneration affect effective project implementation. This scored a mean score of 3.21 and a standard deviation of 1.154. Those who depict financing to the extent that delivery of project activities in terms of time-taken were 55% of the respondents with a mean score of 3.12. There are respondents who agreed that effect on

overall implementation effort - systemic and efficiency affects effective project implementation scored a mean of 2.90. This shoes that employees who implement projects of NGOs feel that effect on project staff relations – adequacy and timeliness of remuneration affect effective project implementation.

Mansfield et al (2006) studied the causes of delay and cost overruns in projects in Nigeria. They concluded that poor contract management, financing and payment arrangements, resource shortages, inaccurate estimates and overall price escalation as the major factors. In addition, West (2008) found that the functions of finance should be handled in accordance with the goal and objectives of the organization. The major processes are as identified by West (2008) are: Resource Planning, Cost Estimating, Cost Budgeting and Cost Control. The success of projects is judged by the efficiency with which we achieve the project objectives and that efficiency is assessed by measuring against two constraints – Cost & Time. In assessing the project duration, the duration of individual activities and resource usage have been optimized and further reduction of project duration must increase the direct cost of the project due to overtime and uneconomic use of the plants and machineries. Cost estimating is never simple. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective. At the work package level, the person most familiar with the task should make estimates.

4.4.2.4 Monitoring and Control

The study further requested respondents to rate the extent to which monitoring & control statements affect effective project implementation and the findings are presented in table 4.9.

Table 4.10: Monitoring & Control and Effective Project Implementation

d) Monitoring & Control					
Statement		**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
User assessment of outcome/product	No Extent	10	12%	3.54	1.062
	Low Extent	14	17%		
	Neutral	13	16%		
	Moderate Extent	18	23%		
	Great Extent	26	32%		
Sponsor evaluation of the investment	No Extent	10	13%	2.7	1.129
	Low Extent	9	11%		
	Neutral	8	10%		
	Moderate Extent	27	34%		
	Great Extent	26	32%		
Corrective action on deviations	No Extent	7	9%	3.78	1.011
	Low Extent	12	15%		
	Neutral	17	21%		
	Moderate Extent	26	32%		
	Great Extent	18	23%		
Loss avoidance	No Extent	10	13%	2.98	1.155
	Low Extent	14	18%		
	Neutral	20	25%		
	Moderate Extent	21	26%		
	Great Extent	14	18%		
Project product meets project objectives and user descriptions	No Extent	10	12%	3.14	2.874
	Low Extent	17	21%		
	Neutral	11	14%		
	Moderate Extent	26	33%		
	Great Extent	16	20%		

Source: Research data (2014)

As shown in table 4.9, it was found that majority of the respondents (55%) agrees that corrective action on deviations affects project implementation. This had a mean score of 3.78 and a standard deviation of 1.011. There are respondents who agreed that user assessment of outcome/product affect project implementation (55%) with a mean score of 3.54 and a standard

deviation of 1.062 while those who agreed that project product meets project objectives and user descriptions had a score of 3.14 and a standard deviation of 2.874. This implies that corrective action on deviations and user assessment of outcome/product affects project implementation of NGOs operating in Nairobi County.

Chan et al (2004) examined 3 case studies of key performance indicators for measuring project implementation success in Hong Kong. He concluded that cost, time and quality were still three most important indicators of success in projects. Other measures such as safety, functionality and satisfaction are attracting increasing attention.

4.4.3 Critical Elements for Successful Implementation of Projects

The study requested respondents to choose the most critical element they consider for successful implementation of projects within their organization and figure 4.5 presents the findings.

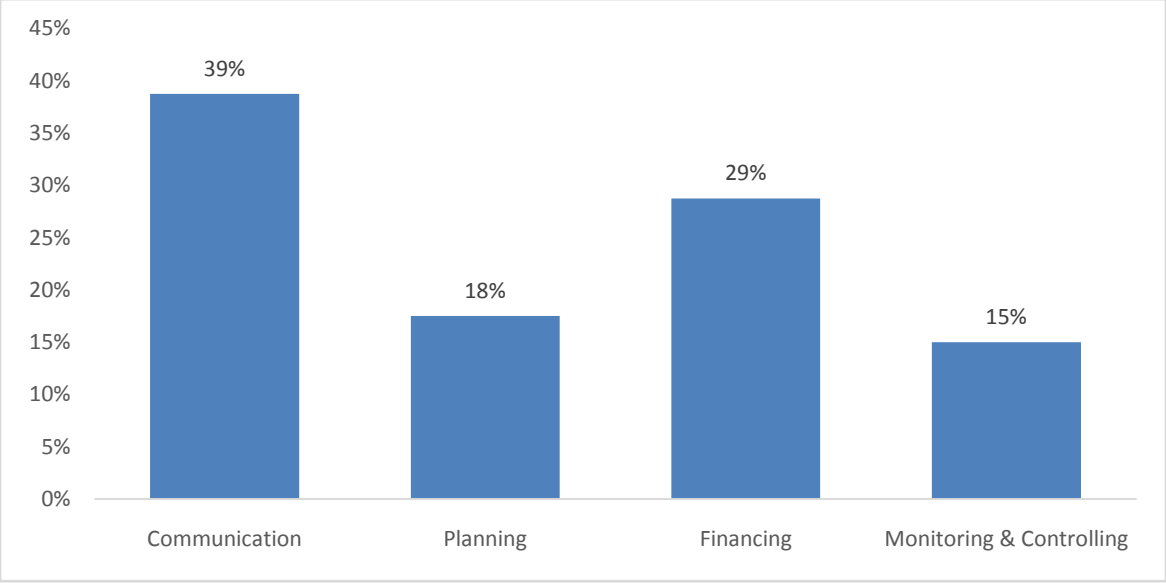

Figure 4.7: Critical Elements for Successful Implementation of Projects: Source: Research data (2014)

From the findings in figure 4.5 above, majority of the respondents (39%) chose communication as the most critical element for the successful implementation of projects. Others chose financing, planning and monitoring & controlling with proportions of 29%, 18% and 15% respectively. The findings indicate that communication is the most critical element for the success of NGO project implementation.

The study further asked respondents how they rate their general weight and importance to project implementation and table 4.10 presents the findings.

Table 11: Elements for Successful Project Implementation

Elements	**Mean**	**Standard Deviation**
Communication	3.98	1.811
Planning	2.98	1.029
Financing	3.44	1.162
Monitoring & Controlling	2.78	1.555

Source: Research data (2014)

From the findings in table 4.6 above, majority of the respondents were in agreement that communication has a weight and importance to project implementation with a mean score of 3.98. Those who agreed on financing scored a mean score of 3.44, planning (2.98) while monitoring and controlling scored 2.78. The findings indicate that communication and financing has a weight and importance to project implementation in NGO projects in Nairobi County.

The study requested respondents to indicate the extent to which given factors are most indicative to show that a given project had been effectively implemented and table 4.11 presents the findings.

Table 4.12: Indicators of Effective Project Implementation

Statements	Mean	Standard Deviation
Project product delivery	4.29	1.119
Sustainability of project benefits	2.57	1.397
Budget delivery	1.71	0.983
Time delivery	2.93	1.455
Project product quality	3.78	1.168

Source: Research data (2014)

From the findings, majority of the respondents agreed that project product delivery is the most indicator showing that a project has been effectively implemented with a mean score of 4.29. Others agreed that project product quality is an indicator with a mean score of 3.78, time delivery (mean = 2.93), sustainability of project benefits (mean = 2.57) while budget delivery scored a mean of 1.71. The findings indicate that NGOs look at project product delivery and project product quality to show the effectiveness of project implementation.

4.4.5 Legal Influence

The study further requested respondents to explain what influence legal factors have on the effectiveness of project implementation at the organizations. This was an open ended question and therefore results are presented as stated by respondents. Respondents stated that health and safety, equal opportunities, advertising standards, consumer rights and laws affect project implementations in NGOs operating in Nairobi County.

4.4.6 Socio-Cultural Factors

The study further requested respondents to explain if socio-cultural factors affects effective project implementation in their organization. This was an open ended question and therefore results are presented as stated by respondents. Respondents stated that population growth, age distribution, health consciousness and career attitudes affect project implementations in NGOs operating in Nairobi County.

4.4.5 Other Factors Affecting Effective Project Implementation

The study further requested respondents to state if there are other factors to which they would attribute to a great extent effective implementation of projects in their organization. This was an open ended question and findings as presented by respondents are: organizational culture, commitment of top level management, co-ordination of activities, organizational culture, leadership, institutional policies and human resource.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, and it provides the conclusions and recommendations of the study based on the objectives of the study. The main objective of this study was to undertake an analysis of implementation of NGO projects in Nairobi County.

5.2 Summary of the Findings

5.2.1 Background Information

Out of the issued questionnaires, 80 were returned duly filled in making a response rate of 80% which was sufficient for data analysis. There are more male respondents who work on the implementation of NGO projects in Nairobi County than female in their various levels of management and consequently, most of the responses emanated from the males. In the study, more than 50% of the respondents were more than 40 years old. From the findings, 68% of the respondents who work on the implementation of NGO projects in Nairobi County have attained university education thus had rich information and knowledge on implementation of NGO projects. The study also found that more than 70% of the NGOs have been operating in Nairobi County for more than 11 years and therefore have the information required for this study.

5.2.2 Communication

From the findings, communication with regard to the application of project management tools and availability of information for decision-making affects project implementation. The study also found that communication is the most critical element for the success of NGO project

implementation. It found that communication and financing has a weight and importance to project implementation in NGO projects in Nairobi County. It found that employees of NGOs who implement projects in Nairobi County feel that communication with regard to the application of project management tools and availability of information for decision-making affects project implementation.

5.2.3 Financing

The study found out that financing in project implementation was a key success factor within project implementation at NGOs operating in Nairobi County. It found that employees who implement projects of NGOs feel that the effect on project staff relations – adequacy and timeliness of remuneration affect effective project implementation. It found that financing is critical element for the success of NGO project implementation. The study found that corrective action on deviations and user assessment of outcome/product affects project implementation of NGOs operating in Nairobi County but to a low extent and this was I relation to monitoring & control. The study found that project product delivery and project product quality are the indicators to show the effectiveness of project implementation.

5.2.4 Planning

The study found that effect of planning on adequacy of scheduling and on ease of project staffing affects effective project implementation of NGOs operating in Nairobi County. It found that 68% felt that the effect of planning on ease of project staffing affects project implementation with a mean score of 3.44. The respondents depict speed in deployment of project resources with a mean score of 3.23. Those who felt that effect on clarity of required frequency of funds

disbursement scored a mean score of 2.94 while those who felt that impact on project stakeholders' understanding of project timelines scored a mean score of 2.56.

5.2.5 Monitoring and Control

The researcher found that majority of the respondents (55%) agreed that corrective action on deviations affects project implementation. This had a mean score of 3.78 and a standard deviation of 1.011 which shows that corrective action on deviations and user assessment of outcome/product affects project implementation of NGOs operating in Nairobi County. It was found that 55% of the respondents felt that user assessment of outcome/product affect project implementation with a mean score of 3.54 and a standard deviation of 1.062 while those who agreed that project product meets project objectives and user descriptions had a score of 3.14 and a standard deviation of 2.874.

5.2.6 Project Implementation

The factors that were found to be most pivotal to project implementation were communication and financing. Secondarily, planning and monitoring were also to a substantive extent important to project managers as regards implementation. Besides the four main factors under study, respondents also attributed effective project implementation to the following additional factors; these are organizational culture, commitment of top level management, co-ordination of activities, organizational culture, leadership, institutional policies and human resources.

5.3 Conclusions

The study concludes that communication with regard to the application of project management tools and availability of information for decision-making affects project implementation. It also concludes that communication is the most critical element for the success of NGO project

implementation. It concludes that communication and financing has a weight and importance to project implementation in NGO projects in Nairobi County. It concludes that employees of NGOs who implement projects in Nairobi County feel that communication with regard to the application of project management tools and availability of information for decision-making affects project implementation. Communication is important when different specialists working with project are given proper orientation; by the social nature of people, interaction with each other is needed in order to satisfy the social needs of human nature (Ruuska 2007).

The study concludes that effect on adequacy of scheduling and on ease of project staffing affects effective project implementation of NGOs operating in Nairobi County. It concludes that effect on ease of project staffing affects project implementation. The study concludes that speed in deployment of project resources and effect on clarity of required frequency of funds disbursement affects project implementation to a lower extent. According to Lecomber (2013), effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities.

The study concludes that financing in project implementation is a key success factor within project implementation at NGOs operating in Nairobi County. It concludes that the effect on project staff relations – adequacy and timeliness of remuneration affect effective project implementation. Cost estimating is never simple. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective West (2008). At the work package level, the person most familiar with the task should make estimates.

The study concluded that corrective action on deviations and user assessment of outcome/product affects project implementation of NGOs operating in Nairobi County but to a low extent. It finally concludes that project product delivery and project product quality are the indicators to show the effectiveness of project implementation.

5.4 Recommendations

The study recommends that NGOs improve integrated communications plan to improve project implementation. The content of such communications plan should include clear explanation of what new responsibilities, tasks and duties need to be performed by the affected implementers. It also includes the why behind changed job activities and more fundamentally the reasons why the new project decision was made firstly. This will enhance communication of change during and after an organizational change on organizational developments to all levels in the appropriate manner.

The study recommends that management in NGOs should ensure that they employ and deploy qualified and competent individuals to participate in the planning process because it is clear that proper planning has a direct bearing on effective implementation of projects.

In addition, the study recommends that NGOs should employ a monitoring/supervision system or mechanism, to allow efficiency in project implementation. This will assist in keeping project activities in check so that the attainment of project deliverables is streamlined to ensure the project objectives are met. NGOs should implement approaches such as effective reward management systems meant to enhance manager's commitment to performing their roles as well as incorporating lower ranks of employees in project design and implementation. The study also recommends that NGOs should embark on staff improvement through training and offering

conducive environment for their work to improve their productivity which in turn will win support from the staff and thus make project implementation a reality at the NGOs operating in Nairobi County.

The researcher further recommends that NGOs should implement financial management systems to ensure the financing aspect of projects is closely controlled and funds are adequately deployed to ensure optimization of project execution. The financial management process of projects is also important over and above the purely financing aspect of it. Therefore, organisations must manage the financial management process in close proximity with the financing aspects of project management within NGOs.

5.5 Suggestion for Further Studies

Further research is necessary as the findings were based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other NGOs working in other parts of Kenya. The analysis that was used is always not sufficient to draw conclusions on a phenomenon, and to provide adequate information that can be used for policy development. Further research focusing on an analysis of implementation of NGO projects is recommended.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

March 2014,

Dear Respondent,

PROJECT MANAGEMENT RESEARCH PROPOSAL

This questionnaire is designed to gather information on the determinants of effective project implementation in the Non Governmental Organisations in Nairobi County.

This study is being carried out for a project management research methods paper as a requirement in partial fulfillment of the requirements for the degree of Master of Business Administration.

Your responses will be treated with strict confidentiality and in no instances will your name be mentioned in the report.

Your cooperation will highly be appreciated

Yours faithfully,

…….. …….

Student **Supervisor**

APPENDIX II: QUESTIONNAIRE

Instructions

For certain questions, you are required to choose by ticking (√) one answer among the alternatives. For certain questions, you are encouraged to specify other alternatives in the space provided or to fill the blank spaces. Also feel free to write helpful comments where appropriate in the margins.

Part A

1. What is the name of your organization?

……

2. What is your gender?

(a) Male ( )

(b) Female ( )

3. In what age bracket do you fall?

a) 20 – 29 ( )

b) 30 – 39 ( )

c) 40 – 49 ( )

d) 50 – 59 ( )

e) 60 & Above ( )

4. What level of education have you attained?

(a) O-level ( )

(b) Certificate ( )

(c) Diploma ( )

(d) Bachelor's Degree ( )

(e) Master's Degree ( )

(f) Doctorate ( )

5. What is your position in the organization?

(a) Top Management ( )
(b) Portfolio Manager ( )
(c) Portfolio Review Board Member ( )
(d) Program Manager ( )
(e) Project Manager ( )
(f) Project Coordinator ( )
(g) Project Management Office Team-Member ( )

6. Of the following, in which sector does your organization fall?

(a) Education ( )

(b) Health ( )

(c) Environment ( )

(d) Relief ( )

(e) Micro finance ( )

7. How many years have you been operating in Nairobi, Kenya?

(a) 0 – 5 ( )
(b) 6 – 10 ( )
(c) 11 – 15 ( )
(d) 16 – 20 ( )
(e) 21 & Above ( )

8. What is the size of your organization in terms of number of projects per year?

(a) 1 – 5 projects ( )

(b) 5 – 10 projects ( )

(c) 10 – 20 projects ( )

(d) Over 20 projects ( )

9. What is the size of your projects staff?

a) 1 – 5 people ( )

b) 5 – 20 people ( )

c) 20 – 50 people ( )

d) Over 50 people ( )

Part B

10. What projects is your organization involved in?

……

11. Do you find it difficult to finish projects in the specified time and using the set resources?

Yes ( ) No ( )

12. As far as the below variables are concerned, to what extent does communication affect effective implementation of your projects?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

a) Communication					
Statement	**1**	**2**	**3**	**4**	**5**
Exchange of information among stakeholders					
Feedback to/from project staff to/from users					
Availability of information for decision-making					

Application of project management tools					

Others (please specify) ……

13. To what extent does planning affect project implementation along the below variables?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

b) Planning					
Statement	**1**	**2**	**3**	**4**	**5**
Speed in deployment of project resources					
Effect on ease of project staffing					
Effect on adequacy of scheduling					
Impact on project stakeholders' understanding of project timelines					
Effect on clarity of required frequency of funds disbursement					

Others (please specify) ……

14. To what extent is financing viewed as contributing to effective implementation of projects in your organization?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

c) Financing					
Statement	**1**	**2**	**3**	**4**	**5**
Delivery of project activities in terms of time-taken					
Effect on project staff relations – adequacy and timeliness of remuneration					
Effect on overall implementation effort - systemacy and efficiency					

Sponsor evaluation and estimation of the return on investment					

Others (please specify) ……

15. Is monitoring and controlling considered an important factor during project implementation?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

d)Monitoring & Control					
Statement	**1**	**2**	**3**	**4**	**5**
User assessment of outcome/product					
Sponsor evaluation of the investment					
Corrective action on deviations					
Loss avoidance					
Project product meets project objectives and user descriptions					

Others (please specify) ……

16. Of the above factors, which one do you consider as the most critical in the successful implementation of projects within your organization?

….....

….....

17. How would you rate their general weight and importance to project implementation?

	Very important	Important	Average	Little importance	Not important
Communication					
Planning					
Financing					
Monitoring & Controlling					

18. Which of the below factors were most indicative to you to show that a given project had been effectively implemented.

Project Implementation					
Statement	**1**	**2**	**3**	**4**	**5**
Project product delivery					
Sustainability of project benefits					
Budget delivery					
Time delivery					
Project product quality					

19. Explain if any what influence legal factors had on the effectiveness of project implementation at your organisation.

……

……

……

……

20. What socio-cultural factors affected effective project implementation in your organisation?

……

……

……

……

21. Are there other factors to which you would attribute to a great extent effective implementation of projects in your organization?

……

……

……

……

Thank You for your cooperation

APPENDIX III: LIST OF NGOS OPERATING IN NAIROBI COUNTY

(Attached separately)

Source: Kenya Business Directory (2013)

APPENDIX IV: TIME SCHEDULE

January 2014	Completion and approval of project proposal
February 2014	Data Collection
March 2014	Data analysis and finalization of project report

APPENDIX V: BUDGET

Item	*Cost (Kshs)*
Delivery and mailing of questionnaires	1,000
Data analysis software	5,000
Printing and binding final project report	3,000
Telephone charges	1,000
Miscellaneous expenses	3,000
Total	**13,000**

APPENDIX VI: LIST OF NGOS WHICH TOOK PART IN THE STUDY

NGO	SECTOR
Aiesec Strath, nairobi	Education
Arcti., nairobi	Education
Bishop Silvanus Owindu Foundation, nairobi	Education
Borabora community company, Nairobi	Education
Education For Life Programme (EMSA), Nairobi	Education
Good Samaritan With Vision, nairobi	Education
Ngong Road Children Association, nairobi	Education
Peak Performance Youth International, nairobi	Education
Your Voices Centre (YVC), Nairobi	Education
Youth Consciousness Development Programme - Kenya, Nairobi	Education
Youth Development Centre, Nairobi	Education
Youth Education Network, Nairobi	Education
Youth Kids Foundation, Nairobi	Education
Youth Leadership development for Africa, nairobi	Education
Youth Ministry International-Kenya Branch, Nairobi	Education
Zimmerman Public Library, Nairobi	Education
Dolphins Group, nairobi	Environment
Green Belt Movement	Environment
Green Care Habitat-Grecah, Nairobi	Environment
S .real, nairobi	Environment
WesoKenya, Nairobi	Environment
West Side Organisation, Nairobi	Environment
Western Conservation Programe 2000, Nairobi	Environment
Youth Rehabilitation And Environmental Organization, Nairobi	Environment
Aiesec Kca, nairobi	Health
Ashwin Brothers, Nairobi	Health
Deaf Aid, Nairobi	Health
GOAL KENYA, Nairobi	Health
Konrad Adenauer Foundation, Nairobi	Health
Life Link Organisation, Nairobi	Health
Medecins Sans Frontieres	Health
Palscom Ltd, nairobi	Health
Sightsavers International, Nairobi	Health
U and I For Our Community Youths Group, nairobi	Health
Urban Centre International , nairobi	Health
Veterinarians Without Borders-Vsf Germany, Nairobi	Health
Wake-Up International, Nairobi	Health
Waste Management Centre (WMC), Nairobi	Health
Water Medicare And Environment Services, Nairobi	Health

Waudo Memorial Fund, Nairobi	Health
Youth Aids-Kenya, Nairobi	Health
Youths For Life, nairobi	Health
Abantu For Development, Nairobi	Micro finance
African Centre for Economic Growth(ACEG), Nairobi	Micro finance
American Chamber of Commerce of Kenya, Nairobi	Micro finance
Capacity Kenya, Nairobi	Micro finance
Enablis	Micro finance
Fanaka Development Programmes Group, nairobi	Micro finance
G.E.F Trust Fund Kenya, nairobi	Micro finance
German International Cooperation, Nairobi	Micro finance
Lapfund, Nairobi	Micro finance
Licasu, Nairobi	Micro finance
Northern Kenya Development Foundation-NKDF, Nairobi	Micro finance
Postel Pensioners Association, nairobi	Micro finance
Tribune Insurance Agency, Nairobi	Micro finance
West Kenya Rural Development Programme (WEKERUD), Nairobi	Micro finance
Working And Development Services, Nairobi	Micro finance
Young Generation Self Help Techniques, Nairobi	Micro finance
Youth Enlightenment and Transformation, Nairobi	Micro finance
Youth In Community Development And Self-Awareness Promotions, Nairobi	Micro finance
Adventist Development & Relief Agency - Adra Somalia, Nairobi	Relief
Change Mtaani C.b.o Youth Organisation, nairobi	Relief
Concern Kenya Organisation, Nairobi	Relief
Cornerstone Intercommunity Church, nairobi	Relief
Islamic Relief, Nairobi	Relief
Kajuha Village Community Office, nairobi	Relief
Martyr self help group, Nairobi	Relief
Nairobi Peace Initiative-Africa, Nairobi	Relief
Peace and Development Network Trust (PeaceNet Kenya), Nairobi	Relief
Peace Tree Network, nairobi	Relief
Regional Disaster Management, Nairobi	Relief
The Bible, nairobi	Relief
Upendo Childrens' Rehabilitation Centre, Nairobi	Relief
Victorious Life Ministries, Nairobi	Relief
Village Hopecare International (Kenya), Nairobi	Relief
Volunteer Services Management Organisation, Nairobi	Relief
Wailing Souls Of Africa International, Nairobi	Relief
Western Human Rights Watch (WKHRW), Nairobi	Relief
World Dominion Ministry International, Nairobi	Relief
World Vision	Relief