

**FACTORS INFLUENCING PROJECT IMPLEMENTATION IN
NON GOVERNMENTAL ORGANISATIONS: A CASE OF
WORLD SCOUT BUREAU, AFRICA REGIONAL OFFICE
NAIROBI, KENYA**

BY

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The Award Of The Degree Of Master Of Arts In Project Planning And Management Of
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DECLARATION

This research project report is my original work and that it has not been presented in any other university or institution of learning.

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

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L50/82473/2012

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

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DEDICATION

This study is dedicated to my father James, mother Caren, uncle Charles, siblings Jack, Milka and Elijah and finally in loving memory of the late Ruth.

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TABLE OF CONTENT

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENT.....	v
LIST OF TABLES.....	ix
LIST OF FIGURES	x
ABBREVIATIONS AND ACRONYMS.....	xi
ABSTRACT.....	xii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the study	1
1.2 Statement of the Problem.....	3
1.3 Purpose of the study	4
1.4 Objectives of the study.....	4
1.5 Research Questions	5
1.6 Significance of the study.....	5
1.7 Delimitation of the study	6
1.8 Limitations of the study	6
1.9 Assumptions of the study.....	6
1.10 Definition of significant terms	7
The following terms were used in the study:	7
1.11 Organisation of the study	7
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Overview of project implementation in Non Governmental Organisations	9
2.3 Technical factors and Project Implementation in NGOs	9
2.4 Managerial factors and Project Implementation in NGOs.....	11

2.5 Structural factors and Project Implementation in NGOs	13
2.6 Donor Policies and Practices and Project Implementation in NGOs.....	14
2.7 Theoretical Framework.....	16
2.8 Conceptual framework.....	18
2.9 Relationship of Variables in the Conceptual Framework.....	19
2.10 Knowledge gaps.....	19
2.11 Summary of Chapter Two.....	20
CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Target Population.....	21
3.4 Methods of Data Collection	22
3.5 Validity of the Research Instruments.....	23
3.6 Reliability of Research Instruments.....	23
3.7 Data Collection Procedure	24
3.8 Methods of Data Analysis.....	24
3.9 Operational definition of variables	25
3.10 Ethical issues.....	27
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS	28
4.1 Introduction.....	28
4.2 Questionnaire Return Rate	28
4.3 Demographic Information.....	28
4.3.1 Respondents' Distribution by Gender.....	29
4.3.2 Respondents' Distribution by Age.....	29
4.3.3 Respondents' Distribution by Level of Education.....	30
4.3.4 Respondents Distribution by Experience.....	30
4.4 Technical Factors and Project Implementation.....	31
4.4.1 Respondents Distribution as relates Appropriate Technology.....	31
4.4.2 Respondents Distribution as relates Supportive Infrastructure and equipment	32

4.4.3 Respondents Distribution as relates Skilled ICT personnel.....	33
4.4.4 Respondents Distribution as relates Data management systems	34
4.5 Managerial Factors and Project Implementation	34
4.5.1 Respondents Distribution as relates skilled human resources in project management. 34	
4.5.2 Respondents Distribution as relates Proper project implementation systems and processes	35
4.5.3 Respondents Distribution as relates Supportive leadership in project management	36
4.6 Structural Factors and Project Implementation.....	37
4.6.1 Respondents Distribution as relates Project operational structures at ARO	37
4.6.2 Respondents Distribution as relates Project operational structures in NSOs	37
4.6.3 Respondents Distribution as relates Distinctive and functional project implementation structures	38
4.7 Factors attributed to donor policies and practices.....	39
4.7.1 Respondents Distribution as relates Donor Accountability	39
4.7.2 Respondents Distribution as relates Project monitoring and evaluation systems	40
4.7.3 Respondents Distribution as relates Timely and predictable funds disbursement schedules	40
4.7.4 Respondents Distribution as relates Collaboration with donors	41
4.8 Policy Functionality and project implementation	42
4.8.1 Respondents Distribution as relates Awareness of existence of project implementation policies at ARO.....	42
4.8.2 Respondents Distribution as relates Project implementation in policies and programmes.....	43
4.8.3 Respondents Distribution as relates Design and Funding of Projects	43
4.8.4 Respondents Distribution as relates Amendments to project implementation policies and regulations	44
4.8.5 Respondents Distribution as relates Internal Implementation Audits.....	45
4.8.6 Respondents Distribution as relates Annual Surveys	45
4.8.7 Respondents Distribution as relates Operational Plan	46
4.9 Discussion of the findings.....	47

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	51
5.1. Introduction.....	51
5.2 Summary of the findings.....	51
5.2 Conclusions.....	53
5.3 Recommendations.....	55
5.4 Suggestions for Further Research.....	55
5.5 Contribution to the Body of Knowledge.....	56
REFERENCES.....	57
APPENDICES.....	62
Appendix I: Letter of transmittal	62
Appendix II: Questionnaire for staff and Committee members	63
Appendix III: Interview Schedule for Department Heads	67
Appendix IV: Structured Observation Guide for ARO and its Heads of Department.....	68
Appendix V: Research Authority Letter	69
Appendix VI: Research Clearance Permit	70

LIST OF TABLES

Table 3.1: Operational definition of variables	25
Table 4.1: Questionnaire Return Rate.....	28
Table 4.2: Respondents distribution by Gender.....	29
Table 4.3: Respondents distribution by Age.....	29
Table 4.4: Respondents distribution by Level of Education.....	30
Table 4.5: Distribution of respondents by experience	31
Table 4.6: Distribution by Appropriate Technology.....	32
Table 4.7: Distribution by Supportive Infrastructure and equipment	32
Table 4.8: Distribution as relates Skilled ICT personnel indicator.....	33
Table 4.9: Data Management systems distribution.....	34
Table 4.10: Skilled Human resources in project management distribution	35
Table 4.11: Proper project implementation systems and processes distribution	35
Table 4.12: Supportive leadership in project management distribution	36
Table 4.13: Project operational structures at ARO distribution.....	37
Table 4.14: Project operational structures in NSOs distribution	38
Table 4.15: Distinctive and functional project implementation structures distribution.....	38
Table 4.16: Donor accountability distribution	39
Table 4.17: Project monitoring and evaluation systems distribution.....	40
Table 4.18: Timely and predictable funds disbursement schedules distribution	41
Table 4.19: Collaboration with donors distribution	41
Table 4.20: Knowledge of Project Implementation policies distribution	42
Table 4.21: Project implementation in Policies and Programmes distribution.....	43
Table 4.22: Design and Funding Projects distribution.....	44
Table 4.23: Amendments to policies and regulations distribution	44
Table 4.24: Internal Implementation Audits distribution	45
Table 4.25: Annual Surveys distribution	46
Table 4.26: Operational Plan distribution.....	46

LIST OF FIGURES

Fig 1. Conceptual framework-----18

ABBREVIATIONS AND ACRONYMS

APA	-	American Psychological Association
ARO	-	Africa Regional Office
ASC	-	Africa Scout Committee
CARE	-	Cooperative for Assistance and Relief Everywhere
GDP	-	Gross Domestic Product
ICT	-	Information Communication Technology
II	-	International Institutions
INGO	-	International Non-Governmental Organisation
IO	-	International Organisations
MOU	-	Memorandum of Understanding
NGO	-	Non-Governmental Organisation
NSO	-	National Scout Organisation
OXFAM	-	Oxford Committee for Famine Relief
WOSM	-	World Organisation of the Scout Movement
WSB	-	World Scout Bureau

ABSTRACT

The purpose of this study was to establish the factors influencing project implementation in Non-Governmental Organisations. The study was carried out in World Scout Bureau, Africa Regional Office based in Nairobi County in Kenya and had the following objectives: to establish the extent to which technical factors influence project implementation in World Scout Bureau, Africa Regional Office, to examine the extent to which managerial factors influence project implementation in World Scout Bureau, Africa Regional Office, to evaluate the extent to which organisational structures influence project implementation in World Scout Bureau, Africa Regional Office and to assess the extent to which factors attributed to donor policies and practices influence project implementation in World Scout Bureau, Africa Regional Office. The target population of this study included all cadres of ARO staff. The total population in the study was 25. A descriptive research design was adopted. Complete sampling was used in this study where the total population took part in the study. The study made use of closed ended questionnaires, interview schedule and observation guide as instruments of data collection. Questionnaires were used to collect data from all the employees while interview schedule was used to collect data from department heads. Observation was applied throughout ARO. Data was analysed qualitatively through content analysis. Quantitative data was first coded then analysed using Statistical Package for Social Sciences (SPSS). After interpretation, the findings were presented in tables using frequencies and percentages. The study revealed that technical factors, managerial factors, organisational structures and factors attributed to donor policies and practices influenced project implementation at ARO. Though qualified ICT personnel were in place, it was concluded that they were not directly involved in project management since gaps like lack of data management systems to support project implementation were witnessed. The study revealed that ARO largely adapted a functional organisational structure, which was not effectively responding to the project management needs and standards for better performance. Where as existence of policies and programmes that would support project implementation coupled with wide awareness of the same among the ARO staff was acknowledged, the study found out that there were gaps in the implementation of such policies to enhance project performance. The study therefore concluded that NGOs need to invest in technical, managerial, organisation structures and issues related to donor policies and practices which continue to affect better project performance. Major recommendations were that; NGOs should invest in project staff by equipping them with knowledge, skills and attitudes to enable them deliver their mandates effectively, adequate and qualified human resources should be availed to manage different projects so as to enhance project performance, NGOs should invest in upgrading their technology infrastructure to support project implementation and NGOs should invest in better collaboration with donors and financiers to ensure cross cutting accountability and also encourage downward accountability. Areas for further research work included a study on: factors influencing donor accountability in project management and factors contributing to lack of senior management support in projects. These would highlight the issues underlying the failure of project implementation and inform decision makers on the necessary actions to be taken.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Project Management can be defined as the act of organising and managing resources in a disciplined way so that a project at hand would be completed within the defined scope, quality, time and cost constraints. In project management, performance can be into two major categories (Blokdiik, 2007). It can either focus on project management processes where people within the project management team describe, organise and complete the project work. It can also be product oriented where people within the project management specify and create the project's product. Many International Non Governmental Organisations (INGOs) are grappling with these two dimensions in their quest to give value for money and make positive impact in communities where they serve.

The past several decades have been marked by rapid growth in the use of project management as a means by which organisations achieve their objectives. In the past, most projects were external to the organisation: building a new sky skyscraper, designing a commercial advertisement campaign or even launching a rocket. The growth in the projects lately though has primarily been in the area of projects internal to organisations such as developing a new product, opening a new branch, improving the services provided to the customers, and achieving strategic objectives (Maredith and Mantel, 2012). Tonnquist, 2007 asserts that organisations can be likened to organisms, which need a steady supply of energy to survive. They thus need to ensure that the will to serve customers is their business goal, not the survival of the organisation.

Every Organisation has different strengths and weaknesses that bear on successful implementation. This calls for organisational self-awareness that enables them to recognise their strengths and weaknesses. The chances of successful implementation are increased if

senior management is able to recognise their own and organisation's strengths and weaknesses (Wanna, 2007). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Additionally, the project is usually targeted for use by some client, either internal or external to the organisation and its project team. It would therefore be reasonable that any assessment of project implementation success should include these four measures.

At the global level, there is evidence that NGOs attempt to resist donor efforts to structure their information systems and behaviour. Some of the resistance strategies include: the symbolic generation of information, a bias towards sharing product (rather than process) information with funders, and the use of professional staff to legitimate their work in terms that funders are likely to accept. Ironically, it is precisely through such efforts to resist funder control that NGOs can end up perpetuating or reproducing tensions with funders (Ebrahim, 2005).

Civil society in Africa assumes a different character from that in most Western liberal democracies, reflecting underlying social and economic conditions and the particular historical and political circumstances of individual countries (Robinson and Friedman, 2005). Informal and/or traditional civil society institutions have long been in existence in most African countries. They are especially rich in the spheres of associational life, bringing citizens together in collective endeavours.

In concurrence with (Kieh, 2008), it is worth noting that NGOs now play a primate role in the politics, the activities of humanitarian assistance and development, most especially, but not only in Africa, is not an issue for debate NGOs are now a principle part of any discussion about contemporary notions of development, whether as theory, policy and/or practices. Challenges that face NGOs in Africa vary from one country or region to the other. The immense development challenges posed by Africa cannot find all the solutions in NGOs. NGOs have great capacity but cannot be the panacea to the challenges. That said, for NGOs' potential and impact to materialize fully, they must have more effective systems of internal monitoring and self-evaluation and must achieve self-sustainability. Somehow, they must acquire the political

skills that will see them through the complex socio-economic and political maze of the African situation.

By 1963 when Kenya ascended to independence, a relatively strong local non-state relief capacity was in existence, consisting overwhelmingly of religious/church-based organisations (Juma and Suhrke 2002). In addition, secular organisations began to make inroads into Kenya in the period after Second World War. Such northern NGOs as Oxford Committee for Famine Relief (OXFAM) and Cooperative for Assistance and Relief Everywhere (CARE) extended their charitable activities in Kenya.

In its Sessional Paper of 2006, the Government of Kenya explicitly recognized that NGOs are potent forces for social and economic development, important partners in national development, and valuable agents in promoting the qualitative and quantitative development of the Gross Domestic Product (GDP).

Needless to say, the process of project implementation, involving the successful development and introduction of projects in the organisation presents an on going challenge for managers. This is due to the fact that the project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary and technical variables. Inculcating project management for INGOs leads to sharper orientation towards results, high worker morale, better control and better relations with the different project stakeholders, shorter developmental times, lower costs, higher quality and reliability of projects.

1.2 Statement of the Problem

Though there are numerous INGOs carrying out several developmental projects across Africa, it is interesting to note that not much impact on the lives of the targeted communities can be reported. Several INGOs are faced with Project Implementation challenges at different levels hampering their quest to deliver quality services and impact positively on the lives of the communities in which they operate. During the last Africa Scout Region conference held in Angola in 2012 for instance, it was reported that 22 out of the 38 National Scout Organisations (NSOs) in the Region were facing challenges attributed to bad governance and poor

management practices, which affected the quality delivery of Scouting in Africa (World Scout Bureau, 2012).

High-level projects involving millions of dollars have been discontinued in the past due to different challenges in their implementation in different NSOs in Africa. Since then, there have been concerted efforts to reverse this trend and position NSOs in Africa as credible organisations who can undertake partnerships and projects whether funded internally or externally. On the flip side, evidence that some of the conflicts in NSOs are attributable to project funds calls for a structured way of sealing current loopholes and putting in place solid institutional systems, structures and processes to ensure efficiency and effectiveness of project implementation. This study sought to critically look at the extent to which technical, managerial, organisational structures and donor policies and practices contribute to project implementation challenges within the Africa Scout Region.

1.3 Purpose of the study

The purpose of this study was to assess the factors influencing Project implementation in World Scout Bureau, Africa Regional Office.

1.4 Objectives of the study

The study was guided by the following objectives.

- i. To establish the extent to which technical factors influence project implementation in World Scout Bureau, Africa Regional Office.
- ii. To examine the extent to which managerial factors influence project implementation in World Scout Bureau, Africa Regional Office.
- iii. To evaluate the extent to which organisational structures influence project implementation in World Scout Bureau, Africa Regional Office.
- iv. To assess the extent to which donor policies and practices influence project implementation World Scout Bureau, Africa Regional Office

1.5 Research Questions

The study was guided by the following research questions:

- i. To what extent do technical factors influence project implementation in World Scout Bureau, Africa Regional Office?
- ii. To what extent do managerial factors influence project implementation in World Scout Bureau, Africa Regional Office?
- iii. To what extent do organisational structures influence project implementation in World Scout Bureau, Africa Regional Office?
- iv. To what extent do donor policies and practices influence project implementation in World Scout Bureau, Africa Regional Office?

1.6 Significance of the study

The study would be significant since it would add knowledge to the earlier studies carried out on project implementation challenges. It would give an in-depth analysis on the project implementation challenges that influence performance of Non Governmental Organisations based projects. This might prompt further researches.

The study would be of significance to the World Scout Bureau, Africa Regional Office in that they might benefit by having prior knowledge on how project implementation challenges influences the performance of projects and hence the need for addressing the underlying causes of the challenges.

This study might also give World Scout Bureau, Central Office a base on the relevant issues affecting performance of projects in Africa Scout Region and would serve as a scientific guide on developing project management guidelines to be used across the six World Scout Bureau (WSB) regions.

The study might be of significance to the development partners in preparing and funding projects within the Scouting movement. National Scout Organisations would also benefit from

the results of this research in adapting to most effective ways of managing their projects. Practitioners in the NGO sector beyond the Scouting Movement might also adopt these insights.

1.7 Delimitation of the study

The study was delimited to the World Scout Bureau; Africa Regional Office based in Nairobi at the Rowallan Scout Camp opposite the Jamhuri Show grounds. The Africa Regional Office serves 38 member Countries divided into 5 administrative zones: East, West, Central, South and Indian Ocean. The population was sampled to get a representative sample. The study was also delimited in four specific areas of study. These areas were; Project Management Structures, Technical issues in Project management, Managerial issues in Project implementation and Donor related issues in project implementation and how they influence project performance in Africa Scout Region.

1.8 Limitations of the study

The study design used questionnaires and focused group interviews to collect data. As ARO is a bilingual office with English and French as the working languages, English proficiency levels of the sample population was not uniform and this posed some challenges in filling the questionnaire. The researcher overcame this by preparing the questionnaire in both English and French and providing further interpretation when requested. The interviews were also allocated flexible time to ensure no detail was missed in the process.

The time and financial resources available also meant that the study covered predominantly ARO and the duplication of the findings to other areas might require piloting before full-scale implementation. Where it was purposed to collect data outside ARO, this was done through sending questionnaires via emails and telephone interviews.

1.9 Assumptions of the study

The researcher assumed that the respondents would answer the research questions to the best of their knowledge and accurately. It was also assumed that the sample selected represented the general population and the data collection instruments were valid. The researcher also assumed

that the data analysis procedures would be appropriate. The researcher also assumed that results of the study would provide a useful guide to World Scout Bureau and National Scout Organisations in project implementation.

1.10 Definition of significant terms

The following terms were used in the study:

Implementation Challenges: Refer to the various setbacks faced in the process of executing projects at the Africa Scout Region

Performance: In this study, performance emanates from effective project implementation and is manifested in successful implementation of the projects and positive outcomes

Project: It is a temporary group activity designed to produce a unique product, service or result.

Project Donors: These refer to all those individuals or institutions contributing money towards projects being implemented by the Africa Scout Region

Project Implementation: This is the stage where all planned project activities are put into action

Project Management: Is the application of knowledge, skills and techniques to execute projects effectively and efficiently. It is a strategic competency for organizations, enabling them to tie project results to business goals and thus, better compete in their markets.

Structural factors: Structural issues refer to all those aspects related to the organisational structures of the World Scout Bureau from the global to the National levels

Technical Factors: These refer to the influences that have an impact on how Africa Scout Region operates in relation to the equipment used within the organisation's environment.

1.11 Organisation of the study

This study was organised into five chapters. Each chapter separately contained specific information. Chapter one contained the introduction of the study. It gave background of the study, statement of the problem, objectives of the study highlighting the purpose of the study and the specific objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study, basic assumption of the study and definition

of key terms. Chapter two reviewed the literature based on the objectives of the study. Additionally it looked at the conceptual framework and described the research gaps. Chapter three covered the research methodology, described the research design, target population, sampling procedure, instruments and techniques of data collection, pre-testing, operational definition of variables, methods of data collection and ethical considerations. Chapter four gave the results of the data analysis, the presentation in tables and the interpretation. Chapter five gave the summary of the research findings, discussion on the findings, conclusions made and recommendations made on each of the research variables.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter was concerned with the review of pertinent literature. It covered both theoretical and empirical literature. Theoretical literature focused on the project implementation challenges of Non Governmental Organisations. On the other hand, empirical literature laid emphasis on findings of empirical studies on the project implementation of NGOs.

2.2 Overview of project implementation in Non Governmental Organisations

Most western countries initiated aid programs in Africa in the 1960s in the wake of independence from former colonial states. Chakravarti (2005) defines aid as all official concessional flows from bilateral and multilateral agencies, whether in the form of a loan, or grant that can be considered developmental in intent. Krueger (1986) also defines aid as capital inflows into the country. This includes, among others, foreign direct investments.

There are many potential implementation challenges for a project. Some of the common ones include funding and management of stakeholders. Due to the numerous stakeholders that would be directly involved in the project, there will undoubtedly be some political challenges. Lack of communication among stakeholders, leadership and the implementation project manager are also frequent implementation challenges (Harris, Rousel, Walters and Dearman, 2011). The key conceptual point is not only that the specification process must be actively managed, but also the specification process must consider all those factors that might prejudice its success. These may not just be technical matters and economics, but also ecological, political and community factors and implementation issues (Dinsmore and Cabanis-Brewin, 2011).

2.3 Technical factors and Project Implementation in NGOs

It is a cliché to say that we live in the Information Age. Rather it can be said that humanity has never been more in love with information than it is now. Information does not only affect our

experience, it is pretty much our experience. Informatics is the art and science of information (Gammack et al, 2011).

Due to increased reliance on equipment, technological factors currently exert a considerably more important effect on the success of an organisation's operations than they did some years ago. Schwalbe (2014) argues that when the project team develops its project communications management plan, it should also determine what templates to use for key documentation. To make it more convenient to use templates, the organisation should make templates readily available online for all projects. She further observes that the project team should also understand what types of documents top management and customers for each project expect. Gupta (2011) asserts that appropriate technology is critical in project implementation as it is technology best suited for the conditions of its operations including time and location. Technology thus appropriate in America today may not be appropriate in India because of its different climatic conditions, different culture, and different levels of skills or different economic environment. Ofunya (2013) quoting Kaufman (1977) observes that the traditional bureaucratic paradigm, characterised by internal productive efficiency, functional rationality, departmentalisation, hierarchical control and rule-based management is being replaced by competitive knowledge based requirements, such as: flexibility, network organisation, vertical/horizontal integration, innovative entrepreneurship, organisational learning, speed up in service delivery, and a customer driven strategy, which emphasise coordinated network building, external collaboration and customer services all of which are supported by ICT. Hanna (2003) suggests that ICT plays three fundamental roles. These are: accessing information and knowledge, with dramatic increase in the power and speed to access, process, adapt and organise information, speeding up and reducing the cost of production and transactions throughout the economy and making connections among people, NGOs, enterprises and communities. Hanna further intimates that this gives rise to empowerment, participation, coordination, decentralisation, social learning, connecting communities of practice, mobilising social capital and globalising civil society concerns.

NGOs are increasingly seeing the need to embrace ICT within their operations to enhance their effective delivery of services. This though has not been easy to attain. As Witt (2006) observes, NGOs are facing new challenges in developing countries due to their increasing numbers, sizes and interventions. These NGOs are playing a vital role in managing, creating, and

disseminating information, ideas, and solutions for rehabilitation and social development. For production and dissemination of current information, grey literature is the most suitable, efficient, and cost effective medium for both NGOs and Community Based Organisations (CBOs). Gachoya (2005) states that some of the factors of failure by NGOs in project implementation as far as ICT is concerned include: infrastructure, finance, poor data systems and lack of compatibility, skilled personnel, leadership styles, culture and bureaucracy and attitudes.

2.4 Managerial factors and Project Implementation in NGOs

The extent to which a project succeeds or not, is determined by the managerial capacity of the human resources of the implementing agencies. Ofunya (2013) quoting Amdt (2000) argues that the officers in donor funds projects chain may lack the formal training in foreign aid management, budgeting and accounting. These weak skills may lead to poor understanding of donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor.

Challenges are abundant and complex. “Many of the strategic performance problems facing public mega projects can be interpreted in terms of deficiencies in the analytic or political processes preceding the final decision to go ahead, and the interaction between analysts and decision-makers in this process” (Priemus et al, 2008)

In relation to project staffing, there should be a lot of emphasis and careful consideration in recruitment, orientation and development of project staff, and set performance objectives. Stetson et al (2007) agree that perceived capacity can be much larger than real capacity. Sometimes those staff that are thought to be devoted to the project can, in fact, be spending time in meetings, working on new proposals or doing other non-project work. They therefore conclude that under-estimating the capacity needed to implement the project is a common management problem. A project sometimes requires skills that the project's contributors do not possess. Project management training can help a project leader determine the needed competencies, assess the available workers and recommend training, outsourcing or hiring additional staff.

Longman and Mullins (2004) assert that effective project management requires the right people, with right skills. They further observe that some people are not just suited to the challenges of project management and do not thrive in the inherently ambiguous and give-and-take environment of projects. But essentially, being suited is only part of the equation. The capabilities of team members need to be continuously evaluated. What most projects being implemented lack is enhancing existing capabilities and providing new development opportunities in areas such as leadership, problem solving and decision making, human performance management, communication, portfolio management, cost accounting, and contracts. A project manager's leadership qualities really shine when each member of the team takes responsibility for his or her role in achieving project success. Conversely, a lack of accountability can bring a project to a complete halt. Finger-pointing and avoiding blame are unproductive - but all-too-common - features of flawed project management. Learning to direct teams toward a common goal is an important aspect of project management training.

Project implementation requires formation of project teams. NGOs find this a challenge balancing between the projects and day-to-day business of the organisations. While there is no one way recommended while forming project teams, whichever team structure an organisation chooses, it is critical that changes be made carefully to avoid disrupting work in progress and give people involved time to understand the change and become comfortable with it. According to Pandey (2010), to prevent diffusion of responsibility, dedicated team should be in place for the entire duration of the project. The team should be mandated to stick to the sanctioned time and cost but sufficiently empowered to make minor alterations in the scope. The team may be asked to sign a performance and integrity related memorandum of understanding (MoU) and assured of necessary support.

Some of the implementation challenges can be attributed to project manager capabilities. These include many of the traditional project management capabilities such as the ability to programme, schedule, organise and integrate a multitude of tasks and activities; ability to see the overall picture as well as the detail; and strong contract management abilities (Remington and Pollack, 2012). In structurally complex projects however, project managers also need the ability to think creatively and be able to quickly respond with a range of possible options as risks are triggered.

2.5 Structural factors and Project Implementation in NGOs

Organisational structure refers to the typically hierarchical arrangement of lines of authority, communications, rights and duties of an organisation. Organisational structure determines how roles, power and responsibilities are assigned, controlled and coordinated, and how information flows between the different levels of management. A structure depends on the organisation's objectives and strategy. In a centralised structure, the top layer of management has most of the decision making power and has tight control over departments and divisions. In a decentralised structure, the decision making power is distributed and the departments and divisions may have different degrees of independence.

Moore (2002) extensively discusses the issue of project organisation and admits that the most appropriate organisation structure for a given project is generally selected from a limited number of possibilities. This situation arises because there is inference that seeking to implement a new and innovative organisation structure will present a risk. One of the key factors in this selection process seems to be an awareness of factors such as the project's external environment, within which the project seeks firstly to embed itself, and secondly to survive, through developing an appropriate structure.

According to Dutt (2006), an organisation interlinks the functional components of an enterprise in the best way to achieve its goal. The function of an organisation starts when its objectives are set and the plans to achieve them are formulated. With this in mind, managers have to carry out the right approach and have to put in place certain rules and regulations in achieving them. He further states that most organisations take on any of the three classical theories of Management, either Bureaucratic management by Max Weber, Scientific Management by F.W Taylor or Administration Management by Henry Fayol.

For an organisation to function optimally even as projects are being implemented, they ought to have a clear organizational design. Smit et al (2007) define organizational design as the arrangement of positions into work units or departments and the interrelationship among them within the organisation. Essentially the choice of an organisation structure should always be viewed against the strategy of the organisation. One way of designing an organizational

structure is through departmentalisation. This is the grouping of related activities into units or departments. Most organisations face challenges in striking a balance between the functional and project levels leaving gaps for poor project performance. Smit et al (2007) recommends matrix departmentalisation that combines both functional and project departmental structures. In such structures, the employee works for a functional department like finance, but is also assigned to one or more projects. Its major advantage is flexibility as it allows the organisation to organise temporarily for a project. Stare (2011) furthers this argument by stating that the matrix structure is characterised by the simultaneous presence of both project and functional components. These components are administratively independent, but interdependent in the execution of project. This arrangement permits functional components to maintain an independent existence and to pursue their regular activities, while providing the specialised resources needed for the execution of projects. In general, the specialists remain permanently under the authority of line managers, but their services are lent out to the projects on a temporary basis in line with project needs. The functional components thus become centralised reservoirs of specialised resources.

When goals are not clearly identified, it is impossible for the team to meet them. And, since upper management cannot agree to or support undefined goals, the project in question has little chance of succeeding. The project manager must ask the right questions to establish and communicate clear goals from the outset.

Scope changes, also known as “scope creep” phenomenon occurs when project management allows the project's scope to extend beyond its original objectives. Certainly, clients and supervisors will ask for changes to a project - but a good project manager will evaluate each request and decide how and if to implement it, while communicating the effects on budget and deadlines to all stakeholders.

2.6 Donor Policies and Practices and Project Implementation in NGOs

Nath and Sobhee, 2005 quoting Alensina and Dollar (2000) find considerable evidence to the effect that aid giving is dictated by political and strategic reasons. Nevertheless, donor self-interest may have substantial positive externalities for some aid receiving countries. Various factors motivating grant giving are founded in utility maximisation. Two sets of donors’

worries that characterise the aid giving process include resource allocation at home and aid management in the destination countries.

Many commentators on accountability emphasise 'placing a check on the authority of the powerful' to the extent that in common usage, accountability is shorthand for democratic accountability to ordinary people and the legal framework through which governance is affected (Goetz and Jenkins, 2002). One of the greatest accountability issues by donors is democratic accountability be it by government, corporate or civil donors.

For instance the view that religious community is ultimately accountable to a divine being, rather than people it affects throughout their lives, may at first seem to challenge democratic accountability. However, most spiritual traditions explain that love for and service of others are the natural enactment of a spiritual consciousness, thus there does not need not to be an inherent conflict at the level of principle. However, conflict at the level of practice is inevitable given the fallibility of any human and human institution, religious or otherwise (Jordan and Tuijl, 2006).

NGOs professionals have argued that the monitoring and evaluation requirements of many donors are inappropriately burdensome, and are often not proportional to the size of NGOs or the size of grants awarded (Blomeyer and Sanz 2010). Furthermore, donors asking for different information in their evaluations compound the workload for NGOs. Poor quality evaluations fail to provide the reader with any true or reliable insight into the achievements, or challenges of a programme, and are essentially useless. If donors are to build on, develop and help sustain local capacity successfully, they need to understand better where gaps in local capacity exist, to target suitable support in those areas, and to gradually nurture local organisations to take greater leadership of the interventions that they support (Rabinowitz, 2013).

According to Davies 2011, donors could be challenged by funded NGOs to be more accountable for the information that they received from funded NGOs. They should be able to indicate what value they found in the information provided, how they had made use of it and what difference it made. This is in effect the reciprocal of donors' expectations that funded NGOs should account for their use of "grants". This form of reciprocal accountability (that of the use of funds and information) could take place at multiple levels in the hierarchy of organisations involved in the flow of aid.

As Ofunya (2013) states in his research paper titled factors affecting use of donor aid by International Non Governmental Organisations in Kenya, “most donors have multiple objectives. The problem with multiple objectives is that they typically imply trade-offs, especially in the short run. When faced with multiple tasks that compete for their time, donor agents will tend to focus on those that are more likely to satisfy their career concerns or require less of their effort.”

2.7 Theoretical Framework

This study was based on two theories. The first theory is the theory of constraints (TOC). The Theory of Constraints (TOC) is an overall philosophy developed by Dr. Eliyahu M. Goldratt. The Theory of Constraints is an approach that is used to continue to improve a systems performance (Bontempi, 2003), it was relevant to this study as it is usually applied to running and improving an organization. TOC consists of Problem Solving and Management/Decision-Making Tools called the Thinking Processes (TP). TOC is applied to logically and systematically answer these three questions essential to any process of ongoing improvement: what to change, to what to change and how to cause the change. Bontempi (2003) further asserts that it is based on a five-step process namely: identify the system’s constraint, decide how to exploit the system’s constraint, subordinate everything to above decision, elevate the system’s constraint and if in the previous steps the constraint is broken, go back to step one.

Another theory applied in this study is the theory of change popularized by Carol Weiss as way to describe the set of assumptions that explain both the mini-steps that lead to the long-term goal of interest and the connections between program activities and outcomes that occur at each step of the way. A theory of change (TOC) is a tool for developing solutions to complex social problems. A basic TOC explains how a group of early and intermediate accomplishments sets the stage for producing long-range results. A more complete TOC articulates the assumptions about the process through which change will occur and specifies the ways in which all of the required early and intermediate outcomes related to achieving the desired long-term change will be brought about and documented as they occur. (Harris, 2005) It was useful to this study since community initiatives are sometimes planned without an explicit understanding of the early and intermediate steps required for long-term changes to

occur; therefore, many assumptions about the change process need to be examined for program planning or evaluation planning to be most effective. A TOC creates an honest picture of the steps required to reach a goal. It provides an opportunity for stakeholders to assess what they can influence, what impact they can have, and whether it is realistic to expect to reach their goal with the time and resources they have available.

2.8 Conceptual framework

The following conceptual framework was useful in understanding the relationship between the dependent and independent variables in this study.

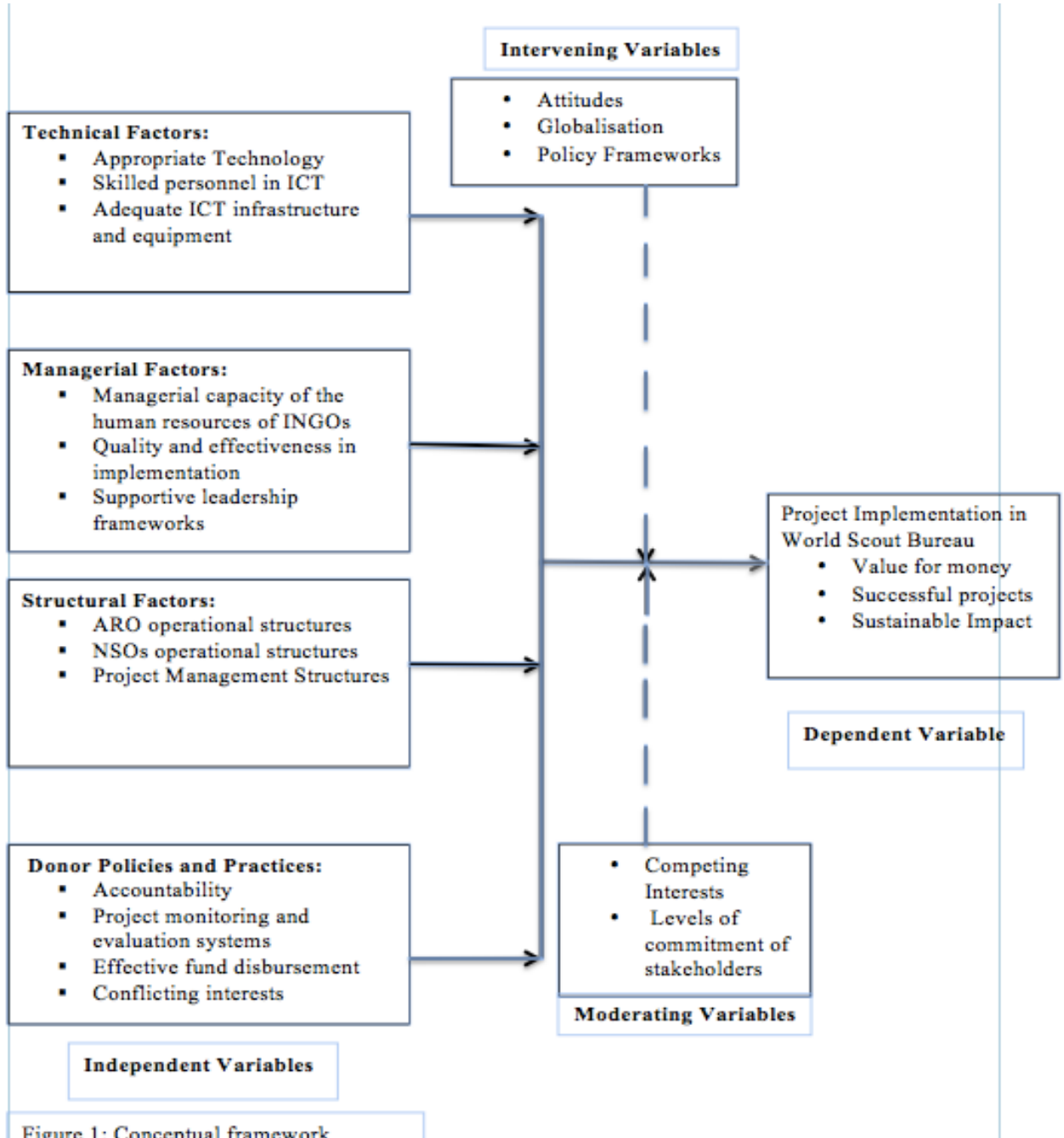


Figure 1: Conceptual framework

2.9 Relationship of Variables in the Conceptual Framework

The conceptual framework indicates that the project implementation in World Scout Bureau, Africa Regional Office focusing on technical factors, managerial factors, structural factors and factors attributed to donor policies and practices. This was manifested through inappropriate use of technology, inadequate human resources, unresponsive organisational structures both at ARO and NSOs, donor accountability, poor project monitoring and evaluation systems and unpredictable funds disbursement schedules. The study was also indirectly influenced by competing interests of different project stakeholders and their respective levels of commitment, attitudes, globalisation and policy frameworks hence a probable cause of ineffective project implementation. If the above issues are to be addressed then the outcome is that there will be value for money, successful projects and, sustainable impact.

2.10 Knowledge gaps

International Institutions (IIs) and INGOs have been investigated in the international literature by several disciplines, from international relations to the political sciences. At the same time, it appears evident that these organisations underwent, and are still undergoing, paradigmatic transition from an administration to a management model, similar to domestic public and non-profit organisations (Missoni and Alesani 2014). It noted that a managerial approach to International Organisations (IOs) only recently started surfacing and there still exists lack of systemisation of emergent practices and experiences in relational to project management and implementation. Africa Scout Region project management framework needed to be modeled around global standards and best practices by addressing the current project implementation challenges and setting up supporting structures and systems which are not currently adequate to match the demands and needs of different stakeholders at all levels. This might be realised by addressing managerial, structural, technical and factors related to donor policies and practices as relates to project implementation in the Africa Scout Region.

2.11 Summary of Chapter Two

In this chapter, the researcher looked at the project management in general and project implementation in particular. Various contexts around these topics were defined and explored in relation to NGOs. It also looked at general project implementation challenges in NGOs and their influence to project performance. The various researches in relation to this field of study were studied and their findings outlined. The independent and dependent variables were also conceptualised to bring about the desired relationship.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology. The methodology includes: research design, the target population, sampling procedures, data collection procedures, tools and techniques of data collection, pre-testing, validity, reliability, data analysis, operational definition of variables and ethical considerations.

3.2 Research Design

Descriptive and correlation research methods were used in this study. The researcher used descriptive design to collect data in order to answer questions concerning the current status of the subject of the study. It is the most appropriate in collecting data about characteristics of a large area of coverage in this study in terms of cost effectiveness and time constraints (Mugenda and Mugenda, 2003). Descriptive design's findings can also be generalised which this study aimed to achieve. Techniques of correlational design research are particularly useful in social and behavioural investigations. Since this research aimed at clarifying relationships, correlational research was used. The researcher mainly used interviews and structured questionnaire methods in collecting data. The questionnaires were self administered to ensure a high return rate. Interviews were also conducted to give in-depth information that might have been omitted through the questionnaire. The researcher used a quantitative method of data analysis in order to establish and describe the degree of relationship between the independent and dependent variables.

3.3 Target Population

The target population is the group of elements for which the survey investigator wants to make inferences by using sample statistics (Groves et al, 2009). Neelankavil (2007) asserts that the target population is the total number of elements of a specific population relevant to the research project. In this study, the target population was the 17 staff of the Africa Regional

Office and 8 members of the Africa Scout Committee. Complete sampling was applied to this study where 100% of respondents were drawn from the 25 units. Census sampling was applicable in this study. Census sampling refers to essentially sampling all possible cases in our population (Hayes, 2008). It was preferred in this study due to the small target population and the fact that it was financially feasible to carry it out in this study.

The respondents were all the support staff, heads of departments and units in the following units and departments: Development support, Partnership Support, Communications, Adult Resources, Communications and Information services, Administration and Finance, The Regional Director and Africa Scout Committee members. They all are involved in project management within the Africa Scout Region in some way.

3.4 Methods of Data Collection

Data collection methods are a very key component of any research since the methods used determine the validity and reliability of the research findings. The investigator relied on both primary and secondary data.

According to Kothari (2004), primary data are those that are collected afresh and for the first time, and thus happen to be original in character. Secondary data on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process.

The writer used three main methods of data collection in this research. These were interview method, use of questionnaires and participant observation. The researcher used personal interviews with a number of respondents in the research. This was made possible due to readily available population at the Africa Regional Office. The researcher also made use of questionnaires in the research. Kothari (2004, p. 100-101) observes that questionnaires have the advantage of being cost effective, free from bias of the interviewer, gives the respondents adequate time to give well thought out answers, convenient in reaching out respondents who are not easily approachable and large samples can be made use of thus the results can be made more dependable and reliable. Observation helped to bring about the behavioural aspects and prevailing status at ARO. In the observational research design, the researcher observes and systematically records the behaviour of individuals or groups to observe behaviour (Gravetter and Forzano, 2011).

3.5 Validity of the Research Instruments

Validity refers to the appropriateness of an instrument. It is the degree to which results obtained from the analysis of data actually represent the phenomena under study. A valid instrument should accurately measure what it is supposed to measure (Orodho, 2002).

Pretesting of the questionnaires was piloted to 5 Africa Regional Office staff to help test the validity and reliability and to detect any weaknesses before rolling the instrument to the other respondents. The unclear issues and sections were thereafter corrected. Those questions, which did not have input to the objectives, were dropped and the unclear ones rephrased and made simple. Additionally the researcher sought the advice of the Regional Director of the Africa Scout Region on the content validity of the questionnaire.

3.6 Reliability of Research Instruments

Reliability refers to the measure of the degree to which research instruments yield consistent results (Mugenda and Mugenda, 2003). The test-retest aimed at determining the reliability of the research tools including the wording, structure and sequence of the questions. Split-half method was used. The method involved splitting each instrument into two halves (odd and even items) then calculating the Pearson's correlation coefficient between the responses (scores) of the two halves (Nachimias, 1992). This was done using both instruments separately through a pilot test.

Piloting refers to pre-testing of a research instrument by administering it to a selected sample, which is similar to the actual sample, which the researcher plans to use in the study (Mugenda and Mugenda, 2003). The pilot study was conducted in the Africa Regional Office among 3 samples by administering the questionnaire to the pilot group. The population unit used was not included in the actual study. Piloting was done in order to assess the clarity of items, validity and reliability of the instruments. After piloting reliability was calculated. According to Gray (2004) a correlation co-efficient of about 0.8 is high enough to judge the instruments as reliable for the study. In this test, a reliability of 0.7 was achieved. The researcher considered a correlation coefficient of between 0.7 and 0.8 to be reliable.

Applying triangulation as a methodical principle also ensured reliability. According to Flick (2014), triangulation means that researchers take different perspectives on an issue under study

or more generally speaking, in answering research questions. These perspectives can be substantiated by using several methods and/or in several theoretical approaches.

The study also utilised the help of 1 research assistant who was carefully selected on the basis of his ability to interact well with the respondents and high level of comprehension of the issue under study. He was taken through each question on the questionnaire and interview schedule for the purpose of clarification on the issues that they did not understand. Applying triangulation as a methodical principle also ensured reliability. According to Flick (2014), triangulation means that researchers take different perspectives on an issue under study or more generally speaking, in answering research questions. These perspectives can be substantiated by using several methods and/or in several theoretical approaches.

3.7 Data Collection Procedure

Data collection started with the researcher obtaining a letter of introduction from the University of Nairobi Extra-Mural Department. A permit was then acquired from the National Council of Science Technology and Innovation before embarking to the field. The researcher made appointments with the Regional Director of World Scout Bureau Africa Regional Office in order to get permission to carry out the study. After permission was granted, administration of the questionnaires began and it took about one month duration to complete the exercise. This was made possible through the help of 1 research assistant who was closely supervised by the researcher. The study used ‘drop and pick’ method to administer the questionnaires to the sample population. There was prior booking of appointment before conducting interviews so as to ensure convenience and quality in the interview process. Observation was also carried out smoothly having gained permission to access all the areas requested by the researcher.

3.8 Methods of Data Analysis

Data collected through using the research instruments were coded first to enable analysis to be done. Descriptive statistics were used to analyse data from which answers to the research questions were found. Descriptive statistics according to Mann (2011) consists of methods of organising, displaying, and describing data by using tables, graphs and summary measures. Data analysis was facilitated by use of Statistical Package for Social Science (SPSS) software.

In this study, both quantitative and qualitative analysis were used. Quantitative data included use of frequency tables and percentages to present and summarise the information that were obtained while qualitative data included responses from open-ended questions which were analysed in narrative form.

3.9 Operational definition of variables

The different variables and how they were applicable to the study are summarized in Table 1

Table 3.1: Operational definition of variables

Type of variable	Variable	Indicators	Measure	Scale of measurement	Tools of analysis
Dependent	Effective project implementation by INGOs	-Sound project implementation -Sustainability of projects implemented and related impacts -Level of completion of implemented projects	-Effective and efficient project implementation and positive project results	Nominal	Descriptive
Independent	Technical factors	-Availability of appropriate technology -Availability of skilled ICT personnel -Adequacy of supportive ICT infrastructure and equipment	-Extent of availability, efficiency and effectiveness of infrastructure and equipment and extent to which project personnel have	Likert	Descriptive

			attained ICT skills		
Independent	Managerial factors	-Availability of skilled human resources in project management -Effectiveness of implementation systems and processes -Presence of supportive leadership in project implementation	Extent of efficiency and effectiveness of management systems	Likert	Descriptive
Independent	Structural factors	-Effective operational structures at ARO level -Effective operational structures at NSO level -Presence of clear and functional project management structures	-Extent of effectiveness of project operational and management structures	Likert	Descriptive
Independent	Factors attributed to donor policies and practices	-Accountability by donors -Project monitoring and evaluation systems -Effective fund disbursement -Good collaboration with donors	Extent of transparency and accountability and effectiveness of monitoring and evaluation systems	Likert	Descriptive
Moderating	Competing Interests and commitment	-Commitment to project implementation	Level of engagement of the respective stakeholders	Likert	Descriptive

3.10 Ethical issues

There are several issues, which must be considered when conducting a research study and which were applied in this study. These guidelines included but were not limited to: discussing the limits of confidentiality, maintaining confidentiality, disclosures, maintenance of records, use of confidential information and approval by authority to carry out research. In relation to approval, consent to carry out the research was sought from the Regional Director ARO. This helped in eliminating any kind of conflicts that would have arisen from the respondents. Other areas included informed consent, providing participants with information about the study, reporting results, sharing data among other areas.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

The focus of this chapter was to discuss the analysis and interpretation of the findings in line with the objectives of the study. The data that was obtained is presented in tabular form using percentages and frequencies. It also provides detailed discussions of the findings. The chapter is further sub divided into sections that are pertinent to the subjects under study.

4.2 Questionnaire Return Rate

This study targeted a sample of 25 staff and volunteers of Africa Regional Office. It was important to establish the return rate so as to know the exact number of questionnaires that were valid for analysis.

Table 4.1: Questionnaire Return Rate

Variable	Frequency	Percentage
Response	22	88
Non Response	3	12
Total	25	100

Out of the 25 questionnaires that were issued, 22 were returned. This represented 88% response rate. This was a reliable response rate for data analysis. Mugenda and Mugenda (2003) explain that any response above 60% is adequate for analysis.

4.3 Demographic Information

As part of the general information, the respondents were requested to indicate their gender, age, level of education and years of service at ARO. This was necessary in shedding light on the characteristics of the respondents.

4.3.1 Respondents' Distribution by Gender

Inquiring about gender was necessary in determining whether there was gender balance at ARO. The findings are contained in Table 4.2.

Table 4.2: Respondents distribution by Gender

Variable	Frequency	Percentage
Male	14	64
Female	8	36
Total	84	100

According to the findings, 64% of the respondents were male while 36% of the respondents were female. This was an indication that there was gender disparity among ARO staff since the number of males exceeded that of females.

4.3.2 Respondents' Distribution by Age

Determining the respondents' age was important as it revealed their level of experience in dealing with the challenges of project implementation. Table 4.3 shows the age distribution of the respondents.

Table 4.3: Respondents distribution by Age

Variable	Frequency	Percentage
Below 18	-	-
19-25	2	9
26-30	-	-
31-40	12	55
41-45	-	-
Above 45	8	36
Total	22	100

The results indicate that 9% of the respondents were 19-25 years, 55% of the respondents were between the ages of 31-40 years while 36% of the respondents were above 45 years. Based on

the findings, the respondents who were between the ages of 31-40 years were the majority followed closely by those above 45 years who were 36%. This therefore would suggest that they were able to appreciate and understand project implementation challenges.

4.3.3 Respondents’ Distribution by Level of Education

Establishing the level of education helped in assessing how well the respondents understood and interpreted the questions. None of the respondents reported that they were below secondary level of education. The findings of this variable are shown in Table 4.4.

Table 4.4: Respondents distribution by Level of Education

Variable	Frequency	Percentage
Primary	-	-
Secondary	4	18
College	4	18
University	14	64
Total	22	100

18% of the respondents were of secondary level of education, another 18% of the respondents were of college level while 64% of the respondents were university graduates. Since majority of the respondents (64%) had university qualifications, it was assumed that a large percentage of the respondents would be in a position to answer the questions appropriately. It also indicated that they had a high level of conceptualisation and grasp on issues related with project implementation

4.3.4 Respondents Distribution by Experience

This question was expected to shade light on how experienced the respondents were in dealing with project implementation issues with regard to the number of years they had served at ARO. The findings are shown in Table 4.5.

Table 4.5: Distribution of respondents by experience

Variable	Frequency	Percentage
Less than 3 years	8	36
3-5 years	4	18
6-10 years	8	36
Over 10 years	2	10
Total	22	100

According to the findings, 18% of the respondents had served for a period of between 3-5 years, 36% of the respondents had served a period of between 6-10 years while 10% of the respondents had served for over 10 years. Only 36% of the respondents had served less than 3 years. It was concluded that majority of the respondents had worked at ARO long enough to understand issues relating to project implementation. This could also indicate that they had first hand experience and knowledge on how ARO operations were handled and could give insights on any gaps that may exist.

4.4 Technical Factors and Project Implementation

This section basically needed to assess the extent to which technical factors affected project implementation at ARO. The indicators for this variable were appropriate technology, supportive infrastructure and equipment, skilled ICT personnel and data management systems as presented in this section.

4.4.1 Respondents Distribution as relates Appropriate Technology

The respondents were asked whether appropriate technology affects project implementation at ARO. Their views are indicated in Table 4.6.

Table 4.6: Distribution by Appropriate Technology

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	12	55
Somehow agree	2	9
Agree	6	27
Strongly Agree	2	9
Total	22	100

This analysis indicated that 55% of the respondents felt that appropriate technology did not affect project implementation at ARO 9% felt that it somehow affected project implementation. 27% of the respondents agreed that it affected project implementation while a further 9% strongly agreed that appropriate technology affected project implementation at ARO. It was therefore concluded that even though a higher percentage of respondents felt that appropriate technology did not affect project implementation, almost half of the respondents felt that it did thus it cannot be ignored in project implementation. It could also have meant that existing technology was not fully optimised to serve functions related to project implementation

4.4.2 Respondents Distribution as relates Supportive Infrastructure and equipment

The respondents were asked whether supportive infrastructure and equipment affects project implementation at ARO. Their views are indicated in Table 4.7.

Table 4.7: Distribution by Supportive Infrastructure and equipment

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	-	-
Somehow agree	8	36
Agree	12	55
Strongly Agree	2	9
Total	22	100

From this analysis, 36% of the respondents somehow agreed that supportive infrastructure and equipment affected project implementation at ARO, 55% agreed that it affected project implementation while a further 9% of the respondents strongly agreed that supportive infrastructure and equipment affected project implementation. It was therefore concluded that since all of the respondents felt that supportive infrastructure and equipment affected project implementation at ARO, more investments needed to be made in this regard. This was also an indication that the existing infrastructure and equipment was not fully aligned to serve project implementation functions or was not compatible in the same regard.

4.4.3 Respondents Distribution as relates Skilled ICT personnel

The respondents were asked whether skilled ICT personnel affects project implementation at ARO. Their views are indicated in Table 4.8.

Table 4.8: Distribution as relates Skilled ICT personnel indicator

Variable	Frequency	Percentage
Strongly disagree	1	5
Disagree	12	55
Somehow agree	4	18
Agree	3	13
Strongly Agree	2	9
Total	22	100

From this analysis, 55% of the respondents disagreed that skilled ICT personnel affected project implementation in ARO with a further 5% strongly disagreeing. Only 18% of the respondents somehow agreed while 13% agreed. A further 9% strongly agreed. It was therefore concluded that a majority of ARO felt that skilled ICT personnel did not affect project implementation at ARO. This could be attributed the availability of skilled ICT personnel at ARO. This however contradicted the findings as per the data management systems indicator leading to a conclusion that the ICT personnel may not have been engaged to support project implementation at ARO or they did not have the requisite capacity to support the same.

4.4.4 Respondents Distribution as relates Data management systems

The study further sought to determine whether data management systems affected project implementation at ARO. Their views are indicated in Table 4.9.

Table 4.9: Data Management systems distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	2	9
Somehow agree	3	13.5
Agree	14	64
Strongly Agree	3	13.5
Total	22	100

From this analysis, 9% of the respondents disagreed that data management systems affected project implementation in ARO. An additional 13.5 % of the respondents somehow agreed while 64% agreed. A further 13.5% strongly agreed. It was therefore concluded that a majority of ARO felt that lack of proper data management systems affected project implementation at ARO. This therefore could mean that ARO needed to focus on putting in place data management systems that are supportive to project implementation and which factor in different facets of project management and meet the expectations of the different project stakeholders.

4.5 Managerial Factors and Project Implementation

This section needed to assess the extent to which managerial factors affected project implementation at ARO. The indicators for this variable were skilled human resources in project management, proper implementation systems and processes and supportive leadership in project management as presented in this section.

4.5.1 Respondents Distribution as relates skilled human resources in project management

The study sought to determine whether skilled human resources in project management affected project implementation at ARO. Their views are indicated in Table 4.10.

Table 4.10: Skilled Human resources in project management distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	5	23
Somehow agree	4	18
Agree	9	41
Strongly Agree	4	18
Total	22	100

From this analysis, 23% of the respondents disagreed with the view that skilled human resources in project management affected project implementation in ARO. Some 18 % of the respondents somehow agreed while 41% agreed. A further 18% strongly agreed. It was therefore concluded that a majority of ARO staff felt that skilled human resources in project management affected project implementation at ARO. This could also have indicated that ARO needed to develop capacity of the existing project staff to meet the market level competencies or invest in recruiting staff whose competencies and skills matched the project management tasks and functions.

4.5.2 Respondents Distribution as relates Proper project implementation systems and processes

The study sought to determine whether proper project implementation systems and processes affected project implementation at ARO. Their views are indicated in Table 4.11.

Table 4.11: Proper project implementation systems and processes distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	-	-
Somehow agree	8	36
Agree	7	32
Strongly Agree	7	32
Total	22	100

From this analysis, 36% of the respondents somehow agreed that proper project implementation systems and processes affected project implementation in ARO. Some 32 % of the respondents agreed while a further 32% strongly agreed. It was therefore concluded that nearly all of ARO staff felt that proper project implementation systems and processes affected project implementation at ARO. This could also lead to the conclusion that systems and processes as they were at ARO could not meet the rigors and demands of project implementation due to various deficiencies that inhibited their appropriateness.

4.5.3 Respondents Distribution as relates Supportive leadership in project management

The study sought to determine whether supportive leadership in project management affected project implementation at ARO. Their views are indicated in Table 4.12.

Table 4.12: Supportive leadership in project management distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	6	27
Somehow agree	11	50
Agree	5	23
Strongly Agree	-	-
Total	22	100

From this analysis, while 27% of the respondents disagreed with the view that supportive leadership in project management affected project implementation in ARO, 50 % of the respondents somehow agreed while 23% agreed that it affected project implementation. It was therefore concluded that a majority of ARO staff felt that supportive leadership in project management affected project implementation at ARO. This could have indicated that the leadership of ARO at the time of the study may not have been keen at closely supporting the project implementation functions at ARO.

4.6 Structural Factors and Project Implementation

This section needed to assess the extent to which structural factors affected project implementation at ARO. The indicators for this variable were project operational structures at ARO, project operational structures in NSOs and distinctive and functional project implementation structures as presented in this section.

4.6.1 Respondents Distribution as relates Project operational structures at ARO

The study sought to determine whether project operational structures at ARO affected project implementation at ARO. Their views are indicated in Table 4.13.

Table 4.13: Project operational structures at ARO distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	4	18
Somehow agree	7	32
Agree	8	36
Strongly Agree	3	14
Total	22	100

From this analysis, 18% of the respondents disagreed with the view that project operational structures at ARO affected project implementation in ARO. Some 32 % of the respondents somehow agreed while 36% agreed. A further 14% strongly agreed. This could be an indication that project operational structures at ARO affected project implementation at ARO. It could have meant that ARO organisation structure did not fully support or make it easy to implement projects and called for a structural review.

4.6.2 Respondents Distribution as relates Project operational structures in NSOs

The study sought to determine whether project operational structures in NSOs affected project implementation at ARO. Their views are indicated in Table 4.14.

Table 4.14: Project operational structures in NSOs distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	3	14
Somehow agree	6	27
Agree	7	32
Strongly Agree	6	27
Total	22	100

From this analysis, 14% of the respondents disagreed with the view that project operational structures in NSOs affected project implementation in ARO. Some 27 % of the respondents somehow agreed while 32% agreed. A further 27% strongly agreed. It was therefore concluded that a majority of ARO staff felt that project operational structures in NSOs affected project implementation at ARO. Just like in the case of ARO structures, this results indicated that there could have been similarity of structures between ARO and NSOs thereby calling for a cross cutting structural review.

4.6.3 Respondents Distribution as relates Distinctive and functional project implementation structures

The study sought to determine whether distinctive and functional project implementation structures affected project implementation at ARO. Their views are indicated in Table 4.15.

Table 4.15: Distinctive and functional project implementation structures distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	4	18
Somehow agree	5	23
Agree	10	45
Strongly Agree	3	14
Total	22	100

From this analysis, 18% of the respondents disagreed with the view that project operational structures at ARO affected project implementation in ARO. Some 23 % of the respondents somehow agreed while 45% agreed. A further 14% strongly agreed. It was therefore concluded inadequate distinctive and functional project implementation structures affected project implementation at ARO. This indicated that at the time of the research, ARO did not have in place functional and structural frameworks to support project implementation.

4.7 Factors attributed to donor policies and practices

This section needed to assess the extent to which factors attributed to donor policies and practices affected project implementation at ARO. The indicators for this variable were donor accountability, project monitoring and evaluation systems, timely and predictable funds disbursement schedules and collaboration with donors as presented in this section.

4.7.1 Respondents Distribution as relates Donor Accountability

The study sought to determine whether donor accountability affected project implementation at ARO. Their views are indicated in Table 4.16.

Table 4.16: Donor accountability distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	4	18
Somehow agree	7	32
Agree	6	27
Strongly Agree	5	23
Total	22	100

From this analysis, 18% of the respondents disagreed with the view that donor accountability affected project implementation in ARO. Some 32 % of the respondents somehow agreed while 27% agreed. A further 23% strongly agreed. It was therefore concluded that lack of donor accountability affected project implementation at ARO. This could have meant that at

the time of the study, there were no mechanisms of ensuring downward accountability of the different donors ARO had which created this perception.

4.7.2 Respondents Distribution as relates Project monitoring and evaluation systems

The study sought to determine whether project monitoring and evaluation systems affected project implementation at ARO. Their views are indicated in Table 4.17.

Table 4.17: Project monitoring and evaluation systems distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	5	22.5
Somehow agree	5	22.5
Agree	9	41
Strongly Agree	3	14
Total	22	100

From this analysis, 22.5% of the respondents disagreed with the view that project monitoring and evaluation systems affected project implementation in ARO. Some 22.5 % of the respondents somehow agreed while 41% agreed. A further 14% strongly agreed. It was therefore concluded that inadequate project monitoring and evaluation systems affected project implementation at ARO. This could have meant that the existing monitoring and evaluation systems were not fully utilised or were not compatible with the existing projects at ARO. It could have also meant that ARO did not invest in proper monitoring and evaluation of its existing projects.

4.7.3 Respondents Distribution as relates Timely and predictable funds disbursement schedules

The study sought to determine whether timely and predictable funds disbursement schedules affected project implementation at ARO. Their views are indicated in Table 4.18.

Table 4.18: Timely and predictable funds disbursement schedules distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	-	-
Somehow agree	5	23
Agree	10	45
Strongly Agree	7	32
Total	22	100

From this analysis, 23% of the respondents somehow agreed with the view that timely and predictable funds disbursement schedules affected project implementation in ARO. Some 45% agreed while a further 32% strongly agreed. It was therefore concluded untimely and unpredictable fund disbursement affected project implementation at ARO. This could also have been an indication that there existed gaps in funding schedules which could have affected overall project implementation at ARO. This could also have meant that there was a possibility that some projects might have stalled at ARO due to unreliable funds disbursement schedules.

4.7.4 Respondents Distribution as relates Collaboration with donors

The study sought to determine whether collaboration with donors affected project implementation at ARO. Their views are indicated in Table 4.19.

Table 4.19: Collaboration with donors distribution

Variable	Frequency	Percentage
Strongly disagree	-	-
Disagree	-	-
Somehow agree	5	23
Agree	11	50
Strongly Agree	6	27
Total	22	100

From this analysis, 23% of the respondents somehow agreed with the view collaboration with donors affected project implementation in ARO. Some 50% agreed while a further 27%

strongly agreed. It was therefore concluded that a majority of ARO staff felt that collaboration with donors affected project implementation at ARO. This could have been an indication that that the time of the study, there were no clear cut collaboration between ARO and the different donors and this could have had a great effect on project implementation since communication is a key element of proper project management.

4.8 Policy Functionality and project implementation

The study aimed at analyzing how knowledgeable the respondents were on project implementation policies, the importance ARO gave to project implementation policies and different aspects of policy functionality in project implementation as presented in the following sub-sections.

4.8.1 Respondents Distribution as relates Awareness of existence of project implementation policies at ARO

The first measure for policy functionality was existence of project implementation policies. This was to determine whether the respondents had knowledge of any project implementation policies for example those relating to hiring staff or project development. The findings are contained in Table 4.20.

Table 4.20: Knowledge of Project Implementation policies distribution

Variable	Frequency	Percentage
Yes	14	64
No	8	36
Total	22	100

Based on the findings, 64% of the respondents said they had knowledge of project implementation policies while 36% of the respondents said they did not have any knowledge. This was an indication that most employees had knowledge on the existence of project implementation policies. This could have meant that ARO had in place mechanisms to orient its staff on existing policies and regulations.

4.8.2 Respondents Distribution as relates Project implementation in policies and programmes

Respondents were asked to report on whether ARO considered project implementation to be important in policies and programmes. The findings are as presented in Table 4.21.

Table 4.21: Project implementation in Policies and Programmes distribution

Variable	Frequency	Percentage
Not Important	2	9
Limited Importance	4	18
Important	2	9
Very Important	14	64
Total	22	100

Under this indicator, 9% of the respondents said that ARO did not consider project implementation to be an important aspect in its policies and programmes. Some 18% of the respondents indicated that ARO considered project implementation in policies and programmes to be of limited importance. Another 9% of the respondents said it was important while 64% of the respondents thought ARO considered project implementation in policies and programmes to be very important. This was interpreted that probably ARO considered its policies to be important and the majority of ARO staff were well aware of this. This could also have been an indication of the recognition by ARO leadership on the significance of project implementation.

4.8.3 Respondents Distribution as relates Design and Funding of Projects

Another measure for policy functionality was the design and funding of projects. This measure intended to determine the extent to which ARO designed and funded specific projects to address problems of project implementation. The results of these findings are shown in table 4.22

Table 4.22: Design and Funding Projects distribution

Variable	Frequency	Percentage
No Extent	-	-
Small Extent	10	45
Large Extent	7	32
Very Large Extent	5	23
Total	22	100

Under this indicator, 45% of the respondents were of the view that to a small extent, ARO had designed and funded projects to address problems of project implementation while 32% of the respondents argued that the same had happened to a large extent. A further 23% argued that to a very large extent ARO had such projects. This could have been an indication that ARO recognised gaps in project implementation and made efforts to address them through funding various programmatic interventions.

4.8.4 Respondents Distribution as relates Amendments to project implementation policies and regulations

This question aimed to measure whether ARO revised policies and regulations related to project implementation. The analysis of the findings of this is shown in table 4.23.

Table 4.23: Amendments to policies and regulations distribution

Variable	Frequency	Percentage
No Extent	4	18
Small Extent	5	23
Large Extent	7	32
Very Large Extent	6	27
Total	22	100

Whereas 18% of the respondents indicated that ARO did not revise policies and regulations in relation to project implementation, 23% of the respondents indicated that to a small extent this happened while, 32% of the respondents indicated that policies and regulations were revised to a large extent and a further 27% of the respondents indicated that this happened to a

very large extent. This could be interpreted to mean that ARO made some amendments to its existing policies and regulations in relation to project implementation. This was a good indication in relation to compliance with international best practices in project management.

4.8.5 Respondents Distribution as relates Internal Implementation Audits

This variable meant to establish the respondents’ views on whether internal audits were conducted to identify gaps in project implementation. The results are presented in table 4.24

Table 4.24: Internal Implementation Audits distribution

Variable	Frequency	Percentage
No Extent	4	18
Small Extent	7	32
Large Extent	6	27
Very Large Extent	5	23
Total	22	100

From the analysis 18% of the respondents said internal implementation audits were not conducted while 32% of the respondents said they were conducted to a small extent. Some 27% of the respondents however said implementation audits were conducted to a large extent and a further 23% of the respondents indicating that audits were conducted to a very large extent. Based on the majority of respondents view, it can be concluded that ARO has in place measures to address project implementation gaps emanating from audits.

4.8.6 Respondents Distribution as relates Annual Surveys

The respondents were also asked whether ARO conducted annual surveys to monitor attitude change among staff and take appropriate action. The findings are indicated in table 4.25.

Table 4.25: Annual Surveys distribution

Variable	Frequency	Percentage
No Extent	6	27
Small Extent	11	50
Large Extent	5	23
Very Large Extent	-	-
Total	22	100

Under this indicator, 27% of the respondents said annual surveys were not conducted to monitor staff attitudes while 50% of the respondents said they were conducted to a small extent and a further 23% of the respondents said they were conducted to a large extent. These results meant that ARO was not fully aware of staff attitudes for appropriate action to be taken as needed.

4.8.7 Respondents Distribution as relates Operational Plan

The final indicator for policy functionality was on operational planning. This indicator sought to determine whether ARO maintained an operational plan for project implementation where monitoring indicators were established. Table 4.26 presents the findings

Table 4.26: Operational Plan distribution

Variable	Frequency	Percentage
No Extent	3	14
Small Extent	7	32
Large Extent	6	27
Very Large Extent	6	27
Total	22	100

According to the findings, 14% of the respondents felt that ARO had no operational plans developed to ensure proper implementation of projects while 32% of the respondents felt that operational plans existed to a small extent. 27% of the respondents said it was to a large extent. A further 27% felt that operational plans existed to a very large extent. Lack of an operational plan would inhibit project implementation. This could also be an indication of disconnect

between the existing plans and their due implementation. On the flipside, this was a good sign that ARO had in place operational plans, which would be an entry point to highlighting project implementation activities.

4.9 Discussion of the findings

According to the findings of this study, technical factors, managerial factors, structural factors, factors attributed to donor policies and practices and cross cutting policy functionality, as influences in project implementation manifested in ARO. Based on the demographic characteristics of the informants, the fact that the number of men exceeded that of women by a great margin was reason for concern. It implied that women were not given equal opportunities as men. We must continue to move away from the binary frame that views women as powerless and men as powerful at work and continue to develop rich analyses of the conditions under which advantages and disadvantages accrue to certain workers in certain contexts (Dellinger and Williams, 2010). A majority of the respondents were university graduates. This indicated that they could comfortably comprehend issues raised in the study and work related to project implementation.

In relation to objective one which sought to assess the level to which technical factors influenced project implementation in non-governmental organisations in Africa, most informants reported that ARO was not affected by challenges attributed to appropriate technology. These sentiments were supported by the observation results through which state of the art computers, reliable Internet services and other accessories were available at ARO at the time of the study. All the respondents however felt that the existing infrastructure and equipment at ARO could not effectively support project implementation. This contradicts the observation by Wysocki (2009) who advocates for a toolkit that gives project teams some options to effectively manage and complete their projects. This contains tools, templates and processes from which the project manager draws upon as needed as an authorised source. This view is further shared by Anbari, Carayannis and Kwak (2005) who intimate that consistency in successful project delivery across multiple project managers is achieved through a structured professional project management infrastructure build on a self-sustaining project management organisation as the primary objective. Most of the respondents reported that there were

qualified ICT personnel at ARO to support project implementation. This however contradicted the feeling by an overwhelming majority of the informants there was lack of data management systems to support project implementation. This could have meant that the available ICT personnel were not actively involved in project management or lacked the requisite skills to develop relevant data management systems to support project implementation at ARO. This is contrary to observations by Harb, Meret and Rivald (2008) that some companies have set up a master data management committee or a central data coordination unit to support data management for posterity and ease of reference.

Regarding objective two on the influence of managerial factors to project implementation at ARO, most of the informants reported that ARO lacked adequate and skilled human resources in project management. This would mean that projects in ARO were not expertly implemented based on set standards. It would be worth noting that Morris and Pinto (2007) quoting Delisle (2001) assert that it is always imperative upon decision makers to consider the size and level of expertise on the project team. Deciding who belongs to the core, mid-layer, and outer stakeholder group should be considered an important exercise, as it would contribute to successful project implementation. All the informants also reported that proper project implementation systems and processes influenced project implementation at ARO. It could thus be concluded that ARO did not have requisite systems and processes in place to support project implementation thereby affecting the overall project performance. Badiru (2012) is of the view that whether a project is simple or complex, proven project management processes should be followed with a world systems view of the project environment.

In relation to objective three, which sought to evaluate the extent to which organisational structures influenced project implementation at ARO, most of the respondents felt that project operations structures at both ARO and NSOs influenced project implementation. It could therefore be concluded that the respective project operational structures did not adequately support project implementation. This was also supported by the view by a majority of the respondents that inadequate distinctive and functional project implementation structures influenced project implementation at ARO. The three most common structures used to organise people to work on projects are functional, project and matrix (Clements and Gido, 2009). Essentially these structures are largely applicable to a large majority of businesses and not for profit organisations. Camilleri (2011) advances the argument for having in place a responsive

project structure by asserting that project organization is an essential component of project governance, which seeks to ensure that outputs from each project deliver outcomes that are consistent with policy and strategic objectives of the organisation. Project management organisation structure therefore needs to focus on achieving results through managing opportunities and risks and making the best use of resources.

Finally in relation to objective four, which sought to evaluate the extent to which donor policies and practices influenced project implementation at ARO, most of the informants were of the view that donor accountability influenced project implementation at ARO. This could be concluded to mean that at the time of the study, there was a general indication that different donors were not fully accountable in their engagements with ARO. The issue of donor accountability is not isolated to ARO as different literatures indicate it as a general phenomenon in the development world. As observed by Hopper et al (2012) due to the power differentials, it may not be easy to institute dialogue on downward accountability that brings about effective partnership relationships between donors, INGOs, local NGOs and beneficiaries that are not hierarchical and not dictatorial. Further more Hopper et al (2012) Quoting a study by O'Dwyer and Unerman (2010) found some resistance in practice from some of the INGOs they studied in putting in place mechanisms that would enable them engage in effective downward accountability. Most of the informants also were of the view that issues related to project monitoring and evaluation, were not adequately addressed in project implementation at ARO. It could therefore be concluded that ARO did not have in place project monitoring and evaluation mechanisms in place. In their book, Bowers, Higgins and Millar (2013), state that putting in place on going project monitoring and evaluation processes was vitally important in ensuring that the project remained on track and that the ability to change approaches in response to evaluation outcomes was crucial as these adjustments were based on new information or knowledge that could potentially impact the performance of the project. All the respondents also felt that timely and predictable funds disbursement schedules influenced project implementation. This could be viewed as an acknowledgement that there were gaps when it came to the issue of projects funds disbursement at ARO. Ribeiro (2011) defines disbursement as the mechanism through which the project co-financiers funds are channelled to the project account for project implementation. He further recommends that the project appraisal team need to be conversant with disbursement mechanisms and requirements

to minimise funding problems during implementation. Disbursement procedures that ease project implementation reducing bureaucracy and transaction costs should also be put in place but care taken not to compromise on control systems and requirements.

In evaluating the extent to which some cross cutting policy issues manifested in ARO in relation to project implementation, most respondents acknowledged awareness of existence of project implementation policies. Majority additionally felt that project implementation was also important to general policies and programmes at ARO. This could mean that some form of project implementation policies existed at ARO with elements of integration of the same in other general policies and programmes. It is important for project management stakeholders to have a common frame of reference regarding the projects being performed. This is usually place under project policy framework (Hill. 2008). All the respondents also felt that ARO designed and funded specific projects to address problems of project implementation. They were also of the view that policies and regulations related to project implementation were reviewed from time to time and also internal audits carried out to establish gaps in project implementation. This was supported by the results of observation, which indicate that ARO had been certified under NGOs benchmarking audit and also had well-established internal control systems. Annual surveys to monitor attitude change among the staff and take appropriate action were not consistent however there was a provision for two staff retreats, which could be an opportunity to achieve the same purpose. The informants were also of the view that operational plans with monitoring indicators were maintained by ARO. Through observation, yearly operational plans were also available at the time of the study. It could thus be concluded that ARO emphasised on a planning process though not distinctly for its projects.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The purpose of this study was to establish the challenges facing project implementation in non-governmental organisations taking the case of World Scout Bureau, Africa Regional Office, Nairobi, Kenya. This chapter summarizes the findings, discussions, conclusions and recommendations based on the analysis in chapter four. It also outlines suggestions for further research.

5.2 Summary of the findings

This section provides a summary of the findings as presented in chapter four of the study. In reference to demographic characteristics, the study sought to establish the respondents' level of understanding and appreciation of issues related to project implementation. The findings indicated that there were more men than women in ARO as evidenced by 64% of male respondents and 36% of female respondents. Most of the respondents (55%) were between the ages of 31-40 years with another 36% being above 45 years. It is worth noting that 64% of the informants were university graduates while cumulatively 64% had more than 3 years of experience working at ARO.

In relation to objective one which sought to assess the level to which technical factors influenced project implementation in non-governmental organisations in Africa, the different indicators were analysed as outlined. 55% of the respondents reported that appropriate technology did not affect project implementation at ARO. Only 27% of the informants were of the opinion that appropriate technology affected project implementation at ARO with a further 9% strongly agreeing to the same. Cumulatively, all the respondents felt that supportive infrastructure and equipment affected project implementation at ARO with a majority 55% falling in the agree bracket. 60% of the respondents reported that there were skilled ICT personnel at ARO to support project implementation while 40% of the informants felt otherwise. As to the extent to which data management systems affected project implementation

at ARO, a majority 91% of the respondents felt that there was inadequate data management systems to support project implementation with a paltry 9% feeling otherwise.

As relates to the second objective, which sought to establish the extent to which managerial factors influenced project implementation in non-governmental organisations in Africa, 77% of the respondents supported the view that inadequacy of skilled human resources in project management was manifest in ARO. Though at different scales, all the respondents were of the view that proper project implementation systems and processes affected project implementation at ARO with 32% of them strongly agreeing to this.

In relation to objective three, which sought to evaluate the extent to which organisational structures influence project implementation in International Non-Governmental Organisations in Africa, only 18% of the respondents felt that project operational structures at ARO did not influence project implementation at ARO. A majority 86% of the informants were of the view that project operational structures at the National Scout Organisations influenced project implementation at ARO. Finally on this objective, 82% of the respondents felt that distinctive and functional project implementation structures affected project implementation at ARO.

Finally in relation to objective four, which sought to evaluate the extent to which donor policies and practices influenced project implementation at ARO, only 18% of the respondents felt that donor accountability did not influence project implementation at ARO. 78% of the informants were of the view that issues related to project monitoring and evaluation systems affected project implementation at ARO, while 100% (all the respondents) felt that timely and predictable funds disbursement schedules influenced project implementation at ARO. All the respondents finally were of the view that collaboration with donors influenced project implementation at ARO.

The study also sought to establish the extent to which some cross cutting policy issues manifested in ARO in relation to project implementation. Asked whether they were aware of any project implementation policies at ARO, 64% of the informants responded to the affirmative. On the question of whether ARO considered project implementation to be important in policies and programmes, 73% of the respondents felt that this was the case. As to the question of the extent to which ARO designed and funded specific projects to address problems of project implementation, all the respondents felt that this was the case albeit at

varying levels with 23% intimating that this was the case at a very large extent. Only 18% of the respondents felt that ARO did not revise its policies and regulations related to Project implementation. A similar percentage of respondents felt that ARO did not carry out internal audits to establish gaps in project implementation. On whether ARO conducted annual surveys to monitor attitude change among staff and take appropriate action, 27% of the respondents felt this did not happen at all while half of the respondents (50%) were of the view that surveys were carried out to a small extent. Finally under the element of policy functionality, the study also sought to determine whether ARO maintained an operational plan for project implementation where monitoring indicators were established, 86% of the informants felt that this was the case at varying levels of extent.

5.2 Conclusions

Technical factors, managerial factors, structural factors and factors attributed to donor policies and practices as challenges in project implementation as evaluated in this study call for serious attention by NGOs whether local or international. In relation to the demographic characteristics of the respondents, the study concluded that the respondents were in a position to comprehend issues of project implementation since most of them had minimum university degrees and also most of them had the job experience having worked at ARO for more than three years at the time of the study.

In relation to objective one which sought to evaluate the influence of technical factors to project implementation, several conclusions could be drawn. The study concluded that ARO had the appropriate technology, which could be put in use to effectively support project implementation though the observation by the informants that the existing infrastructure did not support project implementation led to the conclusion that ARO did not optimise its technology towards supporting effective project implementation. Though qualified ICT personnel were in place, it was concluded that they were not directly involved in project management since gaps like lack of data management systems to support project implementation were witnessed. Alternatively it could also have meant that they did not have requisite project management knowledge and skills.

As regards objective two which sought to evaluate how managerial factors influenced project implementation at ARO, several conclusions were made. One such conclusion was that projects were not expertly implemented at ARO due to lack of adequate and skilled human resources in project management. It was also concluded that project performance at ARO was affected by lack of requisite systems and processes to support project implementation.

In relation to objective three, which sought to evaluate extent to which organisational structures influenced project implementation at ARO, the following conclusions were made. It was concluded that the respective project operational structures did not adequately support project implementation. ARO did not also have adequate functional and distinctive project operational structures. The conclusion was that ARO largely adapted a functional organisational structure, which was not effectively responding to the project management needs and standards for better performance.

On objective four which sought to evaluate the extent to which factors attributed to donor policies and practices influenced project implementation at ARO, a couple of conclusions were made. Donor accountability levels were minimal at ARO just as was the general case with other NGOs and this in a way affected genuine and participatory approach in project management, which would yield better outcomes. It was also concluded that ARO did not have project monitoring and evaluation mechanisms in place and this hindered its project performance. It was also concluded that there were clear gaps when it came to the issue of timely and predictable disbursement of funds meant for project implementation and this contributed to lowering project performance.

Several conclusions were also made on the cross cutting issue of policy functionality in relation to project implementation at ARO. Where as existence of policies and programmes that would support project implementation coupled with wide awareness of the same among the ARO staff was acknowledged, it was concluded that there were gaps in the implementation of such policies to enhance project performance. It was also concluded that regular review of policies and regulations and planning and monitoring processes at ARO was a good indication of an opportunity, which would enhance project performance if effectively aligned to project implementation.

5.3 Recommendations

The findings of this study revealed that technical factors, managerial factors, organisational structures and factors attributed to donor policies and practices as challenges facing project implementation in NGOs are real. To mitigate or by extension eradicate these challenges, the study made the following recommendations:

1. NGOs should invest in project staff by equipping them with knowledge, skills and attitudes to enable them deliver their mandates effectively.
2. As project implementation is cross cutting, capacity building programmes for all cadre of staff should be consistently carried out to address existing gaps and embrace emerging trends in the field of project management.
3. Adequate and qualified human resources should be availed to manage different projects so as to enhance project performance.
4. NGOs should invest in upgrading their technology infrastructure to support project implementation.
5. NGOs should realign their organizational structures so as to meet the rigors and demands for effective project management.
6. NGOs should regularly commission research and surveys to establish stakeholder satisfaction levels and address any emerging gaps, which might negatively influence project implementation.
7. NGOs should invest in better collaboration with donors and financiers to ensure cross cutting accountability and also encourage downward accountability.
8. Policy and regulatory frameworks should be reviewed regularly and disseminated to all stakeholders to enhance project performance.

5.4 Suggestions for Further Research

The study suggested the following areas for further research:

1. Factors influencing donor accountability in project management.
2. Factors contributing to lack of senior management support in projects.
3. The effect of running multiple projects simultaneously.

5.5 Contribution to the Body of Knowledge

This study contributes to the existing body of knowledge by offering a deeper insight to the challenges facing project implementation in NGOs. Most researchers give a generalised view on the challenges of project implementation. In contrary, this study narrowed down to specific dimensions and established that technical factors, managerial factors, organisational structures, factors attributed to donor policies and practices and cross cutting issues related to policy functionality as challenges if overlooked impede project implementation and by extension project performance.

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APPENDICES

Appendix I: Letter of transmittal

June 2014

Dear Madam/Sir,

RE: REQUEST FOR DATA COLLECTION

I am a postgraduate student pursuing a Masters in Project Planning and Management. I am required to submit as part of my research work assessment, a project on “**FACTORS INFLUENCING PROJECT IMPLEMENTATION IN INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS. A CASE OF WORLD SCOUT BUREAU, AFRICA REGIONAL OFFICE**” To achieve this, you have been selected to participate in the study. I kindly request you to fill the attached questionnaire to generate data required for this study. This information will be used purely for academic purposes and will be treated in confidence and will not be used for publicity. Neither your name nor the name of your institution will be mentioned in the report.

Your assistance and cooperation will be highly appreciated.

Thank you in advance.

Yours faithfully,

Omondi Jonathan

The University of Nairobi.

Appendix 11: Questionnaire for staff and Committee members

SECTION 1: BACKGROUND INFORMATION

1. **Gender:** Male [] Female []
2. **Age:** Below 18 year [] 19 – 25 years [] 26– 30 years []
 31 – 40 years [] 41-45 years [] Above 45 years []
3. **Level of education:** Primary education [] Secondary education []
 College [] University []
4. **Years of service at ARO:** Less than 3 years [] Between 3 – 5 []
 6 – 10 years [] Over 10 years []

SECTION 2: EXTENT TO WHICH VARIOUS FACTORS INFLUENCE PROJECT IMPLEMENTATION AT AFRICA REGIONAL OFFICE (ARO)

1.1 EXTENT TO WHICH TECHNICAL FACTORS AFFECT PROJECT IMPLEMENTATION AT ARO

Please indicate the extent to which you agree/ disagree that each of the listed technical factors affects project implementation at ARO by ranking the factors on a five-point scale. (Tick as appropriate)

	Strongly disagree (1)	Disagree (2)	Somehow agree (3)	Agree (4)	Strongly agree (5)
Appropriate technology					
Supportive infrastructure and equipment					
Skilled ICT personnel					
Data management systems					
Others (specify)					

1.2 EXTENT TO WHICH MANAGERIAL FACTORS AFFECT PROJECT IMPLEMENTATION AT ARO

Please indicate the extent to which you agree/ disagree that each of the listed managerial factors affects project implementation at ARO by ranking the factors on a five-point scale. (Tick as appropriate)

	Strongly disagree (1)	Disagree (2)	Somehow agree (3)	Agree (4)	Strongly agree (5)
Skilled human resources in project management					
Proper project implementation systems and processes					
Supportive leadership in project management					
Others (specify)					

1.3 EXTENT TO WHICH STRUCTURAL FACTORS AFFECT PROJECT IMPLEMENTATION AT ARO

Please indicate the extent to which you agree/ disagree that each of the listed structural factors affects project implementation at ARO by ranking the factors on a five-point scale. (Tick as appropriate)

	Strongly disagree (1)	Disagree (2)	Somehow agree (3)	Agree (4)	Strongly agree (5)
Project operational structures at ARO					
Project operational structures in NSOs					
Distinctive and functional project implementation structures					
Others (specify)					

1.4 EXTENT TO WHICH FACTORS ATTRIBUTED TO DONOR POLICIES AND PRACTICES AFFECT PROJECT IMPLEMENTATION AT ARO

Please indicate the extent to which you agree/ disagree that each of the listed factors attributed to donor policies and practices affects project implementation at ARO by ranking the factors on a five-point scale. (Tick as appropriate)

	Strongly disagree (1)	Disagree (2)	Somehow agree (3)	Agree (4)	Strongly agree (5)
Donor accountability					
Project monitoring and evaluation systems					
Timely and predicible fund disbursement schedules					
Collaboration with donors					
Others (specify)					

SECTION E: POLICY FUNCTIONALITY IN PROJECT IMPLEMENTATION AT ARO

1. Are you aware of any project implementation policies (for example in terms of hiring staff or project development)?

Yes [] No []

2. How important do you think ARO considers successful project implementation in its policies and programs?

Not important [] Limited importance [] Important [] Very important []

3. The following are some indications of policy functionality. Please indicate to what extent they are functional in ARO.

1 No Extent 2 Small Extent 3 Large Extent 4 Very Large Extent

	1	2	3	4
Specific projects are designed and funded to address problems of project				

implementation.				
Policies and regulations are amended in accordance to good project implementation practices.				
Internal audits are conducted in units and departments in order to identify gaps and take necessary action.				
Annual surveys are conducted to monitor attitude change among staff and take action according to findings.				
Operational plans are developed to ensure proper implementation of the projects in which monitoring indicators are established.				

Appendix III: Interview Schedule for Department Heads

Dear respondent, these interview questions are meant to collect information on a study that is being conducted in World Scout Bureau, Africa Regional Office on the topic, “Challenges facing project implementation in Non Governmental Organisations” in partial fulfilment of my Masters of Arts degree in Project Planning and Management. Kindly answer the questions truthfully. The information given will be treated with confidentiality.

1. For how long have you served as a professional in the NGO sector?
2. What is your level of education?
3. Has ARO adopted project implementation strategy?
4. Is there appropriate technology in place to support project implementation?
5. Are there supportive infrastructure and equipment and data management systems in ARO?
6. Does ARO have skilled ICT personnel to respond to project needs?
7. Are the right human resources allocated to project implementation?
8. Does ARO have proper project implementation systems and processes?
9. Do NSOs in Africa have proper project implementation systems and processes?
10. Which resources are channelled towards project implementation?
11. Are there distinctive and functional project implementation structures?
12. Do you think respective donors exhibit accountability?
13. Are there clear project monitoring and evaluation systems in place?
14. Do you think there timely and predicable fund disbursement schedules by donors?
15. Are the donor policies and practices supportive to project implementation?
16. What ways of improving the project implementation would you recommend?

Thank you for your time and cooperation

Appendix 1V: Structured Observation Guide for ARO and its Heads of Department

- 1) What are the available computer hardware and accessories
 - a) Computers
 - b) Printers
 - c) Scanners
 - d) Others
- 2) What are the available internal and external communication channels
 - a) Telephone Lines
 - b) Fax
 - c) Email
- 3) Are the computer hardware and communication channels functional?
 - a) Yes
 - b) Sometimes
 - c) No
- 4) Which kinds of Human Resources are available to handle different projects?
 - a) ICT personnel
 - b) Project managers
 - c) Project Team Members
 - d) Others
- 5) What Project Implementation structures and systems and policies are available at ARO
 - a) Data Management Systems
 - b) Project Management Structures, Policies and Procedures
 - c) Communication Systems
 - d) Accountability Systems
 - e) Others
- 6) What Project management activities take place at ARO
 - a) Project planning meetings
 - b) Project Evaluation meetings
 - c) Donor Consultative meetings
 - d) Status Reporting Forums e) Others

Appendix V: Research Authority Letter



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

9th October 2014

REF: UON/CEES//NEMC/19/174

TO WHOM IT MAY CONCERN

RE: JONATHAN OMONDI - REG. NO L50/82473/2012


This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Masters in Project Planning and Management.


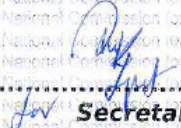
He is proceeding for research entitled "challenges of project implementation in non governmental organizations". A case of world scout bureau, Africa Regional Office, Nairobi Kenya.

Any assistance given to him will be highly appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

Appendix VI: Research Clearance Permit

THIS IS TO CERTIFY THAT:
MR. JONATHAN ONYANGO OMONDI
of UNIVERSITY OF NAIROBI, 63070-200
Nairobi, has been permitted to conduct
research in Nairobi County
on the topic: CHALLENGES OF PROJECT
IMPLEMENTATION IN
NON-GOVERNMENTAL
ORGANISATIONS:A CASE STUDY OF
WORLD SCOUT BUREAU, AFRICA
REGIONAL OFFICE, NAIROBI (KENYA)
for the period ending:
5th December,2014

Applicant's
Signature

Permit No : NACOSTI/P/14/1151/3785
Date Of Issue : 10th November,2014
Fee Received :Ksh 1,000


Secretary
National Commission for Science,
Technology & Innovation