

**FACTORS INFLUENCING PERFORMANCE OF NON-  
GOVERNMENTAL ORGANIZATION HEALTH CARE PROJECT  
IN WORLD VISION IN NAIROBI COUNTY, KENYA**

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the University of Nairobi**

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## DECLARATION

I declare that this project report is my original work and it has not been submitted in this or any other university

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L50/82913/2015

This research project report has been submitted for examination with my approval as the University's supervisor.

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## **DEDICATION**

I dedicate this research project report to my lovely parents Mr and Mrs Francis Njogu and siblings for their constant encouragement and support during the entire period.

## **ACKNOWLEDGEMENT**

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## **ABBREVIATION AND ACRONYMS**

<b>APs</b>	Area Programs
<b>CIMA</b>	Chartered Institute of Management Accountants
<b>DFID</b>	Department for Foreign and International Development
<b>NACOSTI</b>	National Commission for Science Technology and Innovation
<b>NGO</b>	Non-Governmental Organization
<b>SPSS</b>	Statistical Package for Social Sciences

## ABSTRACT

In any organization wants are numerous while resources are limited. It is therefore paramount for every project undertaken to deliver at the possible minimum cost so as to achieve the corporate objectives of effectiveness and stability. There are a number of factors that has used as management tool to perform various project. Any organization with well-established policies and guidelines execution is able to easily execute its various projects, and hence achieve its operational objectives. The study aimed at examining factors influencing performance of non-governmental organization health care project in world vision projects in Nairobi County. The objectives that guided the study were: to determine how strategic planning influences projects performance at World Vision within Nairobi County. To establish how stakeholder involvement influences projects performance at World Vision within Nairobi County. To assess how organizational structure influences projects performance at World Vision within Nairobi County. To examine how availability of financial resources influences Projects performance at World Vision within Nairobi County. The study was anchored by the following theories; system theory and management theory. The study adopted was descriptive statistics. The population of interest was 610 employees distributed in different parts of the Nairobi County at World Vision (World Vision HR report, 2018). The study adopted stratified random sampling to determine the sample size. The study collected primary data to allow exhaustive response to research objectives and questions. The study found out that all of the variables had a significant influence on health care project performance. The study concludes that World Vision used strategic planning in the implementation of the project. Stakeholder's involvement in the project improved the welfare of the project. The firm got their finance form external and internal source. The project performance holders contributed funds and delegate management to the sponsor. Firms' pattern of communication allowed them in the implementation of their organization. World Vision policy makers ought to use strategic planning in implementation and formulation of projects. Policy makers at World Vision ought to align their strategic planning in line with projects formulated and the set goals to be achieved. Stakeholders' involvement in the project ought to improve the welfare of the project. The firm ought to involve the stakeholders in their projects and allow the stakeholders to participate in the decision making concerning the project. The firm ought to get their finance form external and internal source. The NGOs ought to raise funds through grants to implement expensive projects. The sponsors ought to be the ones working with the project performance holders to secure funds of the project and the project performance holders ought to delegate management to the sponsor. Firms' pattern of communication ought to allow them in the implementation of their organization. The firm ought to have good formal reporting lines of interactions.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

In any organization wants are numerous while resources are limited. It is therefore paramount for every project undertaken to deliver at the possible minimum cost so as to achieve the corporate objectives of effectiveness and stability (Edwards & Hulme, 2014). Planning plays an important role as far success of the organization in terms of attainment of the goals and objectives is concerned. This however cannot be achieved without a proper project performance in place. Most of organizations take project performance as an essential and the most important tool used to manage resources of the firm (Golini, Kalchschmidt & Landoni, 2015).

According to Chartered Institute of Management Accountants (CIMA), project performance is defined as qualitative or financial statement that is formulated and approved by relevant authority and it is useful for a defined period of time. This helps an organization to meet its objectives in the most efficient and effective way. Several activities are undertaken during project performance control include formulation of goals and objectives that extent for a given period of time, giving reports on the actual outcomes and evaluating performance on the basis of the formulated goals and objectives. The level of control at disposal of the management team in an organization shapes the degree of effectiveness and efficiency (Van Dooren and Van de Walle 2016).

Golini and Landoni (2014) opined that a project performance is made based on estimates, it bases of the estimate could be varied or not varied. The level of experience and skills possessed by the management team determines the utility and efficiency of the project performance system in an organization. To execute project performances, several efforts and activities are undertaken within an organization and this requires constant efforts from employees across the organization. Thus, the management of an organization greatly focuses on management those project performance issues. The increased demand for efficiency, effectiveness and accountability in project performance of NGOs require management to put in place proper control systems. Because project performance plays

an important role as far as efficiency and cost control is concerned in an organization, examination of the financial performance system of an organization is critical. Project performance according to Lynch (2014) is kind of system that relies of project performances to effectively plan and control all activities involved in production of goods and services in an organization.

Non-governmental organizations (NGOs) are institutions that are guided by the profit objective but for the benefit of the stakeholders at large. NGOs are usually formed to promote social welfare of people within the stakeholders (Non- governmental organizational co-ordination Act, 2012). In the recent past NGO's in Kenya have experienced rampant growth, this is due to recognition by the government of their influence in social, economic development and their key role in nation building and national development as a whole. The Kenya government has continually supported NGOs activities as well as being a funder hence helping disadvantaged and vulnerable people in the Kenya society (Kimani, 2014).

One of the NGO that has projects in Kenya and specifically in Nairobi County is World Vision Kenya (WVK). WVK is an international Christian NGO that was founded by Rev. Pierce in 1950 (Mohamed, Kerosi & Tirimba, 2016). This was after an encounter with a battered and abandoned child. In 1953, there was the first flagship project in response to many orphans in the war in Korea. The NGO has over the time expanded operations in different countries. WVK partners with different stakeholders to brighten the future of vulnerable kids. WVK achieves this goal through its vast programs known as Area Programs (APS) (Badewi, 2016).

## **1.2 Statement of the Problem**

There are a number of factors that has used as management tool to perform various project. Any organization with well-established policies and guidelines execution is able to easily execute its various projects, and hence achieve its operational objectives (Nyambura, 2015). Any variance from the project is investigated and the reasons for the differences are categorized in to non-controllable and controllable factors. This is

essential in reducing the efficiency and poor project practices resulting into proper resource allocation. Most NGO's in Kenya, guided by their vision statement have also made project performance and integral part of project implementation (Montes-Guerra et al., 2015).

From review of past research, most studies focused on factors influencing project performance in both public and private organization. Kimani (2014) analyzed how these factors influenced the level of effectiveness in NGOs in Nairobi. The findings indicated that organizations prepared master project performances. Abubakar and Gani (2013) did a study to assess how development in the banking sector influenced the growth of the economy in Nigeria. The study established that project is a key tool in achieving efficiency in non-profit-making organization.

The study sought to determine the gap in previous studies by trying to further studying factors influencing non-governmental organization health care project in world vision in Nairobi County. The study strived to answer the following research questions; factors influencing performance of non-governmental organization health care project in world vision projects in Nairobi County Kenya.

### **1.3 Purpose of the Study**

The study aimed at examining factors influencing performance of non-governmental organization health care project in world vision projects in Nairobi County.

### **1.4 Objectives of the study**

The objectives that guided the study were:

- i. To determine how strategic planning influences projects performance at World Vision within Nairobi County.
- ii. To establish how stakeholder involvement influences projects performance at World Vision within Nairobi County.

- iii. To assess how organizational structure influences projects performance at World Vision within Nairobi County.
- iv. To examine how availability of financial resources influences Projects performance at World Vision within Nairobi County.

### **1.5 Research Questions**

- i. How does strategic planning influence projects performance at World Vision within Nairobi County?
- ii. How does stakeholder involvement influence projects performance at World Vision within Nairobi County?
- iii. How does availability of financial recourses influence projects performance at World Vision within Nairobi County?
- iv. How does organizational structure influence Projects performance at World Vision within Nairobi County?

### **1.6 Significance of the Study findings**

The study findings may be of value to the managers of NGOs as they would be able to assess their individual practices and those of others within the organization and hopefully adopt practices that would benefit their institutions. Finance managers in an organization are charged with the responsibility of planning for how best to obtain funds for maximization of shareholder wealth. Therefore, project performance plays a big role in planning and controlling organization's resources.

It would also help the government agencies to assess various projects and account for funds used in NGOs. Although carried out in Nairobi County, the study would further be of relevance to other areas entailed in planning and control of projects. The study may also offer additional insights into project performance controls and how they influence project performance.

The findings of the study would also help in establish a proper platform of coming up with a pool of knowledge for future studies and research on NGOs, the project performance controls and how this influences performance of their projects. The study would be used as a basis for further research by future researchers and academicians. Researchers may use this research study as reference to their study as would contains general literature, empirical and the general knowledge about project performance in NGOs operating in Kenya.

### **1.7 Limitations of the Study**

Respondents were unwilling to offer information for fear. To overcome this, the researcher carried along an introduction letter. All efforts were made to assure respondents that information sought was to be used for academic purpose only. Respondents were all also busy engaged in their daily activities and operations during data collection. Thus, questionnaires were dropped and picked at a later stage.

### **1.8 Basic Assumptions of the Study**

The study was done on the basis of the following assumptions: The study assumed that participants volunteered to provide correct and unbiased responses in the questionnaire; It was further assumed that relevant information on the study topic was available to facilitate completion of the study; The respondent fully understood the questions in the questionnaire.

### **1.9 Delimitation of the Study**

The study was restricted to projects carried out by the World Vision in Nairobi County. The research was conducted in three months starting September, 2018 to December 2018. The study was limited to World Vision projects within Kiambu County. The study focused on strategic planning, stakeholder involvement, organizational structure, and availability of financial resources as independent variables and project performance as



the dependent variable. This helped maintain focus of the study on the specific variables considered and how they impacted success of projects being implemented.

### **1.10 Definition of Significant Terms Used in the Study**

**Availability of Financial Resource** - financial resources are funds that an organisation has to run its operations. Availability means whether the funds to run the operations are there or can be easily be accessed

**Organizational Structure:** is how activities in an organisation are directed in achievement of the organisational goal

**Project Performance:** Is the success level of a program based on the following criteria relevance, effectiveness, efficiency, timeliness, impact and sustainability.

**Stakeholder Involvement:** is the process whereby an organization engages people or group of people who might have interest in, be affected or influenced by project implementation. These parties may resist or support the project implantation decisions.

**Strategic Planning:** this is plan of actions that management make to ensure achievement of long-term goals.

### **1.11 Organization of the Study**

The study is structured into five chapters. In the first chapter, the researcher dealt with background information, the research problem which was clearly stated, the objectives and research questions that guided the study, justification and significance of the study, limitations and delimitations of the study and definition of terms used in the study. Chapter Two comprises of reviewed literature of related studies done by other researchers who have assessed project performance from different angles. It also presents the conceptual framework with clearly labelled dependent and independent variables.

Chapter Three details the design adopted by the study, the population targeted by the study, the techniques used to determine the sample size and instruments used for collection of data. The chapter also details how the researcher ensured that the data is valid and reliable, the procedures employed in analysis and presentation of the findings and the ethical concerns that were considered by the study. In chapter, the researcher dwelt on analysis of the collected data with interpretation of the findings. In chapter Five, the analyzed findings were summarized with conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter a review on the topic under study is done with the purpose of identifying what other scholars and researchers have done so as to inform the direction of the current study. It discusses project performance which is the dependent variable before embarking on the independent variables. It also presents the theories that support project performance, the conceptual framework and summary of literature review.

#### **2.2 Performance of Non-governmental Health Care Project**

Performance covers actions, which can be scaled and measured compared with the set results that was meant to be achieved. The outcome aspect includes the results or consequence of how individual behave (Kerzner, 2017). In most cases, the outcomes and behavior aspects have strong correlation empirically, but do not completely overlap (Kissi, Dainty & Tuuli, 2013). The outcome components of performance rely on factors apart from how people behave.

According to Martinsuo (2013), determining the success and performance of projects is an important issue that management is faced with today. However, there exists no clarity on the best way to measure success of the projects. Several measures have been used in measuring the success and performance of projects including time frame, project performance and expected deliverables. Performance of the projects can be defined as the entire quality of projects in terms of sustainability, effectiveness and efficiency in the implementation process (Larson & Gray, 2015). Performance of projects is best achieved through ensuring that projects in place do not fail. It also aims at ensuring that costs are kept at the lowest level possible (Kerzner & Kerzner, 2017). Project performance ensures that an organization optimizes on profits while minimizing risk exposure in terms of attainment of the goals and objectives of the business (Reich, Gemino & Sauer, 2014).

The key criteria for project performance would include the level of quality, time and costs involved and these are key elements for success of any project (Reich, Gemino & Sauer, 2014). Quality describes the ability of the firm to produce products that meet the needs and wants of end users. Project performance measure for this study was defined in terms of cost, time, quality and profitability, as small and medium enterprise focus on earning returns over project investment. In Kenya, project performance has been measured through project cost, quality, customer or stakeholder's satisfaction, timeliness and achieving of project objective is effective indicator to measure of project performance (Nyikal, 2011).

The project is deemed to be successful when it meets the technical specifications including the mission and goals to be attained with high level of satisfaction with the outcomes (Carvalho & Rabechini, 2015). Although project performance and schedule are not entire measures of success of projects, they are however crucial components in measurement of performance (Kissi, Dainty & Tuuli, 2013). Quality is a wider concept that covers issues to do with specifications, technical specifications and functional objectives.

Performance of the project is of major concern for clients in the private and public sectors. Melnyk, Bititci, Platts, Tobias and Andersen (2014) saw the key measures of project performance include activities of monitoring and controlling that are done on a continuous basis. Yang, Huang and Hsu (2014) indicated that project performance measures imply improvement in costs, quality and schedules at the design stages of the project. Kerzner (2017) argued that the measurement of project performance is linked to a number of indicators including the level of satisfaction from key stakeholders, specification, quality, time frame and project performance.

Carvalho and Rabechini (2015) came up with the categories of project performance that include the level of communication, the degree of satisfaction of clients, health and safety concerns, the quality, time frame and costs. Rezvani, Chang, Wiewiora, Ashkanasy, Jordan and Zolin (2016) noted that human related factors play an important role when it

comes to determination of performance of projects. Thus, project performance is an important component in all projects undertaken since they involve objectives and this requires effective utilization of available resources (Kissi, Dainty & Tuuli, 2013).

### **2.3 Strategic Planning and Performance of Non-Governmental Organization Health Care Projects**

Strategic planning is the process utilized in development of strategies, implementation and monitoring the implementation. Strategy is the broad outline which indicates the scope and direction of an organization over a given time frame. Edwards and Hulme (2014) pointed out that the term strategy refers to the ability of an organization to establish and sustain competitive advantage. The aim of competitive strategies is to align the internal and external environment with the capabilities of the firm. For the strategy to be successful in an organization, it must be aligned with all the project performance activities. A strategy points out how well an organization match its capabilities with available opportunities in the market to meet the overall project performance (Hailey, 2013).

At the center of strategic management lies the concept of strategy. There exists no clearly available definition of how strategy is defined. Strategy can best be defined through its five dimensions which are plan, ploy, pattern, position or perspective Fowler (2013) argued that strategy in an organization can be emergent or deliberate. Strategic planning in most NGOs mainly focus on formulation and development of goals and objectives and the measures of performance. It also involves development of vision; mission and value statements (Naimoli, Perry, Townsend, Frymus & McCaffery, 2015).

### **2.4 Stakeholder Involvement and Performance of Non-Governmental Organization Health Care Projects**

Caligiuri, Mencin and Jiang (2013) argued that involving the stakeholders which is the ultimate target beneficiaries in a project right from the design to evaluation is important especially in promoting stakeholder's acceptance of the project. It is arguing that failure

to involve the stakeholders in all phases of projects results unlimited stakeholders buy-in which may result in complete project paralysis as the project may never be accepted even if it were to be swiftly implemented. Failure to involve the stakeholders may therefore mean that no monies would be released hence the project may never start (Brière, Proulx, Flores & Laporte, 2015). Involving the stakeholders provides an opportunity to the residents to solicit more information on affairs of the project hence they become more informed and can actively participate in decision making to improve the welfare of the stakeholders.

In Kenya stakeholder participation in stakeholder's development has been over emphasized in the Constitution. These have provided a platform for people to participation in communal water project that aims to improve the management and service delivery. Stakeholders participation in rural development has now entered its second decade as a key paradigm for rural development in Kenya (World Vision Kenya, 2010). The rationale has been to fully engage all stakeholders in the rural communities in development, therefore taking necessary actions aimed at stimulating stakeholders thinking and coming up with quality decisions is important for effective control of their development (Edwards & Hulme, 2014).

Tiwari (2014) notes that involvement occurs whenever members in the stakeholders are incorporated in coming up with resolutions on aspects that have an impact on their day to day lives. It entails holding open discussions and including the residents in project leadership positions so that they also feel appreciated. Through inclusion of the residents, the stakeholders feel involved and would readily accept the project. Such actions would improve the level of participation of the stakeholders hence they would feel to be part of the project. They would therefore be willing to identify and correlate with efforts of project managers. According to Jacob (2015), stakeholders' engagement is the stakeholder's members taking up some roles in the project to ensure project sustainability. The process is significant due to its ability to identify overlooked local knowledge, streamline efforts and gain acceptance. Targeted stakeholders' members contribute positively to planning and allocation of resources to various project phases. This is largely because of better understanding of the project phases. They would feel

involved in the entire project and readily accept it which in turn promotes its sustainability (Li & Skitmore2013).

Involvement of the stakeholders on projects creates an environment in which residents become informed on matters relating to it hence they can actively provide ideas that would promote utilization of local resources for the improvement of the stakeholders. Communities get involved in projects through proactively influencing the design, implementation and management of projects as opposed to being allocated a share of the project. According to Luvenga, Kirui, Oino, and Towett (2015) although project implementation trend posits positive results, the results on sustainability of projects is not good. Many projects do not exist long after they come to the end of implementation phase. Involving the stakeholders in projects from the start creates an enabling environment for the stakeholders to openly share their ideas on how to ensure project sustainability even after the implementation comes to an end. Involvement ensure that the stakeholders' members are able to select a range of services they are willing to support financial through fees which informs the investment structure of the project. This enables project managers to commit resources in support of the projects.

When beneficiaries also get involved in the process of making decisions, they automatically get motivated to ensure that the project is sustainable. They would feel more empowered and appreciated by the project and would want to own it. This stand was also supported by Kerzner (2013) who established that involvement of the stakeholders meaningfully improves the chances of project sustainability in various ways including: clear information exchange, better understanding of the targets of the project, improved advocacy by the stakeholders, improved collaboration, reduced conflicts and better resolution of conflicts, and improved environmental justice.

If any project is to be initiated properly and implemented, stakeholder relationship Management must be included. This is the relationship between the different parties that are directly and indirectly are affected or affect the projects. These parties include the government, stakeholders and donors. Luttrell, Loft, Gebara, Kweka, Brockhaus,

Angelsen and Sunderlin (2013) defined a stakeholder as any person who is any person that is directly or indirectly affected or who can influence the attainment of company's goals. Stakeholder engagement has continually evolved over time to include wider comprehensive and progressive process between an organization and the affected (IFC 2007)

During project performance planning all stakeholders should be involved. Project performance system would be successful only when superior and subordinates work as a team. Full participation in planning and implementation stages of project performance guarantees teamwork in ensuring set plans are attained (Ciupuliga & Cuppen, 2013). Management should communicate the outcome of the project performance to relevant staff. Project performance communicates the organizations objectives, targets and responsibilities. When this is carried out properly it ensures cooperation at all levels in the organization (Andriof, Waddock, Husted and Rahman, 2017).

Komendantova, Vocciante and Battaglini (2015) was of the opinion that participatory approach is grounded on the idea that every fact or truth within a project has a composite phase that should be understood. The logic and moral of the participation are that the background of the individuals reveals their different views as they originate from different educational background. For Ngo's projects to be successfully implemented, stakeholder participation is necessary in stakeholder's development Approaches and is valued for empowered and partnering based on specific interest of the stakeholder to the project (Luyet et al, 2012). Vermoolen and Herman (2015) in the stakeholder theory pointed out that when individuals with stake in projects are involved in decision making, it is possible to address their interests.

## **2.5 Availability of Financial Resources and Performance of Non-Governmental Organization Health Care Projects**

Project financing refer to the means of funding the projects in an organization as required (Martin, Stadler, Frischmuth and Lehmann, 2014). Organizations can finance projects using either internal or external sources of funds. At the same time, an organization can



fund projects by activities of projects undertaken at an earlier stage. Some projects however extend in more than one department. In such a case, the donor should ensure that adequate funds are available (Fowler, 2013).

Some organizations contract third parties to carry out projects on their behalf. In this case, there is need to determine regular variations in the project (Caligiuri, Mencin & Jiang, 2013) and this determines the amount of regular payments to be paid. However, there are times when delays exist between these payments and expenditures of resources by the contractor. Thus, it is the responsibility of the contractor to secure sufficient funds for meeting fluctuations and differences in cash flows (Guthrie Guerin, Ismail & Wooding, 2013).

Project financing takes many forms including loans that can take a short- or long-term horizon. According to Corazzini, Cotton and Valbonesi (2015) external funding of projects there should be adequate sources of funding so that the project can be done and completed in time as required. The movement for funding adequacy receives a good deal of encouragement from the expected sources and the necessary funding and contributions are made. Kuppaswamy and Bayus (2013) stated that while developing the project, one should pay attention to key criteria employed in including operational guidelines and policies and its annexes.

Unlimited needs chasing scarce resources is a fundamental fact facing all organizations, NGOs are not an exception; despite the differences among them they face the same challenges lack of funds (Musyula, 2014). Sufficient financial and non-financial resources being specifically dedicated for the project based on details obtained from a well thought out project plan' as a success factor. Aguilera-et al. (2015) noted that all organizations need adequate resources to finance their projects and thus the management needs to make a project performance before implementing any project.

There are various sources of funding available for NGOs. One of the biggest sources of funding for NGOs project is bilateral and unilateral aid (Ramadan & Borgonovi, 2015). Private charities that are privately handled also act as a source of funds to NGOs.

Donations and gifts from individuals and informal groups are also a source of funds. The non-conventional resources include Micro-enterprise, Micro finance and Micro insurance (Khim & Annear, 2013).

## **2.6 Organizational Structure and Performance of Non-Governmental Organization Health Care Projects**

According to Carley and Prietula (2014), an organization determines the flow of information and authority in an organization. Organizational structure is a network of relationships and roles existing throughout the organization. According to Tran and Trian (2013) term organizational structure is difficult to define due to it varying application by managers and scholars in different disciplines. Thus, deconstructing the term would help in understanding. A structure is an arrangement of duties for the work to be done and this is represented by the organizational chart.

Organizational structure is used by organizations in different sectors as a control mechanism to influence staff work outcome to ensure set tasks are carried out with efficiency and effectiveness and to aid in attainment of organizational goals and objectives (Al-Qatawnel, 2014). Organizational structure gives a view of the organization's internal characteristics. These internal characteristics are critical to organization's success or failure. Slevin (2017) stated that organizational structure is an antecedent to organizational performance. Fowler (1995) states that organizational structure is essential as it aids people to understand their position and duties in the organization

It's has been a major challenge for manager to find the best organizational structure that enhances optimal performance. This is because organizational structure is believed to affect employee job satisfaction, effectiveness and organizational performance (Nwonu, 2017). Structures provide an organization with a pattern of management.

## **2.7 Theoretical Framework**

A theory is a combination of well-articulated ideas that serve to breakdown a certain phenomenon by giving variable of the laws that then relate (Kothari, 2004). There are many theories that support project performance control of firm. These are Theory of project performance, project performance control model and control theory and responsibility accounting. There are theories that support the implementation and performance of projects. They include, system theory and management theories.

### **2.7.1 Systems Theory**

The system theory was developed by biologist Ludwig Von Bertalanffy. According to John (1983) he referred to a system as a group of entities that interact. System theory majorly deals both problems and relationships of structures, and of inter-dependence, rather than with the constant attributes of object. This theory can be related to individuals in the Non-governmental organizations and how they work with each other to implement projects. The systems theory basically sees an organization as social system which consist of views a social system which include individuals working together to perform task given to them under formal framework. This theory is based on the view that project managers in the NGO's should focus on the role played by each part of an organization; rather than dealing separately with the parts. According to (Koontz, 2001) the systems theory maintains that an organization does not exist in a vacuum. It does not only depend on its environment but it is also part of a larger system such as the society or the economic system to which it belongs. The systems approach is concerned with both interpersonal and group behavioral aspects leading to a system of cooperation. NGO is a complex system consisting of the staff, and numerous stakeholders. The system theory emphasizes unity and integrity of the organization and focuses on the interaction between its component and the interactions with the environment. It suggests that organizations must be studied as a whole taking into consideration the interrelationships among its parts and its relationship with the external environment. NGOs are open systems

hence they respond to the external influences as they attempt to achieve their strategic objectives.

### **2.7.2 Management Theories**

Bhargara, 2003 states that management theories are the core to project implementation in any organization. Managers in the NGO should strive to create an environment in which others are motivated to put in their best. It is incumbent upon the project leader in the NGO's to provide direction and purpose for the organization and to carry everyone along with her/him. The project manager must get commitment of his team members. McGregor and other scholars for example have stressed the importance of mutual goals set by the project managers as a clue to commitment. Essentially management involves accomplishing goals with and through people. As such, a project manager must be Henri Fayol's (1987) management theory is a simple model of how management interacts with personnel in their day to day activities.

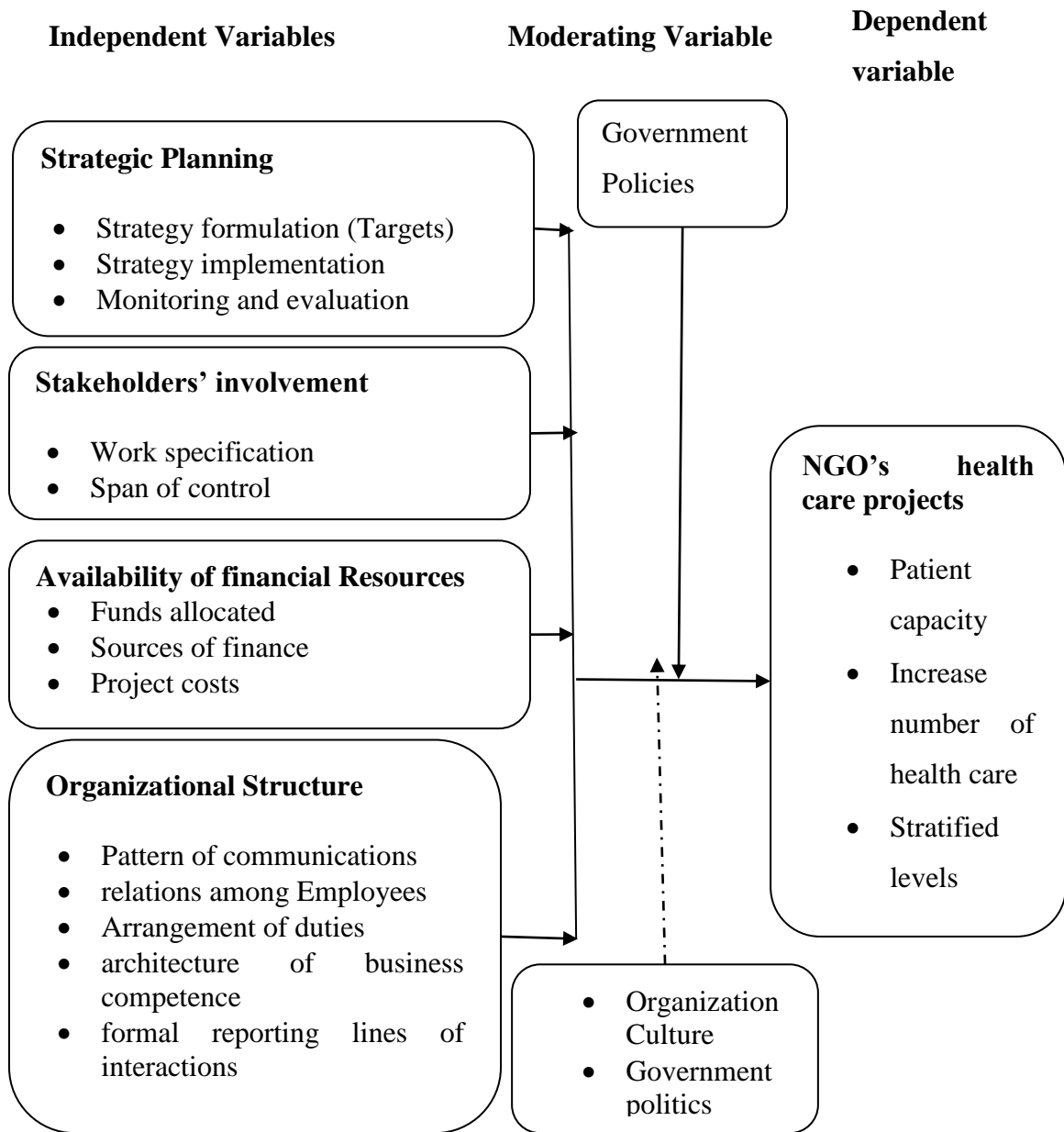
Management theory covered a wide range of concepts therefore any organization can apply the theory of management. Most of business organizations are using his classical management theory as a reference point productive managing which he concluded that management should interact with personnel in five ways in order to control and plan its implementation of projects. It involves planning, organizing, staffing, leading, and controlling. Planning involves selecting missions and objectives and the actions to achieve and implements them. It requires decision-making.

Plans range from overall purposes and objectives to the most detailed actions to be taken. In other words, before a decision is made, all that exists is planning, analysis, or a proposal; there is no real plan. People working together in groups to achieve overall goal must have roles to play. Generally, these roles have to be defined and structured by someone who makes sure that people contribute in a specific way to group effort Project managers who have well-developed conceptual skills are able to apply different management theories to any project Implementation. For a manager should be

professional. Professionalism demands that the manager performs his or her duties within established procedures, rules and regulations.

## **2.8 Conceptual Framework**

It consists of analytical tool with several variations and contexts which helps the researcher to make conceptual distinctions and organize ideas.



**Figure 2. 1 Conceptual Framework**

**Moderating Variable**

The conceptual framework as illustrated in Figure 1 indicates the relationship between the variables. The defining premise for the framework as derived from the literature review is that manipulation of the independent (predictor) variables consisting of

availability of financial resources, strategy, organizational structure, and stakeholder involvement in the NGO's projects would lead to a change in the project performance.

## **2.9 Knowledge Gap**

Many studies on NGOs projects performance have concentrated on health care project and its influences on performance. Few studies have been done on influence of project on performance of NGOs projects with a specific focus in Nairobi County. By extending a review of project performance literature in the last decade, the knowledge gap could be bridged.

**Table 2.1: Knowledge Gap**

<b>Variables</b>	<b>Author</b>	<b>Tittle of the study</b>	<b>Findings</b>	<b>Knowledge gap</b>	<b>Focus of the current study</b>
Project performance	Joshi and Abdulla (1996)	aspects of project performance valuation systems	There were policies in place	Failed to establish factors influencing non-governmental organization health care project	-Influence of project performance
Non-governmental organization health care project	Nguyen et al (2004)	Factors influencing non-governmental organization health care project	The level of adoption of service quality dimensions was low	Did not examine factors influencing non-governmental organization health care project	Influence of project performance
Project performance	Serem (2013)	Factors influencing project performance in the context of NGOs	This factors positively influences performance	Did not examine factors influencing non-governmental organization health care project projects	Influence of project performance

## 2.10 Summary of the Literature Reviewed

Project performances carry out a crucial role in controlling function of management in any organization. It's also plays a vital part in project performance determination. Studies have confirmed that no single approach in project performance is available and relevant



to a given form of business. However, the relevant and fit of any given approach undertaken including adequacy of funds, the structure of an organization and involvement of all stakeholders. Providing solid, accessible analysis on project performance increases the number of beneficiaries and stakeholders in the projects.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter details the design that was adopted in answering the research questions. The population of the study with the methods and techniques used in sampling respondents are also pointed out. The methods that were used to collect and analyse the findings are also presented.

#### 3.2 Research Design

The study adopted was descriptive statistics. According to Lewis (2015), the descriptive survey design is a structure and plan that strives to answer the research questions of the study. This design helped the researcher to account for the current state project performance as it exists without manipulation. Yin (2013) states that a descriptive survey design is more appropriate in situations where the researcher intends to draw conclusions for a larger population. This survey design develops quick preview of particular issues of interest because large samples were used in the study

#### 3.3 Target Population

Creswell and Creswell (2017) defined a target population as the one of interest to the researcher where the sample size is obtained from. The population of interest was 610 employees distributed in different parts of the Nairobi County at World Vision (World Vision HR report, 2018). Therefore, the target population was 610 employees.

**Table 3.1: Target Population**

<b>Category</b>	<b>Population</b>
Project Managers working in health care project	67
Project team (Employees)	543
<b>Total</b>	<b>610</b>

**Source (World Vision, 2018)**

### 3.4 Sampling Procedure

A sample involves a subset of a population that is chosen to represent the features of a population (Creswell & Creswell, 2017). Sampling is a chosen number of people who provide information that the study uses to draw conclusions of the entire population whom these people represent.

### 3.5 Sample Size

The sample size is a portion of the population of the study. The study adopted stratified random sampling to determine the sample size. For this study, the population was stratified as per position and for each stratum 20% was picked to obtain the sample size of 121. According to Creswell and Creswell (2017), a sample size was deemed ideal if picked from 10-30% of the population from each group. This study adopted a 20% from each stratum, as shown in Table 3.2

**Table 3.2: Sample Size**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Population</b>
Project Manager working in health care	67	20%	13
Project team (Employees)	543	20%	108
<b>Total</b>	<b>610</b>		<b>121</b>

**Source (World Vision, 2018)**

### 3.6 Data Collection Instrument

The study collected primary data to allow exhaustive response to research objectives and questions. Primary data was collected using a questionnaire designed and administered through drop and pick technique. As Mellenbergh (2015) stated, questionnaires were appropriate for this kind of study since they were used to collect information that was not directly observable.

#### 3.6.1 Pilot Testing of the Research Instrument

The researcher conducted a pilot study to identify and correct possible mistakes and flaws on the questionnaire. The pilot test also helped the researcher to the possible limitations

that would be faced by respondents in filling questionnaires prior to the actual study. According to Yin (2013), studies conduct a pilot study on at least (ten) respondents with the aim of enhancing a thorough determination of whether the instruments are reliable and valid. Respondents who took part in pilot study were not part of the final study.

### **3.6.2 Validity of the Instrument**

Research instruments validity is the extent to which study results obtained from data analysis actually represents the study phenomenon. It was measured by test retest. Validity measures the extent which an instrument indicates what it is supposed to measure (Bazzi & Clemens, 2013). The researcher gave the questionnaire to the supervisor who was expert following extensive research supervision to determine validity of the instruments.

### **3.6.3 Reliability of the Research Instrument**

Reliability is the degree of consistency in measurement of the research instruments. A measure is seen as reliable when it results into consistent results with every successive repetition (Yin, 2017). The researcher adopted an internal consistency measure of Cronbach Alpha coefficient to determine reliability. According to Babbie (2015), for the instruments to be deemed as reliable, the Cronbach alpha coefficient should be 0.7 and above.

## **3.7 Data Collection Procedure**

Prior to field work, the researcher collected a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) to conduct research. The study administered questionnaires by self so as to increase the response rate. The administering of questionnaires was done at place of work of respondents. The researcher noted the contact information of respondents at the point of dropping questionnaires. A follow up was done using the contact information of respondents.

### **3.8 Data Analysis Techniques**

Collected research instruments were coded before entry into statistical software for analysis. Data cleansing was also be carried out before coding can actually commence.

The researcher computed descriptive statistics including standard deviations, means and frequencies. SPSS was used for analysis of the findings. Descriptive statistics were used as basis for analysis, presentation and interpretation of data. Descriptive analysis was done using frequency distribution tables.

### **3.9 Ethical Considerations**

The researcher got the permission to collect data from NACOSTI, after which the researcher coordinated data collection process. Relevant ethical matters as illustrated by NACOSTI and course content were observed. Before carrying out the study, consent from respondents was sought from respondents. The researcher referenced all the used materials appropriately. Participation in the study was done on a voluntary basis and no one was forced to take part in the study. In other words, participation in the study was on a voluntary basis.

### **3.10 Operationalization of the Variables**

The variables selected for the study was operationalised as stated in the table 3.4

**Table 3.4: Operation of the definition variables**

<b>Objectives</b>	<b>Variable</b>	<b>Indicators</b>	<b>Measurement Scale</b>	<b>Types of Data Analysis</b>	<b>Tool of data analysis</b>
To determine the extent to which performance of NGOs projects is influenced by strategic planning, organizational structure, availability of financial resources, and stakeholder involvement.	<b>Independent variables;</b> Availability of financial resources, stakeholder involvement, strategy and organizational structure,	Timely completion of the project Minutes HR reports Time, delivered to or within project performance, Delivered to funders satisfaction Satisfaction report index	Ratio Ordinal	Descriptive analysis	descriptive
To determine how strategic planning, influence the performance in NGO's projects in Kenya.	<b>Independent variables;</b> Strategic planning	Staff turnover Trainings	Ratio	Descriptive analysis	descriptive
To investigate the influence of stakeholder involvement on performance in NGO's	<b>Independent variables;</b> Stakeholder involvement	Involvement in policy decisions	Ordinal Ratio	Descriptive analysis	descriptive

projects in Kenya.					
To establish the influence organizational structure to performance in NGO's projects in Kenya.	<b>Independent variables;</b> Organizational structure	Team work Employees behaviours	Ratio	Descriptive analysis	descriptive
To assess how availability of financial resources influence NGO's projects in	<b>Independent variables;</b> Availability of financial resources	Committed/sign ed grant contracts	Ordinal Ratio	Descriptive analysis	descriptive

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

This chapter presents the analyzed findings of the study in sections. The first section deals with the general information of respondents. In the second section, information on strategic planning is presented. The other subsequent sections deal with stakeholders' involvement, availability of finance and organizational structure.

#### 4.2 Questionnaire Return Rate

The researcher distributed questionnaires to the 121 employees distributed to various parts in the world vision. The researcher received 91 questionnaires that were completely filled from the respondents. This gave a response rate of 75% which is deemed sufficient for the study. This response rate is in line with Mugenda and Mugenda (2003) who indicated that for adequate analysis of the findings, the response rate should be over 70%. The findings are as shown in Table 4.1.

**Table 4.1: Questionnaire Return**

	<b>Frequency</b>	<b>Percentage</b>
Response	91	75
Non-Response	30	25
<b>Total</b>	<b>121</b>	<b>100</b>

#### 4.3 Reliability Test

The researcher conducted reliability test by use of a pilot test, a Cronbach alpha was computed to measure the internal consistency of the results. The findings are as shown in Table 4.2.



**Table 4.2: Reliability Test**

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach Alpha (<math>\alpha</math>)</b>
Strategic Planning	5	0.7758
Stakeholders involvement	5	0.7594
Availability of financial Resources	5	0.7984
Organizational Structure	5	0.8456

According to the findings, strategic planning had a Cronbach alpha of 0.7758, stakeholder's involvement had 0.7594, availability of financial resources had 0.7984 and organizational structure had 0.8456. Thus, all the variables had Cronbach alpha coefficient of over 0.7 showing that the instruments were reliable.

#### **4.4 Demographic Information**

The researcher carried out demographic information of the respondents to establish their suitability in the study. The findings regarding; age group, highest level of education and period worked in their current department is as shown in subsequent section.

##### **4.4.1 Distribution of Respondents by Age Bracket**

The respondents were asked to indicate their age group, the findings are as shown in Table 4.3.

**Table 4.3: Distribution of Respondents by Age Bracket**

	<b>Frequency</b>	<b>Percentage</b>
21-30 years	21	17
31-30 years	52	43
40-50 years	33	28
Over 50 years	15	12
<b>Totals</b>	<b>121</b>	<b>100</b>

The study established that 43% of the respondents ranged from 31-40 years followed by 28% who were 40-50 years, 17% were 21-30 years and lastly 12% who were over 50 years. The findings show that majority of the respondents were 30 years and above an indication that they were mature and would answer the questions asked with due diligence. The respondents also were distributed through all the age group indicating that

all the age group were taken into consideration, giving the researcher a humble time to get views from all the age groups.

#### 4.4.2 Highest Level of Education

The results on the highest level of education of respondents are indicated in Table 4.4

**Table 4.4: Highest Level of Education**

	Frequency	Percentage
Certificate	10	8
Diploma	23	19
Bachelor Degree	63	52
Post Graduate Degree	25	21
<b>Totals</b>	<b>121</b>	<b>100</b>

According to the findings of the study, majority of the respondents 52% highest level of education was bachelor's degree, followed by 21% who had post graduate degree, 19% had diploma and 8% had certificate. The findings show that majority of the respondents had a bachelor's degree and post graduate degree. This shows that world vision opted to hire highly qualified employees due to the level of professionalism required an indication that reliable data was sought.

#### 4.4.3 Period Worked

Respondents were asked to indicate the length of period they had worked at world vision Kenya; the findings are as shown in Table 4.5

**Table 4. 5: Period Worked**

	Frequency	Percentage
1-5 years	19	16
6-10 years	53	44
10-15 years	38	31
Above 16 years	11	9
<b>Totals</b>	<b>121</b>	<b>100</b>

.According to the findings, 44% of the respondents had worked for a period of 6-10 years followed by 31% had worked for 10-15 years, 16% had worked for 1-5 years and

9% had worked for above 16 years. The findings show that the majority of the respondents had worked for more than 5 years in their firm an indication that they were well conversant with their firm’s performance due to the influence on health care project performance hence gave reliable information.

#### 4.4 Strategic Planning and Performance of Non-Governmental Project

The researcher sought to examine how strategic planning influences project performance. The findings are displayed in Table 4.6.

**Table 4.6: Strategic Planning and Performance of Non-Governmental Project**

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Our organization uses strategic planning in the formulation of the projects.	13	10.7	17	14.0	14	11.6	33	27.3	44	36.4	3.82	.820
Our organization uses strategic planning in the development of the project.	13	10.7	17	14.0	14	11.6	35	27.3	42	36.4	3.75	1.41
Our organization uses strategic planning in the implementation of the project.	0	0	0	0	5	4.1	77	63.6	23	19.0	3.91	.634
Strategic planning helps our organization in monitoring of the project.	14	11.6	14	11.6	21	17.4	63	52.1	9	7.4	3.89	1.25
Strategic planning helps our organization in evaluation of the project.	0	0.0	4	3.3	0	0	90	74.4	27	22.3	3.41	1.21
<b>Composite Mean</b>											<b>3.76</b>	<b>1.06</b>

From the findings, the organization used strategic planning in the formulation of the projects (M= 3.82 SD= 0.820). The finding is consisted with Hailey (2013) who indicated that a strategy describes how well an organization links capability with the available project performances. The organization used strategic planning in the development of the project as supported (M=3.75, SD= 1.41). The organization used strategic planning in the implementation of the project M= 3.91 SD= 0.634). Strategic planning helped their organization in monitoring of the project as supported (M=3.89, SD=1.25). Strategic planning helped their organization in evaluation of the project (M= 3.41 SD= 1.21). According to Naimoli et al., (2015), the focus of strategic planning in the NGO is on development of goals and objectives that determine the overall success of the business. Majority of the respondents indicated that strategic planning influence project performance (M=3.76, SD=1.06).

According to the findings the respondents indicated that their organization used strategic planning in the formulation of the projects 77(63.7%). The respondents also identified that their organization used strategic planning in the development of the project 77(63.7%). The respondents established that their organization used strategic planning in the implementation of the project 100(82.6%). According to Naimoli et al., (2015), the focus of strategic planning in the NGO is on development of goals and objectives that determine the overall success of the business. The respondents indicated that strategic planning helps their organization in monitoring of the project 72(59.5%). The respondents established that strategic planning helps their organization in evaluation of the project 117(96.7%).

#### **4.5 Stakeholders Involvement and Performance of Non-Governmental Project**

The findings in stakeholder's involvement and how it affects performance are indicated in Table 4.7.

**Table 4.7: Stakeholders Involvement**

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Our organization involves the stakeholders in our projects	0	0	0	0	12	10	87	71.9	22	18.1	3.95	.661
We involve the residents in the project so that they can solicit more information on affairs of the project	7	5.8	8	6.6	5	4.2	88	72.7	13	10.7	3.77	.962
Our organization allows the stakeholders to participate in the decision making concerning the project	0	0.0	4	14.8	4	14.8	85	70.4	0	0.0	3.93	.508
Stakeholders involvement in the project improves the welfare of the project	12	10	12	10	0	0	77	63	20	17.0	4.07	.892
Through involvement of the stakeholders, it is easy for them to readily accept the project.	0	0.0	4	3.3	0	0	90	74.4	27	22.3	3.99	.920
When the stakeholders accept the project, it promotes the sustainability of the project	0	0	0	0	12	10	87	71.9	22	18.1	4.02	1.17
When the residence is involved in the matters concerning the project, they are able to provide ideas in project implementation.	7	5.8	8	6.6	5	4.2	88	72.7	13	10.7	3.84	1.00
<b>Composite Mean</b>											<b>3.94</b>	<b>0.873</b>

The findings pointed out organization involved the stakeholders in their projects (M= 3.95 SD= 0.661). When the residence was involved in the matters concerning the project, they were able to provide ideas in project implementation (M= 3.84 SD= 1.00). This is supported by Caligiuri, Mencin and Jiang (2013) who argued that involving the stakeholders which is the ultimate target beneficiaries in a project right from the design to evaluation is important especially in promoting stakeholder's acceptance of the project.

The study pointed out that the firm involves the residents in the project so that they can solicit more information on affairs of the project (M= 3.77 SD= 0.962). Respondents agreed that their organization allowed the stakeholders to participate in the decision making concerning the project (M= 3.93 SD=0.508). Stakeholders involvement in the project improved the welfare of the project (M= 4.07 SD= 0.892). The findings is supported by Edwards and Hulme (2014) who that fully engagement of all stakeholders in the rural communities in development, therefore taking necessary actions aimed at stimulating stakeholders thinking and coming up with quality decisions is important for effective control of their development.

Through involvement of the stakeholders, it was easy for them to readily accept the project (M= 3.999 SD= 0.920). When the stakeholders accepted the project, it promoted the sustainability of the project (M=4.02, SD= 1.17). Jacob (2015) indicates that stakeholders' engagement is the stakeholder's members taking up some roles in the project to ensure project sustainability. Majority of the respondents indicated that strategic planning influence project performance (M=3.94 SD=0.873). The respondents identified that their organization involved the stakeholders in their projects 109(90%). The respondents indicated that they involved the residents in the project so that they could solicit more information on affairs of the project 101(83.4%). The respondents stated that their organization allowed the stakeholders to participate in the decision making concerning 85(70.4%). The respondents indicated that stakeholders' involvement in the project improves the welfare of the project 97(80%). This is supported by Caligiuri, Mencin and Jiang (2013) who argued that involving the stakeholders which is the

ultimate target beneficiaries in a project right from the design to evaluation is important especially in promoting stakeholder's acceptance of the project.

The respondents established that through involvement of the stakeholders, it was easy for them to readily accept the project 117(96.7%). The findings is supported by Edwards and Hulme (2014) who that fully engagement of all stakeholders in the rural communities in development, therefore taking necessary actions aimed at stimulating stakeholders thinking and coming up with quality decisions is important for effective control of their development. The respondent agreed that whenever the stakeholders accepted the project, it promoted the sustainability of the project 109(90%). The respondents established that whenever the residence was involved in the matters concerning the project, they were able to provide ideas in project implementation 101(83.4%).

#### **4.6 Availability of Financial Resources and Performance of Non-Governmental Project**

The findings on availability of finance and how it influenced project performance are shown in Table 4.8.

**Table 4.8: Availability of Finance**

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
We get our finance form external source	13	10.7	17	14.0	14	11.6	33	27.3	44	36.4	3.95	.661
We get our finance form internal source	0	0	0	0	12	10	87	71.9	22	18.1	3.77	.962
Our sponsors are the ones working with the project performance holders to secure funds of the project	7	5.8	8	6.6	5	4.2	88	72.7	13	10.7	3.93	.508
Internal funding comes from reserves already allocated to operational expenditure or capital expenditure	0	0.0	4	14.8	4	14.8	85	70.4	0	0.0	4.07	.892
In our organization, it is the project performance holders who contribute funds and delegate management to the sponsor	12	10	12	10	0	0	77	63	20	17.0	3.99	.920
In our organization, it is the project performance holders who delegate management to the sponsor	0	0.0	4	3.3	0	0	90	74.4	27	22.3	4.02	1.17
In our organization, the funders are be treated as key stakeholders and managed accordingly	14	11.6	14	11.6	21	17.4	63	52.1	9	7.4	3.77	1.02
We raise funds through grants to implement expensive projects.	14	11.6	14	11.6	21	17.4	63	52.1	9	7.4	3.84	1.00
Composite Mean											3.92	0.89



The organization got finance from external source (M= 4.08 SD= 0.595). The organizational also got its finance from internal source (M= 3.87 SD= 0.932). This is supported by Fowler (2013) who states that for normal business planning cycle, internal funds and external funds are received by the firm.

The sponsors were the ones working with the project performance holders to secure funds of the project (M= 3.66 SD=1.12). Internal funding came from reserves already allocated to operational expenditure or capital expenditure (M= 3.69 SD=1.06). Aguilera et al. (2015) noted that all organizations need adequate resources to finance their projects and thus the management needs to make a project performance before implementing any project.

It was the project performance holders who contributed funds and delegated management to the sponsor (M= 3.71 SD= 1.26). It was the project performance holders who delegated management to the sponsor (M= 3.66, SD= 0.958). The funders were treated as key stakeholders and managed accordingly (M=.69 SD= 1.12). Funds were raised through grants to implement expensive projects (M= 3.71 SD= 0.899). The findings are in line with Ness and Tandberg (2013) who states that whether from external or internal sources, funder is key stakeholders in NGO funded projects. The composite mean (M=3.92, SD=0.89) of the findings indicated that majority of the respondents agreed that availability of finance affects the performance of non-governmental project

From the findings, the respondents agreed that the organization got finance from external source 77(63.7%). The respondents indicated that the organizational also got its finance from internal source 109(90%). This is supported by Fowler (2013) who states that for normal business planning cycle, internal funds and external funds are received by the firm. The respondents also established that the sponsors were the ones working with the project performance holders to secure funds of the project 101(83.4%). The respondents indicated that internal funding comes from reserves already allocated to operational expenditure or capital expenditure 85(70.4%). The findings are in line with Ness and

Tandberg (2013) who states that whether from external or internal sources, funder is key stakeholders in NGO funded projects.

The respondents established that in their organization, it was the project performance holders who contributed funds and delegate management to the sponsor 97(80%). The respondents indicated that in their organization, it was the project performance holders who delegate management to the sponsor 107(96.7%). The respondents indicated that in their organization, the funders were treated as key stakeholders and managed accordingly 72(59.5%). The findings are in line with Ness and Tandberg (2013) who states that whether from external or internal sources, funder is key stakeholders in NGO funded projects. The respondents identified that they raised funds through grants to implement expensive projects 72(59.5%).

#### **4.7 Organizational Structure and Performance of Non-Governmental Project**

The findings on organizational structure and how it affects performance are shown in Table 4.9.

**Table 4.9: Organizational Structure**

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Our pattern of communication allows us in the implementation of our organization	13	10.7	17	14.0	14	11.6	35	27.3	42	36.4	3.95	.661
We have a good relation among the employees that helps in the implementation of projects.	0	0	0	0	5	4.1	77	63.6	23	19.0	3.77	.962
The managers allow duties to each employee when it comes formulating the projects	14	11.6	14	11.6	21	17.4	63	52.1	9	7.4	3.93	.508
We have a good formal reporting lines of interactions in our organization	0	0.0	4	3.3	0	0	90	74.4	27	22.3	4.07	.892
Composite Mean											3.93	1.20

The pattern of communication allowed respondents in the implementation of their organization (M= 4.27 SD= 0.941). There was a good relation among the employees that helped in the implementation of projects (M= 3.58 SD= 0.572). The managers allowed duties to each employee when it came to formulating the projects (M= 3.59 SD= 1.12). This is supported by Jones, George and Langton (2013) who viewed an organizational structure as system used to divide tasks and activities. There was a good formal reporting lines of interactions in the organization (M= 4.23 SD= 1.00). Camisón and Villar-López (2014) indicated that an organizational structure is a group of methods that an organization uses to divide clearly established tasks and activities. The composite

mean ( $M=3.93$ ,  $SD=1.20$ ) of the findings indicated that all the majority of the respondents agreed that organizational structure affects performance the performance.

The respondents indicated that the pattern of communication allowed respondents in the implementation of their organization 77(63.7%). This is supported by Jones, George and Langton (2013) who viewed an organizational structure as system used to divide tasks and activities. The respondents identified that there was a good relation among the employees that helped in the implementation of projects 100(86%). Camisón and Villar-López (2014) indicated that an organizational structure is a group of methods that an organization uses to divide clearly established tasks and activities. The respondents indicated that the managers allowed duties to each employee when it came to formulating the projects 72(59.5%). The respondents established that there was a good formal reporting line of interactions in the organization 117(96.7%).

#### **4.8 Performance of Non-Governmental Project**

Performance was the dependent variable and the findings are shown in Table 4.10.

**Table 4.10: Performance of Non-Governmental Project**

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
The number of health projects have increased	13	10.7	17	14.0	14	11.6	33	27.3	44	36.4	3.72	.814
The health progress of the stakeholders has been improving	12	10	12	10	0	0	77	63	20	17.0	3.91	.782
The number of health facilities have increased	0	0	0	0	5	4.1	63	52.1	53	43.8	3.85	.513
Easy accessibility of health facilities	0	0.0	4	3.3	0	0	90	74.4	27	22.3	3.74	1.07
Increased health awareness	14	11.5	17	14.0	0	0	69	57.0	21	17.5	3.66	.884
<b>Composite Mean</b>											<b>3.78</b>	<b>0.81</b>

The number of health projects had increased (M= 3.72 SD=0.814). The health progress of the stakeholders has improved (M= 3.91 SD= 0.782). The number of health facilities had increased (M= 3.85 SD= 0.513). This finding is in line with Kerzner and Kerzner, (2017) who indicated that performance of projects is best achieved through ensuring that projects in place do not fail. It also aims at ensuring that costs are kept at the lowest level possible. There was easy accessibility of health facilities (M=3.74 SD= 1.07). There was increased health awareness on the stakeholders (M=3.66 SD=0.884). The composite mean (M=3.78, SD=0.81) of the findings indicated that all the majority of the respondents agreed with the performance of the organization have increased.

From the findings, the respondents indicated that health projects of health projects had increased 77(63.7%). The respondent identified that the health progress of the stakeholders has improved 97(80%). This finding consistent with Kerzner and Kerzner, (2017) who indicated that performance of projects is best achieved through ensuring that projects in place do not fail. It also aims at ensuring that costs are kept at the lowest level

possible. The respondents also identified that the number of health facilities had increased 116 (95.9%). The respondents established that there was easy accessibility of health facilities 117(96.7%). The respondents identified that there was increased health awareness on the stakeholders 90(74.5%).

#### **4.9 Discussions of the Key Findings**

The study found out that strategic planning had a positive influence on performance of non-governmental organizations projects. The study further established that World Vision pattern of communication allowed them in the implementation of their organization and they had good formal reporting lines of interactions in their organization. This is supported by Golini, Kalchschmidt and Landoni (2015) who noted that firms with flexibility and autonomy in their strategies significantly influence performance of the projects in place.

The study established that stakeholder's involvement had a positive influence on performance. This was attributed to the involvement of the organization to stakeholders' projects and allowing the stakeholders to participate in the decision making concerning the project. Stakeholders' involvement in the project improved the welfare of the project and the stakeholders accepted the project, it promoted the sustainability of the project. This is supported by Tiwari (2014) who indicated that through inclusion of the residents, the stakeholders felt involved and would readily accept the project.

The study found out that availability of finance had a positive influence on performance. This was due to the following; the firm got finances from both internal and external sources. The project performance holders contribute funds and delegate management to the sponsor and the organization raised funds through grants to implement expensive projects. According to Corazzini, Cotton and Valbonesi (2015) external funding of projects should be adequate sources of funding so that the project can be done and completed in time as required.

The study further established that organizational structure significantly influenced performance. The study established that the firm's pattern of communication allowed them in the implementation of their organization, the managers allowed duties to each employee when it came formulating the projects and respondents had a good formal reporting lines of interactions in their organization. This is supported by Slevin (2017) who states that organizational structure is an antecedent to organizational performance.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents summary of the findings of the study as established in chapter four. Conclusions and recommendations are drawn from the findings of the study. Suggestions for further studies are also given.

### **5.2 Summary of the Findings**

The study investigated factors influencing of performance of Non-Governmental organizations health care projects in world vision projects in Nairobi County. The study was guided by the following research questions; how does strategic planning influence Projects performance at World Vision within Nairobi County? How does stakeholder's involvement influence projects performance at World Vision within Nairobi County? How does availability of financial recourses influence projects performance at World Vision within Nairobi County? How does organizational structure influence projects performance at World Vision within Nairobi County?

#### **5.2.1 Strategic Planning and Performance of Non-Governmental Project**

The organization used strategic planning in the implementation of the project. The organization used strategic planning in the formulation of the projects. The organization used strategic planning in the development of the project. Strategic planning helped their organization in monitoring of the project. Strategic planning helped their organization in evaluation of the project.

#### **5.2.2 Stakeholders Involvement and Performance of Non-Governmental Project**

The stakeholder's involvement in the project improved the welfare of the project. The stakeholders accepted the project; it promoted the sustainability of the project. Involvement of the stakeholders, it was easy for them to readily accept the project. The organization involved the stakeholders in their projects. The organization allowed the stakeholders to participate in the decision making concerning the project. When the residence was involved in the matters concerning the project, they were able to provide



ideas in project implementation. The firm involved the residents in the project so that they can solicit more information on affairs of the project.

### **5.2.3 Availability of Financial resources and Performance of Non-Governmental Project**

The organization got finance from external source. Finance was obtained from internal source. It was the project performance holders who contributed funds and delegate management to the sponsor. Funds were raised through grants to implement expensive projects. The sponsors were the ones working with the project performance holders to secure funds of the project. The project performance holders delegated management to the sponsor. Funders were treated as key stakeholders and managed.

### **5.2.4 Organizational Structure and Performance of Non-Governmental Project**

The pattern of communication allowed respondents in the implementation of their organization. There were good formal reporting lines of interactions in our organization. Managers allowed duties to each employee when it came to formulating the projects. There was a good relation among the employees that helped in the implementation of projects.

## **5.3 Conclusions**

The study concludes that World Vision used strategic planning in the implementation of the project. The firm used strategic planning in the formulation of the projects. The firm used strategic planning in the development of the project. The strategic planning used by the firm helped them in monitoring of the project. Strategic planning helped their organization in evaluation of the project.

The study concludes that stakeholder's involvement in the project improved the welfare of the project. The firm involved the stakeholders in their projects and allowed the stakeholders to participate in the decision making concerning the project. The residence was able to provide ideas in project implementation when involved in the matters

concerning the project. The firm involved the residents in the project so that they can solicit more information on affairs of the project.

The study concludes that the firm got their finance from external and internal source. The project performance holders contributed funds and delegate management to the sponsor. The firm raised funds through grants to implement expensive projects. The sponsors were the ones working with the project performance holders to secure funds of the project and the project performance holders delegated management to the sponsor.

The study further concludes that the firms' pattern of communication allowed them in the implementation of their organization. The firm had good formal reporting lines of interactions. The firm's managers allowed duties to each employee when it came to formulating the projects. There was a good relation among the employees that helped in the implementation of projects.

#### **5.4 Recommendations**

1. The study recommends that World Vision policy makers ought to use strategic planning in implementation and formulation of projects. Policy makers at World Vision ought to align their strategic planning in line with projects formulated and the set goals to be achieved. The policy makers ought to ensure that the strategy planning used ought to help in monitoring and evaluation of the projects.
2. The study recommends that stakeholders' involvement in the project ought to improve the welfare of the project. The firm ought to involve the stakeholders in their projects and allow the stakeholders to participate in the decision making concerning the project. The residence needs to provide ideas in project implementation when involved in the matters concerning the project. The NGOs need to involve the residents in the project so that they can solicit more information on affairs of the project.
3. The study recommends that the firm ought to get their finance from external and internal source. The NGOs ought to raise funds through grants to implement expensive projects. The sponsors ought to be the ones working with the project

performance holders to secure funds of the project and the project performance holders ought to delegate management to the sponsor.

4. The study recommends that the firms' pattern of communication ought to allow them in the implementation of their organization. The firm ought to have good formal reporting lines of interactions. The firm's managers ought to allow duties to each employee when it comes to formulating the projects. There ought to be a good relation among the employees that helps in the implementation of projects.

### **5.5 Suggestions for Further Studies**

1. The study focused on the factors influencing performance of non-governmental organization health care project in World Vision projects in Nairobi County. Future scholars ought to carry similar studies on public sectors projects in the stakeholders.
2. The study encourages future scholars to carry out similar studies on the factors influencing performance of non-governmental health projects in Kenya at different counties.
3. The current study relied on primary data that was collected by use of structured questionnaires, future scholars ought to carry out similar study by use of both secondary data to measure the consistency of results.

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## APPENDICES

### Appendix I: Introductory Letter

Emily Njeri Njogu,

P.O.BOX 880,

Kikuyu.

World Vision Kenya,

P.O.BOX 50816-00200,

Nairobi, Kenya.

Dear Respondent,

**RE: REQUEST TO RESPOND TO THE STUDY QUESTIONNAIRE**

I am a student at University of Nairobi pursuing a degree of Master of Arts in Project Planning and Management. As part of this course requirement, I am expected to carry out a research on **factors influencing performance of non-governmental organization health care project in World Vision projects in Nairobi County.**

I therefore, humbly request for your assistance and cooperation in responding to the questions attached herewith. The information given will be treated with utmost confidentiality and will be used only for the purpose of this study. Looking forward for your response and cooperation

Yours faithfully,

Emily Njeri Njogu,

Reg. No L50/82913/2015.

## Appendix II: Questionnaire

### SECTION A: GENERAL INFORMATION

Name of your project and NGO.....

1) What is your Age Group?

21 – 30 years [ ]

31 – 40 years [ ]

41 – 50 years [ ]

Over 50 years [ ]

2) What is your highest level of education? {Please tick one (√)}

High School [ ]

Certificate [ ]

Diploma [ ]

Bachelor Degree [ ]

Post Graduate Degree [ ]

Other (specify)

.....  
.....

3) How long have you worked in this department

1- 5 years [ ]

6 – 10 Years [ ]

10 – 15 Years [ ]

Above 16Years [ ]

4. What is your gender .....

#### A. STRATEGIC PLANNING

5. These are statements indicating the influence of strategic planning with performance. Kindly indicate the extent to which you agree with the following statements on these the influence performance of projects. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree.

	1	2	3	4	5
Our organization uses strategic planning in the formulation of the projects.					
Our organization uses strategic planning in the development of the project.					
Our organization uses strategic planning in the implementation of the project.					
Strategic planning helps our organization in monitoring of the project.					
Strategic planning helps our organization in evaluation of the project.					

## **B. STAKEHOLDERS INVOLVEMENT**

6. These are statements indicating the influence of Stakeholders involvement with performance. Kindly indicate the extent to which you agree with the following statements on these the influence performance of projects. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree.

	1	2	3	4	5
Our organization involves the stakeholders in our projects					
We involve the residents in the project so that they can solicit more information on affairs of the project					
Our organization allows the stakeholders to participate in the decision making concerning the project					
Stakeholders involvement in the project improves the welfare of the project					
Through involvement of the stakeholders, it is easy for them to readily accept the project.					
When the stakeholders accept the project, it promotes the sustainability of the project					
When the residence is involved in the matters concerning the project, they are able to provide ideas in project implementation.					

**C. AVAILABILITY OF FINANCE**

7. These are statements indicating the influence of availability of finance with performance. Kindly indicate the extent to which you agree with the following statements on these the influence performance of projects. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree.

	1	2	3	4	5
We get our finance form external source					
We get our finance form internal source					
We get our finance from both external and internal source					
Our sponsors are the ones working with the project performance holders to secure funds of the project					
Internal funding comes from reserves already allocated to operational expenditure or capital expenditure					
In our organization, it is the project performance holders who contribute funds and delegate management to the sponsor					
In our organization, it is the project performance holders who delegate management to the sponsor					
In our organization, the funders are be treated as key stakeholders and managed accordingly					
We raise funds through grants to implement expensive projects.					

**D. ORGANIZATIONAL STRUCTURE**

8. These are statements indicating the influence of Organizational structure with performance. Kindly indicate the extent to which you agree with the following statements on these the influence performance of projects. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our pattern of communication allows us in the implementation of our organization.					
We have a good relation among the employees that helps in the implementation of projects.					
The managers allow duties to each employee when it comes formulating the projects					
We have a good formal reporting lines of interactions in our organization.					

**THANK YOU**



### Appendix III: Authorization Letter from the School



**UNIVERSITY OF NAIROBI**  
OPEN, DISTANCE AND e-LEARNING CAMPUS  
SCHOOL OF OPEN AND DISTANCE LEARNING  
DEPARTMENT OF OPEN LEARNING  
NAIROBI LEARNING CAMPUS

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
NAIROBI

REF: UON/ODeL/NLC/29/463

16<sup>th</sup> November, 2018

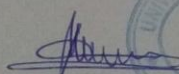
TO WHOM IT MAY CONCERN

RE: NJOGU EMILY NJERI- REG NO: L50/82913/2015

This is to confirm that the above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Masters of Art in Project Planning and Management.

She is proceeding for research entitled "Influence of Budgetary Controls on the Performance of Non-Government Health Projects in Kenya: A Case of World Vision Projects in Nairobi County."

Any assistance given to her will be highly appreciated.

  
**CAREN AWILLY**  
CENTRE ORGANIZER  
NAIROBI LEARNING CENTRE

