

**DETERMINANTS OF IMPLEMENTATION OF NON-GOVERNMENTAL PROJECTS  
IN KENYA: A CASE OF WORLD VISION OSILIGI IPA IN KAJIADO COUNTY**

**BY**

**BELINA JHUTHI**

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**DECLARATION**

I hereby declare that this research project report is the result of my original work and that no part of it has been presented for any other dissertation in this university or elsewhere for the purpose of examination or otherwise.

**SIGNATURE:** ..... **DATE:** .....

**NAME: BELINA JHUTHI**

**REG. NO: L50/69921/2013**

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

**SIGNATURE:**.....**DATE:**.....

**MR. JOHNBOSCO KISIMBII**

**LECTURER,**

**DEPARTMENT OF EXTRA MURAL STUDIES**

**UNIVERSITY OF NAIROBI**

## **DEDICATION**

I dedicate this research report to my parents Sohan and Mary Jhuthi, my sister Brenda Jhuthi for their support and encouragement during this whole program. My partner Jeff Karanja and Daughter Ayana Karanja, you were my rock and foundation for my success.

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## **ACRONYMS AND ABBREVIATIONS**

<b>COP</b>	Community of Practice
<b>CSF</b>	Critical Success Factors
<b>DAC</b>	Development Assistance Committee
<b>GDP</b>	Gross Domestic Product
<b>IDPM</b>	International Development Project Management
<b>IMF</b>	International Monetary Fund
<b>IPA</b>	Integrated Programme Area
<b>LFA</b>	Logical Framework Approach
<b>NGO</b>	Non-Governmental Organization
<b>PAR</b>	Participatory Action Research
<b>PM</b>	Project Management
<b>PMBOK</b>	Project Management Book of Knowledge
<b>PME</b>	Project Monitoring and Evaluation
<b>PMI</b>	Project Management Institute
<b>PMS</b>	Performance Measurement System
<b>UN</b>	United Nations
<b>WVK</b>	World Vision Kenya

## ABSTRACT

The number of NGOs operating in Kenya continues to increase into the 21st century with the roles that NGOs play in development also has continued to increase. At same time, donors have shifted their funding channels to NGO's as that towards state projects declining. Project managers are expected to complete their projects so that they can satisfy the objectives of the main and secondary stakeholders within the set costs and deadline. In particular, project must satisfy or meet stakeholder's needs in a positive manner. It was with this background that this study set out to establish the determinants of implementation of NGO projects a case of World Vision Osiligi IPA in the Kajiado County. The first objective of the study was to determine the extent to which Non-Government Organization Management affects the implementation of projects done by Non-Governmental Organizations in Kenya. The second objective of the study was to examine the influence of Project Team on the implementation of projects done by Non-Governmental Organizations in Kenya. The third objective of the study was to establish the extent to which Community Participation influenced the implementation of projects done by Non-Governmental Organizations in Kenya. The fourth objective of the study was to find out how Government Involvement contributes to the implementation of the projects done by Non-Governmental Organizations in Kenya. The study was conducted through a descriptive survey. Data collection was done using questionnaires from a sample of 102 community members who were selected randomly from the clusters. The project manager and project team were also interviewed to give an inside look at the determinants of implementation of Non-Governmental Projects. Selected key persons and community members were involved in a focus group discussion. A response rate of 81.3% was achieved with data processing done using SPSS, while analysis was done using percentages, tabulations, and chi-square test of hypothesis. The research has shown that the community members felt that effective management, a competent project team, community participation, and government involvement are all very important in implementation of NGO projects in the area. However, respondents felt that they are not fully involved in all stages of the project implementation, a situation that tends to make some projects unsuccessful especially during the implementation period. The findings of the study show that competent teams, government involvement, community participation and effective management all have positive impact on the implementation of projects by NGOs. As such, the study recommends NGOs need to embrace community participation and having a competent team in their projects so that the projects can undergo smooth transition during implementation. In addition, the study recommends projects to be initiated only when the sufficient donor funding is available in order to ensure a smooth implementation of projects. In this regard, the study calls for further research on the influence of donor funding in NGOs project implementation.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Projects remain the instruments of choice for policymakers in national and international development. In Africa and other third world countries, development projects play a great role in providing basic social services such as infrastructure building, provision of basic education, agricultural extension, raising public awareness on different development issues such as gender equity, environmental protection. In particular, development projects aims at filling development gap where governments fall short. However, the poor performance of projects and the disappointment of project stakeholders and beneficiaries are always apparent and common in numerous projects (Kwak, 2002)

According to the World Bank, the project failure rate in African countries was over 50% by the year 2000 this was according to Meltzer Commission Report, 2000. Kwak (2002) points out that in most cases World Bank projects fail to achieve their goals due to problems that could be termed as managerial and organizational issues. Specifically, managerial and organizational issues can further be broken down into imperfect project design, poor stakeholder management, delays between project identification and start-up, delays during project implementation, cost overruns, coordination failure, and so forth (Youker, 1999; Fortune & White, 2006, 2000; Gunawan & Ahsan, 2010).

In addition, the World Bank's private arm, the International Finance Corporation has discovered that only half of its African projects succeed. In an independent rating, the Independent Evaluation Group (IEG) claimed that 39% of World Bank projects were unsuccessful in 2010 (Chauvet et al., 2010).

Surprisingly, the focus of most international development research to date has been narrow, with emphasis on examination Projects and Project Management in general without looking into Non-Governmental projects in particular. Notably, the focus has not taken into consideration the size of this industry sector (\$120 billion U.S. a year in 2009), project proliferation, and the questionable outcomes of projects (Crawford & Bryce, 2003; Roodman, 2006; Gunawan &

Ahsan, 2010). In most cases, the project outcomes do not meet the felt needs or if they do, such needs are not sustainable. Mainly, this is the case even after the expenditure of billions of shillings in development projects. Very little has been written about international development project success, success criteria and critical success factors (Diallo, & Thuillier, 2004; Diallo, & Thuillier, 2005; Khang, & Moe, 2008; Ika et al., 2010).

Since Kenya achieved independence from Britain in 1963, its initial mission was to fight poverty, ignorance, and disease. The initial decade was full of promise and the economy flourished. The per capita income flourished, infrastructure built and essential services increased across the country. There was also increase in exports of agricultural products such as tea and coffee, an increase in foreign tourism, and an overall mutual relationship with foreign countries that led to an increase in foreign exchange. Unfortunately, the initial promise was not sustained, and the last decade has been the worst since independence. Population rates have increased while GDP has declined. Industry and services are collapsing while illiteracy, disease, and malnutrition are still high. Life expectancy fell from 59 years at independence to just 46 in 2001. According to the African Development Group, Kenya was ranked 146 out of 174 in the Human Development Index in 2003. The number of people living in absolute poverty (on less than US\$2 per day) increased from less than 4 million in 1972 to over 15 million today (Action Aid Case report, 2010).

According to World Bank Assessment (2003), Kenya is the second most inequitable country in the world with the richest 10% of people owning 47% of the country's national income. With this financial inequity comes a huge difference in power and control over resources and services. Besides Gender, inequity remains a major problem in Kenya and even when laws have had slight amendments in favor of women, the practice still lags far behind. Women continue to be educated at an inferior rate to their counterparts, increasing their reliance on men. They are also limited to owning, acquiring, and controlling property throughout Kenya, regardless of social class, religion, or ethnic group. If women attempt to assert property rights over men or in-laws, their families and communities often ostracize them.

The reasons for inequality are complex and reach far beyond Kenya itself. Mismanagement and corruption are to blame but are only part of the picture. However, Kenya, like many developing countries, has considerable debts and is forced to adopt structural adjustment policies. At one

point Kenya was forced to cut its public spending. In addition, it devalued its currency (Kenyan shilling, Kshs) in an attempt to make more money available to pay back loans. At the same time, prices for agricultural exports (for example tea and coffee) fell and biased international trade rules made things even harder. In recent years, the tourist industry has suffered due to ethnic violence, flooding, and the threat of terrorist attacks. According to the foundation of United Nations Economic Commission for Africa (2005), Kenya has been struggling to pay an increasing debt using a decreasing income, and poor people have suffered most.

Over the years, there have been some promising signs of improvement in Kenya. For instance, the introduction of multi-party democracy in 1992 was a major step in Kenyan politics, economy, and social aspects. The press has greater freedom and is now able to report on issues, which were considered too politically sensitive a few years ago. The growth of national and local NGOs means that people have more opportunities to make changes in their lives and influence policies following the introduction of Rights Based approach of most local and international organizations (World Bank Assessment Report, 2004).

Between 10% and 15% of all aid to developing countries (over \$6 billion) is channeled by or through Non- Governmental Organizations (NGOs) as highlighted in a briefing paper by the Overseas Development Institute (1996). Further, the emergency assistance accounts for a significant (and in recent years rising) share of total NGO aid flow, the majority of NGO aid is currently provided for development projects and programs. With these large amounts of funding being pumped into development projects, there is a dire need to have systems in place to ensure that projects are successful.

Most of the impact studies on project management do not attempt to analyze the factors that influence the success of development projects. One study done by the Riddell et al. (1995) studied and analyzed factors influencing project success; however, the research stressed that project performance was related to some different influences, none of which in isolation was sufficient to determine success or failure. Notably, the study suggested three factors including the participation of the beneficiaries in different cycles of the project, strong and effective NGO management and institutional capability, the caliber of project staff, their commitment to overall project objectives, their skills and the degree of empathy with the intended beneficiaries (Riddell et al. 1995). It is within this background that this research forms its objectives.

Another study by Irya Hyväri (2006) points out that factors such as project mission, top management support, project schedule/plans, client consultation, personnel, technical task, client acceptance, monitoring and feedback, communication, and troubleshooting. Other studies such as Jergeas et al. (2000) and Cleland (2007) consider the management of projects as the efficient relationship between the project and its stakeholders. Further, both studies by Jergeas et al. (2000) and Cleland (2007) believe that project and its stakeholders are the basis for the success of projects in terms of implementation and achievement of desired goals.

According to Lewis, Mosse, Farrington and Rew (1996); Krajewski, Larry Ritzman and Malhotra, M. K. (2008), project management process is complex and thus it usually requires an extensive and collective attention to a broad aspect of human, budgetary, and technical variables. In addition, projects often possess a specialized set of critical success factors in which if addressed and attention given will improve the likelihood of successful implementation. On the other hand, if such factors are not taken seriously they might lead to the failure of a project. However, the question remains whether this is true for development projects within developing countries such as Kenya.

Until recently, there has been little evidence with which to judge the contribution NGOs make to the development in countries and in particular in communities. Very few NGOs, big or small, have a portfolio of representative evaluations of past projects that they place in the public domain. Where assessments have been carried out, especially using external evaluators, assessments have commonly focused on 'problem' projects, constituting an unrepresentative sample that understandably NGOs have not wished to distribute widely. Uncertainty about how to evaluate impact, combined with the high cost of undertaking evaluations that sometimes exceeds the cost of the project itself, has constrained NGOs from commissioning more impact assessments.

Over the past two decades, official donors have increased their funding of NGO development projects (Overseas Development Institute [ODI], 1995). Further, its states that, as these funds began to account for a significant part of the overall aid program, it became increasingly necessary for donor organizations to ensure that these funds were being used well. Because of the limitations of the available assessments, donors rely on commissions or undertake impact assessments.



## **1.2 Statement of the Problem**

Non-Governmental Organizations in both international and local levels are working to fight poverty in developing countries. Some of the projects NGOs engage in include the provision of safe drinking water and adequate health services. These projects campaign for both national and international change on behalf of the voiceless and the poor in the society by helping them stand up for their rights and demand of local, national, and international change in their governments and multilateral organizations. The projects NGOs set out to implement should be completed successfully to make a meaningful impact on the community's well-being. They are supposed to achieve objectives set by all the relevant stakeholders who include the community beneficiaries, the government, donors, the organization itself and its workers (as employees).

According to ODI (1995, NGOs, and Official Donors despite the success stories, we find NGOs still facing numerous problems in making an impact. A large majority of the time the projects introduced is not sustainable, and once the NGO leaves the project area, the situation goes back to previous case. In other cases, the projects do not meet the clients' felt needs. Usually, NGOs tend to achieve their objectives without looking at the needs of the beneficiaries. In Kenya for example, numerous white elephant projects were started and not completed due to various reasons. Some of the reasons include the lack of adequate donor funding and funding withdrawal, lack of government support, lack of community and beneficiary support. There is widespread unsustainability of community projects and upon leaving a project area the community, the members can no longer sustain the projects. Thus, it is waste of donor funding because after billions are pumped into project the designated areas remain grossly underdeveloped.

According to R.C. Ridell et al. (1995), there are three main factors affecting project implementation in an area. These factors include the participation of beneficiaries, strong and effective NGO management skills and commitment of project staff. In addition, government involvement and support are also considered factors that affect project implementation in an area according to Action Aid Case Report (2010). It is within this background that the researcher set out to explain the factors lead to successful implementation of projects by NGOs. Successful implementation is based on keeping to the time schedule, ensuring the project is based on the budget and according to stakeholder specifications to ensure quality projects and stakeholder

satisfaction. The study looked at factors that determine implementation of projects undertaken by NGOs in Kenya a case of World Vision – Osiligi IPA in Kajiado County.

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

The purpose of the study was to examine the factors that determine the implementation of NGOs' projects in Kenya.

### **1.4 Objectives of the Study**

The objectives of the study were:

- i) To determine the influence of management commitment and support on the implementation of NGO-funded projects in Kenya.
- ii) To examine the influence of project team competence on the implementation of NGO-funded projects in Kenya.
- iii) To establish the extent to which community participation influences implementation of NGO-funded projects in Kenya.
- iv) To explore how government involvement contributes to the implementation of projects done by NGOs in Kenya.

### **1.5 Research Questions**

The research project report answered the following questions:

- i) How does the influence of the management commitment and support affect the implementation of NGO-funded projects in Kenya?
- ii) How does the project team competence affect implementation of NGO-funded projects in Kenya?
- iii) How does the community participation affect implementation of NGO-funded projects in Kenya?
- iv) How does government involvement contribute to the implementation of NGO-funded projects in Kenya?

## **1.6 Research Hypotheses**

The report project report tested the following hypothesis:

- i). **H<sub>0</sub>**. The management commitment and support does not influence the implementation of NGO-funded projects in Kenya.
- ii). **H<sub>0</sub>**. The project team competence does not influence the implementation of NGO-funded projects in Kenya.
- iii). **H<sub>0</sub>**. Community participation does not influence the implementation of NGO-funded projects in Kenya.
- iv). **H<sub>0</sub>**. Government involvement does not influence the implementation of NGO-funded projects in Kenya.

## **1.7 Significance if the Study**

The study will inform various stakeholders on how to ensure successful project implementation in an area. It will help donors and NGOs management on how to ensure sustainability of their projects in an area.

The study will help the community members to find out their importance in influencing successful project implementation. It will help reduce dissatisfaction with project results and performances after billions have been poured into the projects.

The study will also help show the role of good governance, strengthened civil society cohesion and partnership with the government and local ownership of development projects.

Finally, the study will also help give feedback to the organization and how it can improve project management practices in the future.

## **1.8 Basic Assumption of the Study**

The research project report was based on the assumption that the respondents of this study were conversant with the factors that lead to successful project implementation in the area and could provide reliable information and that the sampled community will be a representative of the rest of the Kenyan society. The assumption was justified because the community members were able to inform the study effectively and give reliable information towards meeting the objectives of the study. The other assumption was also justified because the results of the study can be used as

the representative of all determinants of successful project implementation in the whole of Kenya and not only Osiligi IPA.

### **1.9 Limitations of the Study**

There were numerous limitations of this research project. For instance, majority of the respondents were not conversant with the English language. The researcher also experienced time constraints. The researcher overcame the first limitation by translating the questionnaire into the Swahili language which most of the respondents understood. Further, the researcher overcame the second limitation by using research assistants in order to cover a larger ground in a small period.

### **1.10 Delimitation of the Study**

The study was done in Kajiado County of Kenya specifically it focused on Osiligi area. The area has faced many challenges, but the main one is famine and drought because of changing weather patterns in Kenya. The community has seen the successful implementation of NGO projects for the last fifteen years, which made the community a notable choice for the study.

### **1.11 Definition of Significant Terms**

**NGO** – A Non-Governmental Organization (NGO) is any non-profit, voluntary citizens group which is organized on a local, national or international level. It is task oriented and driven by people with a common interest.

**Project Implementation:** The realization of a plan, idea, model, specification, standard or policy.

**Management Commitment:** Planning, organizing, and managing resources to bring about the successful completion of specific goals, outcomes, and outputs. Direct participation by the manager to ensure that there is quality success of the organization.

**Project Team Competency:** An independent collection of individuals who have the necessary skills and abilities who work together, to achieve a project goal and share responsibilities for the specific outcomes of their organization.

**Community Participation:** Meaningful engagements with the community at different stages of the project.

**Government Involvement:** This is working together and collective engagement of different government bodies at different levels in Project implementation.

### **1.12 Organization of the Study**

In chapter one of the project, the researcher presented the background of the study, introduced problem statement and described the purpose of the study, the study rationale together with the significance of the study. The researcher came up with research objectives and research hypothesis that guided the study in coming up with factors that determine the implementation of NGO projects in Kenya.

Chapter two of the project presents review of the literature and relevant research associated with the four variables by providing a clear understanding of the influence of top management, team competence involvement, community participation and government support incorporated in this chapter is the conceptual framework.

Chapter three of the study presents the methodology and procedures for data collected and analysis. Chapter four of the project contains an analysis of data and presentation of the results in tables, percentages and Chi-square test results. Chapter five of the study offers a summary and discussion of the researcher's findings on the factors influencing the implementation of NGO projects in Osiligi IPA.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The literature review is the evaluation of all sources of information or data that relates to the topic under study. Hart (1998) and Gordon (1996) have refined the literature review as the use of ideas in the literature to satisfy the particular approach to the topic, the selection of methods, and the demonstration that a study or project contributes to something new. Therefore, this chapter at the overview of NGOs in Kenya, determinants of project implementation and the works of several authors related to the influence of top management support, team competency and involvement beneficiary support and finally government support in project implementation of NGO projects.

#### **2.2 Overview of Non-Government Organization**

The term Non-Governmental Organizations (NGO's) came to use in 1945 because of the need for the UN to differentiate in its charter between participation rights for specialized intergovernmental agencies and those for private international organizations (NGO Coordination Act, 1990). Non-Governmental Organizations (NGOs) are not-profit organizations that are neither governmental nor inter-governmental. NGOs are generally established to bring the like-minded individuals committed to achieving particular objectives. NGOs vary considerably in the size of their constituencies, in their organizational structures and their effectiveness. Usually set up by ordinary citizens, NGOs may be funded by governments, foundations, businesses, or private persons. Some avoid formal funding altogether and are run primarily by volunteers. NGOs are highly diverse groups of organizations engaged in a wide range of activities and take different forms in different parts of the world. Some may have charitable status while others may be registered for tax exemption based on recognition of social purposes. Others may be fronts for political, religious, or other interest groups. This definition is accordance to NGO's Global Network.

USAID refers to NGOs as private voluntary organizations. However, many scholars have argued that this definition is highly problematic as many NGOs are in fact state and corporate funded

and managed projects with professional staff. NGOs exist for a variety of reasons. Usually, NGOs tend to further the political or social goals of their members or funders. For instance, some NGOs aim at improving the state of the natural environment, encouraging the observance of human rights, improving the welfare of the disadvantaged, or representing a corporate agenda (Global Policy Forum Operational Directive, 1994). The World Bank defines NGO's as private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development (Global Policy Forum Operational Directive, 1997). The NGO Coordination Act (1990) defines an NGO as a private voluntary grouping of individuals or associations, not operated for profit or other commercial purposes. They organize themselves nationally or internationally for the benefit of the public at large and promote social welfare, development, charity, or research in areas inclusive of but not restricted to health, relief, agriculture, education, industry and supply of amenities and services.

NGOs cannot be a branch or be affiliated with an organization. Besides, NGOs cannot be part of a group that is political in nature established outside of Kenya. In wider usage, an NGO is applied to mean any non-profit organizations which depend in whole or part on charitable donations or voluntary service and whose activities are independent of the Government (NGO Co-ordination Act, 1990). There has been a decline in the provision of quality public services by the Government in Kenya. Considerably, this has contributed to the establishment to numerous NGO's operating in the country from a few hundred in the 1990's to 3000 in 2003. There should be new legal frameworks in order to hold NGOs to accountable for example sustainability, rights-based approach, and even unintended consequences of development interventions.

**Table 2. 1: Distribution of NGOs in Kenya**

<b>PROVINCE</b>	<b>NUMBER</b>	<b>PERCENTAGE</b>
<b>North Eastern</b>	25	3%
<b>Nairobi</b>	292	35%
<b>Central</b>	66	8%
<b>Eastern</b>	108	13%
<b>Nyanza</b>	133	16%
<b>Coast</b>	66	8%
<b>Rift Valley</b>	91	11%
<b>Western</b>	50	6%
<b>TOTAL</b>	836	100%

**Source: NGOs National Coordination Board (2007)**

The total number of NGO's in Kenya in 1997 was 836, and the distribution is as shown in the table above. Nairobi province was seen to have the largest number while North Eastern province had the least. This number had increased to 4099 MGOs in 2007, according to the administrative records of Government bodies/ agencies in Kenya. The number increased to 8042 in 2013 (Kanyinga, Mitullah, & Njagi, 2007)

**2.3 Project Implementation in Kenya**

Implementation means different things to different people, but many people agree that it includes the following activities: Launching the project, coordinating roles and responsibilities, directing and managing project implementation, managing communications, managing the project team, managing issues, and risk and finally managing organizational capacity.



On the other hand, successful implementation is a statement that is so general and wide in nature that it is difficult to define and obtain mutual agreement when asked from a different individual. Judgev and Muller (2005) definition of a successful project constitutes the gaining of consensus from a group of people on the definition of good art. Notably, Baccarini (1999) point out that project success is a topic that is frequently discussed but rarely agreed on.

Generally, the views on project success have evolved over the years from simple definitions that were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the entire project and product life cycle (Judgev & Muller, 2005).

Kenya's development has become driven by donor-funded interventions. The dictates of the stakeholders who were actively funding the development and restructuring of all sectors of the Kenyan economy, propelled the prominence of project management in the 1980s as a better alternative for delivering development interventions. The not-for-profit private and public sector, who were the active agents in the transformation of the various sectors of the economy, enhanced their capacity to embrace project development agenda for better and successful management. The increase of the not-for-profit organizations often referred to as non-governmental organizations (NGOs) has culminated into the use a Project Management approach in implementing their interventions. Mainly, this is because of the restrictive nature of the scope of the projects, the time frame for delivering development interventions, as well as the budget or resources allocated, all of which are determined by donors and funders (Karimi, 1998).

Kenya, like most developing countries, has been able to develop the nation's infrastructure with the support of donor partners and using projects and project management. These development projects range from the refurbishment of basic schools in various districts, the provision of water and sanitation, support for agriculture and agribusiness, the construction of roads and highways, transportation, and the rural electrification project to name a few (Millennium Development Authority [MiDA], 2011).

#### **2.4 Critical success factors in Non-Governmental Organizations**

What is project success? How do we define project success and design performance measures that allow us to recognize the degree of success attained? There has been a great deal written over the years about project success, project management success and performance management to deliver success. A number of papers relating to critical success factors emerged during late

1980's – for example Pinto and Slevin (1987) and de Wit (1988) who viewed success as being judged by the degree to which project objectives have been met. These views are centered on the success of project management delivery processes. In addition, such views acknowledge that project success is a matter of the project stakeholder's perception of the value (in their terms) of what was delivered.

The very famous and well known Golden Triangle or Iron Triangle has been traditionally used as criteria to measure project success. This Golden Triangle refers to the basic criteria of cost, time, and quality. Project success will be accorded if it is completed within the budgeted cost, implemented on time and to quality parameters requested. However, these criteria have received many critics for being inadequate in determining project success. Customer opinion and contact was minimal, and no long-term follow-up effort was established. Over the time, various attempts have been made either to add more dimensions to the basic criteria or to abstract to fewer dimensions (Atkinson, 1999). Later it is observed that other researchers try to extend the measurement of the process to include perception from the client, where customer satisfaction is one the most important element to measure performance. In an effort by Kerzner (1998) in his book identified five criteria that can be used to measure project success. The criteria are completed in time, within budget, completed at the desired level of quality, accepted by the customer, and resulted in customers allowing the contractor to use them as a reference (Kerzner, 1998). Further exploration through the literature reveals that researchers are now extending the measurement of project success to the after delivery stage in contrast to the early literature where the emphasis was given to measurement criteria on the project management stage.

One of the researchers, Atkinson (1999) in his study extended the measurement of project success beyond the Iron Triangle; he proposed a new way to consider project success criteria called the Square Route. The three additional success criteria categories are the information system that looks into the maintainability, reliability, validity and the quality of the information used, benefits as perceived in the organization. These benefits can be measured in terms of improved efficiency, effectiveness, increased profits, organizational learning and lastly benefits or effectiveness of the project as perceived by the stakeholder community such as satisfaction of users, social and environmental impact, and personal development. The elements of these three new criteria categories are not exhaustive and can be added whenever an appropriate and applicable element is identified to be deemed related to the individual project being measured.

Clarke (1999) has classified four success dimensions. The first dimension is the efficiency which is not limited by the dimension of time, cost, and quality but can be extended to some engineering changes prior final design release, production efficiency and yield, the efficiency of the purchase order and safety measures. Organization needs to be caution as not to limit the measurement of success using efficiency measures as these efficiency measures are basically measuring project success in the implementation success and does not represent the total success of the project. The second dimension is the impact on the customer or end user followed by the third dimension which impacts on the organization. Lastly, the success of the project needs to be measured by the way it helps the organization to move and prepare for the future. Questions like does the project explore new opportunities for further markets, ideas, innovations, and products. Does the project management build new skills, develop new technologies and core competencies need to be addressed before determining the success of the project.

Development projects are very specific because of their unique environment. They are characterized by a rare complexity, the high delicacy, and the relative intangibility of their ultimate objective of poverty reduction, their large number of heterogeneous stakeholders, for the divergent perspectives of these stakeholders. Besides, compromise is essential, the charm in the eyes of politicians, the profound cultural and geographical gap between project designers and their beneficiaries, and the prevalence of rather bureaucratic rules and procedures (Honadle, & Rosengard, 1983; Rondinelli, 1983; Youker, 1999; Kwak, 2002; Crawford, & Bryce, 2003; Diallo, & Thuillier, 2004, 2005; Khang, & Moe, 2008; Ika et al., 2010). Consequently, the Project Management literature on project success falls short in addressing their specificity (Diallo & Thuillier, 2004, 2005; Khang & Moe, 2008; Ika et al., 2010). Very few authors have attempted to provide conceptual sets of critical success factors (CSFs), and even fewer empirical studies such as Khang and Moe (2008) have attempted to explore the relationship between CSFs and project success in international development. The most well-known list of CSFs includes project mission, top-management support, project schedule, client consultation, personnel, technical tasks, client-acceptance, monitoring and feedback, communication, and finally, troubleshooting (Pinto & Slevin, 1988).

Diallo and Thuillier (2004) surveyed African national project coordinators in 26 countries (French-speaking and English-speaking) and suggested ten success criteria that can be grouped into three broader categories. The first category is project management success, which

encompasses objectives, time, and budget. The second category is project success or impact (satisfaction of beneficiaries with goods and services delivered, impact on beneficiaries, and institutional capacity for the country). The final category is the profile and entails conformity of the goods and services delivered to the project plan, national visibility of the project, project reputation among donors, and probability of additional funding, if necessary.

It is generally accepted, that the success or otherwise of a project can be defined by the convergence of the ability of the process to meet the technical goals of the project whilst not deviating from the three constraints of scope, time and cost. Notably, the usefulness of the project is as perceived by beneficiaries and sponsors as well as the project team and the performance of the project (Kerzner, 1998). By such a definition, project success or failure can only be effectively measured at their completion. In particular, this is concurred by Baccarini's (1999) definition of project success which measures success or failure by the elements of the project log-frame and thus, the effective utilization of the project output. Projects generally fail because of poor planning, constant changes in the scope and consequently deadline and budget, as well as the lack of monitoring and control.

Pinto and Slevin (1988) set of best practices for project management which were believed to contribute to project success. For instance, Project Mission which is the initial clarity of goals and general direction. Top Management Support entails the willingness of top management to provide the necessary resources and authority for project success. Project Schedule/ Plan that is a detailed specification of individual action steps required for project implementation. Client Consultation includes communication, consultation, and active listening to all impacted parties. Personnel – Recruitment, selection, and training of the necessary personnel for the project team. Technical Tasks is availability of the required technology and expertise to accomplish the specific technical action steps. Client Acceptance constitutes the act of selling the final product to its ultimate intended users. Monitoring and Feedback– Timely provision of comprehensive control information at each phase in the implementation process. Communication is the provision of an appropriate network and necessary data to all key actors in the project implementation. Finally, Trouble Shooting which is the ability to handle unexpected crises and deviations from plan.

It is clear that success needs to be investigated from the perspective of active project team stakeholders as well as from that of their client/benefits recipients. Success at the same time as overall, seen as a collaborative achievement involving joint-team action to identify problems and solutions to these problems and taking action to deliver effective action, while learning from the process and fine tuning strategy and tactics employed in a constructive and reflective way. Notably, this leads to viewing project work that leads to successful outcomes as a process of problem-solving, action research and learning that triggers a cycle of continuous improvement in Project Management practice.

## **2.5 Management Commitment and Support and Non-Governmental Organizations Project Implementation**

Every project has a single manager. The project manager is the individual charged with planning and scheduling project task and day-to-day management of project execution. He or she is also the person with the greatest accountability for the endeavor's success. This person receives authority from the sponsor and plays a central role in each phase of the project's lifecycle, from design and organization to project closedown and evaluation- and everything in between (Hyvari, 2006). According to Crawford, Pollack, and England (2006), a project manager has many activities to be performed such as recruiting effective participants, providing a framework for the project's activities, keep the vision clear, and coordinate activities. The project manager is responsible for negotiating with higher authorities, and with the sponsor in particular, mediates conflicts, identify needed resources, set milestones, manage the budget, ensure that everyone contributes and benefits. In retrospect, project managers are entitled to keep work on the track and finally ensure that project goals are delivered on time and budget.

According to Verma (1997), operating in the 21st century, project managers face the challenges of operating in a project environment characterized by high levels of uncertainty, cross-cultural teams, and global competition. A clear understanding of human aspect in project management and its effective use are required to inspire project stakeholders to work together in order to meet and beat project objectives. The purpose of project management is to plan, organize, and manage resources to bring about the successful completion of specific project goals, outcomes, and outputs. The project manager is responsible for ensuring the overall success of the project. However, this does not mean, however, that the project manager is personally responsible for

completing the project work. The responsibility of the project managers is to ensure that the work of the project is carried out. Project managers work closely with an array of stakeholders to complete the work of the project (Project Management for Development Professionals- 2008).

According to Project Management Institute (2004), stakeholders may include members of the project team, implementing organizations (governmental, non-governmental and others), contractors, community groups and others. These stakeholders must work together to design, implement, and control all aspects of the project. Like many sectors, project managers in the international development sector often are required to manage stakeholders with whom they have no formal hierarchical relationship. It is not unusual for stakeholders within a single project to have different ethnicities, languages, cultures, and even nationalities. The challenge of managing groups within this context can be especially difficult. Project Managers ensure that team members understand what they need to do, when it is due to, and when the project manager needs to intervene. A good project manager should be able to identify project risks and set project expectations correctly. Address project challenges resulting from poorly planned schedules, inadequate budgets, or unclear project scope. Finally, a Project Manager should be able to resolve internal conflicts among the project team. Ultimately, the project manager is accountable if a project team has poor morale and is missing deadlines.

There are various competencies (knowledge, skills, attitudes, and behaviors) that project managers are required to manage successful development projects. While multiple competency models exist for project managers, Muller and Turner (2007) organizes competencies into four areas. First area is Technical, these are often referred to collectively as the 'science' of project management. The project manager identifies, selects, and employs the right tools and processes to ensure project management success. Leadership/Interpersonal– often referred to collectively as the 'art' of project management. They include project manager communication, inspiration, and resolve conflict. Personal/Self-Management, which constitutes the project manager's ability to personal management manage. For example, the ability of the project manager to prioritize effectively, manage time and organize work. Development Specific which is the ability to apply the technical, leadership/interpersonal and personal/self-management competencies in the context of international development projects.

To succeed, project managers need to develop their competencies in each of these four areas. As project managers' responsibilities increase from relatively simple projects to more complex projects, the requisite knowledge, skills, and behaviors in each of these competency areas will need to increase commensurately. Furthermore, one of the most nuanced abilities that project managers develop over time is the art of knowing what alternatives exist to address a challenge (budget over-runs, team conflicts, ambiguous roles, shifting schedules, unanticipated risks). Besides, the project manager is entitled to identify which competency (tool/skill/process) would be most appropriate to address the unique needs of each situation (Betty, 2003).

## **2.6 Project Team Competency and Non-Governmental Organizations Project Implementation**

Verma (1997) describes team approach as a distinctive way of working that harnesses the collective skills, strengths, and energy of team members. Robinson & Robinson (1994) and Thamhain (1988) define a team as a group of people, but not all groups qualify as teams. At times, a group may be formed just for administrative purposes, for achieving personal goals, or for social affiliation. At other times, committees can stifle creativity and hinder decision-making. However, occasionally, a group of people combines high morale, effective task performance, and clear relevance to the organization.

A team is a group of people who work interdependently is committed to common goals, and who produce high-quality results. Katzenbach and Smith (1994) defined a team as a small number of people with complementary skills who are committed to a common purpose, performance goals, and common approach for which they hold themselves mutually accountable. Teamwork is a symbiotic process which leads to a much better result that is greater than the integration of individual performances. Thamhain (1988) describes effective teams as the ones that produce high-quality results and succeed in spite of many difficulties and cultural or philosophical differences. Effective teams have several task-oriented and people-oriented characteristics. According to Thamhain (2004), working environment within the project team has a significant impact on the success of the project. Therefore, Thamhain (2004) suggests that the project manager has a significant leadership role in blending the team. Within the team, different roles emerge for example a team leader, team members, and so forth

As indicated by Kloppenborg and Petrick (1999), project team members are selected according to the skill requirements for the particular phase being undertaken. How many roles are identified and how specific they depend mostly on the size and the complexity of the project. Small projects are informally organized, with each team member potentially capable of playing any of the roles. Medium-sized teams have a more rigorous specialization. This specialization may be along functional or technical lines. Large projects need both functional and technical subdivisions at the same time. In addition, project management is usually not performed by a single individual. The project leader represents the team to the outside and implements the steering committee's decisions. Other team member roles are dictated by the nature of the work to be performed and the skills required.

The team climate and team dynamics is also a very important factor in ensuring project success. Reddin (1988) says that the team climate is characterized by interaction between individuals and units. The climate places a high value on communication in group settings. It is not just two-way communication that is important, but also communication multi-way, upwards, downwards, and laterally. There is less concern than average about power differentials between individuals or units. Verma (1995) and Verma (1996) bring out the important interpersonal skills required to be a project manager that are: communication, team building, coaching, motivating, decision-making, delegating, training, directing, persuading/influencing, negotiating, and supporting those involved in the project.

Project managers must establish a climate of open communication and maintain effective communication links across the organizational interfaces. Kloppenborg and Petrick (1999) suggest that project leaders have a role in developing team characteristics into a collective set of virtues including ethics, respect and trust for others, honesty, prudence, courage, responsible use and sharing of power. Thus, from the preceding discussion it is clear that leadership plays an important role in team performance. It helps a team function as a well-knit unit as opposed to a group of individuals.

Tuckman's (1965) team development model draws attention to distinct phases of group transformation and development commonly referred to as the forming, storming, norming and performing stages. Tuckman (1965) believes the team development process can be sub-conscious but if the group is aware of the stages, then the team can be more effective more rapidly.



Awareness of the forming, storming, norming and performing cycle can be useful to a project manager. Verma (1997) thinks that progress from one stage to the next may vary from team to team, influenced by the maturity level of the team members, the project manager, and overall project environment. He believes that the project manager must move the team along the cycle to the last performing stage as fast as possible. International Journal of Business and Management October 2008 in a project, the time factor is a powerful driver both regarding task time constraints and regarding pressure on the individual. Pinto and Thoms (1999) argue that project leaders must possess or develop temporal skills that align with the various tasks and situations that they must deal with to improve their chances of success. This time influence also has a clear effect on the team dynamics during the project. This impact could go so far as to affect the widely accepted team development model of forming, storming, norming and performing. Tuckman (1965) noted that time pressure has an effect on the group transformation process that could shape the cycle.

## **2.7 Community Participation and Non-Governmental Organizations Project Implementation**

Wilcox (1994) expressed that, a community development project starts with the identification of a need or the realization that there is a need. Around the mid-seventies, there was growing awareness that various approaches for rural development like community development, integrated rural development, and basic needs did not result in substantial rural poverty alleviation. According to Pinto and Slevin (1987) even subsequent efforts made in some countries such as rural works, concessional credit, rural employment programs did not improve the plight of the poor on a sustained basis. Economic growth was insufficiently combined with equity or just distribution of benefits.

Internationally, government and non-governmental agencies realized more and more that the main reason for many unsuccessful development projects due to the lack of active, effective, and lasting participation of the intended beneficiaries. Consequently, several agencies started to promote the participation of people, in particular, disadvantaged women and men, in development through various programs.

According to Pretty (1995) to start with, there is a wide range of definitions and interpretations of participation. Sensitization, which means sensitizing people, is to make them more responsive

to development programs and to encourage local initiatives and self-help. Involvement whereby Peoples are involved as much as possible actively in the decision-making process which regards their development organizing group action to give to the excluded disadvantaged people control over resources, access to services and/or bargaining power. Also promoting the involvement of people in the planning and implementation of development efforts as well as in the sharing of their benefits and finally the involvement of a significant number of persons in situations or actions which enhance their well-being, for example, their income, security or self-esteem, (Scoons, 1995).

There is furthermore a wide range of approaches in development projects to bring participation into practice. Some major types of participation found in projects are the following:

**Table 2. 2: Types of Community Participation**

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<b>Induced Involvement:</b>	The strategy, design, and work-plan of a project are pre-determined and the intended beneficiaries are encouraged to participate in its activities and obtain certain benefits. In various projects, people are invited to make contributions of labor and/or other resources, which are seen as a form of cost sharing.
<b>Transitory Mobilization for community development:</b>	The people participate in certain specific temporary tasks mainly for the development of their community, but there is no institutional base or structure (groups or organizations) for more sustained participation.
<b>Group formation:</b>	The project has a specific objective to help create new or strengthen existing self-formed and self-run groups and organizations through which the rural poor gain access to resources, inputs and services and participate actively in the project, also by means of self-proposed actions. This latter type of full participation leads also to empowering of the poor: Through their groups and organizations, they obtain not only access to resources, but also decision-making and bargaining power as well as a base for sustained self-development efforts.

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**Source: Pretty (1995) and Kumar (2002)**

Self-development and self-reliance should be an outcome of participation. A better, wider meaning is that through participation the poor not only gradually practice self-development but may also contribute to modifying the existing system of the non-poor which left them out of development to varying extents (Pretty, 1995).

According to Kumar (2002), at present there is a widespread consensus that effective beneficiary participation is practically indispensable to render a project successful. However, relatively few projects have an explicit design to attain effective participation. In fact, the existing development projects dealing with rural people can broadly be divided into two categories, Conventional Projects and Participatory Projects. Conventional Projects include objectives and components for productive and other (supporting) activities such as training, extension, credit, irrigation and try to involve the intended beneficiaries in these activities to achieve the project objectives. The projects of this category have pre-designed project frameworks (objectives, action plans, inputs, outputs and time schedules) mainly based upon top-down planning. Many of them are large-scale, capital-intensive, and heavily staffed. The projects are meant for all people in a certain area who are mostly not consulted beforehand on their needs and desires. As the projects focus moreover more on macro-economic than on social aspects and the poorer people's necessities, they mainly yield benefits to the better-off locals.

On the other hand, Participatory Projects deliberately promote participation which consequently is explicitly incorporated in their objectives, approach, and methodology. The distinction between these two types of projects results mainly from the fact that, in practice participation is conceived either as a means or as an end and in some cases in both ways (Kumar, 2002). Conventional projects that largely still prevail are predominantly production-oriented and participation, when considered in the project design, is regarded as a means to achieve certain productive objectives which are pre-determined by an outside agency. In some less conventional projects, there are gradations of a partial participatory approach: the rural poor may have been consulted on their needs, aspirations, potentials and willingness, and may also be involved somehow in project implementation. Basically, they are expected to participate, however, to varying extents in project benefits. These partial participatory approaches are certainly very useful and may help to avoid project failure; it may also lead to increased participation in the future (Pretty, 1995).

In truly participatory projects, participation is also seen as an end and thus taken up clearly in the objectives which however mostly include also productive goals. In fact, these projects have two legs: participation and production and practice show that in the long term they run better. Given the importance more and more placed on beneficiary participation, no wonder firstly that the number of participatory projects are increasing; they are supported by FAO, ILO, IFAD and other UN agencies, various progressive governments and furthermore to a great extent by NGOs. Secondly, those conventional projects, though easier to design and to manage, are regarded increasingly as out-dated and after all less feasible, cost-effective and prone to be successful (Scoones, 2002).

Finally, it should be stressed that the positive aspects of both conventional and participatory projects should be more and more merged. For example, the economic (feasibility, marketing, and so forth) and technical (research, technology transfer, and so forth) requirements for the development of certain (sub-) sectors (for example irrigation, crop production, livestock, extension, and credit) must be fully taken into account also in participatory projects. Workable coordination committees must match top planning and grass root (bottom-up) planning (Kumar, 2002). In this case, top planning includes bodies such as the national body or the district development committee). On the other hand, grass root planning includes groups or federations that come out with small-scale production plans.

## **2.8 Government Involvement and Non-Governmental Organizations Project Implementation**

Where Government has a positive social agenda (or even where individual ministries do) towards the people and where NGOs are effective there is the potential for a strong, collaborative relationship. As Orwig and Brennan (2000) clarify, this does not mean the sub-contracting of placid NGOs, but "genuine partnership between NGOs and the government to work on a problem facing the country or a region... based on mutual respect, acceptance of autonomy, independence and pluralism of NGO opinions and positions." A healthy relationship is only conceivable when both parties share common objectives. If the government's commitment to poverty reduction is weak, NGOs will find dialogue and collaboration frustrating or even counter-productive. Likewise, repressive governments will be wary of NGOs which represent the

poor or victimized. In such situations, NGOs will probably prefer to chart their own course (Betty, 2003).

However, as Tandon (1991) points out, such relations as pointed by Betty (2003) are rare, even when the conditions are met. The mutual distrust and jealousy appears to be deep-rooted. Government's fear that NGOs erode their political power or even threaten national security and NGOs mistrust the motivation of the government and its officials (Fowler, 1992). Though controversial and risky, many of the strategic NGOs are overcoming their inhibitions and are seeking closer collaboration with governments (Fernandez, 1987; Tandon, 1991; ANGOC, 1988; Garilao, 1987; Aga Khan Foundation, 1988). In this way, NGOs believe they will be better able to achieve the impact described above, and they will be able to expose the government to a grass-roots perspective which might otherwise be neglected. However, with closer collaboration comes increased risk of corruption, reduced independence, and financial dependency.

World Bank Assessment (Vietnam, 1988), drawn from a survey of 25 Bank-financed projects, indicates strong correlation between project success and the participation of grassroots organizations. More recently, the Bank has been deriving important insights from the public consultations included in Environmental Assessments in which NGOs often plays a major role. Such consultations are effective when all parties are prepared to be objective and to learn from each other. Where NGOs use selective reportage or distortion in order to heighten criticism of the government, or where the government is not receptive to outside advice, "consultations" are likely to be no more than confrontations.

NGOs are often described as offering development alternatives, but this is misleading. The dictionary defines alternative as (meaning either of two or more possible courses; ... mutually exclusive.) The population of any country does not have a choice between the development model offered by government and that by NGOs. NGOs can play an important role in helping certain population groups, or filling in the gaps in state services, or in pressing for a change in the national development strategy, but they do not offer realistic alternative pathways. Their innovations may test out new approaches, but these only become sustainable or of significant scale if they influence national development (Bonnal, Gourc, & Lacoste, 2002).

When both parties see that their solutions are not competing for alternatives but are complementary contributions, the possibility for genuine collaboration is opened. However, even

as they do so, they may harbor very different goals. The government may be keen to harness foreign funds and the NGOs' capacity for service delivery. The NGOs may seek to re-direct development priorities toward poverty reduction. Such unshared objectives may make for friction, but they are not necessarily incompatible. Official aid agencies by offering or withholding support can clearly have a major impact on the NGO sector. In this way, but also through their project and policy dialogue with governments, official aid agencies are able to influence the State-NGO relationship and to enhance the political will necessary for constructive engagement. Some are realizing, particularly in the context of their concern for governance issues, that supporting the growth of a healthy NGO sector is an important contribution to development. The health of the State-NGO relationship (and the features determining the quality of that relationship) is sector-specific. Steps to improve the quality of relationship will also be sector-specific (Bebbington & Farrington, 1992).

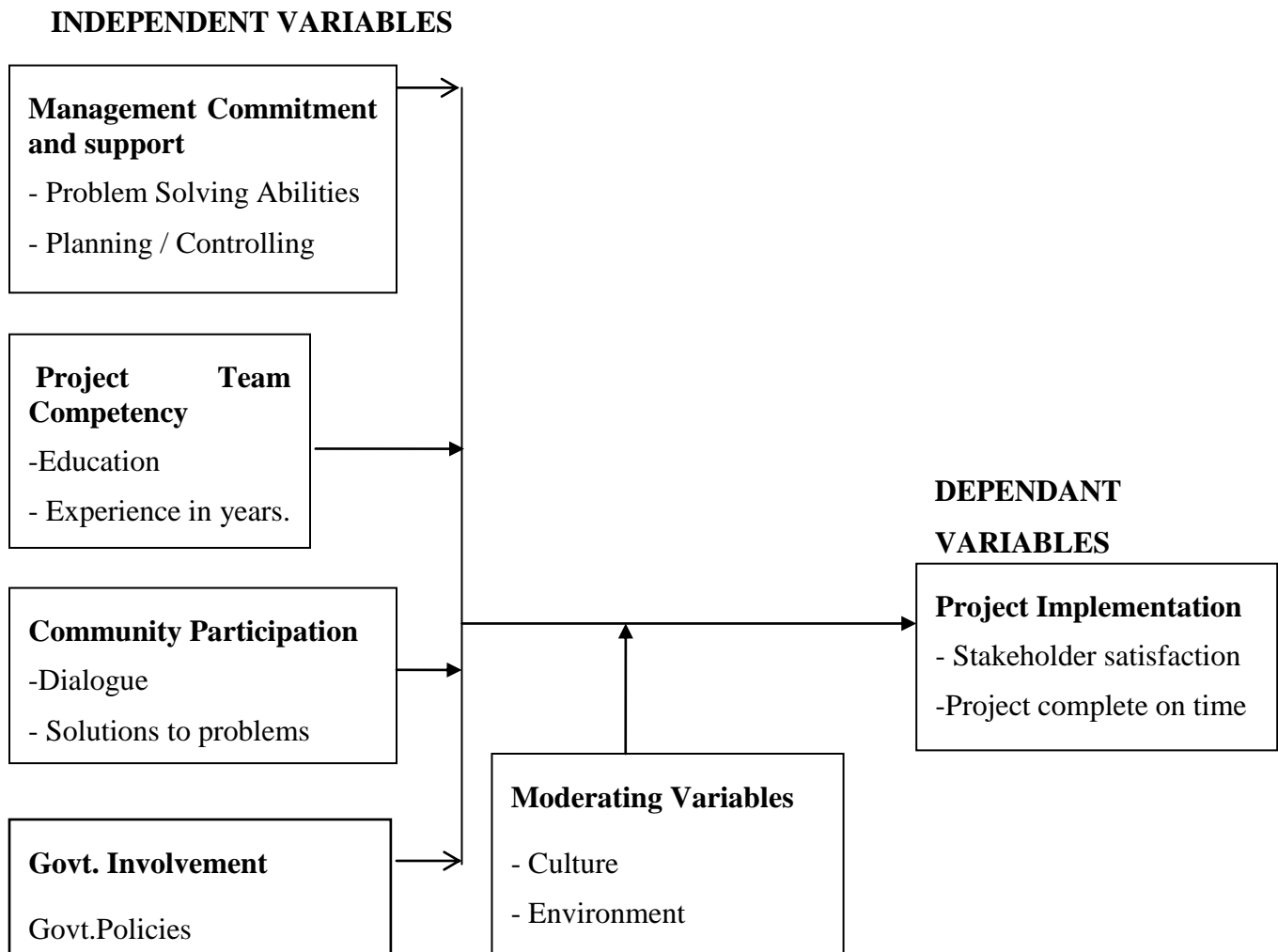
The first form of relationship is where NGOs are in a dependent client position with the government in which NGOs implement state-prepared programs and/or receive funding from the State (a dependency of money, ideas, and resources). Examples include Tanzania (especially during the 1980s) and China. The second type of relationship is adversarial in which there are no common starting points and no wish from either side to search out areas of agreement. Examples include Zaire, Kenya and Pinochet's Chile. The third and most constructive relationship emerging in certain liberal democracies is a collaborationist one; a genuine partnership to tackle mutually agreed problems, coupled with an energetic but constructive debate on areas of disagreement. Examples include India and Brazil. Each example that has been offered runs the risk of being an over-generalization. As with companies in the private sector, individual NGOs differ enormously from one another and hence there is a variety of State-NGO relationships. The illustrations here are of national pattern, (Tandon, 1991)

The State has various instruments it can use, for good or ill, to influence the health of the NGO sector (Brown, 1990). The level of response can be non-interventionist, active encouragement, partnership, co-option, or control. The policy instruments used may include factors of governance (encouraging public debate and consultation, and the right to organize interest groups), NGO regulations, and the legal framework (for example, regarding registration and reporting, auditing and accounting requirements). In addition, NGOs incentives include (taxation policies on income or local fund-raising, duties on imports, subsidies for NGOs, and so forth),

and collaboration (use of NGOs in program/project implementation). Other incentives include Involvement in policy-making (serving on committees, assisting with public consultations). Other policies include public disclosure of information (NGOs serving as a conduit to inform the public about development schemes that affect them); Coordination requirements within the NGO sector; and Direct expenditure, including official support (grants, contracts, and so forth), and research benefitting the NGO sector. (Brown, 1990)

For individual NGOs, the most favorable policy setting is when legal restrictions are minimized, when they have complete freedom to receive funds from whomever they choose, to speak out as they wish and to associate freely with whomever they select. Loose regulations and reporting open the door for unhealthy and even corrupt NGO activities, which may taint the sector as a whole. Where the expansion of the sector has been most rapid (for example South Asia and certain African countries), there is considerable concern about the rapid ascension of bogus NGOs. These NGOs serve their interests instead of vulnerable groups of people in the society. An assessment is required as to which regulations are necessary to ensure that incentives provided are used for the intended purpose and which merely hamper the contribution of the NGO sector, (World Bank, Assesment-1992).

## 2.9 Conceptual Framework



**Figure 2. 1: Conceptual Framework on Factors that Determine Implementation of Projects in NGOs**

The conceptual framework shows that determinants of project implementation in NGO projects are: Effective Management, Project Staff Commitment and Teamwork, Community Participation, and Government Involvement.



## **2.10 Summary of Literature**

According to Pinto and Slevin (1988), the most well-known list of critical success factors include project mission, top management support, project schedule, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication and government involvement. This project report concentrated on only four of the factors that include top management support, project team, client acceptance, and government involvement. Generally, the determinants of implementation are the set of project variables that are strongly correlated to project success. According to Rockart (1981), critical success factors are the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department, or organization. There are few key areas that must be executed properly before business flourishes, and they include client acceptance, top management support, clear mission, and teamwork.

From the review, it is evident that the determinants of implementation are several and amongst the key are the variables of the study but it does not clearly show which of these variables are the most important in ensuring project implementation. Khang and Moe (2006) suggest that the critical success factors of a project are largely dependent on which stage of the project lifecycle the project is in the literature review does not clearly bring out which are the main factors or combination of factors that determine implementation of NGO projects. This study sought to address this gap so as to try and point out determinants of NGO projects in Kenya.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodology that was used in data collection and analysis in order to answer the research questions addressing determinants of implementation of NGO projects in Kenya. This section discusses research design, details the target population, sampling procedures, data collection instruments and procedures, ethical considerations and methods of analysis.

#### **3.2 Research Design**

The study used a descriptive survey design (quantitative method) to help determine specific opinions of the community members by use of a questionnaire. Descriptive survey design involves data collection from a sample population in order to determine the current states of the population with respect to one or more variables, Mugenda and Mugenda (1999). This will provide a large sample and a greater source of data. In addition, the use of quantitative methods such as interviews, focused group discussions, and literature review to collect data. The report adapted the descriptive survey because of the ability to collect large amounts of data quickly and at minimal costs.

#### **3.3 Target population**

The target population of the study was 8398 people and was arrived at by estimates given to the World Vision baseline assessment done in Osiligi IPA in 2009. The real number of people cannot be ascertained. There are approximately 3915 households in Osiligi IPA. The key stakeholders and or institutions consulted included: the project manager, staff members including the project officers, project accountant, relevant government ministries in the area involved in some of the projects.

**Table 3. 1: Target Population**

<b>Area</b>	<b>Longorswa</b>	<b>Raunche</b>	<b>Kumpa</b>	<b>Meto</b>	<b>Elenuata</b>	<b>Mailwa</b>	<b>Total</b>
<b>No. of households</b>	770	444	791	1005	475	460	3915

### **3.4 Sample Size and Sampling Procedures**

The sampling technique is the process of selecting a specific number of objects from the respondents of the study Ngulube (2003). A representative sample size with confidence and risk levels was selected based on the work of Yamane (1967). The formula used by Yamane (1967, p. 258) is illustrated below:

$$n = \frac{N}{1 + Ne^2}$$

Where

n = sample (required responses)

e<sup>2</sup> = error limit

N = sample size

Source: Yamane (1967, p. 258)

Therefore, the targeted number of households was 3915 in Osiligi IPA. Placing information in the formula at 95% confidence level and on an error limit of 10% results in the formula translated to:

$$n = \frac{3915}{1 + 3915(0.1)^2}$$

n = 98

The required responses were 98 and Osiligi IPA has 6 clusters. Therefore, the required number of clusters per cluster was 16.333 ( $16 \times 16 = 96$ ). Therefore, the targeted number of people per cluster was 17 giving a sample size of 102 households.

The sampling procedure used was cluster-sampling technique of the probability sampling methods where the assumption was the villages were clusters. A random selection of seventeen households per cluster was carried out. This gave a total size of 102.

**Table 3. 2: Sample Size**

<b>Area</b>	<b>Longorswa</b>	<b>Raunche</b>	<b>Kumpa</b>	<b>Meto</b>	<b>Elenuata</b>	<b>Mailwa</b>	<b>Total</b>
<b>Sample</b>	17	17	17	17	17	17	102

### **3.5 Data Collection Methods**

The researcher used questionnaires, interview schedules and focused group discussions to collect data. The questionnaire was the main data collection instrument as its administration was at a lower cost even when the sample is large. It is also allowed for the anonymity of the respondents when needed. The respondents were given adequate time to give well thought of answers. When used in large samples, as was the case of Osiligi IPA the questionnaire method gives results that are dependable and reliable. The questionnaire was administered to all selected community members.

The researcher also carried out interviews targeting the project managers and project staff. There was use of an interview schedule while the researcher took notes. The interviews were semi-structured. Finally, the researcher used focused group discussions to get additional information. Using FGD guide, a member from each village taking into consideration age and gender, a community gatekeeper that included the chief and a woman of the village (Mama wa Kijiji), school teacher from the school projects and a Community Health Worker from the nutrition projects, a Focused Group Discussion was carried out giving a total of ten people. The researcher served as the moderator.

### **3.6 Data Collection Procedure**

The research personally collected the data by administering the questionnaires carrying out the interviews and conducting the focused group discussions. There was use of two research assistants who assisted in the translation where language barrier was an issue. Communication was done in English, Swahili and Maasai languages.

### **3.7 Validity and Reliability of the Research Instruments**

Reliability of a research instrument is defined as characteristic of an instrument that reflects the degree to which the statement provokes consistency within given text (Kothari 2004). Validity in regard to research is a judgement regarding the degree to which the components of research reflect theory concept or variable under study (Kothari 2004).

#### **3.7.1 Validity**

Mugenda and Mugenda (1999) describe the validity of quantitative research as construct validity. To ensure this, the questionnaire was prepared to cover as much on determinants of implementation of NGO projects as possible. A pilot test was carried out and the questionnaire was adjusted according to the results of pilot test thus ensuring validity of the instrument.

#### **3.7.2 Reliability**

Reliability of an instrument is the ability of an instrument to provide consistent results in data gathering (Kothari 2004). The reliability was established by use of the retest method. A pilot test was administered twice in the same group after a week and the responses analyzed. A reliability co-efficient was then calculated to indicate the relationship between the two sets obtained. The researcher found that the co-relation co-efficient was found at 0.85 indicating the instrument as reliable.

### **3.8 Ethical Considerations**

Consent from the participants was sought, their confidentiality assured and purpose of the study explained. However, some of the respondents remained reluctant.

### **3.9 Data Analysis Techniques**

Data analysis refers to the computation of certain measures along with searching for patterns of relationships that exist among data groups (Kothari 2004). Data analysis facilitated answering of research objectives and questions and was done by descriptive survey design, this included percentages, and tables to summarize, organize data. Content analysis with the use of SPSS version 19 for windows was used on the data. Chi-square was calculated from the focus group discussions and the interviews has been analyzed and presented as confirmation to the respondents' answers.

### **3.10 Operational Definition of variables**

Variables are referred to anything that might affect the outcome of the study. The operational definition of variables describes what the variables were and how they would be measured within the context of the study. Table 3.3 shows operational definition of variables of this study, indicators, measurement and data collection methods that were used.

**Table 3. 3: Operational Definition of variables**

<b>Objective</b>	<b>Type of variable</b>	<b>Indicators</b>	<b>Measurement of scale</b>	<b>Questions</b>	<b>Data Analysis</b>
To determine the influence of management commitment and support on the implementation of NGO-funded projects in Kenya.	<b>Independent-</b> Management Commitment and support. <b>Dependant-</b> NGO Project Implementation.	Problem solving abilities Risk management Monitor performance Planning controlling	Nominal	Questionnaire Interview schedule FGD Questions (8-11)	Correlation
To examine the influence of project team competence on the implementation of NGO-funded projects in Kenya.	<b>Independent-</b> Project Team Competence. <b>Dependant-</b> NGO Project Implementation	Top management appraisal Academic and professional experience	Nominal	Questionnaire Interview schedule FGD Questions (12 – 15)	Correlation
To establish the extent to which	<b>Independent-</b> Community Participation	Dialogue and communication Problem	Nominal	Questionnaire Interview schedule	Correlation

community participation influences implementation of NGO-funded projects in Kenya.	<b>Dependant-</b> NGO Project Implementation	identification Solutions to patterns		FGD Questions (15 – 18)	
To explore how government involvement contributes to the implementation of projects done by NGOs in Kenya.	<b>Independent-</b> Government Involvement <b>Dependant-</b> NGO Project Implementation	Established working systems	Nominal	Questionnaire Interview schedule FGD Question (19 – 20)	Correlation



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

In this chapter, the research project presents the empirical findings of data collected through questionnaires. The analysis of the data which demonstrates the outcome (based on interviewee perceptions), and the percentages (attitude towards successful implementation of NGO funded projects in Kenya) is presented by the use of tables, inferential statistics, Chi-square tests for independence has been used in hypothesis testing to determine the relationship between variables.

#### 4.2 Response Rate

The response rate is the percentage of those selected in a sample which actually provides data for analysis. The response rate is crucial in survey research because the lower it is the greater the danger that the sample is biased in one way or the other.

**Table 4. 1 Response Rate**

<b>Area</b>	<b>Longorswa</b>	<b>Ruanche</b>	<b>Kumpa</b>	<b>Meta</b>	<b>Eluanata</b>	<b>Mailwa</b>	<b>Total</b>
<b>No. of</b>	<b>770</b>	<b>444</b>	<b>791</b>	<b>1005</b>	<b>475</b>	<b>460</b>	<b>3915</b>
<b>Households</b>							
<b>Sample</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>102</b>
<b>population</b>							
<b>Returns</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>91</b>

A total number of 102 questionnaires were issued 91 questionnaires were returned with an 89.2% return rate as illustrated in the table 4.1 which is a good response rate which provides for valid and useful results.

### 4.3 Demographic Characteristics of Respondents

This section sought to find the general information of the respondents including gender, age and level of education.

**Table 4. 2: Respondents Gender (Sex)**

Area	Longorswa	Ruanche	Kumpa	Meta	Eluanata	Mailwa	Total
<b>Male</b>	70%	69.2%	50%	53.3%	80%	73.4%	<b>66.3%</b>
<b>Female</b>	30%	30.8%	50%	46.7%	20%	36.6	<b>33.7%</b>

Regarding gender correspondence, male population had a higher total participation than the female population with 66.3% and 33.7% turnout respectively. The data revealed that the ratio of male to female respondents balanced as the study moved towards rural trading centers. Further areas seemed to have larger male numbers like Longorswa 70%, Eluanata 80%, Mailwa 73.4% and Ruanche 69.2% compared to areas near trading centers in Kumpa 50% cut and Meta with a 53.3%.

**Table 4. 3: Respondents Age**

Area	Longorswa	Ruanche	Kumpa	Meta	Eluanata	Mailwa	Total
<b>14-30</b>	20%	30.8%	62.5%	86.7%	28.6%	33.4 %	<b>45.7%</b>
<b>Above 30</b>	80%	69.2%	37.5%	13.3%	71.4%	66.6%	<b>54.3%</b>

The community members aged between 14 years and 30 years slightly less than those aged below 30 years with 45.7% and those below 30 and 54.3% respectively. Notably, most of the respondents from Kumpa 62.5% and Meta 86.7% were below 30 years of age. Further, the proximity to the trading center had a huge impact on response rate, with those close to trading centers recording high response rate than those far away.

**Table 4. 4: Respondents Employment Status**

<b>Area</b>	<b>Longorswa</b>	<b>Ruanche</b>	<b>Kumpa</b>	<b>Meta</b>	<b>Eluanata</b>	<b>Mailwa</b>	<b>Total</b>
<b>Employed</b>	20%	23.1%	45.2%	40%	35.7%	26.6 %	<b>33.7%</b>
<b>Un Employed</b>	80%	76.9%	54.8%	60%	64.3%	73.3%	<b>66.3%</b>

Employment rate was lower than unemployment rate in all villages. For instance, in villages such as Kumpa and Meta employment rate was 45.2% and 40.0% compared to unemployment rate of 54.2% and 60% respectively. Notably, the unemployment rate in villages far away from trading centers is higher than villages close to trading centers. For instance, Longorswa, Ruanche and Mailwa are far away from trading centers and have employment rates of 20%, 23.1% and 26.5% respectively.

**Table 4. 5: Respondents Education Level**

<b>Area</b>	<b>Longorswa</b>	<b>Ruanche</b>	<b>Kumpa</b>	<b>Meta</b>	<b>Eluanata</b>	<b>Mailwa</b>	<b>Total</b>
<b>No Formal Education</b>	76.9%	60%	64.8%	73.1%	76.69%	80%	<b>75%</b>
<b>Primary</b>	12.9%	14.1%	48.9%	40%	25.7%	12.6 %	<b>11%</b>
<b>Secondary</b>	8%	7.9%	5.8%	6%	6.3%	7.3%	<b>9%</b>
<b>Tertiary</b>	0%	0%	1%	1%	0.5%	0.5%	<b>3%</b>

It was observed that in Osiligi IPA that the majority of respondents had lower primary qualifications with a few having completed the Kenya Certificate of Primary Education (K.C.P.E) level. Notably, 11% of the population has secondary school education, with only 9% having completed the Kenya Certificate of Secondary Education (K.C.S.E). According data collected, only 3% of the respondents had reached tertiary education level. This indicates low literacy levels in the IPA area. The cultural practices that hinder schooling of both boys and girls include the practice of moranism, early marriages and FGM are still common in the IPA area.

This situation has been exacerbated by the lack of adequate boarding facilities in the area. Even though there are some boarding facilities recently established they are not adequate to cater for all the pupils in the area.

#### **4.4 Management Commitment and Support and Implementation of NGO Funded Projects**

This section discusses the qualitative and quantitative data as views of respondents on effective management as a factor that facilitates a successful implementation of NGO funded projects in Kenya. From the data analysis relied on cross tabulation analysis. In this case, cross tabulation is an analytical tool used to provide information relating to the relationship between effective management and the successfulness of NGO funded projects in Kenya. The analysis relies on Cross Tabulation with Chi-Square to determine the relationship between the two variables.

The null hypothesis (H<sub>0</sub>) and the alternative hypothesis (H<sub>1</sub>) are presented below:

**H<sub>0</sub>:** Management Commitment and support does not influence successful implementation of NGO funded projects in Kenya

**H<sub>1</sub>:** Management Commitment and support influences successful implementation of NGO funded projects in Kenya

$$\alpha = 0.05$$

The Assumptions that must be fulfilled include:

1. The sample taken was random
2. Expected Value (frequencies) in each cell is greater or equal to 5 ( $E \geq 5$ )

**Table 4. 6: Management Commitment and Support and Successful Implementation**

		<b>Successful Implementation</b>				
		Longorswa & Ruanche	Kumpa & Meta	Eluanata & Mailwa	Total Observed	Total Chi- Square
<b>Management Commitment and Support</b>	Longorswa & Ruanche	16	29	29	74	
	Expected value	23.86	25.24	24.90		
	Chi Square	2.589151118	0.559169847	0.676100166		3.824421
	Kumpa & Meta	29	27	18	74	
	Expected value	23.86	25.24	24.90		
	Chi Square	1.107364984	0.122294616	1.910709775		3.140369
	Eluanata & Mailwa	15	27	24	66	
	Expected value	22.89	24.22	23.89		
	Chi Square	2.7210598	0.31918241	0.000526524		3.040769
Total Observed	60	83	71	214		
Total Chi- square					10.00556	

Note: The data analysis is done through a combination of two villages at a time in order to simplify the cross-tabulation and calculations. The expected value is calculated using the formula **Expected Value = Total Column\*Total Row/ Cumulative Total (of Rows or Columns)**. On the other hand, chi-square are calculated using the formula **Chi-square ( $X^2$ ) = (Observed Value-Expected Value)<sup>2</sup>/Expected Value**.

From the table, the computed Chi-Square ( $X^2$ ) = 10.00556 or 10.006

p-value (from the table) = Degrees of freedom (df), 0.05 significance level

df = (No of Rows -1)\*(No of Columns-1)

= (3-3)\*(6-1) = 4

$\alpha$  = 0.05

Critical value (tabled chi-square) for  $\alpha$  = 0.05 with df = 4 is 9.488

The computed chi-square value of 10.006 is greater than critical value (tabled chi-square) of 9.488. In this regard, we reject null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>). Therefore, effective management is statistically significant in terms of influencing the successfulness of the implementation of NGO funded projects in Kenya. Based on the findings, most of the respondents believe that effective management has huge influence on the success of implementing NGO funded projects in Kenya. Mainly, they noted that aspects such as problem solving skills, monitoring skills and planning and control as the main determinants of the extent in which the project succeeds. More than one-half of individuals who participated in the study cited proper management as fundamental to the success of the project. Nevertheless, the respondents noted the necessity of training of managers especially project managers as key factor to the success of a project. Thus, before embarking on a project, NGOs should introduce a strong training program for its entire staff and more particularly those entitled to implement the project.

#### **4.5 Competent Team and Successful Implementation of NGO Funded Projects in Kenya**

This section discusses the qualitative and quantitative data on the views of respondents on competent team as factor that facilitates successful implementation of NGO funded projects in Kenya.

The null hypothesis (H0) and the alternative hypothesis (H1) are presented below:

**H0:** Competent team does not influence successful implementation of NGO funded projects in Kenya.

**H1:** Competent team influences successful implementation of NGO funded projects in Kenya

$$\alpha = 0.05$$

The Assumptions that must be fulfilled include:

1. The sample taken was random
2. Expected Value (frequencies) in each cell is greater or equal to 5 ( $E \geq 5$ )

The calculated Chi Square (p) is presented in the table below:

**Table 4. 7: Competent Project Team and Successful Implementation**

		<b>Successful Implementation</b>				
		Longorswa & Ruanche	Kumpa & Meta	& Eluanata & Mailwa	Total Observed	Total Chi-Square
<b>Competent Project Team</b>	Longorswa & Ruanche	28	19	27	74	
	Expected value	23.86	25.24	24.90		
	Chi Square	0.718410812	1.543990284	0.177601667		2.440003
	Kumpa & Meta	20	30	22	72	
	Expected value	23.86	25.24	24.90		
	Chi Square	0.624403762	0.896452335	0.337136202		3.384739
	Eluanata & Mailwa	32	18	20	70	
	Expected value	22.89	24.22	23.89		
	Chi Square	3.623284744	1.59720672	0.632764395		5.853256
Total Observed	80	67	69	216		
Total Chi-square					10.15125	



From the table, the computed Chi-Square ( $X^2$ ) = 10.15125 or 10.151

p-Value (from the table) = Degrees of freedom (df), 0.05 significance level

$df = (\text{No of Rows} - 1) * (\text{No of Columns} - 1)$

$= (3-1) * (3-1) = 4$

$\alpha = 0.05$

Critical value (tabled chi-square) for  $\alpha = 0.05$  with  $df = 4$  is 9.488

The computed chi-square value of 10.151 is greater than critical value (tabled chi-square) of 9.488. In this regard, we reject null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). Therefore, competent team is statistically significant in terms of influencing the successfulness of the implementation of NGO funded projects in Kenya.

Based on the findings, majority of the respondents believe that competent team is necessary for the success of NGO funded projects. Statistically, from each two villages cluster at least 18 out of possible 34 individuals agree that competent team is imperative in overseeing the successful implementation of NGO funded projects in Kenya. Notably, competent team is essential in formulating the goals of the project, ascertaining the success of the project, making necessary changes where possible, monitoring the impact of the project to the designated community and compiling the report about the project. In order for the project implementation to succeed, the study notes that the management team (local staff and technical staff) should be equipped with necessary tools ranging from funds, experience, education, moral support. Further, NGO should outsource some of its project integrators probably from other successful organizations that have already successfully implemented projects.

#### **4.6 Community Participation and Successful Implementation of NGO Funded Projects in Kenya**

This section discusses the qualitative and quantitative data as views of respondents on community participation as a factor that facilitates successful implementation of NGO funded projects in Kenya. The data analysis follows cross tabulation and chi-square to ascertain the relationship between community participation and successfulness of NGO funded projects in Kenya.

The null hypothesis (H0) and the alternative hypothesis (H1) are presented below

**H0:** Community participation does not influence successful implementation of NGO funded projects in Kenya

**H1:** Community participation influences successful implementation of NGO funded projects in Kenya

$$\alpha = 0.05$$

The Assumptions that must be fulfilled include

1. The sample taken was random
2. Expected Value (frequencies) in each cell is greater or equal to 5 ( $E \geq 5$ )

The calculated Chi Square (p) is presented in the table below:

**Table 4. 8: Community Participation and Successful Implementation**

		<b>Successful Implementation</b>				
		Longorswa & Ruanche	Kumpa & Meta	& Eluanata & Mailwa	Total Observed	Total Chi- Square
<b>Community Participation</b>	Longorswa & Ruanche	32	16	22	73	
	Expected value	25.19	20.93	24.53		
	Chi Square	1.842945572	1.163150868	0.261472185		3.267569
	Kumpa & Meta	22	29	22	73	
	Expected value	26.27	21.83	24.90		
	Chi Square	0.692969622	2.353607893	0.338161146		3.384739
	Eluanata & Mailwa	23	17	31	71	
	Expected value	25.55	21.23	24.22		
	Chi Square	0.253880975	0.844120212	1.898190706		2.996192
	Total Observed	77	64	73	214	
	Total Chi- square					9.648499

From the table, the computed Chi-Square ( $X^2$ ) = 9.648499 or 9.648

p-Value (from the table) = Degrees of freedom (df), 0.05 significance level

df = (No of Rows -1)\*(No of Columns-1)

= (3-1)\*(3-1) = 4

$\alpha$  = 0.05

Critical value (tabled chi-square) for  $\alpha$  = 0.05 with df = 4 is 9.488

The computed chi-square value of 9.6485 is greater than p-Value (tabled chi-square) value of 9.488. In this regard, we reject null hypothesis (H0) and accept the alternative hypothesis (H1). Therefore, community participation is statistically significant in terms of influencing the successfulness of the implementation of NGO funded projects in Kenya. Based on the Osiligi IPA findings, Gender and level of education played a major role in Osiligi IPA project in that men and those with relative education showed higher tendency of participation. Majority of the respondents believe that community participation is necessary for the success of NGO funded projects. Statistically, from each two villages cluster at least 16 out of possible 34 individuals agree that community participation is imperative in overseeing the successful implementation of NGO funded projects in Kenya. Notably, community participation is through volunteer workers, paid employees, contributions (such as land), mobilization of people and taking part in the NGOs objective for example participating in HIV testing, participating in the sponsorship project and so forth In this regard, community participation provides financial and more support to the project implementation. Thus, the, NGOs should integrate most of its workers from the surrounding communities in order to ensure that the desired goals are achieved accordingly. This will involve participation in the planning stages of NGO projects.

#### **4.7 Government Involvement and Successful Implementation of NGO Funded Projects in Kenya**

This section discusses the qualitative and quantitative data as views of respondents on government involvement as a factor that facilitates successful implementation of NGO funded projects in Kenya. The data analysis follows cross tabulation and chi-square to ascertain the relationship between involvement and successfulness of NGO funded projects in Kenya.

The null hypothesis (H0) and the alternative hypothesis (H1) are presented below

**H0:** Government involvement does not influence successful implementation of NGO funded projects in Kenya

**H1:** Government involvement influences successful implementation of NGO funded projects in Kenya

$$\alpha = 0.05$$

The Assumptions that must be fulfilled include:

1. The sample taken was random
2. Expected Value (frequencies) in each cell is greater or equal to 5 ( $E \geq 5$ )

The calculated Chi Square (p) is presented in the table below:

**Table 4. 9: Government Involvement and Successful Implementation**

		<b>Successful Implementation</b>					
		Longorswa & Ruanche	Kumpa & Meta	& Eluanata & Mailwa	Total Observed	Total Chi-Square	
<b>Government Involvement</b>	Longorswa & Ruanche	30	19	25	74		
	Expected value	23.85981308	25.24299065	24.89719626			
	Chi Square	1.580142109	1.543990284	0.00042449		3.124557	
	Kumpa & Meta	29	21	17	67		
	Expected value	23.85981308	25.24299065	24.89719626			
	Chi Square	1.107364984	0.713186878	2.504928994		4.325481	
	Eluanata & Mailwa	29	23	19	71		
	Expected value	22.89252336	24.21962617	23.88785047			
	Chi Square	1.629408443	0.061416637	1.000135287		2.69096	
	Total Observed	88	63	61	212		
<b>Total Chi-square</b>						<b>10.141</b>	

From the table, the computed Chi-Square ( $X^2$ ) = 10.141

p-Value (from the table) = Degrees of freedom (df), 0.05 significance level

df = (No of Rows -1)\*(No of Columns-1)

= (3-1)\*(3-1) = 4

$\alpha$  = 0.05

Critical value (tabled chi-square) for  $\alpha$  = 0.05 with df = 4 is 9.488

The computed chi-square value of 10.141 is greater than critical value (tabled chi-square) of 9.488. In this regard, we reject null hypothesis (H0) and accept the alternative hypothesis (H1). Therefore, government involvement is statistically significant in terms of influencing the successfulness of the implementation of NGO funded projects in Kenya.

Based on Osiligi IPA findings, majority of the respondents argue that government involvement has huge effect on the success of NGO funded projects. Statistically, from each two villages cluster at least 17 out of possible 34 individuals agree that government involvement is imperative in overseeing the successful implementation of NGO funded projects in Kenya. Notably, government involvement through financial assistance (tax cuts, subsidies), land provision, advertisement, security, financial checking (monitoring accounting books) and so forth ensures that NGOs stick to their main purpose and run smoothly. In spite of the support the respondents associated with government involvement, they cautioned government's intentions as in some cases NGO project objectives are hindered through politicization. For instance, politicians with self-interests are likely to redirect NGO projects in certain areas where that community does not need project goals. Thus, government involvement should entail financial, economic, and moral support.

## **4.8 Focus Group Discussion on Factors that Affect Non-Governmental Organizations' Project Implementation.**

### **4.8.1 Project Implementation Challenges In Osiligi IPA**

The first major challenge was Gender Discrimination in Osiligi IPA. It was in the area that women were not majorly involved in decision-making. Therefore, assessment, planning, and implementation did not involve their inputs a case that exposed them to perennial problems such as water scarcity would have been solved if the involvement in decision-making was a prior consideration.

Cultural practices was also noted as a major challenge. Culture has been a core unity fabric in the Maasai Community up to this age. Old age practices are still attended to like Moranism and Female Genital Mutilation (FGM) in the area have been of negative effect to the projects implementation. For example, the Local Education Officer pointed out that culture a key hindrance to implementing the education project in Osiligi IPA.

The third major challenge was high illiteracy rate affects the implementation of the projects since majorities are not able to understand the essence of being involved in the projects carried out by the IPA. Attendance of community in planning workshops was poor as many feel little need to be involved in the initial and most important stages of programs.

Means of livelihood was another major challenge. Due to harsh conditions in the area, it was found that many of the nomads/pastoralists shift from time to time to the neighboring Tanzania. Implementation of projects like the sponsorship program is close to impossible as a result.

The last major challenge as discussed was age disparity. The project does not mainly involve the youth in the projects especially during the decision-making processes. This makes implementation very difficult. This is because a large majority of the projects involves the youth.



#### **4.8.2 Success Factors In Project Implementation in Osiligi IPA.**

The community is very willing to adopt change, they are willing to be involved actively in the stages of project implementation, and they welcome change as means to livelihood improvement. There is great social cohesion the Osiligi IPA and its environs that in turn provide a level ground for capacity building. The community practice doctrines of communal living and work together with ease. They are very welcoming of the sponsorship project offered by work and large majorities are involved in the activities with the hope that they too can benefit from it.

The community leadership is strong and accommodative to change. The local Government is supportive and is willing to collaborate with the organizations to make projects successful. Government support is fundamental in a successful implementation of NGO projects.

#### **4.8.3 Causes of Project Failures in Osiligi IPA**

There is poor involvement / participation of community members in the project planning and initiation for the part of the community. There is little participation of the community in needs assessment during project planning and project initiation stage therefore poor problem identification hence no feeling of project ownership for community members. The participation is mostly limited to the elite few who usually structure projects to benefit them.

Culture in Osiligi IPA is a large reason of why projects fail whereby gender disparities contributed by retrogressive cultural practices and lack of involvement of women and youth cause projects to fail in the Osiligi area. There is, need to encourage continuously the participation of female in all program activities due to negative cultural practices that continue to deny them access to basic factors of production. Retrogressive culture is therefore a major hindrance to full participation of women.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the findings of the study in summary and also compares and contrasts findings of similar studies. It also gives conclusions drawn from findings of the study and recommendation for further research.

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

The objective of the research study was to examine the factors that determine the implementation of NGO projects a case of world vision Kenya Osiligi IPA

Successful Project implementation is achieved when the project is completed within the set timeframe and according to the specifications of quality and stakeholder satisfaction. Other key parameters of project success are sustainability, impact, effectiveness, and accessibility of the project.

The first objective of the study was to establish the extent to which Non-Governmental management commitment and support influences the implementation of projects in Kenya. The community members were asked what key factors they thought led to project success in the project area and pointed out a strong and effective project management. Therefore, the findings of the study agree with the literature review. They pointed out that the project manager exhibited strong problem solving abilities, monitored the projects effectively and gave adequate feedback to community members and they felt that the projects in the IPA were effectively planned and controlled.

The second objective was to determine the extent to which the project team competency influences the implementation of projects in Kenya. An effective team that met the academic and professional credentials led to successful projects. Therefore, the findings of the study agree with the literature review. They stated that Osiligi IPA staff exhibited problem-solving abilities in carrying out projects in the IPA. The project staff had effectively planned and controlled and

gave feedback to community members. The team met the academic and professional credentials led to successful projects. Therefore, the findings of the study agree with the literature review.

The third objective was to determine the extent to which Community participation influences the implementation of NGO projects in Kenya. The findings of the study agree with the literature review. The peoples involvement as much as possible actively in the decision-making process which regards their development organizing group action to give to the excluded disadvantaged people control over resources, access to services and/or bargaining power. Also promoting the involvement of people in the planning and implementation of development efforts as well as in the sharing of their benefits and finally the involvement of a significant number of persons in situations or actions which enhance their well-being.

The last objective was to determine the extent to which government involvement influences the implementation of NGO projects in Kenya. The findings of the study agree with the literature review. The community members stated that they were government actors in Osiligi IPA and further felt their involvement was effectively rather than counterproductive. The project manager gave us a few of the government actors they work with which included extension officers, ministry of gender children and social development, ministry of health and ministry of water and sanitation.

### **5.3 Discussions**

Successful implementation of an NGO project is to ensure that the stakeholders experience the impact and sustainability of the project. NGOs play a crucial role in providing services to citizens and they make up a vital part of a country's economy. According to Riddell et al. (1995), the participation of the beneficiaries in different cycles of the project, Strong and effective NGO management and institutional capability, The caliber of project staff, their commitment to overall project objectives, their skills and the degree of empathy with the intended beneficiaries. Government involvement and support was also considered a factor that affects project implementation in an area according to Action Aid Case Report (2010).

The first objective of the study was to establish the extent to which Non-Governmental management commitment and support influences the implementation of projects in Kenya. According to the literature review, project managers work closely with an array of stakeholders to complete the work of the project. For a project to be successful the project manager must

exhibit problem solving abilities (Project Management for Development Professionals-2008). Project managers must establish a climate of open communication and maintain effective communication links across the organizational interfaces (Kloppenborg, & Petrick (1999). According to the study, the community members felt that management of NGOs largely affects the implementation of projects in Kenya. In Osiligi, 68% pointed out that the project manager exhibited strong problem solving abilities. Notably, 74% pointed out that the Project Manager monitored the projects effectively and gave adequate feedback to community members and 81% felt that the projects in the IPA were effectively planned and controlled. In the focus group discussions the community members were asked what key factors they thought led to project success in the project area and pointed out a strong and effective project management. Therefore, the findings of the study agree with the literature review.

The second objective was to determine the extent to which the project team competency influences the implementation of projects in Kenya. According to the literature review a working environment within the project team has a significant impact on project success, and therefore suggests that the project manager has a significant leadership role in blending the team (Thamhain, 2004). The findings of the study suggest 72% stated that Osiligi IPA staff exhibited problem-solving abilities in carrying out projects in the IPA. Statistically, 87% stated that the project staff had effectively planned and controlled and gave feedback to community members. Particularly, 92% stated that the project team had effectively planned and controlled the project. When the manager was interviewed, it was noted that the staff team was very important when it came to influencing the project success. An effective team that met the academic and professional credentials led to successful projects. Therefore, the findings of the study agree with the literature review.

The third objective was to determine the extent to which Community participation influences the implementation of NGO projects in Kenya. According to the literature review peoples involvement as much as possible actively in the decision-making process which regards their development organizing group action to give to the excluded disadvantaged people control over resources, access to services and/or bargaining power. Also promoting the involvement of people in the planning and implementation of development efforts as well as in the sharing of their benefits and finally the involvement of a significant number of persons in situations or actions

which enhance their well-being, for example their income, security or self-esteem, (Scoons, 1995). The community members stated that their participation in all stages of the planning, implementation, monitoring, and evaluation was important in the implementation of the projects. In addition, 65% felt there was open dialogue and communities between all stakeholders in Osiligi IPA. However, only 20% felt that they were involved in the planning stages of the projects. Further, 67% felt involved in the implementation of the activities carried out in the area. The project manager and staff felt that the community participation was important in the project implementation. Therefore the findings of the study agree with the literature review.

The last objective was to determine the extent to which government involvement influences the implementation of NGO projects in Kenya. According to the literature review where the government has a positive social agenda (or even where individual ministries do) and where NGOs are effective there is the potential for a strong, collaborative relationship, Tandon (1991). The community members stated that they were government actors in Osiligi IPA and 92% felt their involvement was effectively rather than counterproductive. The project manager gave us a few of the government actors they work with which included extension officers, ministry of gender children and social development, ministry of health and ministry of water and sanitation. However, the project staff stipulated that sometimes the government bodies hinder effective implementation due to unnecessary bureaucracies which take up much. Therefore, the findings of the study partly disagree with the literature review, with Community members agreeing with the statement while the project staff disagreeing with the statement.

#### **5.4 Conclusions of the Study**

A summary of the main findings of the study according to the objectives stated in chapter one is as follows: The first objective stated Management is Key in project implementation. The community members agreed with this statement with 75% agreeing with the statement that effective project management is fundamental in project implementation. Notably, 83.3% believed that a competent project team influences the successful implementation of projects by NGO's. The study also revealed that NGOs that have established working relations with the Government as they implement their projects which have contributed to the sustainability and stakeholder satisfaction. The project manager stated that 75% of Government officials find it also relevant to have working relations with NGO's.

Lack of involvement or participation in the project planning and initiation was identified as a major challenge encountered in project implementation. However, the IPA's management and staff believe that they achieved the desired project goals and objectives. They derived these from baseline assessments and extensive evaluation of the project area before the IPA began its operations. However, the community members felt that this was not a true picture of the situation on the ground. They stated that majorities were not involved in the project conceptualization and inception and only a few members participate.

Another major problem as noted in the implementation of projects in this IPA was their main source of livelihood. Large majorities of the community members were nomadic pastoralists and this posed a major problem in implementation of some of the projects for example sponsorship project. It can be concluded therefore that the four parameters that is: Project management, Project team, Community participation, and Government involvement are all key factors that lead to successful project implementation. A significant finding was without Government support or involvement NGO's cannot effectively implement projects.

## **5.5 Recommendations**

Based on the findings of the study, the following recommendations were put forward. First, to implement effectively NGO projects they will require effective management of the projects, effective project teams, community participation, and a government involvement. There were some gaps in community participation where the community members did not feel like they were adequately involved. Therefore, it is recommendable that there is a greater involvement in the planning of the next quarter so that community members feel a sense of ownership of the project.

The second recommendation is information sharing. Sharing information with government agencies would strengthen the relationship between NGO's and government agencies as they implement projects that are community targeted. In effect, sharing will reduce duplication of efforts or projects. A competent project team is important for the success of NGO based projects and therefore management should encourage trainings to build the teams capacities.

### **5.5 Suggestions for further research**

This research study recommends a research to be done on the influence of donor requirements on project implementation of NGO projects in Kenya. In addition, a comparative research on how NGO project implementation differs to project implementation in other sectors and the environmental considerations on success project implementation should be done in future.

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## APPENDICES

### Appendix A: Transmittal Letter

BELINA JHUTHI,

UNIVERSITY OF NAIROBI,

P.O. BOX 30197,

NAIROBI.

20<sup>th</sup> MARCH, 2015

Dear respondent,

#### **RE: COLLECTION OF RESEARCH DATA**

I am a post graduate student at the University of Nairobi-Mombasa campus. In order to fulfill the requirement of attaining a Master of Arts in Project Planning and Management I am undertaking a research project on the Factors that influencing the success of projects undertaken by NGO's in Kenya.

I kindly request you to participate as one of the respondents for an interview to assist me in data collection. Do not write your name on the questionnaire since the responses are confidential and will be used solely for the purpose of research.

Upon request, a copy of the final report will be available to you.

Thank you for your cooperation.

Yours faithfully,

BelinaJhuthi,

Student MA



## Appendix B: Questionnaire for Community Members

### INSTRUCTIONS

- In questions where you are given options for responses please mark in the provided box using a tick (√) or a cross (x)
- In the questions where you are asked to explain, please write down your reasons.
- Answer all questions.

**Thank you for cooperating.**

### QUESTIONNAIRE: PART A

1. The name of this village?
2. Respondents' sex
  - a) Male [ ] b) Female [ ]
3. Age
  - a) 14- 19 [ ] b) 19-24[ ] c) 25-30 [ ] d) 31-36 [ ] e) 37- 42 [ ] f) 43 above [ ]
4. How many children do you have?
5. What are the ages of your children?
  - b) 0-5 [ ] b) 6-10[ ] c) 11-15[ ] d) 16-20[ ] e) 21-25[ ] f) 26 and above [ ]
6. Are you employed?
  - a) Employed [ ] b) Un-employed [ ]
7. What is your education level?
  - a) Primary Level [ ]
  - b) Secondary Level [ ]
  - c) Certificate Level [ ]
  - d) Above certificate Level [ ]

## **PART B**

### **MANAGEMENT**

8. Do you think management is committed and supports project implementation? Yes [ ] No [ ]
9. Do you think the project manager exhibits problem solving abilities in carrying out projects in Osiligi IPA? Yes [ ] No [ ]
10. Do you think the project manager monitor projects effectively and give feedback to the community members? Yes [ ] No [ ]
11. Do you think the projects in Osiligi IPA are effectively planned and controlled? Yes [ ] No [ ]

### **STAFF**

12. Do you think project team competent in terms of skills and academic qualifications? Yes [ ] No [ ]
13. Do you think the project staff exhibit problem solving abilities in carrying out projects in Osiligi IPA? Yes [ ] No [ ]
14. Do you think the projects staff monitor projects effectively and give feedback to the community members? Yes [ ] No [ ]
15. Do you think the projects in Osiligi IPA are effectively planned and controlled? Yes [ ] No [ ]

### **COMMUNITY PARTICIPATION**

16. Do you think there is an open dialogue and communication between all the beneficiaries in Osiligi IPA? Yes [ ] No [ ]
17. Did you participate in the planning stages of these projects? Yes [ ] No [ ]
18. Do u feel involved in the implementation of the activities carried out in your area? Yes [ ]No [ ]

### **GOVERNMENT INVOLVEMENT**

19. Are there any willing Government actors in place in Osiligi IPA? Yes [ ] No [ ]
20. According to your observation is their participation effective or counterproductive in project implementation? Yes [ ] No [ ]

## **SUCCESS OR FAILURE FACTORS**

21. What challenges do you think are faced in project implementation in this area?
22. What do you think cause projects to succeed in your area?
23. What do you think causes projects to fail in your area?

## **RECOMMENDATIONS**

24. What recommendations can you give in the carrying out of their activities?

## **Appendix C: Key Informant Interview Guide**

### **Manager**

1. Which projects are you currently undertaking at Osiligi IPA?
2. The extent to which the overall programme goal has been achieved?
3. What are the strategies employed in each of the projects and the cross cutting issues facing the IPA?
4. Are these strategies effective, are they reaching the intended people and producing intended results?
5. What are the program management practices in this IPA?
6. What factors do you think lead to project success in this IPA?
7. In what way has the program built the capacity of program staff in terms of ability to work better, material equipment?
8. What are the challenges in each of the main projects and the cross cutting issues in Osiligi IPA?
9. How do you think these challenges can be addressed?
10. Do you think there is adequate participation of community members in all stages of project implementation?
11. What is the Government involvement in the IPA's projects?
12. Do you think the Government involvement is productive or counterproductive?
13. Are the academic qualifications and skill set of your staff in line with the requirements of project implementation?

### **Project Staff**

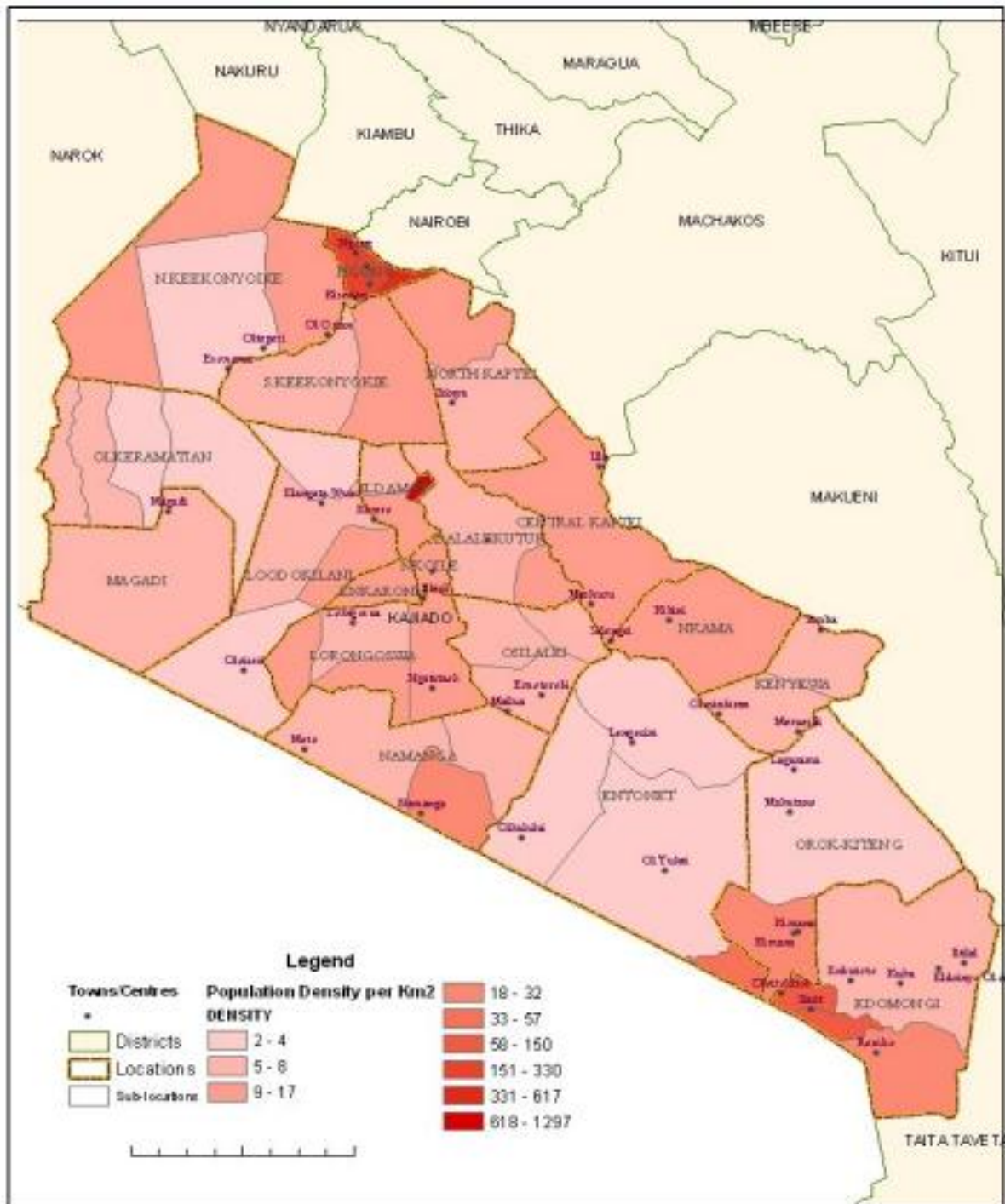
14. What factors do you think lead to project success in NGO's in general? Which of these strategies do you use?
15. What are challenges you face in ensuring project success?

16. What are some of the factors do you think lead to project success in this area?
17. Do you think there is adequate participation of community members in all stages of project implementation?
18. What is the Government involvement in the IPA's projects?
19. Do you think the Government involvement is productive or counterproductive?

## **Appendix D: FDG Guide**

1. Which projects are being currently undertaken at Osiligi IPA?
2. Do you consider the projects undertaken by World Vision a success?
3. What are the program management practices in this IPA?
4. What factors do you think lead to project success in this IPA?
5. What are the challenges in each of the main projects and the cross cutting issues?
6. How do you think these challenges can be addressed?
7. Do you think these projects address your felt needs?
8. Do you think these projects are sustainable and how will you ensure they are continued after World Vision leaves Osiligi?
9. Do you feel involved in the overall programme goal and its implementation?
10. What is the Government involvement in the IPA's projects?
11. Do you think the Government involvement is productive or counterproductive?

Appendix E: Map of Kajiado District indicating the IPA area.



## Appendix F: World Vision Partners InOsiligi IPA

Organization	Activity
Government of Kenya	Extension services under all sectors
Ministry of Gender Children and Social Development	Child protection from neglect, abandonment, assault, child labour, sexual abuse and harmful cultural practices
Child Fund Kenya	Sponsorship and child protection
Dupoto E Maa	<ul style="list-style-type: none"> <li>• Education development activities</li> <li>• Child rights empowerment</li> </ul>
CATHRINA Foundation	Education development activities
Constituency Aids Control Council (CACC)	<ul style="list-style-type: none"> <li>• Monitors groups that have been given funds to implement HIV/AIDS project (CACC serves as a public eye)</li> <li>• Ensuring that groups that are implementing HIV/AIDS program are doing it</li> <li>• Addressing harmful cultural practices in the community including FGM, early marriages and women discrimination</li> <li>• Coordination of HIV/AIDS control activities</li> </ul>
Kenya Red Cross Society	<ul style="list-style-type: none"> <li>• Training on disaster preparedness and response</li> <li>• WATSAN</li> <li>• Health and social services</li> <li>• Reducing HIV/AIDS prevalence</li> <li>• First Aid program</li> <li>• Disease prevention and control</li> </ul>
German Agro Action (GAA)	Drought preparedness and management through capacity building and small scale infrastructural support
Concern Worldwide	Integrated management of acute malnutrition



Neighbors Initiative Alliance (NIA)

- Livestock restocking, upgrading and capacity building
  - Water
  - Social justice – legal aid
  - Economic empowerment and food security by looking at other alternative means of survival for example bee keeping and dry farming
-