

**FACTORS INFLUENCING PERFORMANCE OF NON GOVERNMENTAL  
ORGANIZATIONS PROJECTS IN THE URBAN INFORMAL  
SETTLEMENTS: A CASE OF UNDUGU SOCIETY OF KENYA,  
NAIROBI COUNTY.**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE  
DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND  
MANAGEMENT, OF THE UNIVERSITY OF NAIROBI**

**2016**

## DECLARATION

This project is my original work and has not been presented for any award in any other university.

Signed ..... Date.....

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

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## **DEDICATION**

I dedicate this research Project report to my family, Gaston, Emily, Fredrick and in particular to my husband Eliud Ogutu whose support was overwhelming in the production of this report. I cannot forget my loving mum whose constant prayer has seen me through the highs and lows of my studies. God bless each one of you.

## **ACKNOWLEDGEMENT**

I take this chance express my sincere gratitude to my Supervisor Dr. John Mbugua for seeing me through this journey as I Prepared my project report. It would not have been possible without his constant guidance and supervision through informative comments.

I also thank The University of Nairobi for the opportunity to improve myself through the Masters course. I am indebted to my dear husband Eliud Ogutu, for his immense support, My Parents Grace Roberts and Roberts Aira for believing in me, all my classmates and friends, Mary Akinyi, Tabitha Anyes, Catherine M. Sammy, Agnes Chao, Elias Obando, Francis Kinyua, Isaack Okero, Patrick Afundi, and James for their encouragement and objective criticism throughout the entire process of preparing this project report.

I wish to salute all the respondents who participated in this research. I believe that their contribution was invaluable especially in providing relevant data useful for the study. Last but not least, I acknowledge my research assistants with whom I worked hand in hand in data collection and data entry.

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## **ABBREVIATIONS AND ACRONYMS**

**ADB**- African Development Bank

**CSEC Project**- Commercial sex exploitation of children

**IFAD**- The International Fund for Agricultural Development

**IMF**- International Monetary Fund

**NGOs**-Non Governmental Organizations

**RRR**- Rescue, rehabilitation and Reintegration

**SIDA**- Swedish International Development Cooperation Agency (SIDA)

**SPSS** -Statistical Package for Service Solution

**USK**- Undugu Society of Kenya

## ABSTRACT

This research was to analyze the factors influencing the Performance of NGO projects within the urban informal settlements focusing on a case of Undugu Society of Kenya. Considering the direct relationship between reaching projects' objectives and the long term development of an organization, aspects regarding projects' performance is a topic of great interest in project management literature and especially since there is limited attention to the performance of NGOs in the urban informal settlements. Reaching projects 'objectives in compliance with constraints of cost, time and quality is usually not sufficient to determine whether the project was successful or not. While literature provides different perspectives regarding this topic, in reality things get sometimes even more complicated, project performance being often not well defined. The target population was the ten projects of Undugu Society of Kenya. The study constituted 95 staff of Undugu Society of Kenya, (Executive Management, Project Managers, Project Officers, Project Coordinators and the Project support staff), out of which a sample of 77 respondents were selected for the study. The study was conducted against the backdrop of exerted enormous pressure on national and international approaches to projects development and implementation, especially to its successful execution and completion. There has been a lot of pressure from these organizations to most recipient countries, and especially the developing countries, on stewardship of projects that are financed by them. The study adopted a descriptive survey research design applying qualitative approach. Multi cluster sampling technique was used to select the sample as well as purposive non-probability sampling procedure. The study used self-administered questionnaires to collect data. Quantitative and qualitative methods were used to analyze data with both inferential and descriptive analysis being employed. The findings of the study was presented in accordance with the variables and themes of the study. The study revealed that the time of funding for USK projects were varied and thus affecting project activities and in turn the success of the projects. The study found that top management at Undugu Society of Kenya attended project meetings frequently. The study also found that stakeholder's decisions influence project performance to a great extent. The study revealed that stakeholders involvement in management of project finances, monitoring of project progress and in mobilizing of funds influenced the success of the NGOs project. The study concluded that timing of project funding was affected by invariable time of financing and funding conditions that is attached to the donor funds. The study recommended that the management should steer the organization in to achieving timely funding, meet donor conditions and requirements. USK Management also needs to consistently focus on improving the skills of the project staff. Top management support is essential and thus their commitment would take USK to the next level. The study recommends that management of USK should promote stakeholder involvement in management of project processes

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the study**

According to Project Management Body of Knowledge (PMBOK Guide), a project is a temporary group activity designed to produce a unique product, service or result. It has a defined beginning and end in time, and therefore defined scope and resources (Opel, 2007). In Project Management, a project in its basic definition is a temporary endeavor undertaken by people who work cooperatively together to create a unique product or service Project Management Institute, (2000) within an established time frame and within established budget to produce identifiable deliverables.

One of the most imprecise concepts of project management is project success. This is because the beneficiaries of the projects usually have different needs and expectations; it is very obvious that they interpret project success in their own way of understanding (Besner, 2008). Quality requires both conformance to the specifications and fitness for use. According to Antill (2004), a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended.

This means that a successful project must bargain between the benefits of the organization and the satisfaction of end users. Success approached in Performance of the project is considered as a source of concern to both public and private sector clients. Bass, (2006) remarked that project performance measurement include time, budget, safety, quality and overall client satisfaction. Hackman, (2002) remarked that the characterization of time, is based on the fact that performance/ success vary with time. All the performance criteria should be simple and attainable, and once defined, they should also be ranked according to

priority'. Straight forward criteria are easy to understand by everyone involved in the project and therefore commitment is guaranteed.

Unrealistic criteria can cause failure on many projects because of the standards that are not achievable, and this can generate low team esteem, affecting performance in projects and finally cause disappointment among the stakeholders. Once a project is over and once the product produced by the project has time to be used, the perspective sometimes changes and people (especially the Sponsor, members of the public and the media) often look to a different definition when making their final retrospective judgment. A project usually needs resources to deliver its results. Most of the time project execution is based on detailed plan, which considers also external factors and constraints.

Planning, execution and controlling of project is the primary field of project management. Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers who are guided need to identify their strength and weaknesses including internal forces, opportunities and threats which include external forces. The strength and opportunities are positive forces that should be exploited to efficiently implement a project. The weaknesses and threats are hindrances that can hamper project implementation. Doherty, (1998). The implementers should ensure that they devise means of overcoming them. Monitoring is important at this implementation phase to ensure that the project is implemented as per the schedule. This is a continuous process that should be put in place before project implementation starts.

The number of NGOs operating in Kenya and specifically within the urban informal settlements, Undugu Society of Kenya being one of them, continues to increase into the 21<sup>st</sup> century.

The slums in Kenya are growing at an alarming rate. More and more people move to Kenya's cities and towns in search of employment and other opportunities that the urban settlements offer. This has posed challenges to both the government and the local authorities which have to deal with the tremendous growth to ensure that they provide adequate services for the growing urban population. Statistics reveal that Kenya's urban population is currently 40 percent of the total population with more than seventy percent living in the urban informal settlements, with limited access to water and sanitation, housing, and secure tenure. They have poor environmental conditions and experience high crime rates. UN-HABITAT, Nairobi Urban Sector Profile, (2006). They have poor environmental conditions and experience high crime rates.

This has caused the mushrooming of non-governmental organization within these urban informal settlement areas to address the issues affecting these people in the settlement areas. The informal settlements exist in urban context all over the world, making it a global phenomenon. While the urban informal settlements can be seen in the global south, housing informality and poor living conditions are not anything new in developed countries. The reasons for mushrooming of urban informal settlements range from population growth and rural-urban migration, lack of affordable housing for the urban poor, weak governance (particularly in the areas of policy, planning, land and urban management resulting in land speculation and grabbing), economic vulnerability and underpaid work, discrimination and marginalization, and displacement caused by conflict, natural disasters and climate change. This group of people ends up missing out on the benefits and opportunities that others in the broader urban environment may get. They suffer constant discrimination and an extreme disadvantage shown by geographical marginalization, basic service deficits, poor governance frameworks, limited access to land and property, precarious livelihoods.



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 deadlines. In particular, projects must satisfy or meet stakeholder “needs in a positive manner. It is with this background that this study sets out to establish the factors influencing project performance of NGOs projects in the urban informal settlements, a case of Undugu Society of Kenya.

## **1.2 Statement of the Problem**

The overall performance of a project is a key factor to ascertain the success of a project. A project is said to be successful if it is able to attain the project objectives and thereafter be sustainable. Antill, (2004). Major international development partners who include, among others World Bank (WB), European Union, International Finance Corporation, and other major development partners (MDPs) exert enormous pressure on national and international approaches to projects development and implementation, especially to its successful execution and completion. There has been a lot of pressure from these organizations to most recipient countries, and especially the developing countries, on stewardship of projects that are financed by them. Globally, various organizations have been crying foul over the many projects whose performances fall below the target and the hardy cash gone down the drain Standish research report (2009).

In Kenya the situation is not any different, making it desperately alarming. There are many projects initiated by various NGOS in various parts of Kenya’s urban informal settlements which form a worthy spectrum to the curiosity of researchers. According to a report released by the NGO Coordination Board, the civil society organizations received more than Sh120 billion for projects between 2013 and 2014. Despite the enormous resources committed, their impact is negligible. However some of them have produced wonderful results, proving great

success. Various researchers among them; Diriye, (2014), has addressed some of the factors that influence the performance of projects, though on divergent perspectives.

Most of these projects are carried out within the informal settlements where a number of challenges are faced by these organizations and as such it is important to establish the factors in a project environment that have effect on the project performance. During the initiation phase of project implementation, all factors that relate to the project performance are carefully put into scrutiny, and further reviewed during other stages i.e. initiation, planning, execution and closure. If then all projects go through these stages, what makes some projects to be successful while others perform poorly?

This therefore made it necessary to investigate and understand to what extent these factors individually or collectively contribute to the project's good performance. The history of Undugu Society of Kenya (USK) spans more than 34 years, with experience and expertise in the implementation of their projects. It is one of the pioneer organizations in Sub – Saharan Africa focusing on street children rehabilitation and community empowerment. It is within this context that this project report draws its inspiration in which it explored the factors that have influenced the performance in terms of projects of Undugu Society of Kenya which operates within the urban informal settlement areas of Mathare, Pumwani, Ngomongo and Kibera.

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

The study intended to investigate the factors influencing performance of NGO projects in the urban informal settlements, a case of Undugu Society of Kenya.

## **1.4 Objectives of the Study**

This study was guided by the following five objectives:

- i. To assess the extent to which funding influences performance of NGO projects in the urban informal settlements
- ii. To assess the influence of project team competence on performance of NGO projects in the urban informal settlements
- iii. To determine the influence of stakeholder involvement on performance of NGO projects in the urban informal settlements
- iv. To assess the influence of top management support on performance of NGO projects in the urban informal settlements

## **1.5 Research Questions**

The study was guided by the following five research questions:

- i. To what extent does funding influence performance of NGO projects in the urban informal settlements
- ii. How does project team competence influence performance of NGO projects in the urban informal settlements
- iii. How does Stakeholder involvement influence performance of NGO projects in the urban informal settlements
- iv. How does Top Management Support influence performance of NGO projects in the urban informal settlements

## **1.6 Significance of the Study**

This study would be of importance to several stakeholders including the management of Undugu Society of Kenya to be able to appreciate their successes in projects implementation more and also to use the research findings to improve on other future projects that they engage in. The Government of Kenya through the NGO coordination Board, the entire NGO sector would use the findings to know whether the same factors could apply to other NGOs. Future researchers and academicians will be able to know the areas to build their researches on. Basically this study would help in understanding factors influencing performance of NGO projects in the urban informal settlements and in particular for Undugu Society of Kenya, the Organization would be able to appreciate the success factors in their project implementation and be informed on future planning and strategy development. This study would also be important in the development of policies governing the NGO sector in the country besides elucidating the challenges that NGOs face in the implementation of their projects.

## **1.7 Delimitation of the Study**

The study focused on the factors influencing performance of NGO projects in the urban informal settlements focusing on a case of Undugu Society of Kenya. Urban informal settlements are characterized by a myriad of challenges including inadequate provision of infrastructure and social amenities. The study took three weeks from the day of authorization. The study involved the Executive management, Project Managers, Project Coordinators, project officers and Project support staff of ten of the projects undertaken by Undugu Society of Kenya. The variables including, funding, Project team competence, and top Management support and stakeholder involvement were studied.

## **1.8 Limitations of the Study**

This study was limited to one NGO, Undugu Society of Kenya. As such the findings may not apply to other NGOs in Kenya because of the uniqueness of projects and their duration at Undugu Society of Kenya. The time for carrying out the study was limited since the researcher is involved in other professional and personal commitments. The researcher maximized on any available time to for the research project.

## **1.9 Assumptions of the Study**

The target respondents would answer all questions accurately; truthfully and correctly and that they would actively participate during the process.

## **1.10 Definitions of Significant Terms**

**Non-Governmental Organization (NGOs)** - It is a non-profit, citizen-based group that functions independently of government. They are organized on local, national and international levels to serve specific social or political purposes.

**Performance of NGO projects-** This refers to how well the projects contribute to other people's efforts to improve their lives and societies.

**Project Funding-** This refers to the act of providing resources, usually in form of money (financing) or other values such as effort or time (in kind) for a project.

**Project success-** Refers to "Achieving project objectives within schedule and within budget, to satisfy the stakeholder and learn from experience" We can use PMBOK standard to measure project success: Time frame: Successful projects should take place as close as possible to the baseline plan. It has been defined by the criteria of time, budget and deliverables Gallagher, (2001).

**Team Competence-** This refers to the level of knowledge for the project team in terms of their skills (qualifications), experience, trainings and their cooperation as they handle project work.

**Urban informal settlements:** This refers to specific inhabited areas in towns or even cities where there are inadequate basic services like water, sanitation, security. The areas are densely populated with poor access to health and education facilities.

### **1.11 Organization of the study**

Chapter one provided background information on the study on factors influencing project performance of NGO projects in the urban informal settlements; a case of Undugu Society of Kenya. Undugu Society of Kenya, It focused on background of the study, statement of the problem, purpose of the study, objectives of the study, research questions significance of the study, basic assumptions of the study, definitions of significant terms and organization of the study. Chapter two focused on literature review of the study which had the introduction, body, theoretical framework and the conceptual framework. Chapter three covered the research methodology; this chapter described the research design, the target population, sampling technique, sample size, research instruments, instruments validity and reliability, data collection procedures and data analysis techniques. Chapter four reported the data obtained from the respondents and discussions of the research findings while chapter five presents the summary, conclusions and recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presented an analysis of existing literature on the topic of study. It included the findings of related studies undertaken by other researchers. The literature review was organized based on themes and variables under the study: factors influencing project success in NGOs within the urban informal settlements which included, the concept of performance, Time of funding and performance, team competence and performance, top management support and performance, stakeholder involvement and performance, The chapter further provided a theoretical , empirical and a conceptual framework.

##### **2.1.1 The Concept of Project Performance**

Over time, a project has been defined and its performance accounted for in different ways by the different researchers. While some use the conventional performance measures, such as time, quality and cost of the projects for project evaluation, others use non-conventional measures, such as stakeholders' interests, environment, health and safety, etc. and hence it is important to identify the key measures of performance (Bhatti, 2013). However, studies show that rarely are projects completed within stipulated budget. Performance measurement received substantial attention from researchers over the past two decades, thus awareness of the importance of the use of appropriate performance measures and its role in supporting the application concepts Buckhout, (1999).The success of projects depend on its performance, which is measured on the basis of timely completion, within the budget, required quality standards and customers satisfaction.

Iron triangle is used in project management for measuring project success. Cost, time and quality are interdependent such that a change in one will affect the other. Simply completing the project by the given due date and within budget is not sufficient, because the project must also be of acceptable quality. Caine, (2005).

Project performance has over time been used as basis of project delivery across the continuum. This is especially so given the fact that projects determine the threshold of objectives which according to various scholars Belassi (1996), must be executed using the available resources which need to be efficiently utilized. There are factors that impact project performance which according to Project Management Body of Knowledge (PMBOK), they can be categorized into two. Those that are under the scope of the Project management role, and those are outside the Project Manager's influence. Project Managers have a pivotal role in project outcomes.

There are many areas where deficiencies in the Project Manager's activities can lead to project failure. The Project Management Body of Knowledge (PMBOK) over emphasizes on these factors and draws our attention to their importance in determining project success or failure.

The Standish Group (CHAOS: A Recipe for Success, 1999) among other researchers' conquer that these factors influence the performance of every project. Some of these factors form part of the theme in this study, Time, cost and quality are very key components of project performance Atkinson, (1999). Although it is claimed that time, cost and quality are incorporated in the management of projects; research has shown that in fact a time-cost bias exists.

For a project to be considered successful, it needs to be completed within the scheduled time and as such, making time a major criterion of project success by the users. Albert, (2004)



noted that there has been universal criticism of the failure of the many industries to deliver projects in a timely way. According to Herbsman (1991), a disciplined management effort is needed to complete projects on time, and that this effort assisted to control both costs and quality. This also means that the client's objectives can be achieved through a management effort that recognizes the interdependence of time, cost and quality.

According to Pandey (2005), Cost overrun is identified as one of the main factors leading to the high cost of projects. Research has currently focused on the technical aspects of managing costs on projects in the attainment of client objectives. There is little evidence in the published literature of a concern for the organizational, social and political problems that are inherent in the management of costs and the ability of the project team to meet the client's needs in terms of cost.

The end users of a product bring out quality as a factor that contributes to value for money. Total quality management as has been defined as the integration of all functions and processes within an organization in order to achieve continuous improvement of the quality of goods and services, the objective being customer satisfaction. (Herbsman, 1991). To achieve successful project quality management three separate drivers to quality management must be managed, namely, integration of the project team so as to have a single objective and a common culture customer focus for the team thereby facilitating the provision of products and services that will meet the client's needs, a process of continuous improvement in the management of the project. When these three components are successfully integrated, the project will begin to realize significant, measurable and observable improvements in the attainment of the clients' objectives.

## **2.2 Time of Funding and Project Performance**

Many NGOs in the developing nations majorly depend on donor funds, making it a fact that indeed many organizations in the developing nations would be nonexistent if there were not much donor funds available from developed nations (Bagoole, 2011). The increase in funding from donors has hence led to mushrooming of NGOs out of the demand for more work with the community. However, it is also a fact that these donor funds have tremendous limitations and restrictions that sometimes challenge the very ideals of social work.

It is on the basis of disbursement of funds that project activities can be translated into measurable outputs, making disbursement of funds to be the most important aspect of project implementation (Sullivan, 2010). It is usually expected that the donor funds flow in a straight forward process, even though this is not the case many a times. The process is much subjective and complex in nature thereby resulting in delays in receipt of funds by the Project implementation teams (Kanbur, 2000). Once a feasibility study has been conducted and the project found to be viable, the next step is to find a suitable financier in the sector and once the proposal is reviewed by experts of the intended financier and found satisfactory, the organization is invited for negotiations in regard to financing arrangements. There are conditions tagged to these donor funds which must be met and if not, then the funding may be cut off (Chandra, 2012).

Donor funds are obtained from a number of sources such as countries, individual/global funds, international and bilateral banks/lenders. These include International Monetary Fund (IMF), World Bank, African Development Bank (ADB), The International Fund for Agricultural Development (IFAD), Swedish International Development Cooperation Agency (SIDA) and Ford foundation among others, Nkamelu (2011). According to Sullivan (2010), NGOs rely on a variety of sources for funding projects, operations, salaries and other

overhead costs. Because the annual budget of an NGO can be in the hundreds of millions (or even billions) of dollars, fundraising efforts are important for the NGO's existence and success. Funding sources include membership dues, the sale of goods and services, private sector for-profit companies, philanthropic foundations, grants from local, state and federal agencies, and private donations (Kaufmann, 2012).

Kenya has experienced a visible change in the level of donor commitment over the last decade with a low of US \$ 400 million in 2002 and a high of US \$ 1.2 billion in 2007. However, actual disbursement of aid lagged behind and only 63% of 2007 aid commitment was realized. This is a significant pointer that donor projects may stall and fail to be completed within the stipulated time periods as set out in the logical frameworks (Pandey, 2005).

Donor funded projects are faced with challenges during implementation and key among them is delayed receipt of funds (Chang, 2013). This leads to uncertainties in the implementation activities and sometimes abandonment of project activities due to scarcity of information on donor funds disbursement procedures. There is need for those implementing projects to be aware in advance in order to implement projects with least levels of interruption. Nkamelu (2011), in a study conducted in Botswana between 1990 and 2007 established that when a project is initiated, there was considerable delay between the time of grant commitment and application. These funding are approved and received at different times depending on different projects which begin and end at different times. Some governmental NGO funding may be viewed as controversial because the funding may support certain political goals rather than a nation's development goals.

Duncan (2006), points out that a delay in the start of a project impacts on performance of the project in several ways including staff leaving for other opportunities that may come up.

NGOs have been known to implement projects based on certain conditions imposed by the donors. Often these conditions could prove unfavorable to the kind of the developmental activities that need to be implemented for the good of the community and as such the funding may end up delaying project implementation as the implementing organization grapples with the idea of justifying their capabilities to the donor (Baccarini,1999). The fact that most NGOs highly dependent on donor funds and at the same time donors are dependent on implementing partners, proper grant management and keeping donors happy is key to achieving objectives, and financial relevance. Previous researchers however, have looked at funding in general and as such this research seeks to move forward by looking at the time of funding and how it influences the performance of a project.

### **2.2.1 Team Competency and Project Performance**

Researchers Cooper, (1999), reiterates that team members have specific roles which are all different and unique in nature. They are all important in achieving the long term objective of the organization and they have to rely on one another to achieve it. This means that there exists a high degree of interdependence among team members which requires coordination and synchronization among members and integration of each member's contribution to achieve team objectives. Team members share information and thoughts, as well as constantly monitoring the coordination of their efforts, adjusting individual and team actions when coordination breaks down (Collins, 1994).

Ideally, effective teams are those that are able to maintain high levels of collective performance, even as team and environmental circumstances become decidedly adverse. Such high performance requires that teams develop norms and operating procedures that promote individual and collective flexibility and adaptability (Caldwell, 1994). Most functional departments in any organization can vouch the importance of a competent project

team. The project team should comprise of the best individuals in terms of skills with regards to the projects they are undertaking. They need to have knowledge on the core areas of their work. Furthermore, research has shown that companies demonstrate their commitment to projects by assigning the best people to them (Hackman, 2002). In order to influence business processes, the project team should have the proper technical and business skills, and have to incorporate.

Without the right team in place, any strategy and plan has the potential of completely falling apart. Because of this, the core project staff, expert resources, suppliers and all stakeholders should be part of the team dynamic (Kotter, 2006). All of those involved must have commitment to the group, share similar visions for the projects and strive for overall success. It is important to assign the right people to each aspect of the project and make sure that they are working well together. Additionally, the entire team should be completely informed and involved in order to have the most successful outcome, which means that communication has to be on par.

### **2.2.2 Stakeholder involvement and Project Performance**

Project stakeholders refer to all interested parties in the project's wellbeing. The project is considered successful if all of your stakeholders are happy. It may happen that even though you have completed the project and all deliverables are accepted by the client, the project is not successfully completed because some of your stakeholders are not happy (Eskerod, 2013). Researchers describe project stakeholder management as a process in which project team facilitates the needs of stakeholders to identify, discuss, agree, and contribute to achieve their objectives (Lacombe, 2006). Similarly, Kerzner (2011), describes stakeholder relationship management through six continues processes, including identifying stakeholders,

analyzing, engaging, identifying information flow, enforcing stakeholder agreement, and stakeholder debriefing.

Buttrick, (2000) also explains that the current and future needs of a project will be much better understood by users and customers through their involvement in workshops and focus groups. However, rather than complete failure, it may be that many projects are “installed” rather than implemented, with the result that the potential benefits fail to be fully realized. Gartner Research as cited by Miller (2002), released in his research indicated that for major corporate systems investments, 80% were not used as intended or not at all six months after installation. This could have been mainly because the recipients of the change had not embraced the change (Eskerod (2013).

While there may be external expertise with regards to the project implementation, involving community partners is an excellent strategy for demonstrating accountability (Hettmut, 2002). Studies conducted lately by the academia and industry including studies by McKinsey in collaboration with the University of Oxford (McKinsey Quarterly, 2012), and KPMG New Zealand multi-industrial survey (KPMG, 2010), as well as the 2000–2011 CHAOS report (Standish Group, 2000-2011) confirm high rates of project challenges and failures.

Satisfying the needs of the client, users and others stakeholders is one of the criteria for project success, and failure to manage their needs and expectations may contribute to project failure (Turner 1999 and Smith, 2001). Previous literature suggests that in order to include the needs of stakeholders into the formative stage of a project, it is important to ensure that the stakeholders give their views and expectations in a forum. Smith ,(2001) in their studies proposed a model called Strategic Need Analysis (SNA) to help the clients, stakeholders and their design teams in coming up with their strategic needs for a given project. The SNA

process is based on the involvement of as many significant stakeholders as is practically possible.

The group includes client; managers/executives, facility managers, project managers; employees; end-users, consultants and other design team members. The structure of the SNA process is based on the involvement of stakeholders at three levels, which include briefings, seminars and workshops. At the briefing stage, seminars and workshops are used as a form of briefing. In the next stage the stakeholders are engaged in developing alternative strategies for achieving the overall corporate mission. In the last stage the participants will develop a detailed performance brief for the project implementation.

The outcome of SNA is in developing a comprehensive performance brief to guide project team members to develop the project within adequate parameters. Researchers have cited “the ignorance or poor stakeholder management” as one of the key reasons responsible for project failure (Aaltonen, 2011, Cheung, & Turner, 2012). Findings indicate that issues within the stakeholder environment are mainly related to the stakeholder influential attributes and behaviors and their understanding and management (Beringer, 2013). The successful delivery of any project deliverables majorly depend on stakeholder engagement and management Chang, (2013), and the effective engagement and management of stakeholder relies on project manager’s ability to identify stakeholders’ expectations from the beginning to the end (Cleland, 1999).

Juan (2003), affirmed that lack of community participation influences the performance rate of projects in many geographical areas. Since not all decisions can be made by the top management it is important to have a structure where the beneficiaries and other interested parties in the wellbeing of the project are part of the decision making. The stakeholders know their weaknesses and strengths, and often what their community needs the most.

They certainly know their preference regarding the kind of work they like to do and the people with whom they work with. Finally, they know as well as anyone else the process by which the work got done. All of this knowledge makes them ideal decision makers in some situations. And making these decisions provides the community a sense of participation in the program's direction and success (Lacombe, 2006). Kaplan, (2005) in the extensive review on the stakeholder approach expressed that corporate social responsibility (CSR) and stakeholders' interests are partly related to each other. In line with this, Hillman, (2001) noted that a firm has relationships with stakeholder groups and the processes and outcomes associated with these relationships depend on the interest.

### **2.2.3 Top Management Support and Project Performance**

Research has shown that top management support positively contribute to project success (Besner, 2004). These studies show that top management support is considered to be among project management critical success factors (CSFs). Therefore it is right to conclude that the more top management processes are practiced in organizations, the higher the level of performance realized. However, with executive limited time and resources, it is also important to identify the most effective support processes for different project scenarios.

Some of the Critical top management support processes that an organization may consider implementing, include developing project procedures, involve the project manager during initiation stage, support ongoing project management training programmes, establish a project management office (PMO), develop a supportive project organizational structure, define clear project success measures and support projects in quality management (Zwikael, 2008).



Haughey, (2010) discussed that there is need for gradual and continuous rise in project success rates especially in developing countries where situation is more alarming. According to Boonstra (2013), most of the projects succeed due to managerial skills and leadership styles of project managers. In addition, transformational leadership behavior has long been considered as an important factor for better performance in various general organizations (Keegan , 2004. Bass (1985), discussed that transformational leaders have the ability to arise the interest of the followers by clearly defining the goals, and task requirements. In addition, these leaders possess a charisma and can get extra ordinary results with and through their followers.

Furthermore, Belassi, (1996) emphasized that comparatively, transformational leadership theories are considered most effective because they have widened the scope of leadership theories by recognizing the importance of emotional, symbolic and highly motivating behaviors. Moreover, they have ability to appeal to the followers' minds and hearts directly and is accounted for the results over and above ordinary leadership.

The last issue of journal Zwikael, (2008), also supports the importance of top management involvement in projects. The journal further states “different top management support processes should be implemented in any industry and culture”. This is aligned with a project management belief that there is not one particular way for managing projects (Doherty, 1998). Another support for this approach is the different extent of use of various project management processes across different industries. According to this approach, various project scenarios e.g., different industries, cultures and level of project complexity do not have similar needs and as a result, different management styles may be applicable for each project scenario.

With relation to top management support, this means that unique top management support processes may be best used in different project scenarios to ensure that senior managers better use their limited time and budget while supporting projects. A project manager is accountable for delivering project outputs. A project is not an easy endeavor that can be shouldered by an individual and hence support from others in the organization particularly, the active involvement of senior managers of the performing organization can help project managers to successfully complete the project. Overall organizational commitment can be raised by top management, which will automatically lead to project success (Bingi, 1999).

#### **2.2.4 Government role in Performance of NGO Projects**

According to research, governments have been felt a lot in the work that the NGOs do. Some governments acknowledge the existence of slums and informal settlements, while others do not. Lack of recognition and subsequent response directly undermines sustainable development and prosperity to the detriment of millions of urban dwellers. Informal settlements continue to be spatially disengaged from broader urban systems and remain excluded from mainstream urban opportunities. In Nepal, for instance, NGOs have been present since the 1950s, when the feudal regime was officially abolished. When the education system became centralized, the civil society's role decreased, but later paved way to a parallel democratization and liberalization of that country in the 1990's UNESCO, (2001). Even though many countries in the developing world have remained unfriendly towards NGOs work, some have become more accommodating. Governments in Asia and the Middle East have tried to look down upon NGOs as client organizations and have instead created so-called GONGOs (governmental NGOs). Within the NGO sector in some of these countries, organizations actively work against independent development-oriented NGOs. (Kaufmann, 2012).

More space to carry out development initiatives has been brought about by the new dispensation in Kenya. It has given NGOs liberty to impact communities in different ways. The community, on the other hand are trying to carry on with development initiatives unlike before where they would wait for the government and other donors to provide services to them, improve infrastructure for them and even give relief. The tax incentives being given by the government has helped to increase donations to registered charities. As it is now, the Kenyan government is also enhancing the performance of its line Ministries, who are now all on performance contracts. The technical personnel are interested in working together with the NGOs who need to tap into the skills that are already locally available. (Lister, 2005) Civil society have criticized fresh attempts to amend the law that was passed more than two years ago to regulate NGOs but has never been implemented,

The law is meant to create a more enabling environment for the NGOs rather than to lose its self-regulating mechanism and be controlled by a single government-appointed body. In parts of Kenya for instance the South Rift and North Eastern, NGO leaders acknowledged the interference of local politicians and civic leaders as a major hindrance to their work. Where NGOs are involved in sensitive issues, such as land disputes, local leaders can threaten NGOs with de-registration. NGOs are still not aware that the Board and potentially the Council are there to protect them from such intimidation (Caster, 2000). Whether there exists a well-functioning civil society organizations or not majorly depend on a culture of a nation and hence it is clear that political culture influences operations or work of the NGOs.

For instance, in South Asia, there has been a long history of indigenous NGOs working in education (Pawan, 2004). Good examples of countries that have been open about the work openly with NGOs include India, Bangladesh and Sri Lanka. According to Hofstede (1984), “there are probably more and bigger NGOs in Bangladesh than in any other country of its

size". This has contributed largely to the improved influence of the civil society on the government and even made the government to ensure that the civil society is included in various committees with other line ministries to be able to share experiences and learn from each other (Anzar, 2002).

Faith-based organizations in some countries could consider more representatives of a given community and might thus be more successful in creating partnerships with the government. In other countries, the legislation has established a strong regulative framework for NGOs, restricting their activities and the possibilities for scaling up (Anzar, 2002). Such frameworks have been beneficial in dealing with the so called 'briefcase' NGOs – NGOs created exclusively for personal profit. On the other hand, the legislation has proved helpful for existent NGOs, such as in Pakistan (Clayton, 2002). Where the regulations are not there and self-reporting is the only way to measure accountability, governments are likely to be more restrained towards NGOs, and hence proving that the regulations are a source for linkage between NGOs and governments. A change in attitude by countries like Egypt and Thailand has seen the NGOs recognition for the kind of impact they leave on the communities (Taylor, 2002).

NGOs are basically organized around specific issues like in the areas of human rights, health, education and environmental protection. NGOs have operated in areas such as social services for decades, often in collaboration with governments or private partners. The United States has a particularly rich history of these types of partnerships. NGOs have been effective in their ability to work at the grassroots level and to operate in remote areas, or those sectors that did not have efficient development activity. Their role in sensitizing governments and development organizations to the environmental considerations of projects is well documented. Their influence has grown with the growth in their numbers and in the amounts

that they disburse in the local communities (Chan, 2007). For many years, the basic focus of evaluation of NGOs was on small projects initiated by NGOs, or the assessment of NGO components within large projects.

In recent years, there has been a movement away from project-centered evaluation to assess institutional development contributions of NGOs. In this process, there has also been greater awareness of the relevance of government actions to the effectiveness and outcome of NGO endeavors (Denscombe, 2007). In Bangladesh, NGOs have managed to successfully advocate for the voting rights of inhabitants of informal settlements, which subsequently allowed developing and mobilization of the Slum dwellers Rights Protection Committee or in many of the informal settlements, of which there are now more than 2 million members. The main objective has been to allow inhabitants of informal settlements to be integrated into municipal governance, a study by (Jones, 1996). In some areas, access to water supply, sanitation and electricity has been achieved.

## **2.3 Theoretical Framework**

This section present theories underpinning the study

### **2.3.1 Agency Theory**

This is a theory that was proposed by Ross and Barry Mitnick. It talks of a relationship modeled in terms of principal-agent interaction where the principal entrusts the agent with the power and responsibility to undertake certain tasks on his behalf. The principal ‘hires’ an agent to do the work, or to perform a task the principal is unable or unwilling to do. In this case, the donor can be referred to as the Principal while the recipient organization that is to implement the project is the agent. The donor determines the level of funds to be given to the

organization and the organization then acts based on the funding agreements thereby deciding on expenditure patterns of the project.

The outcomes are then reviewed based on a structured monitoring and evaluation system and the funding level to influence the choice of action by the donor. According to Elkin (1975), the agency theory model anchored on the fact that the principal and the agent are motivated by self-interest. This assumption of self-interest dooms agency theory to inevitable inherent conflicts.

Thus, if both parties are motivated by self-interest, agents are likely to pursue self-interested objectives that deviate and even conflict with the goals of the principal. Yet, agents are supposed to act in the sole interest of their principals. This theory was important in this study because it helped to bring out the fact that both the principal and the agent ought to work together, focusing on the overall objectives leading to successful projects.

A review of literature revealed that a lot of research has been undertaken in developed countries, Asia and Africa and Kenya in particular. Most studies in Kenya have however focused on reasons for project failures rather than success. Belassi, (1996) identified project performance factors, which are identified as critical success factors in project implementation in Norway public projects. Bhatti, (2013) investigated causes of cost overruns on projects and concluded that it was dependent on the length of implementation phase, the size of the project, and the type of ownership. Iyer, (2006) studied critical factors affecting schedule performance in projects where over 40% of the projects were facing time overrun.

Chen,(2007) studied critical success factors for projects in Taiwan and concluded that project owners, team-members, vendors and other related stakeholders who are directly or indirectly involved in the work all significantly influence the success of the projects. Pheng, (2007)

studied project success factors and identified competent project manager, adequate and timely funding, competent project team, commitment of the top management as some of the factors.

Project performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety but time, cost and quality are however the three predominant performance evaluation dimensions (Cheung, 2004).

Bulir,(2002) observed that donors are usually not natural, philanthropic givers of gifts as they are subject to national and international political interests that can influence their decisions on program and services support to the detriment of local needs hence donor interests override local needs. Donors do set a number of conditions that govern the entire disbursement of funds to recipients. It also sets out the accountability criteria for previously disbursed funds before additional funds are released to the organization. The process is rigorous and time consuming and moreover, the organization must abide by all rules and regulations for disbursement of funds which may lead to suspension of aid.

Nkamelu, (2011) on the other hand, in a study conducted in Botswana between 1990 and 2007, established that at inception of a project, there was considerable delay between the time funding commitment and application for first disbursement of funds averaging to 20.1 months This trend had adverse effect on the preliminary activities and project launch. Donors sometimes provide technical experts to the project, mostly foreigners at the expense of locals. This is also confirmed by Bagoole (2011) who argues that donors find expatriate technical staff as helpful in sensitive aspects of and are also knowledgeable about home office reporting requirements even when locals can competently handle the same tasks. Gouhou,

(2009) points out that a delay in commencement of the project impacts on performance of the project in several ways including staff leaving for other opportunities that may arise thereby.

Zwikael, (2008) suggested that effective executive involvement can significantly improve project success. However, the literature does not provide organizations with a clear list of effective top management support practices to facilitate or to achieve this type of support. As a result of his research, Zwikael, (2008) identified a short list of critical processes and best practices that most contribute to effective top management support and, hence, to project success.

Meyer, (2006) concluded that for any organization to achieve a stated goal the organization must bring all stakeholders including the community so as to achieve the best results for the project, failure to this, the project may flop badly. Kulik, (1997) argued that highly productive programmers will greatly improve project potential. It is important that such people are acquired then empowered to perform by protecting them from distractions. The success of any given projects is highly dictated by the quality of the manpower in operation. Therefore, since the implementation activities of the projects rely on them, it is important to cream the right skills if success is to be attained.

**Table 2.1: Research Gap**

<b>Variable</b>	<b>Author</b>	<b>Title of the Study</b>	<b>Findings</b>	<b>Knowledge gaps</b>
<b>Funding</b>	Jelimo,(2014)	The effect of donor funding on the organizational performance of government ministries in Kenya	The research Found that an increase in donor funding which is an increase in debt would cause a decrease in Performance score based on	The research was carried out on the government of Kenya. This study will focus on NGOs in the urban informal settlements and will be carried out on Undugu Society of Kenya.



	Maranga,(2005)	Factors influencing performance of projects funded by the world bank in the developing countries	government annual ranking  The research was limited to the criteria set by the bank for borrowing and the borrower performance.	The gap identified was that there is need to investigate actual time an organization receives funding for projects and how this influences performance.  The research was carried out on world bank. This study will be on Undugu society of Kenya. The gap identified was that requirements for getting funding and the forms of funding needs to be researched on.
<b>Project Team competence</b>	Baker,(1983)	Critical success factors for project performance	The study found that the experience of the project team would bring success.	The study was conducted in Norway. This study will focus on NGOs in the urban informal settlements and will be carried out on Undugu Society of Kenya. There is need to investigate the influence of training the project team
<b>Top Management support</b>	Pak J Commer Soc Sci Pakistan Journal of Commerce and Social Sciences 2015, Vol. 9 (2), 540-567	Top Management support on relationship between transformational leadership and project success	The research was limited to transformational leadership style as a way for management support	The study was conducted in Pakistan. This study This study will focus on NGOs in the urban informal settlements and will be carried out on Undugu Society of Kenya. There is need to investigate frequency of project meetings that the Management attend and their input during the Project implementation.

<b>Stakeholder Involvement</b>	Adan, (2012)	Influence of stakeholders role on performance of CDF projects	The study established that the government played a major role as a stakeholder to ensure CDF project success	The study was conducted in Isiolo county in Kenya. This study will focus on NGOs in the urban informal settlements and will be carried out on Undugu Society of Kenya. The gap identified was that the that there is need to investigate how frequently the ideas of stakeholders are used in decision making and how frequent they attend to meetings on projects
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### 2.3.2 Summary of Literature Review

The area of project management and the factors that talks about the project success has attracted a lot of attention from various scholars in this field. However there has been limited number of researches done on the factors that influence the performance of NGO projects in the urban informal settlements. Similar researches done include:

## 2.4 Conceptual Framework

### Independent variables

### Intervening Variables

### Dependent variable

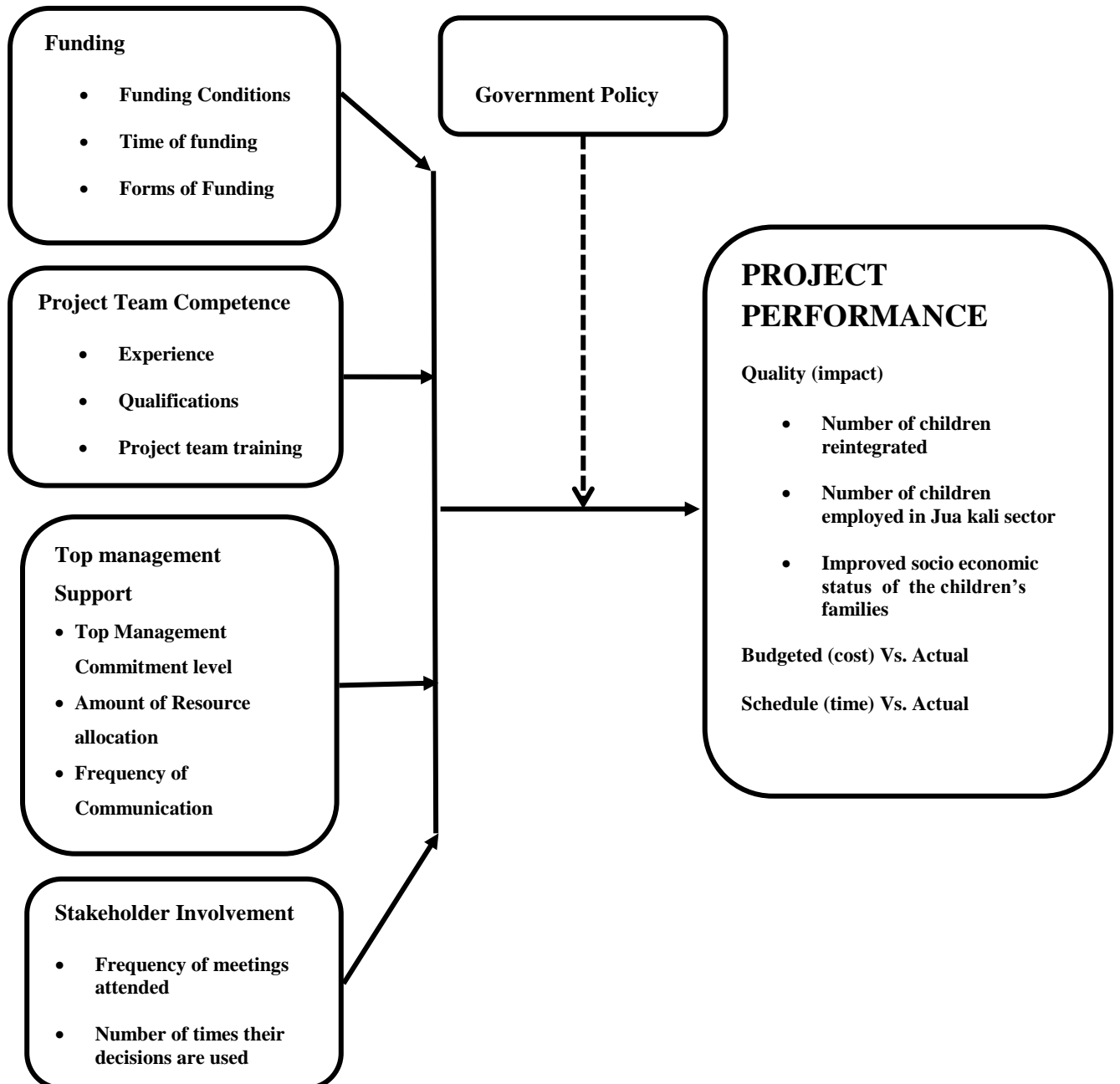


Figure 1: Conceptual Framework

The conceptual framework assumed that the performance of projects is influenced by factors like funding, where the requirement for getting funding, the time that the funding is received and forms of funding was investigated. Another factor is the project team competence where the experience, qualifications and trainings relevant to the projects was investigated. Top Management support is another factor which is assumed to improve performance. Here, the number of meetings for the project that the top management attends and how often they visit the projects being implemented to monitor progress was investigated. Finally, under stakeholder involvement, the researcher was sought to investigate the number of meetings concerning the project issues, do the stakeholders attend and also the how frequently are their ideas incorporated into the project implementation process.

All the above factors were influenced by the government policy since the NGOs must work within the government frameworks, and also organization culture which brings out the fact that every organization has got its culture or the way it does things.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter is about the research methodology adopted for the study. It described the overall approach to the research design, giving a strategy of action that links methods used to the outcomes of the research. The chapter focused on research design, location of the study, target population, sampling or the respondents of the study, research instruments, methods of data collection procedures or techniques, methods of data analysis and ethical issues.

#### **3.2 Research Design**

Research design is a plan and procedure for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. According to Ngechu (2004), research design is a process of creating an empirical test to support or refute a knowledge claim. This study adopted a descriptive survey design whereby the researcher attempted to describe possible behavior and attitudes, and information was collected without changing the environment.

By employing this research design, the study was to identify the major factors that influence performance of NGO projects in the urban informal settlements and establish if there exists a relationship between the various categories of themes and performance of projects. This design was used because the target population consists of various categories of individuals who will be instrumental in providing the information.

The study was descriptive regarding information on performance in general and both qualitative and quantitative data was collected, thus, the research employed the mixed mode. Quantitative data to be obtained by the study was associated with the performance of projects undertaken by Undugu Society of Kenya as well as the measurements of various components

related to performance. Qualitative data on the other hand was associated with the feelings and opinions of the respondents with regard to the performance of projects.

### 3.3 Target Population

This refers to the particular group of people with whom we want the research to be based on. It is the totality of elements that has one or more characteristics in common. According to Borg and Gall (1989), target population refers to all members of a real set of people, events or objects to which we generalized hypothetical results of the research.

The study targeted Undugu Society of Kenya which has its operations in the areas of Pumwani, Kibera, Ngomongo, and Mathare informal settlements. It has ten projects in total categorized under two major programmes. The targeted population was ten projects of USK. The study constituted 95 staff of Undugu Society of Kenya, (90 staff in projects and 5 members of the executive management) out of which a sample of 77 respondents were selected. The respondents included five Executive management, five project managers, five project coordinators, fifty five project officers, and twenty five project support staff.

**Table 3.1 Distribution of Target population**

<b>Category of Projects</b>	<b>Total Staff in Projects</b>
RRR(Rescue, Rehabilitation & Reintegration) Programme	
1. Family Therapy	13
2. Digital Story telling	6
3. Kitengela Place of Safety	7
4. Deaf child and Youth Project	10
5. CSEC project	5
Education & Training Programme	
6. Informal Skills Training	10
7. Basic Education Project	15
8. Digital Blog Project	8
19. Village Saving and loaning Association project	7
10. Lobbying and Advocacy	9
Executive Management	5
<b>Total</b>	<b>95</b>
<b>Undugu Society of Kenya</b>	

### 3.4 Sampling Procedures

This section describes the sampling procedures used in the study. Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about aggregate or totality is made.

A sampling procedure ensures that a sample adequately represents the target population. Ngechu (2004) underscores the importance of selecting a representative sample through making a sampling frame. From the population frame the required number of respondents, was selected in order to make a sample. Multi cluster sampling technique was used as well as purposive non-probability sampling procedure to select the sample. According to Kothari (2004), Multi cluster sampling technique involves dividing the population into groups (or clusters). Then, one or more clusters are chosen at random. Purposive sampling was done to select Project Coordinators, Project Officers and Project staff who was then be administered questionnaires.

Executive Management	$5/95*77$	= 4.0
Project Managers	$5/95*77$	= 4.0
Project Coordinators	$5/95*77$	= 4.0
Project Officers	$55/95*77$	= 45
Project support Staff	$25/95*77$	= 20.0
		<hr/>
		<b>77</b>
		<hr/>

#### 3.4.1 Sample Size

The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. (Denscombe, 2007). According to Khan (2008), sampling makes it possible to draw valid inferences or generalizations on the basis of careful observation of variables with a relatively small proportion of the population.

The sample size was calculated based on Yamane’s formula (Yamane, 1967).

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

Where,

n= the sample size

N = the size of population

e= the error of 5 percentage points.

$$n = \frac{95}{1 + 95(0.05)^2} = 77$$

By using Yamane’s formula of sample size with an error 5% and with a confidence coefficient of 95% Yamane, (1967), the sample size for this study was 77 respondents as indicated.

**Table 3.2: Distribution of respondents**

<b>Respondents</b>	<b>Total Population</b>	<b>Sample Size</b>
Executive Management	5	4
Project Managers	5	4
Project Coordinators	5	4
Project Officers	55	45
Project support staff	25	20
<b>TOTALS</b>	<b>95</b>	<b>77</b>

### 3.5 Research instrument

The data for the study was collected using questionnaires. This study collected primary data which was obtained from questionnaires. According to Kothari (2010), a self-administered questionnaire is the only way to elicit self-report on people’s opinion, attitudes, beliefs and



values. The questionnaires were designed to have seven sections as follows; section one sought to address demographic information, section 2 sought to find out the conditions for funding and the timeliness of the funding and also the various forms of funding, section 3 probed on project team competence, section 4 probed on top management support, section 5 solicited information on stakeholder involvement, section 6 sought to know the organization culture and government support and section 7 dealt with the dependent variable which is performance.

### **3.6 Validity of the instruments**

Validity is the degree to which a test measures what it purports to measure (Mugenda, 2006). According to Ngechu (2004), validity of a test is a measure of how well a test measures what it is supposed to measure. In the research the questionnaires was based on the objectives, research questions and more importantly the research topic. External validity, which is the extent to which the results of a study can be generalized from a sample to a population, was used. A sample should be an accurate representation of a population, because the total population may not be available. An instrument that is externally valid helps obtain population generalizability, or the degree to which a sample represents the population. The validity of data collected was made through collecting data from the relevant respondents having been obtained consent to collect data through a letter to Undugu Society for the study to be permitted to collect data and accorded assistance during collection of data. The validity of the instrument was established by being given to experts with experience and the supervisor who approved the instrument for data collection.

### 3.7 Reliability Results

**Table 3. 3: Reliability Results**

<b>Variable</b>	<b>Cronbach's</b>	<b>No of Item</b>
Funding	0.7132	4
Project Team Competency	0.7484	5
Top management support	0.8002	5
Stakeholder Involvement	0.7690	4
Project performance	0.7067	5

Table 3.1 illustrates the findings of the study concerning the reliability analysis. In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of 7 respondents, who were not included in the study. The 7 respondents were selected from the centers. From the findings, the coefficients for project funding, project team member's competency, top management support, stakeholder involvement and project performance were 0.7132, 0.7484, 0.8002, 0.7690 and 0.7067. The cronbach value was at least above 0.70 making the instrument very reliable.

### 3.8 Methods of data collection

This study collected quantitative and qualitative data using a self-administered questionnaire. A permit was sort from National Commission for Science Technology and Innovation (NACOSTI) to give authority to undertake the study. Permission letter from the university was sort to allow the researcher to collect data. A cover letter that explained the aims of the research and offering assurance of confidentiality and anonymity alongside questionnaires were then forwarded in hard copies to the respondents by the researcher. The researcher booked an appointment to see the relevant respondents in the NGO to administer the questionnaires. The researcher then agreed with the respondents on when to collect the

questionnaires upon completion. A drop-and-pick method was used since the respondents were very busy when on duty, thus the researcher allowed them time to fill the questionnaire and collected them after two days. To ease follow ups, the researcher requested for the respondents' telephone contacts. The questionnaires were collected as soon as the respondents finished filling them.

### 3.9 Data analysis techniques

After the data was collected there was a cross-examination to ascertain their accuracy, completeness and identify those items wrongly responded to, spelling mistakes and blank spaces. Data was then input into the computer for analysis using the Statistical Package for Social Sciences (SPSS) version 22.0. Qualitative data was analyzed thematically.

### 3.10 Operationalization of Variables

This sub-section identifies and operationalizes the key variables (independent and dependent variables) of the study. It further highlights the criteria of measurement that the researcher used as shown in Table.

**Table 3.2 Operationalization of Variables**

Objective	Variables	Indicators	Measurement	Measurement Scale	Data Collection Method	Data Analysis	
To assess the extent which funding influences performance of NGO projects in the urban informal settlements	Independent variables-	Time of funding	The number of projects funded at the start of the project	Ordinal	Questionnaires	Descriptive Statistics	
		Time of Funding	The funding requirements	The number of requirements to be met before funds are received		Ordinal	Descriptive statistics
		Forms of funding	Availability of different forms of funding	Ordinal		Inferential Statistics	

To assess the influence of project team competence on performance of NGO projects in the urban informal settlements	Independent variables          Project team Competence	The experience of the project team	Ability of the staff to carryout project activities effectively	Ordinal	Questionnaires	Descriptiv e Statistics  Inferential statistics
		Qualification s of the project team	Ability of the staff to translate theoretical knowledge on the project work into practical	Ordinal		
		Project team training	Ability of the staff to apply the training knowledge on the project work	Ordinal		
			The level of motivation by the staff after trainings	Ordinal		
To assess the influence of top management support on performance of NGO projects in the urban informal settlements	Independent variables  Top management Support	Top management commitment level	Number of times Top management actually attends the project meetings and visit the projects	Ordinal	Questionnaires	Descriptiv e statistics  Descriptiv e Statistics  Descriptiv e statistics
		Resource allocation level	Number of times the project team lack resources allocated to project activities	Ordinal		
		Top management Communicati on level	Number of times critical decisions made on the is communicated to the project team by the top management	Ordinal		
To determine the influence of stakeholder involvement on performance of NGO projects in the urban informal settlements	Independent variables  Stakeholder Involvement	Frequency of meetings attended	Number of Project meetings actually attended by stakeholders	Ordinal	Questionnaires	Descriptiv e statistics  Descriptiv e statistics
		Frequency of their decisions being used	Number of times their decisions are actually used in projects	Ordinal		

Government Policy and Organization Culture	Intervening Variable Government Policy	Relevant laws meant to create a more enabling environment for the NGOs	Number of Successful projects implemented within the enabled environment	Ordinal	Questionnaires	Descriptive statistics
NGO project Performance	Dependent Variable Project Performance	Number of children reintegrated	Project Completion time	Ordinal	Questionnaire	Mean , standard deviation and regression analysis

### 3.11 Ethical considerations

The researcher explained to the respondents the purpose of the study before involving them and how the results of the study would be important to them. The researcher also assured the respondents that their responses only be for the purpose of the study and that their identities would be treated with confidentiality.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPLETATION AND PRESENTATION

#### 4.1 Introduction

This chapter focused on data analysis, interpretation and presentation. It presents the discussion and conclusion of the study. The results on factors influencing performance of NGO projects in the urban informal settlements, a case of Undugu Society of Kenya were then presented. The questionnaire was designed in line with the objectives of the study. The findings are presented and interpreted based on the purpose of the study.

##### 4.1.1 Response Rate

The response rate was high as depicted in the table.

**Table 4. 1: Response Rate**

Response	Frequency	Percentage
Returned questionnaires	72	94
Unreturned questionnaires	5	6
Total	77	100

Questionnaires were administered to the respondents and out of the 77 questionnaires administered to the respondents, a total of 72 fully responded to the questionnaires giving a response rate of 94%. The drop and pick technique administered to the staff ensured that all the questionnaires were filled in good time. This commendable response rate was sufficient to deduce inferences on factors influencing performance projects of Undugu Society of Kenya. Mugenda and Mugenda (2003) indicated that a response rate of 50%, 60% or 70% of the response rate was sufficient for a study, where that a response rate of 50% is adequate for

analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent.

## 4.2 General Information

This section presents the general information of the respondents such as gender, level of education, work period of staff at USK and level of operations.

### 4.2.1 Gender of the respondents

The NGO project involves both male and female individuals. The respondents were requested to indicate their gender.

**Table 4. 2: Gender of the Respondents**

	Frequency	Percent
Male	42	58
Female	30	42
Total	72	100

The respondents were requested to indicate their gender. From the findings, majority 42(58%) of the respondents were male while 30(42%) of the respondents were female. This implied that Undugu Society of Kenya employees include more men than women in their project.

#### 4.2.2 Distribution of Respondents by Age

Different persons involves in NGO project are of different ages. The study sought to investigate the age bracket under which the respondents were.

**Table 4. 3: Distribution of Respondents by Age**

Age bracket	Frequency	Percent
Below 24 Years	0	0
25 -30 Years	10	14
31 -34 years	17	24
35 -40 years	18	25
41 -44 years	14	20
45 -50 years	6	8
Over-51 years	7	9
Total	72	100

From the findings, 18 (25%) of the respondents were aged between 35- 40 years, 17 (24%) of the respondents indicated that they were aged between 31-34 years, 14 (20%) indicated that they were aged between 41-44 years, 10 (14%) of the respondents indicated that they were aged 25-30 years , 7 ( 9%) indicated that the respondents were over 51 years while 6 (8 %) of the respondents indicated that they were aged between 45-50 years, The study implied that respondents were mature in age as approximately all were aged above 24 years of age and therefore information collected from them can be treated as valid.

#### 4.2.3 Respondent's Highest Level of Education

Respondents were requested to indicate their highest level of education.

**Table 4. 4: Respondent's Highest Level of Education**

Highest level of education	Frequency	Percent
College	28	39
University	31	43
Secondary	13	18
Total	72	100



From the findings, 31 (43%) of the respondents indicated that they had attained university education, 28 (39%) had attained college education and 13 (18%) had attained secondary level of education. This implied that the staffs were educated and that their level of education was important to evaluate their competence and whether they are equipped with necessary skills and knowledge on matters concerning the implementation of projects.

**Table 4. 5: Work Period of staff at USK**

<b>Work period of Respondents Had worked at Undugu</b>	<b>Frequency</b>	<b>Percent</b>
1-6 months	5	7
7-12 months	6	8
2-3 years	15	21
4-5 years	30	42
Over 5 years	25	35
<b>Total</b>	<b>72</b>	<b>100</b>

The respondents were requested to indicate the period in years that they had worked for Undugu Society of Kenya. From the findings, 30 ( 42%) of the respondents indicated that they had worked for Undugu Society of Kenya for between 4-5 years, 25(35%) indicated that had worked for over 5 years while 15 (21 %) of the respondents indicated that they had worked for 2 to 3 years. The finding also indicated that 6 (8%) of the respondents had worked for USK for 7-12 months while 5 (7% )of the respondents indicated that they had worked for 1-6 months. This implied that majority of the respondents had worked for USK for more than 2 years and had adequate experience on factors that influenced project performance at Undugu Society of Kenya.

#### 4.2.4 Respondents Level of Operations

In NGO project management, different people work in different level of project management. The study sought respondent's level of operations at Undugu Society of Kenya.

**Table 4. 6: Respondents Level of Operations**

Respondents Level of Operations	Frequency	Percent
Executive management	2	3
Project Coordinator	6	6
Project Manager	4	4
Project Officer	40	58
Project support staff	20	30
Total	72	100

From the findings, 40 (58%) of the respondents indicated that they were project officers, 20 (30%) of the respondents indicated that they were project support staff, 6 (6% )of the respondents were project Coordinators, 4 (4%) of the respondents were project Managers while 2 (3%) were the executive management. This implied that data was collected from relevant personnel who had knowledge on factors influencing project performance at Undugu Society of Kenya.

#### 4.3 Project Funding

##### 4.3.1 Funds Coming at the same time

The study sought whether funding received by Undugu Society of Kenya come at the same time.

**Table 4. 7: Funds coming at the same time**

Funds	Frequency	Percentages
Yes	9	13
No	63	87
Total	72	100

From the findings, 63 (87%) of the respondents indicated that funding of Undugu Society of Kenya did not come at the same time while 9 (13%) of the respondents were positive. This implied that USK projects funds were not provided at the same time, and hence influencing implementation of project activities and success of the projects. The respondents explained that funding of Undugu Society of Kenya come from different sources who release funds at different times depending on the duration of the project and at what point the project is meant to start. This causes delays in executing project activities.

#### **4.3.2 Extent to which conditions of project funding affect Undugu project performance**

The respondents were requested to indicate whether funding conditions for projects influence the performance of projects.

**Table 4. 8: Extent to which conditions of project funding affect Undugu project performance**

<b>Funding Conditions</b>	<b>Frequency</b>	<b>Percent</b>
Very Great extent	56	78
Great extent	12	16
Moderate extent	4	6
Total	72	100

The results indicated that 56 (78%) of the respondents indicated that funding conditions influenced project performance to a very great extent , 12 (16%) indicated that funding conditions influenced project performance to a great extent while 4 (6%) indicated that project funding influenced project performance to a moderate extent. The respondents explained that funding requirements and conditions to be met before funding is given were causing delay in the implementation of the projects. At times the delay led to gaps which resulted from the waiting period from one quarter or phase of funding to another. The

findings concurred with Clayton, (2002) who noted that funds regulations hindered accountability and restrained NGOs project performance.

### 4.3.3 Rating performance of projects in terms of the performance indicators

The study sought the extent to which funding period influenced project performance at Undugu Society of Kenya.

**Table 4. 9: Rating performance of projects in terms of the performance indicators**

	Mean	SD
Funding period has influenced performance of projects undertaken at USK	4.86	0.87
There is adequate disbursement of project funding avoiding project cost overrun	3.91	0.37
Fund disbursement timing influenced USK project performance	4.64	0.73
Conditions for getting funding delay projects completion at USK	4.73	0.69
Funding schedules have affected the rate of project implementation	4.13	0.59

From the results, most respondents indicated that this has affected project performance to a very great extent as indicated by a mean of 4.86 supported by a standard deviation of 0.87. The results also indicated that funding conditions led to delay in beginning and end at USK to a very great extent as indicated by a mean of 4.73. The finding indicated that fund disbursement timing affected project performance to a very great extent as indicated by a mean of 4.64 with a standard deviation of 0.63. The findings further indicated that funding schedule or phases influenced performance of the project to a great extent as indicated by a mean of 4.13 and 3.91 supported by a standard deviation of 0.59 and 0.37 respectively. This implied that time of project funding influence project performance to a great extent. Bagoole (2011) noted

that timely funding of the project increases success and that timely funding minimizes project delays.

#### **4.3.4 Extent to which time of funding has affected project implementation at Undugu Society of Kenya**

The respondents were requested to indicate extent to which time of funding has affected project implementation at Undugu Society of Kenya.

**Table 4. 10: Extent to which time of funding has affected project implementation at Undugu Society of Kenya**

<b>Time of funding</b>	<b>Frequency</b>	<b>Percent</b>
Very Great extent	14	20
Great extent	54	75
Moderately extent	2	5
Total	72	100

From the finding, majority 54 (75%) of the respondents indicated that timing of project funding affected the performance of the project to a great extent, 14 (20%) indicated to a very great extent while 2 (5%) indicated to a moderate extent. This clearly indicated that project funding timing affects project activating execution delays in purchase of project resources, compensation of project team affecting project performance. The findings concurred with Sullivan (2010) revealed that expectation that that donor funds flow in a straight forward process is not true as much funds is subjective and complex in nature thereby resulting in delays in receipt of funds affecting Project implementation.

#### 4.4 Team Competence and Project Performance

The study sought the extent to which team competency influence NGO project performance.

##### 4.4.1 Extent to which project team competence influence the performance of USK projects

The respondents were requested to indicate the extent to which project team competence influenced the performance of the USK projects.

**Table 4. 11: Extent to which project team competence influence the performance of USK projects**

<b>Project team competence</b>	<b>Frequency</b>	<b>Percent</b>
Very Great extent	47	65
Great extent	22	31
Moderate extent	3	4
Total	72	100

From the findings, 47 (65%) of the respondents indicated that project team members competence influenced project performance to a very great extent, 22 (31%) of the respondents indicated that the project team competence influenced project performance to a great extent while 3 (4%) indicated that project team competence influenced project performance to a moderate extent.

#### **4.4.2 Extent to which experience of a project team member increases performance of USK projects**

The study sought the extent to which project team experience influence project performance.

**Table 4. 12: Extent to which experience of a project team member increases performance of USK projects**

<b>Project Team experience</b>	<b>Frequency</b>	<b>Percent</b>
Very Great extent	44	61
Great extent	17	24
Moderate extent	11	15
Total	72	100

From the findings, 44 (61%) of the respondents indicated that project team experience gained from working at the project influence project performance, 17 (24%) of the respondents indicated that project team experience influence project performance to a great extent while 11(15%) indicated that project team experience influence project performance. The respondents explained that experience gained by team members enables the members to execute their experience effectively, leading to success of the project. This implied that experience gained by team members in projects influence project performance to a great extent.

#### **4.4.3 Extent to which project team training influences performance of USK projects**

The respondents were requested to indicate the influence of project team training on project performance. From the findings, majority 60 (84 %)of the respondents indicated that project team members training influences project performance, 11(15%) indicated to a great extent while 1 (1%) of the respondents indicated to a moderate extent.

**Table 4. 13: Extent to which project team training influences performance of USK projects**

<b>Project Team Training</b>	<b>Frequency</b>	<b>Percent</b>
Very Great extent	60	84
Great extent	11	15
Moderate extent	1	1
<b>Total</b>	<b>72</b>	<b>100</b>

The respondents explained that training of project team members especially on issues related to projects increase skills and knowledge level on undertaking project activities, executing project tasks competently leading to offering of quality learning and completion of project task within time expected. This implied that project team training influence project performance at Undugu Society of Kenya.

#### **4.4.4 Project Team Qualifications Influence Project Performance**

The respondents were requested to indicate the extent to which project team qualification influence project performance.

**Table 4. 14: Project Team Qualifications Influence Project Performance**

<b>Project Team Qualifications</b>	<b>Frequency</b>	<b>Percent</b>
Very Great extent	58	81
Great extent	14	19
Moderate extent	10	10
<b>Total</b>	<b>72</b>	<b>100</b>

From the findings, 58 (81%) of the respondents indicated that project team qualification influence project performance to a very great extent, 14 (19%) of the respondents indicated that project team qualifications influence project performance to a great extent while 10 (10%) of the respondents indicated that qualification level of project team influence project



performance to a moderate extent. This clearly indicated that project team qualifications influence project success to a great extent. The findings were similar to Sullivan, (2010) who found that project team members are trained to be completely informed and involved in order to have the most successful project outcome.

#### 4.4.5 Statements regarding Team Competency Influence on Project Performance

The respondents were requested to indicate the extent to which team competency influence project performance

**Table 4. 15: Statements regarding Team Competency Influence on Project Performance**

Statement on team competency influence project performance	Mean	Std deviation
Team members gaining of skills influence project performance	4. 79	0.83
Project team members have proper technical and business skill	4.35	0.75
Team members have attained high level of knowledge to execute project activities successful	4.52	0.87
USK trains its staff to enhance level of collective performance.	4. 12	0.88

From the findings, majority of the respondents indicated that team members gaining of skills influence project performance to a very great extent as indicated by a mean of 4.79 with a standard deviation 0.83. The results also indicated that team members attain high level of knowledge to execute project activities successfully to a great extent as indicated by a mean of 4.52 with a standard deviation of 0.87.

The results also indicated that project team members have technical and business skills which in turn influence project performance to a great extent as indicated by a mean of 4.12 with a standard deviation of 0.88. The results further indicated that USK has trained its project staff to improve flexibility and enhance level of collective performance and thus influencing project success. This implied that training of project team members improve their technical

skills, competency in executing project tasks, improve knowledge level and improve flexibility in collection performance improving project performance. The finding supports Kotter, (2006) who revealed that project team competency influence team members commitment to the group, share similar visions for the projects and strive for overall success.

#### **4.5 Top Management Support**

##### **4.5.1 Whether top management of Undugu Society of Kenya are committed to project implementation**

The respondents were requested to indicate whether top management at Undugu Society of Kenya are committed to project implementation by attending project meetings, from the findings 38 (53%) indicated that top management attended project meetings while 34 (47%) indicated otherwise

**Table 4. 16: Whether top management of Undugu Society of Kenya are committed to project implementation**

Attendance of project meetings by Top management	Frequency	Percent
Yes	38	53
No	34	47
Total	72	100

The respondents explained that top management attending project meeting motivated project teams, communicate critical project decisions and guide project team on how to achieve favorable project outcomes. This demonstrated that top management commitment and support would influence project success at Undugu Society of Kenya. The findings concurred with Haughey (2010) who noted that top management support processes yield best results in different project scenarios as senior managers better use their limited time and budget supporting projects.

#### 4.5.2 Frequency of top management visits to the projects being implemented

The respondents were requested to indicate how often top management visited project being implemented.

**Table 4. 17: Frequency of top management visits to the projects being implemented**

<b>Frequency of top management visits to the projects</b>	<b>Frequency</b>	<b>Percent</b>
Very often	37	51
often	27	38
Moderately often	8	11
Total	72	100

From the finding, majority 37 (51%) of the respondents indicated that top management visited project being implemented very often, 38% (27) of the respondents indicated that top management visited project being implemented often while 8 (11%) of the respondents indicated that top management visited project being implemented moderately often. This implied that top management at Undugu Society of Kenya was concern about project implementation progress. The finding was similar to Zwikael, (2008) findings who supports the importance of top management involvement in projects as top management decision has significant influence on project success.

#### 4.5.3 Extent to which Top Management influences project performance at USK

The respondents were requested to indicate the extent to which top management at Undugu Society of Kenya influence project performance.

**Table 4. 18: Extent to which Top Management influences project performance at USK**

<b>Statement</b>	<b>Mean</b>	<b>Std dev</b>
There is effective allocation of resources for the project	4.79	0.83
Offering of effective leadership in the project	4.87	0.77
Top management commitment level influence success of the project	4.11	0.23
Effective communication with project teams	4.05	0.62

From the findings, respondents indicated that offering of effective leadership in project management, effective allocation of project resources and support of project team training influence positive project outcomes to a very great extent as indicated by a mean of 4.87, 4.79 and supported by standard deviation of 0.77, and 0.83 respectively. The respondents also indicated that management support in developing project procedures, top management commitment to project process and effective communication with project teams influence project performance to a great extent as indicated by a mean of 4.11 and 4.05 with standard deviation of 0.23 and 0.62 respectively. The finding implies that top management support and commitment influence project success. The findings concurred with Boonstra (2013) findings who found that most of the projects succeed due to managerial skills and leadership of the organization.

## 4.6 Stakeholder Involvement

### 4.6.1 Extent to which stakeholders project decisions influence project performance at USK

The study sought the extent to which stakeholders decisions influence project performance.

**Table 4. 19: Extent to which stakeholders project decisions influence project performance at USK**

<b>Stakeholders project decisions</b>	<b>Frequency</b>	<b>Percent</b>
Very Great extent	47	65
Great extent	17	23
Moderate extent	8	12
Total	72	100

From the findings, 47 (65%) of the respondents indicated that stakeholder decisions influence project performance to a very great extent, 17 (23%) of the respondents indicated that stakeholder decision in project management influence project performance to a great extent while 8 (12%) of the respondents indicated that stakeholder decisions influence project performance to a moderate extent.

The respondents explained that stakeholder decisions in management of project finances, monitoring of project progress and in mobilizing of funds influence performance of USK projects. This clearly demonstrated that stakeholder decisions in project management process influence success of the project. The results support Buttrick, (2000) findings who revealed that stakeholder involvement in monitoring and evaluation, resource mobilization and participating in executing project activities increase project outcome

#### **4.6.2 Extent to which involving of stakeholders in projects influence project performance at USK**

The respondents were requested to indicate the extent to which involving stakeholders in projects influence project performance at Undugu Society of Kenya.

**Table 4. 20: Extent to which involving of stakeholders in projects influence project performance at USK**

Involving of stakeholders	Frequency	Percent
Very Great extent	52	73
Great extent	16	22
Moderate extent	4	5
<b>Total</b>	<b>72</b>	<b>100</b>

From the findings, majority 52 (73%) of the respondents indicated that involvement of stakeholders in project management at Undugu Society of Kenya influences project performance to a very great extent, 16 (22%) of the respondents indicated that involving stakeholders in project management influences project performance to a great extent while 5% of the respondents indicated that involving stakeholders in project management influences project performance to a moderate extent.

This implied that involving stakeholders in project management decisions influences the success of projects to a great extent. The findings were supported by Juan (2003) who affirmed that community participation influences the performance rate of projects in many geographical areas and stakeholder decisions plays a great in project success.

### 4.6.3 Influence of Stakeholder involvement on Project Performance at USK

The study sought to know the extent to which stakeholders involvement influence Undugu Society of Kenya’s project performance.

**Table 4. 21: Influence of Stakeholder involvement on Project Performance at USK**

Statement	Mean	Std Dev
Stakeholder involvement in management of funds	4.03	0.41
Involving stakeholder in monitoring of project progress	4.61	0.53
Involving stakeholders in project risk management	4.50	0.55
Involving stakeholders in identification of project	4.00	0.34

From the findings, respondents indicated that involvement of stakeholders in monitoring and evaluations of project progress and in project risk management influence project performance to a great extent as indicated by a mean of 4.61 and 4.50 with a standard deviation of 0.53 and 0.55 respectively. The results also indicated that stakeholder involvement in management of project funds and in identification of projects influence Undugu Society of Kenya’s project performance to a great extent as indicated by mean of 4.03 and 4.00 with standard deviation of 0.41 and 0.34 respectively. This implies that stakeholder’s involvement in project management influences project performance to a great extent. The findings concurred with Chang, (2013) who found that successful delivery of any project deliverables majorly depend on stakeholder engagement and management and the effective engagement and management of stakeholder relies on project manager’s ability to identify stakeholders’ expectations from the beginning to the end.

## 4.7 Government Policy

### 4.7.1 Government policy influence on project performance at USK

The study sought the extent to which government policy influences the relationship between success factors and performance of the project.

**Table 4. 22: Government policy influence on USK**

<b>Statement</b>	<b>Mean</b>	<b>Std Deviation</b>
Requirements framework	4.50	0.56
Government policies interfere with the operation of the NGOs project implementation process	4.53	0.47

The results also indicated that Government policies interfere with the operations of the NGOs project implementation process to a very great extent as indicated by a mean of 4.53 and 4.50 respectively. This implied that government policy influences the relationship between project success factors and project performance.

## 4.8 Project Performance

### 4.8.1 Project performance indicators achieved within the organizations

The study sought the extent to which project performance indicators were achieved due to the existing factors. From the findings, the respondents indicated that there was improved socio economic status of childrens' families shown by parents being able to afford the formal schools requirements after reintegration, increase in employment rates of learners from Undugu Society of Kenya ISTU and offering of quality learning was achieved to a very great extent.



**Table 4. 23: Project performance indicators achieved within the organizations**

Statement	Mean	Std Dev
High level of Children reintegration rate back to their families	4.07	0.33
Completion of project within time	4.48	0.68
Completion of project within budget costs	4.28	0.98
Improved socio economic status of childrens' families	4.73	0.92
Offering of quality learning	4.50	0.48
Increase in employment rates of learners from USK	4.51	0.69
Increase in graduation rates from skill training	4.32	0.67
High learning outcomes are recorded	4.48	0.51

Respondents indicated that existing factors influence completion of projects within time, increase in graduation rates from the skills training project, completion of project within budget costs were achieved as indicated by a mean of 4.48, 4.32 and 4.28 respectively. The finding further indicated that many children were re-integrated back to their families.

#### 4.9 Regression Analysis

A multiple regression model was applied to establish whether there exists a significant relationship between factors influencing project performance on Undugu Society of Kenya projects.

**Table 4. 24: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.705 <sup>a</sup>	.497	.462	0.05	.001(a)

a. Predictors: (Constant) Project funding, project team competency, top management support and stakeholder involvement

b. Dependent: Undugu society project performance

Adjusted  $R^2$  is called the coefficient of determination which indicates how the Undugu society project performance varies with variation in Project funding, project team competency, top management support and stakeholder involvement. From table above, the value of adjusted  $R^2$  is 0.462. This implies that, there was a variation of 46.2% of Undugu Society of Kenya project performance varied with variation in factors project funding, project team competency, top management support and stakeholder involvement at a confidence level of 95%.

### ANOVA (b)

**Table 4. 25: ANOVA (b)**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.700	4	2.425	10.435	.002 <sup>b</sup>
	Residual	35.496	68	0.522		
	Total	45.196	72			

a. Predictors: (Constant) Project funding, project team competency, top management support and stakeholder involvement

b. Dependent: Undugu society project performance

The Total variance (45.196) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit between variable as F-test ( $F=10.435$ ,  $P=0.002 < 0.05$ ). The calculated  $F= 10.435$  far exceeds the F-critical of  $F_{cr} 3.944$ . This implied there the level of variation between independence and dependent variable was significant at 95% confidence level. This indicated

that the model formed between Project funding, project team competency, top management support and stakeholder involvement and Undugu society project performance had a good fit for the data. The strength of variation of the predictor values of Undugu society project performance of was significant as  $P= 0.02 < 0.05$ .

**Table 4. 26: Regression Coefficients (a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	3.002	.428		8.125	.000
	Project funding	.723	.113	.611	12.454	.003
	Project team competence	.479	.136	.360	7.655	.011
	Top management support	.605	.156	.512	10.320	.002
	Stakeholder involvement	.513	.117	.423	7.021	.001

a. Predictors: (Constant) Project funding, project team competency, top management support and stakeholder involvement

b. Dependent: Undugu society project performance

From the coefficient results, the study established multiple regression model was;

$$Y = 3.002 + .723X_1 + .479 + .605X_3 + .513X_4 + e$$

Where:

From the above regression model, it was found that Performance of Undugu society of Kenya projects would be at 3.002 holding Project funding, project team competency, top management support and stakeholder involvement constant at zero.

The regression results indicated that time of project funding significantly influenced Performance of Undugu Society of Kenya's projects ( $r=.723$ ,  $p=0.003<0.05$ ).

The regression coefficient results also indicated that there was a significant positive relationship between project team competency and project performance as indicated by ( $r=.479$ ,  $p=0.011<0.05$ ).

From the regression results in Table 4.19, top management support significantly influenced Performance of Undugu society of Kenya's projects ( $r=.605$ ,  $p=.002<0.05$ ). From the regression results in Table 4.19 on, the study found that Stakeholder involvement significantly influence Undugu society of Kenya's projects ( $r=.513$ ,  $p=.001<0.05$ ). This clearly indicated that Project funding, project team competency; top management support and stakeholder involvement have a significant positive influence on Performance of Undugu Society of Kenya's projects.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMENDATIONS**

#### **5.1 Introduction**

This chapter presents the discussion of key data findings, conclusions drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the purpose of this study which was factors influencing performance of NGO projects in the urban informal settlements focusing on a case of Undugu Society of Kenya (Nairobi County)

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

This section presents the summary of findings based on research objectives.

##### **5.2.1 Project Funding**

The study revealed that funding of Undugu Society of Kenya's projects did not come at the same time. The USK project funds were not provided at the same time as the projects differ in duration and the actual time in which each of them begin and end. The phases or quarters within the period a project is funded affects the implementation of project activities and in the end the success of the projects. This caused delays in executing project activities

The study found that funding conditions of projects affected USK'S project performance to a very great extent. The funding requirements and conditions to be met before funding led to project delays due to ineffective scheduling of the project fund. At Undugu Society of Kenya, time of funding has affected project implementation to a great extent. Project activities execution, delays in purchase of project resources, compensation of project team all influenced project performance. Regression results indicated that there existed a positive

significant relationship between time of project funding and performance of Undugu society of Kenya projects. This demonstrated that timely funding of project activities would influence project success.

### **5.2.2 Team Competence and Project Performance**

The findings exhibited that project team competence and experience influenced the performance of the USK projects to a very great extent. The findings revealed that project team competence and experience depict high skill and knowledge level posed by the team members who would enable the execution of project tasks as expected and influence achieving of positive project outcomes. This study revealed that team members training influence project performance a great extent. The study revealed that training of project team members increase skills and knowledge level on undertaking project activities, carrying project responsibilities competently leading to offering of quality learning and completion of project task within time expected.

On team competency, the study also revealed that project team qualification influence project performance to a very great extent. Majority of the respondents indicated that qualification level of project teams' members' impact on project performance to a very great extent. The finding of this study further revealed that team members gaining skills, team members attaining high level of knowledge execute project activities successfully and to a great extent. The results also revealed that project team members with proper technical and project skills influence project performance to a great extent. This study established that training of project team members improve member's flexibility and enhance level of collective performance influencing project success. The findings further revealed that training of project team members improve their technical skills, competency in executing project tasks,

improve knowledge level and improve flexibility in collection performance improving project performance. From the regression coefficient results the study revealed significant positive relationship between project team competency and project performance. This depicted that project team competence lead to success in project performance.

### **5.2.3 Top Management Support**

The study found that top management at Undugu Society of Kenya attended project meetings, as indicated by majority of the respondents. This study revealed through top management attendance of project meeting motivated project teams, led to effective communication of critical project decisions and guide project team on how to achieve favorable project outcomes

The study revealed that top management visited projects being implemented very often demonstrating that top management commitment and support. The findings also revealed that top management at Undugu Society of Kenya offered an effective leadership in project management, effectively allocated project resources and supported the project team training. This influenced positive project outcomes to a very great extent. The results also indicated that top management support in developing project procedures, commitment to project process and effective communication with project teams influence project performance to a great extent. The regression results supported the finding by establishing that there existed a positive relationship between top management supports significantly influence Performance of Undugu society project.

#### **5.2.4 Stakeholder Involvement**

This study found that stakeholder's decisions influence project performance to a great extent. The study revealed that stakeholder decision in management of project finances, monitoring of project progress and in mobilizing of funds influencing of success of the NGOs project.

This study revealed that involvement of stakeholders in USK's projects influenced project performance to a very great extent. This ensures effective management of the project processes, earning community support and improves project management effectiveness and efficiency leading to success of project to a great extent.

The study found that involvement of stakeholders led to effective monitoring and evaluations of project progress, effective project risk management influence project performance to a great extent. The results also indicated that stakeholder involvement in management of project funds and in identification of projects influenced Undugu Society project performance to a great extent. Further regression results revealed that stakeholder involvement has a positive and significant influence on Undugu society project performance.

The study revealed that organizational culture and government policy affected the relationship between factors and performance of the project. The findings revealed that government policies interfere with the operation of the NGO projects, the culture of an organization greatly impacts on performance, USK has a strong performance culture and the requirements framework all influence the relationship between succes factors and project performance to a great extent .

The study found that effective timing of project funding, top management supports, team members competency and stakeholder involvement led to increase in number of children re-



integrated back to their families, increase in employment rates of USK, completion of projects within time, increase in graduation rates from Undugu society of Kenya and completion of project within budget costs. The findings of this study indicated that Project funding, project team competence; top management support and stakeholder involvement have a significant positive influence on Performance of Undugu Society projects.

### **5.3 Discussions**

This section present the discussion of the findings based on the research objectives

#### **5.3.1 Funding Timing**

The study revealed that funding of Undugu Society of Kenya's projects did not come at the same time as indicated by 87% of the respondents. The USK project funds were not provided at the same time as the projects differ in duration and the actual time in which each of them begin and end. The phases or quarters within the period a project is funded affects the implementation of project activities and in the end the success of the projects. The finding were consistence with Chang, (2013) who noted that donor funded projects are faced with challenges during implementation and key among them is delayed receipt of funds.

The study also revealed that conditions governing donor funds for NGO projects affects completion time for the projects to a very great extent as indicated by 78% of the respondent. The funding requirements and conditions to be met before funding led to project delays due to ineffective scheduling of the project fund. At Undugu Society of Kenya, time of funding has affected project implementation to a great extent. Project activities execution, delays in purchase of project resources, compensation of project team all influenced project performance. The finding supported the view of Kanbur, (2000) who indicated that funding process for NGO project is much subjective and complex in nature thereby resulting in delays

in receipt of funds by the Project implementation teams. Regression results indicated that there existed a positive significant relationship between time of project funding and performance of Undugu society of Kenya projects. Chang, (2013) further noted that funding uncertainties affects project implementation activities and sometimes abandonment of project activities due to scarcity of information on donor funds disbursement procedures.

### **5.3.2 Team Competence and Project Performance**

Project without competent team in place are likely to face failure in the implementation of project strategy and plan has the potential of completely project falling apart. The findings exhibited that project team competence and experience influenced the performance of the USK projects to a very great extent .The findings revealed that project team competence and experience depict high skill and knowledge level posed by the team members who would enable the execution of project tasks as expected and influence achieving of positive project outcomes. This is supported by Kotter, (2006) who indicated that the core project staff, expert resources, suppliers and all stakeholders should be part of the team dynamic. This study revealed that team members training influence project performance a great extent. The study revealed that training of project team members increase skills and knowledge level on undertaking project activities, carrying project responsibilities competently leading to offering of quality learning and completion of project task within time expected.

On team competency, the study also revealed that project team qualification influence project performance to a very great extent. Majority of the respondents indicated that qualification level of project teams' members' impact on project performance to a very great extent. The finding of this study further revealed that team members gaining skills, team members attaining high level of knowledge execute project activities successfully and to a great extent. The results also revealed that project team members with proper technical and project skills

influence project performance to a great extent. According to Caldwell, (1994), the project team should comprise of the best individuals in terms of skills with regards to the projects they are undertaking. They need to have knowledge on the core areas of their work. The regression coefficient results revealed a significant positive relationship between project team competency and project performance as indicated by ( $r=.479$ ,  $p=0.011<0.05$ ).

The findings were supported by Hackman, (2002) who observed that in order to influence project processes, the project team should have the proper technical and project skills, and have to incorporate.

### **5.3.3 Top Management Support**

Support from top management in a project undertakings positively contributes to project success. According to Besner, (2004) top management support is considered to be among project management critical success factors (CSFs). The study found that top management at Undugu Society of Kenya attended project meetings, as indicated by majority of the respondents. This study revealed through top management attendance of project meeting motivated project teams, led to effective communication of critical project decisions and guide project team on how to achieve favorable project outcomes. The finding wee consistence to Boonstra (2013), who revealed that projects succeed due to managerial skills and leadership styles of project managers. In addition, transformational leadership behavior has long been considered as an important factor for better performance in various general organizations

This study found that top management at Undugu Society of Kenya offered an effective leadership in project management, effectively allocated project resources and supported the project team training. This influenced positive project outcomes to a very great extent. The

results also indicated that top management support in developing project procedures, commitment to project process and effective communication with project teams influence project performance to a great extent. From the regression results, top management support significantly influenced Performance of Undugu society of Kenya's projects ( $r=.605$ ,  $p=.002<0.05$ ). The regression results supported the finding by establishing that there existed a positive relationship between top management supports significantly influence Performance of Undugu society project. According to Zwikael, (2008), top management supports has a significant influence on success of projects

#### **5.3.4 Stakeholder Involvement**

This study established that stakeholder's decisions influence project performance to a great extent. The study revealed that stakeholder decision in management of project finances, monitoring of project progress and in mobilizing of funds influencing of success of the NGOs project. The finding were similar to Juan (2003) who affirmed that project succeed well when the project management involve community participation influences the performance rate of projects in many geographical areas..

Since not all decisions can be made by the top management it is important to have a structure where the beneficiaries and other interested parties in the wellbeing of the project are part of the decision making. Regression results indicated that Stakeholder involvement significantly influence Undugu society of Kenya's projects ( $r=.513$ ,  $p=.001<0.05$ ). This ensures effective management of the project processes, earning community support and improves project management effectiveness and efficiency leading to success of project to a great extent.

The study found that involvement of stakeholders led to effective monitoring and evaluations of project progress, effective project risk management influence project performance to a

great extent. The results also indicated that stakeholder involvement in management of project funds and in identification of projects influenced Undugu Society project performance to a great extent. Further regression results revealed that stakeholder involvement has a positive and significant influence on Undugu society project performance. The findings are affirmed by Hillman, (2001) noted that positive relationships with stakeholder groups and the project processes and outcomes associated with these relationships depend on the interest.

The study revealed that organizational culture and government policy affected the relationship between factors and performance of the project. The findings revealed that government policies interfere with the operation of the NGO projects, the culture of an organization greatly impacts on performance, USK has a strong performance culture and the requirements framework all influence the relationship between success factors and project performance to a great extent .

The study found that effective timing of project funding, top management supports, team members competency and stakeholder involvement led to increase in number of children re-integrated back to their families, increase in employment rates of USK, completion of projects within time, increase in graduation rates from Undugu society of Kenya and completion of project within budget costs. The findings of this study indicated that Project funding, project team competence; top management support and stakeholder involvement have a significant positive influence on Performance of Undugu Society projects.

#### **5.4 Conclusion**

The study concluded that timing of project funding was affected by invariable time of financing and funding conditions that is attached to the donor funds. This causes project delays due to ineffective scheduling of the project fund, inadequacies in funding the project

hindering project activities execution, delays in purchase of project resources, compensation of project team affecting project performance at Undugu society of Kenya.

The study concluded that funding time for the projects, funding requirements in administering funding and fund disbursement timing, ineffective funding scheduling and adequacy disbursement of fund affected performance of the project to a great extent. The study concluded that timing of project funding influence completion of the project, quality of the project outcome to a great extent. At Undugu Society of Kenya, time of funding has affected project implementation to a great extent.

From the findings, the study concluded that project team competency and experience affected the performance of the USK project to a very great extent. Project team competence and experience shows high skilled and high knowledge level attained through training which enables project teams execute project tasks as expected and influence achieving of positive project outcomes. Training of project team members increase skills and knowledge level gained influencing efficiency in executing project activities undertaking project activities, and carrying project responsibilities competently leading to quality completion of project tasks within time expected.

The study concluded that qualification level of project teams' members', team members gaining skills, team members attaining high level of knowledge to execute project activities as well as project team members with proper technical and project skills influence project performance to a great extent. The study also concluded that training of project team members improve member's flexibility and enhance level of collective performance, improve project teams technical skills, competency in executing project tasks, improve knowledge

level and improve flexibility in collection performance thereby improving project performance.

The study concluded that there existed a positive and significant relationship between top management supports and success of Undugu society of Kenya projects. From the findings, the study concluded that top management at Undugu Society of Kenya were committed and supportive as they attended project meetings, visiting project sites during project implementation, motivated project teams, and effectively communicated critical project decisions and guidance to project teams. The study concluded that top management at Undugu Society of Kenya offered an effective leadership in project management, effectively allocated project resources and supported the project team training influencing positive project outcomes to a very great extent. Top management support in developing project procedures, commitment to project process and effective communication with project teams influence project performance to a great extent.

The study concluded that stakeholder involvement has a positive and significant influence on Undugu society project performance. This study found that stakeholder's decisions influence project performance to a great extent. The findings of this study indicated that stakeholder decision in management of project finances, monitoring of project progress and in mobilizing of funds influencing success of the NGOs project. This study concluded that involvement of stakeholder in project management influence effective management of the project processes, earning community support and improves project management effectiveness and efficiency leading to success of project to a great extent.

The study concluded that involvement of stakeholders led to effective monitoring and evaluations of project progress, effective project risk management influence project performance to a great extent. The findings revealed that stakeholder involvement in

management of project finances and in identification of projects influence Undugu Society project performance to a great extent.

Further, the study concluded that effective timing of project funding, top management supports, team members competence and stakeholder involvement led to increase in number of children re-integrated back to their families, increase in employment rates of learners from Undugu Society of Kenya project, completion of project within time, increase in graduation rates from Undugu society and completion of projects within budget costs.

### **5.5 Recommendations**

Timing of project funding has been found to have significant influence of project performance.

1. The study recommended that the management should steer the organization in to achieving timely funding of the project and avoid invariable time of project to achieve project success. The management should strive to meet the conditions attached to donor funds and requirement as within reasonable timing as these hinder implementation process of the projects.
2. From the findings, the study concluded that project team competency and experience influenced the performance of the USK projects to a very great extent. The recommendation is that Undugu Society of Kenya should ensure that the Project team consistently go through trainings relevant to the projects they are undertaking to ensure that they are achieving positive project outcomes. Training of project team members increase skills and knowledge level gained influencing efficiency in executing project activities undertaking project activities, and carrying project responsibilities competently leading to quality learning and completion of project task within time expected .



3. The study concluded that qualification level of project team helps in executing of project activities as well as project team members with proper technical and project skills influence project performance to a great extent. The study also concluded that training of project team members improve member's flexibility and enhance level of collective performance, improve project teams technical skills, competence in executing project tasks, improve knowledge level and improve flexibility in collection performance thereby improving project performance.
4. This study found that there exists a positive and significant relationship between top management supports and success of Undugu society of Kenya projects. The study recommends that top management support and commitment should be enhanced to improve the implementation of NGOs projects. Top management plays a great role in success of NGOs projects. This has been found to promote effective leadership in project management, enhance effectiveness in allocated project resources and supported the project team training influencing positive project outcomes to a very great. Top management support in developing project procedures, commitment to project process and effective communication with project teams influence project success to a great extent.
5. The study recommends that management of USK should promote stakeholder involvement in management of project processes. This is because stakeholder's involvement in management of project finances, effective project risk management, monitoring of projects progress and in mobilizing of funds influencing of success of the NGOs projects. Involvement of stakeholder in NGOs project management influence effective management of the project processes, earning community support

and improves project management effectiveness and efficiency leading to success of projects to a great extent.

### **5.6 Suggestions for further studies**

The study determined factors Influencing Performance of NGO Projects in the urban informal settlements focusing on a case of Undugu Society of Kenya in Nairobi County. The study revealed Project funding, project team competence, top management support and stakeholder involvement influence performance of NGOs projects.

1. The study recommends that a further study should be carried out to determine influence top management on performance of NGO projects to determine whether top management support have a significant influence on performance of the NGO projects
2. A further study should be carried out to determine influence project team competency on NGO project performance in informal sector in Kenya. This would broaden the views of the current study on the extent to which project team level of knowledge would impact on success of NGO project in informal settlements in Kenya.
3. Project funding has been found to be significant in project performance. A further study should be carried out to determine the relationship between project financing and NGO project performance in informal settlement in

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## **APPENDICES**

### **Appendix 1: LETTER OF TRANSMITTAL**

The University of Nairobi  
School of Continuing and Distance Education,  
P.O. Box 30197  
Nairobi

Dear Respondent,

#### **REF: INTRODUCTION LETTER**

My name is Emelda A. Aira. I am a student at the University of Nairobi, Reg. No. L50/75606/2014, pursuing a Masters Degree in Project Planning and Management. I wish to conduct a study to investigate the Factors Influencing performance of NGO projects within the urban informal settlements. To facilitate this exercise you have been randomly selected as a participant in this study.

You are kindly requested to participate in answering the questionnaire. Kindly be assured that any information obtained will be treated with uttermost confidentiality and will be used only for the purpose of this study. Thank you.

Yours Faithfully,

Emelda A. Aira

## APPENDIX II: QUESTIONNAIRE FOR THE RESPONDENTS

This questionnaire is intended to gather general research information on the Factors Influencing Performance of NGO projects within the urban informal settlements. The questionnaire has seven sections. For each section, kindly respond to all items by using a tick (√) in the appropriate box or write answers in the space provided. Please do not write your name on the questionnaire. Kindly respond to all question items honestly. Your response will be kept strictly confidential. Your cooperation will be highly appreciated.

Are you willing to participate in the exercise and there by respond to the questions I will put across to you?

A. Yes

B. No

Kindly put a tick to the appropriate answer.

### SECTION 1: DEMOGRAPHIC INFORMATION

1. What is your gender?

A. Male

B. Female

2. To which age bracket do you belong (Tick whichever appropriate)

Below 24 Years

25 -30 Years

31 -34 years

35 -40 years

41 -44 years

45 -50 years

Over-51 years

3. What is your highest level of education? (Tick as applicable)

Primary certificate  Secondary certificate

Diploma/certificate  Bachelors' degree

Postgraduate degree



Other- specify.....

5. For how long have you worked for this Organization? (Please tick appropriate age bracket)

- A. 1-6 months
- B. 7-12 months
- C. 2-3 years
- D. 4-5 years
- Over 5 years

6. In which of the following positions or levels of operations do you operate?

- |                      |                          |                 |                          |
|----------------------|--------------------------|-----------------|--------------------------|
| Executive management | <input type="checkbox"/> | Project Manager | <input type="checkbox"/> |
| Project Coordinator  | <input type="checkbox"/> | Project Officer | <input type="checkbox"/> |

Other- Specify.....

## PERFORMANCE FACRORS

### SECTION 2: FUNDING

7. Does the funding received by Undugu Society of Kenya come at the same time?

- A. Yes
- B. No

Please explain your answer

.....

8. To what extent do conditions of project funding affect Undugu project performance?

- i. Very Great extent
- ii. Great extent
- iii. Moderately extent
- iv. Less extent
- v. No extent

Please explain your answer

.....

9. How would you rate the performance of projects that you have been involved in, in terms of the following performance indicators; On a scale of 5-1 where 5= strongly agree, 4= agree, 3= neutral, 2= disagree and 1= strongly disagree, please indicate by ticking (√) the extent of your agreement with each statement.

Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree
Funding period has affected performance of projects undertaken at USK					
There is adequate disbursement of project funding avoiding project cost overrun					
Fund disbursement timing affected USK project performance					
Requirements in administering funding delay projects completion at USK					
Funding schedule have affected rate of project implementation					

10. In general, please indicate the extent to which time of funding has affected project implementation at Undugu Society of Kenya.

- i. Very high extent [ ]
- ii. Great extent [ ]
- iii. Moderate extent [ ]
- iv. Less extent [ ]
- v. No extent [ ]

### SECTION 3: TEAM COMPETENCE

11. To what extent does the project team competence affect the performance of USK projects?

- i. Very high extent [ ]
- ii. Great extent [ ]
- iii. Moderately Extent [ ]
- iv. Very little extent [ ]
- v. Not at all [ ]

12.To what extent does experience of a project team member increase the performance of projects at USK?

- i. Very high extent
- ii. Great extent
- iii. Moderately Extent
- iv. Very little extent
- v. Not at all

Please explain your answer.....

13. To what extent do project team trainings influence project performance?

- i. Very high extent
- ii. Great extent
- iii. Moderately Extent
- iv. Very little extent
- v. Not at all

Please explain your answer.....

14. To what extent do team member qualifications level affects project performance?

- i. Very high extent
- ii. Great extent
- iii. Moderately Extent
- iv. Very little extent
- v. Not at all

Please explain your answer.....

15.To what extent do you agree with the following statements regarding team competency influence project performance? Use a scale where strongly disagree=1, Disagree=2, moderately agree and strongly agree=5)

Statement	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Team members gaining of skills influence project performance					
Project team members have proper technical and business skill					
Team members have attained high level of knowledge to execute project activities successfully					
USK trains its staff to enhance the level of collective performance.					

**SECTION 4: TOP MANAGEMENT SUPPORT**

16. Does the top management of Undugu Society of Kenya attend to project meetings?

- A. Yes
- B. No

Please explain your answer.....

17. How frequent does the top management visits the projects being implemented?

- Very frequent
- Frequent
- Moderately
- Least frequent
- Not at all

18. Indicate the extent to which top management influence project performance at Undugu Society? Using a Likert scale of 1-5 where No extent=1, Less extent=2, Moderate extent=3, Great extent=4 and Very great extent=5

Statement	Less extent	No Extent	Moderate extent	Great Extent	Very Great Extent
Top management communication of critical project decisions influences project outcomes					
There is effective allocation of resources for the project					
Offering of effective leadership in the project					
Top management commitment influence success of the project					

**SECTION 5: STAKEHOLDER INVOLVEMENT**

19. To what extent does stakeholders project decisions influence project performance?

- i. Very high extent
- ii. Great extent
- iii. Moderately Extent
- iv. Very little extent
- v. Not at all

Please explain your answer.....

20. To what extent does involving of stakeholders influence project performance?

- i. Very high extent
- ii. Great extent
- iii. Moderately Extent
- iv. Very little extent
- v. Not at all

Please explain your answer.....

21. Indicate the extent to which stakeholder involvement influence project performance at Undugu Society? Using a Likert scale of 1-5 where No extent=1, Less extent=2, Moderate extent=3, Great extent=4 and Very great extent=5

Statement	Less extent	No Extent	Moderate extent	Great Extent	Very Great Extent
Stakeholder involvement in management of funds					
Involving stakeholder in monitoring of project progress					
Involving stakeholders in project risk management					
Involving stakeholders in identification of project					

**SECTION 6: GOVERNMENT POLICY**

22. Indicate the extent to which organizational culture influence project performance at Undugu Society? Using a Likert scale of 1-5 where No extent=1, Less extent=2, Moderate extent=3, Great extent=4 and Very great extent=5

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly agree</b>
Compensation of staff is effective					
Training of project teams					
Adherence to code of ethics					
The requirement framework in effective					

**SECTION 7: PERFORMANCE**

23. Indicate the extent to which the following project performance indicators are achieved within the organization

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly agree</b>
High level of Children reintegration rate back to their families					
Completion of project within time					
Completion of project within budget costs					
Increase in number of children with good grades					
Offering of quality learning					
Increase in employment rates of learners from US					
Increase in graduation rates					
High learning outcomes are recorded					

**THANK YOU FOR YOUR COOPERATION**