

**FACTORS INFLUENCING THE PERFORMANCE OF PROJECTS IN NON  
GOVERNMENTAL ORGANIZATIONS IN KENYA: A CASE OF UJAMAA AFRICA**

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**DECLARATION**

I declare that this applied research project is my original work and that it has not been presented in any other University for academic credits

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This applied research proposal is submitted for examination with my approval as the University

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**DEDICATION**

I would like to dedicate this research project to my mother

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## ABSTRACT

Non-Governmental Organizations need to measure whether the projects they implement are successful and they therefore need an effective system of managing and managing their performance. Performance is measured in different perspectives taking into consideration different stakeholder interests such as donors, beneficiaries' interests and internal effectiveness. Managing and measuring performance in Non-Governmental Organizations can be used as a tool that assists organizations to evaluate impact, outcome and output of projects. Moreover, it can also be used both as strong inward feedback mechanism and as a learning tool. This study sought to find out the factors influencing the performance of projects in Non-Governmental Organization in Kenya. The study's specific objectives were to determine the influence of project team capacity on project performance. It was also to determine the influence of community participation on project performance as well as the influence of donor funding and project planning on project performance. This study adopted a descriptive design. The target population comprised of 80 respondents from Ujamaa Africa. Due to the small number of respondents, the census approach was used on all the 80 employees. Primary data was collected by administering a semi-structured questionnaire. This type of questionnaire used had both closed and open ended questions. Quantitative data collected was analyzed using SPSS and presented through percentages, means, standard deviation and frequencies. The data was presented through tables and figures. The findings on project planning and project performance revealed a positive but insignificant relationship between project planning and NGO project performance, ( $\beta=.273$ ,  $P<0.05$ ;  $R^2=.175$ ). This implies that indeed NGO performance is slightly influenced by project planning. The results with regards to project team capacity revealed that there is a positive significant relationship between project team capacity and project performance ( $\beta=.301$ ,  $P<0.05$ ;  $R^2=0.324$ ). Which was significant implying that performance of NGOs is influenced by project team capacity. Additionally, the findings on community participation and performance of NGO projects revealed that there is a positive significant relationship between community participation and NGO performance, ( $\beta=.305$ ,  $p<0.05$ ;  $R^2 = .595$ ) which was significant implying that indeed NGO project performance is largely influenced by community participation. On donor funding, there was a positive significant relationship between donor funding and NGO project performance ( $\beta=.654$ ,  $P<0.05$ ;  $.R^2= .724$ ) which was significant. An indication that indeed NGO project performance is largely influenced by donor funding. This shows that all the variables were significant ( $P<0.05$ ) with donor funding being the most significant and project planning being the least significant. These findings are expected to benefit NGOs to curb current challenges such as insufficient donor funding, enhance community participation as well as develop policies and procedures that will govern NGOs in Kenya.

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**LIST OF ABBREVIATIONS**

DFP	Donor Funded Projects
NGO	Non-Governmental Organization
NPO	Not For Profit Organization
OVC	Orphans and vulnerable children
PMBOK	Project Management Body of Knowledge
PM	Project Management
PMI	Project Management Institute

## DEFINITION OF TERMS

**Community Participation:** This is where people are involved in project implementation within a community setting that reveals a sense of ownership and responsibility (Morrow, 2011)

**Monitoring:** This is the capture, analysis, and reporting of project performance. (Michael, 2002)

**NGO:** A Non-governmental Organization is a non-profit organization that performs different services that are focused on different issues such as poverty, healthcare, education, human rights, disability, environmental protection and conflict resolution (Fowler, 1997)

**Performance Measurement:** This is a method of controlling, identifying and utilizing divergent objective measures of organizational performance and its programs on constant basis (Poister, 2003)

**Project Management:** This is a set of principles methods, techniques for effective planning of objective oriented work therefore establishing a sound and basis for effective scheduling, controlling and re planning in the management of the programme and project. (Vassilis, 2000)

**Project Performance:** According to Bonghez and Grigoriu (2013), Project performance does not only include completing a project within the constraints of time, budget and quality, but it also incorporates ethical behavior, project value and team cohesiveness.

**Project Team Capacity:** This is the ability of team members who are brought together from different departments to carry out a project according to the project schedule. (Baker, 2000)

**Project Planning:** This is the process of deciding strategies that are ideal and arranging of timely project exercises to enhance the chances of a project being successful. It can also be described as the continuous process involved throughout project delivery (Idoro, 2012)

## **CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY**

### **1.1 Introduction**

This chapter highlights the background of the study. It also introduces the factors that influence the performance of projects in Non-Governmental organizations, state the objectives of the study, research questions, justifications, scope limitation and assumptions of the study. The chapter also addresses the research questions for the study, statement of the problem, significance of the study and the conceptual framework

### **1.2 Background of the Study**

The Project Management Book of Knowledge (PMBOK) guide (2000) defines project management as the application of skills, tools and techniques to project activities to meet project objectives. The PMBOK (2000) states that project management is accomplished through the use of the processes such as: initiating, planning, executing, controlling and closing. It also describes project management as an organizational approach to the management of ongoing operations.

According to Sanal and Nsubuga (2018), Non-Governmental Organizations are entities whose main focus lies in humanitarian activities, and less on commercial activities which mainly engage in activities aimed at relieving suffering of the underprivileged people, protecting the environment, providing basic social services to the poor and even promoting interests of the needy in the community, or undertaking community development predominantly in developing countries. They are normally formed for humanitarian, social or similar objectives and take various forms like social service institutions, humanitarian, charitable organizations, religion affiliated, health care societies, cultural and educational organizations, among others. However,

non-profit organizations have always found it hard to attain and keep up with good performance levels while serving the community.

For Jacob (2011) NGOs performance is simply how well an NGO contributes towards people's well-being whereas Ramadan and Borgonov (2015) view performance of NPOs as degree to which an organization can access the required both monetary and non-financial resources for its survival. If an organization is capable of maintaining performance, then its survival in the service sector is more guaranteed.

NGOs mainly undertake their ventures in form of projects. Kerzner (2013) asserts that the description of project success has been refined to include accomplishment within a specified period, specified performance requirements and the within costs as budgeted.

Implementing successful projects generates positive effects on the organization influencing not just short and medium but also long term development. Success elements can be viewed as major variables that enhance projects' success as well as factors that project managers can control to influence and increase the likelihood of achieving the targeted outcomes (Westerville, 2003).

Various factors determine whether a project will succeed or fail and influencing these elements at the appropriate time makes success more likely (Savolainen, 2012). Westerveld (2003) emphasizes the need of stakeholders' satisfaction as a main success criterion, complementary to the golden triangle of time, budget and quality, and adds that different time lags should be considered.

Pinto and Slevin (1987) listed ten factors that influence project success. These factors are: schedule and plans, top management support, project mission, technical tasks, monitoring and feedback, communication, personnel, client consultation, client acceptance, trouble-shooting .

Lawrence and Scanlan (2007) investigated why projects being implemented by NGO's succeed and established proper project design, realistic budget estimates, prudent risk management ,realistic time frames, secure funding, effective communication, institutional strengths; as some major influences of good project performance. Once the performance enhancing factors have been identified, they can be used as useful diagnostic mechanisms to adjust deviations by having warning systems and helping in improving performance of projects and delivery.

Gharashe (2009) concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation. Mwadali (2006) established that poor monitoring, poor communication inexperienced project managers and control systems are antipathetic to project management efficiency. Effective communication in project implementation creates a common perception, changing behaviors and acquiring information (Duncan, 2007)

Chua (2009) asserted that project success is not dictated solely by the monitoring and control efforts and the project manager. Likewise, From his study on the critical success factors for projects in Taiwan, he concluded that team members, vendors, project owners, and other affected stakeholders who are directly or indirectly involved in the work largely influence the success of the projects. According to Baily (2012), Project performance serves as the main confirmation that project funds have been utilized as intended to achieve project goals and

targets. Nonetheless, most projects still do not achieve the expected goals. Hence, this has led to cost overruns and project delays. Over the world, there have been more occurrences of project failures than project success

### **1.2.1 UJAMAA AFRICA**

Ujamaa Africa is a Non-Governmental Organization (NGO) based in Nairobi that was founded in 1991 by Dr. Jake Sinclair, a San Fransisco paediatrician and his wife Lee, an activist and a writer after Time Magazine announced that there were 6 Million AIDS orphans in Kenya. They started feeding programs and building schools around Nairobi.

The NGO has now evolved and its involved in various empowerment programs within the informal settlements of Nairobi. The organization's mission is to reach every boy and girl and provide them with the requisite skills that will prevent any form of violence, build a sustainable social banking model that supports victims of domestic violence and replicate the model regionally. The organization also mentors youth ambassadors to champion against violence of women and children.

The NGO runs various programs such as the economic transformation training that works to provide simple, memorable defence to women and children in churches, mosques, CBOs and schools. There is also a Mashinani- Microfinance support group that provides its beneficiaries with loans aimed at spurring their social economic engagements. The beneficiaries undergo a 10 week training program which explains micro loans basics, teaches business skills, and assists the guardians in business plans. Lastly, they have a Ujama-Pamodzi program whose mission is to promote health, personal security, and economic empowerment for vulnerable women and children.

### **1.3 Statement of the Problem**

About 30% of non-governmental organizations in Kenya that employ project implementation have experienced failure in all their projects (Mathew, 2011). The world over, there have been more reports on project failures than project success. According to the Standish Group (2009) in the United States of America, it published the success rate of projects were at 32%, project failures at 24% and projects that remained challenged at 44%. Stewart (2003) further asserted that only 25% of projects become successful. According to Dinsmore and Cooke (2005), performance of a project is a key indicator of project success, it is determined by the accomplishment of the project objectives and how sustainable the project will be subsequently.

Although studies have been done on project performance, little has been done on the factors influencing project performance in Kenya. This study therefore intended to investigate the factors influencing performance of projects in Non-governmental organizations in Kenya so as to reduce the worrying rate of project non-performance.

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

The study will have following general and specific objectives;

#### **1.4.1 General Objectives**

The general objective of this study was to determine the factors influencing the performance of projects in Non-Governmental Organizations in Kenya.

#### **1.4.2 Specific Objectives**

- i. To determine the influence of project team capacity on project performance in Non-Governmental organizations in Kenya
- ii. To assess the influence of community participation on project performance in Non-Governmental organizations in Kenya

- iii. To examine the influence of donor funding on project performance in Non-Governmental organizations in Kenya
- iv. To establish the influence of project planning on project performance in Non-Governmental organizations in Kenya

### **1.5 Research Questions**

The specific objectives will be guided by the following research questions:

- i. How does project team capacity influence project performance in Non-Governmental organizations in Kenya?
- ii. To what extent does community participation influence project performance in Non-Governmental organizations in Kenya?
- iii. To what extent does donor funding influence project performance in Non-Governmental organizations in Kenya?
- iv. How does project planning influence project performance in Non-Governmental organizations in Kenya?

### **1.6 Justifications of the Study**

The study will benefit the respondents, NGOs and donors in the following ways: Findings from the study will be used to enhance understanding on the factors that influence the performance of projects implemented by the NGOs in Kenya. In addition, this will solve incumbent challenges that NGOs face such as, inadequate funding, lack of community participation and the failure of Non-Governmental organizations to adopt to plan adequately. The findings can also be used by academic and research institutions to further their research focus and influence in international development policy. The study will also be beneficial to the NGO co-ordination Board to assist

them in developing policies and procedures that govern NGO's in Kenya. Lastly, the study will recommend best practices and strategies on adherence to the factors that influences project performance in NGOs in Kenya.

### **1.7 Scope of the Study**

The study was conducted within Nairobi County at Ujamaa Africa to assess the factors influencing the performance of projects in Non-governmental organizations in Kenya. The study also ascertained whether the specific factors have any influence in performance of the projects implemented by Non-Governmental organizations or they are just simply elements that have no impact in project performance.

### **1.8 Limitations of the Study**

The respondents were reluctant in giving information for the fear that the information sought would portray a negative image about the organization. The researcher encountered problems in eliciting information from respondents as the information required is subject to areas of feelings, emotions, attitudes and perception which cannot be accurately quantified. The researcher encouraged the respondents to participate without holding back the information they might be having as the research instruments would not bear their names.

### **1.9 Delimitations of the Study**

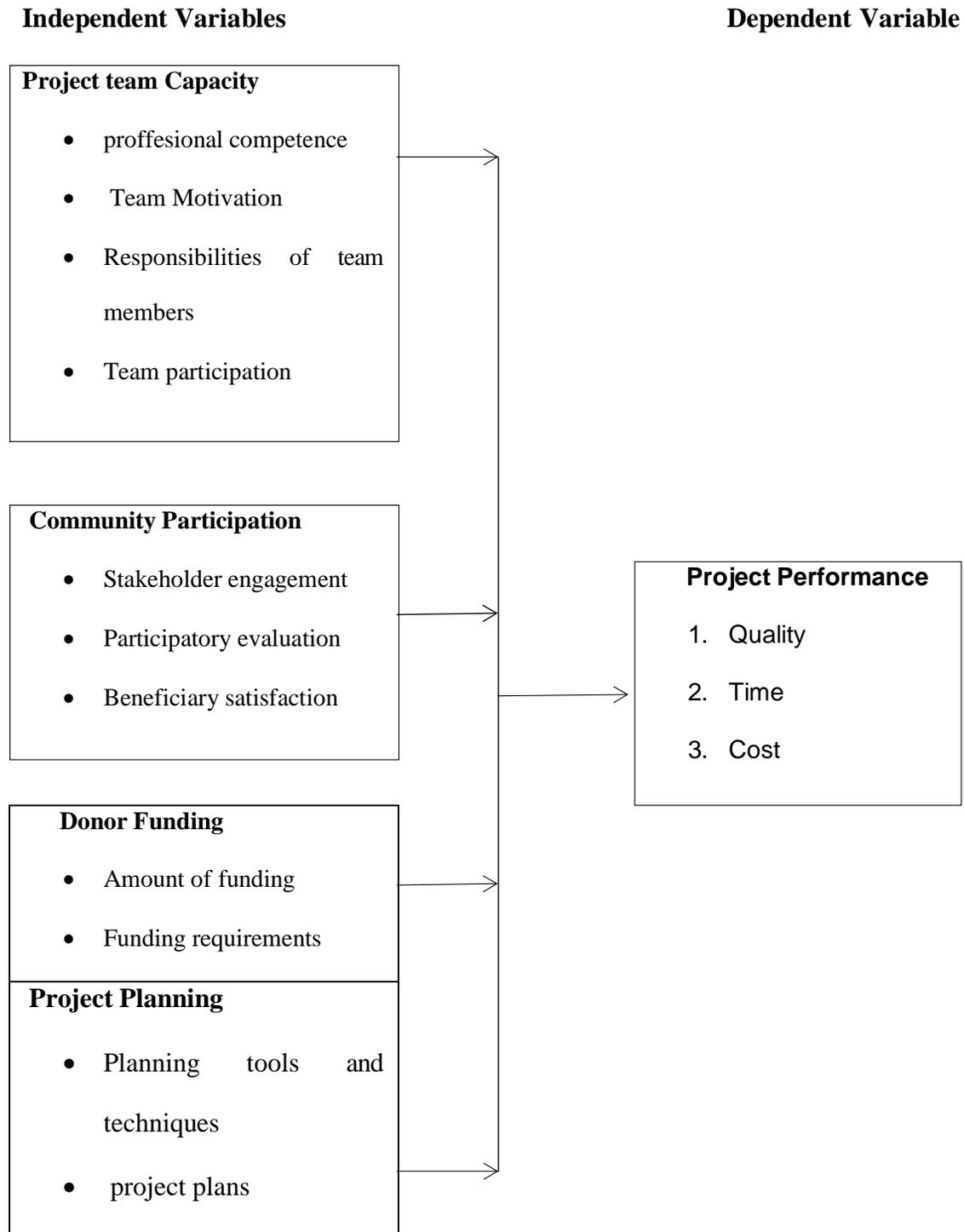
This study was delimited to the access of information from the respondents. The researcher carried an introduction letter from the University and assured them that the information they gave would be treated as confidential.

### **1.9 Assumptions of the Study**

The study assumed that the respondents would provide reliable information that would enable the researcher meet his study objectives.

### **1.10 Conceptual Framework**

The study was guided by the conceptual framework that explains factors influencing project performance in NGO in Kenya. The independent variables are: Project team capacity, community participation, Donor funding and project planning while the dependent variable is the project performance which is determined by time, quality and cost.



**Figure 1. 1: Conceptual Framework**

Source: Researcher (2020)

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter will mainly explore research studies that have provided evidence on the factors influencing the performance of projects in non-governmental organizations in Kenya. It provides an overview of some of the scholarly contributions in the field. The information has been collected from journals, articles and various textbooks. The chapter explores the theoretical and empirical literature in relation to the purported research gap. The literature covers both independent and dependent variables which are important to the study in bringing out the relationship among the variables as evidenced by different theories and empirical research

### **2.2 Theoretical Review**

The theory to be used in this study is the theory of change.

#### **2.2.1 Theory of Change**

Kothari (2004) defines a theory as a combination of well-articulated ideas that serve to break down a certain phenomenon by giving variables of the laws that then relate the variables to each other. Since projects are change agents, this study is guided by the theory of change. A programme theory details an intervention's contribution to a chain of results and effects that lead to the foreseen results and impacts (Rogers, 2011).

Goatham (2013) recently indicated that the wrong definition of success is a cause of failure of projects. In his view, if the project management's definition of success is wrong then the basis upon which key project management decisions are being made is flawed and this may trigger cases of missed milestones and project failure. Hence, it is important to have a clear understanding of the definition before implementation.

Project management is more than just implementing activities; it includes the management of limited resources to ensure that the project meets its objectives within the expected quality, timeframe, and budget; and, at the same time, meeting the expectations of its stakeholders (PM4Dev, 2009).

A theory is “a statement of the assumptions about why the intervention should affect the intended outcomes. The theory includes hypothesized links between (a) the program requirements and activities, and (b) the expected outcomes; it is depicted in the logic model.” The Program Theory can be represented graphically in the form of a logic model that starts from inputs, outputs and outcomes. According to Taylor (2008), a logic model is a depiction of a program based on “causation” showing what the program will do and what it should accomplish (Taylor, 2008). Underlying a logic model is a series of ‘if then’ relationships that express the program’s theory of change, program theory logical chain of connections showing what the program should accomplish. It is from these program theories where the project specifications lie to ensure that all the components of the logical theory are well implemented to ensure project performance.

Each project has its own theory of change and normally every organization has its own theory of change and method as to which this change will happen. Different individuals and organizations have highlighted the benefits that are associated with using the theory of change approach, although it is not clear whether everyone will experience them because this depends on the purpose of the process, the approach taken and the situation of the organization or partners. However, below are some of the benefits that have been achieved from the use of the Theory of Change, although these benefits are not exhaustive. Helping with the development of a common

understanding of the work, strengthening the clarity, effectiveness and focus of programmes, providing a framework for monitoring, evaluation and learning throughout a programme cycle, improving partnership by identifying strategic partners and supporting open conversations, supporting organizational development in line with core focus and priorities, using theory of change to communicate work clearly to others and as a reporting framework and lastly, empowering people to become more active and involved in programmes. (UNDAF companion guidance, theory of change)

Further to this, a research conducted by the Comic Relief had the following opinion about the theory of change. It was suggested that it is broader than just a project and considers programme and non-programme factors affecting change, it focuses on change and how to get there, rather than programme components. Additionally, it was noted to be simpler and more flexible thus being referred to as more organic than mechanical, hence making itself not rigid in its terminology since it is free flowing. Emanating from the above, the Theory of Change has been noted to be an exercise and a process rather than a tool and this has made it possible to enable organizations to think about their work and organizations more deeply taking advantage of how the ToC is interactive and fun making it possible to involve many people (Ofori, 2006).

Despite different literature explaining about the importance of the theory of change in social development programs, the extent to which it has been effective has not been thoroughly measured, thus its contribution to programme performance. It is the intention of the study to adequately highlighted as to how a particular theory of change contributes to performance basing its uniqueness while at the same time indicating the contribution of the variables highlighted as key influences for project performance.

The Theory of Change is relevant and imperative to the study because it will bring together the different variables that will be investigated during this study. It is in this regards that the research will be guided by this theory of change. Additionally, the theory of change will bring out the causal relationship in a logical manner in an effort to accomplish the organizational goals.

### **2.2.1 Performance Measurement in NGOs**

According to Mohammed and Elio (2015), NGOs need to measure whether the projects they implement are successful and they therefore need an effective system of managing and managing their performance. Performance is measured in different perspectives taking into consideration different stakeholder interests such as donors, beneficiaries' interests and internal effectiveness. Managing and measuring performance in NGOs can be used as a tool that assists organizations to evaluate impact, outcome and output of projects. Moreover, it can also be used both as strong inward feedback mechanism and as a learning tool. It's an effective channel that processes and manages information within NGOs and as well as distribute it to relevant stakeholders such as partners, donors, and local institutions. Assessing and managing NGO performance is a pre requisite of improving NGO functions. Also, performance measurement and management is critical since the information derived in the process is used in the decisions making. The budgeting system is also linked to performance measurement since these organizations are run through fund raising. There is also the need for accountability and transparency towards different and concerned stakeholders, since stakeholders always demand that NGOs demonstrate how their operations are performing.

Performance measurement, according to Poister (2003) is a method of controlling, identifying and utilizing divergent objectives measures of organizational performance and its programs on

constant basis. Whereas, Lindblad (2006) regarded performance measurement as the implementation of objectives, indicators and data to determine NGO services and interventions. Ferrira and Otley (2009) viewed it as a tool of evaluating teams, people and the organization as a whole. Miller (2007) perceived performance measurement as a method of program assessment that measures effectiveness and efficiency of a program and its impact. When measuring NGO performance measurement, Herman and Renz (1999) suggest that one of the most important concerns that have been there for so long is the need to understand that relevant indicators should be taken into account. Two main issues arise while measuring NGO performance measurement; one is internal indicators and the other is external indicators. According to Argyris (1964) and Bennis (1966), internal indicators are related to “Organizational Health”. They are mainly concerned with the financial performance of the organization, which is affected by factors such as efficiency of budgeting, availability of funding, expenditures and costs. Ritchie and Kolodinsky (2003). Whereas, the external indicators address the relationship between the environment and the NGO.

Yuchtman and Seashore (1967) suggested a system resource framework that defined NGO performance as the ability to derive benefits from the environment with an intent of acquiring the financial needs and requirements for their sustainability.

Their framework hinges on the idea of NGOs ability to sustain a good connection with the environment (Keeley, 1978). Largely, NGOs can assess how they perform through the creation of performance indicators as well as by gathering data related to the indicators. Carman (2007) viewed that the most utilized performance indicators by NGOs are inclusive of efficiency, effectiveness, audits, fundraising costs and satisfied beneficiaries. Fine and Snyder (1999)

describes efficiency as the relationship between inputs utilized and outputs obtained, whereas effectiveness is the measure by which an organization achieves its planned goals and objectives.

## **2.3 Empirical Review**

This section reviews other scholarly studies on the factors that influencing project performance of Non-Governmental organizations in Kenya.

### **2.3.1 Influence of Project team capacity on Project performance**

According to Duncan (2007), Professional qualifications are the axle around which performance turns. Even when organizational strategies and plans have been well laid out, they are bound to fail if at all the team is not well motivated or the staff has not been well trained. A well-motivated team can perform much better than a talented team who are less motivated. To improve project performance and implementation, it is essential to comprehend the roles that are to be performed, the standards to be achieved and how projects are evaluated. The success of a project is not only reliant on the project manager but also on the whole team, Composition of the team, their Professional competence, Level of responsibility of the team members, challenges encountered by the team, the factors that accounts for the success or failure of the project, team members inclusion in project planning and design as well as the monitoring level of the project.

Bruce Tuckman developed one of the mostly recognized teamwork theories in 1965. In his theory, there are four stages that groups navigate as they shift from newly formed to mature and high-performance teams. He later revised the model in 1977 where he included the fifth stage. The stages as described by Tuckman are: forming, storming, norming, performing, and adjourning. At the forming stage, project team initially meet and learn about the tasks they will be required to perform. At this stage, team members try to assess and see how they fit into each other and understand their expectations. At this stage, it's important for the project manager to

provide direction and structure to the team. As well as define project objectives and making sure team members understand their role and responsibilities. This will help the project manager lead the team successfully at this stage.

According to Benson and Lawler (2007), there are pressures obtained from the having to develop new ideas from a complex and uncertain environment. The storming stage is distinguished by issues that are interpersonal such as polarization and conflicts. At this stage, team members are prone to challenge one another. Team members in this stage also question the things they are doing and how they are doing them. This is the most challenging time for the project manager to lead the team. Some teams fail to attain the high performance required of them at this level. It's imperative to know that this kind of conflict is normal for all team at this stage. This knowledge helps you navigate through this stage successfully. At this level, there are requisite skills that that will help to build the team. They are: relationship building, participative listening and conflict management. One needs to be confident, positive and assertive at this stage more so if the team members question your leadership (Sims & Burke, 2005).

At some point, team members will begin to accept and understand each other as the conflict dissolves. The team will slowly shift into the norming stage. This is where team cohesion starts becoming more evident and project tasks are now more effective. The team leader should at this stage focus on moving everyone in the right direction. Constructive feedback and communication will enable one the leader to do this (Aritzeta & Alcover, 2006).

What characterizes the performing stage is that there are acceptable group norms, team members are agreeable, structural and interpersonal issues have been dealt with and task performance is supported. The level of team synergy at this stage is high resulting to high performance.

According to Goodwin (2009), because the team performance is on a high level, one is able to focus more on leadership issues and less on supervisory matters. The overall effectiveness of the team is amplified by this level of synergy. At this level, there is diversity in skills and knowledge, experience and attitudes whose assimilation makes it possible to give flexible, rapid and innovative responses to challenges and problems, enhance performance and improve team satisfaction.

This is what has been referred to as the wisdom of crowds: team interaction that increases the capacity to achieve different types of performance (Salas & Rosen, 2009). As the project nears the end; the team moves into the adjourning stage. This theory supports the research study by extensively exploring the project team cohesion, project leadership, technology adoption and communication planning. Apparently, team work revolves in all the four objectives because a team is required to conduct communication planning, technology adoption, leadership at all stages of the project and team cohesion and the stages teams go through to deliver results. From the earlier researchers, it is imperative to note that team synergy, collaboration and communication influences team cohesion. The theory also gives insight to project managers or team leaders on team behavior, the basis and foundation of tackling group issues to augment performance in executing projects. It's important for the project manager to celebrate and recognize the accomplishments of the team. This ensures that the project closes on a positive note. Gido and Clements (2011) asserted that effective teams are characterized by: trust, ethical behavior, effective communication and unity among team members. They ensure that the project becomes successful. Other studies have shown that the success of a project heavily relies on effective communication, agreeing on goals, establishing trustful relationships among team members and appropriately solving team conflicts (Kerzner & Saladis, 2013).

Effective communication is one of the most determining factors of project success (Rad and Levin, 2003). Kerzner (2013) pointed out the main drawback to the growth and development of good teams is inadequate communication as it leads to low team spirit, low levels of motivation, poor work flow and coordination and project control. Stevens and Campion (1994) assessed that honesty, respect, team initiative, good interpersonal skills, team member attitudes, collaboration and good interpersonal relations are particularly attractive and unique factors linked to good team performance. A good team performance equals a good project performance.

### **2.3.2 The influence of donor funding on Project performance**

According to Schultz and Slevin (2009), Financing is one of the major factors that influence NGO project implementation. Some of the other contributing factors that determine project success or failure are: the project manager, availability of resources needed for project implementation and management support. Adequate funding expedites the rate of project implementation, execution and project team resourcing. When funds are unavailable, the project grinds to a standstill because every task demands money which is used in material costs and human resourcing. The effectiveness of a project implementation can be described to incorporate four key criteria: time, money, effectiveness and client satisfaction.

Lam (2008) points out that there is need for management to be involved in the up-front project planning efforts, determine the effectiveness of organizational culture, management system, control and communication. Jason (2016) claims that the support of senior management is critical for a particular initiative as it endears them to distribute sufficient resources effectively as it also helps in mobilization of funds that will be appropriately used to achieve project goals. This ascertains there are minimal chances of project failure especially those which can be occasioned by resource constraints

Andreasen and Kotler (2008) defined fundraising efficiency as a process of sourcing funds for NGOs survival. The quality of a project outcome is directly affected by the amount of funds apportioned to the project. The fundraising efficiency can be measured by using donor dependency ratio (Epstein & McFarlan, 2011). Lewis (2009) stated that resource generation ratio can be used as another measure to evaluate the efficiency of fund raising. The funding proposal response rate and the amount of funding costs are also measures used to evaluate fundraising efficiency (Niven, 2008). Even though fundraising efficiency is the most recognized measure used to evaluate the financial performance of NGOs, there are other measures that can still be considered. These measures are related to NGOs financial transparency as has been recommended by "Standards for Charity Accountability of the Better Business Bureau Organization". Financial transparency indicates that an NGO makes available their information about their financial activities to associated stakeholders. Financial transparency involves making available financial reports to donors, preparing accurate, timely and complete financial reports.

Mosley and Marion (2000) postulated that problems of economic governance and ineffective utilization of development assistance have ranged from poor project design, lack of consultation with intended beneficiaries, failure in policy, procedures and program harmonization, poor coordination between government agencies, poor or no consultation with the intended beneficiaries, lack of coordination between various government agencies, poverty and indebtedness and the failure to monitor the utilization of foreign funded projects. Whether donor funded projects succeed depends both on the managerial and technical capacity of the human resources of the implementing agencies.

O'Connell and Soludo (2001) claimed one of the key pillars of effectiveness is accountability. Accountability is all about full transparency on the content, responsibility, purpose and the performance of the development agency. Martens (2001) observed that there is a natural feedback loop associated with foreign aid and therefore, it's important to have an evaluation function to eliminate performance problem in foreign aid.

### **2.3.3 The influence of community participation on project performance**

Community involvement is where people are involved in project implementation within a community setting. The community is viewed as a unit of identity by which strengths and resources are built around the community (Morrow, 2011). Community involvement reveals a sense of ownership and responsibility that aims to improve the zeal of the community by uniting people therefore promoting multi-ethnic and multi-generational community involvement (Cohen, 2010).

In Mitchell & Ashley (2010), it was argued that although donor funded projects (DFPs) in any community play a big part in initiating and executing development projects, which would otherwise take some time to be implemented by the government whether it does it through agencies or directly, most projects are usually short-lived and so the main question is how the projects can have the element of community ownership and sustainability, especially after the donor leaves. To this end, community involvement is considered critical. DeFilippis (2010) assessed that since the community is a key asset, then community ownership needs to be highly regarded. This will however require enabling the community to take necessary action such as teaching them skills on project management.

Bell (2010) identified three key elements that would be required in community involvement in DFPS. They include: community empowerment with a view of owning the projects, co-opting

members of the community to play a role in existing programs and justifying predetermined donor funded projects. Other studies also show that fully engaging the community evokes a feeling of community ownership which eventually results to the realization of intended project outcomes (Sirgy, 2011). This ends up motivating the participants who put in more effort to ensure project continuity. To ensure this was realized, the need for active community participation was belabored.

Full participation, according to Anderson and McFarlane (2010), can only be attained when the community is incorporated in decision making process, and in the planning and execution of project activities. Community participation, according to Phillips and Pittman (2009) is a key element that ensures the validity of donor funded projects which in turn ensures project ownership. Likewise, to ensure the success of any donor funded projects, stakeholders should demonstrate ownership in their plans rather than just linking plans with action (Sirgy, 2011). De Filippis (2010), asserts that the essential goal of a community ownership program is to enhance self-reliance and community confidence which is achieved through the development of projects that are self-sustaining and mechanisms that are effective for leadership renewal and decision making (Falk, 2011).

According to Oakley (1991) the inability to involve the community can contribute towards under-utilization by the community as well as resistance in project implementation activities or timely completion of the activities as may have been conceived in the project document by the financiers and implementers. This may also affect negatively the community's ability to contribute resources in whatever form towards the project. This is because citizen's participation in project activities has been known to contribute towards effective and sustainable activities

beyond the funding cycle. Beneficiary participation ranges from listening passively (the planning is done by the project planners and the local population implement what has been decided by the project planners) to communities as they define their community objectives and executing and monitoring the project by themselves (Lelegwe, 2016).

As demonstrated by Narayan (1995) about beneficiary participation, the effect of project outcome and performance is weaker when separately measured at any stage of the project but it emerges stronger in cases where project participation is treated like a continuous process (Participation in all levels). Meaning that, when beneficiaries are involved in making decisions during all stages of the project, from design to maintenance, the best results are realized. On the other hand, when they were just involved in information sharing and consultations, the results were not satisfactory. Beneficiaries' satisfaction is another means for assessing the performance of NGOs and it can serve as an outcome or effectiveness indicator.

#### **2.3.4 The influence of Project planning on Project performance**

Project planning can be described as the process of deciding strategies that are ideal and the arranging of timely project exercises to enhance the chances of a project being successful. The extent to which a project accomplishes its planned targets can be described as planning viability (Galvin & Williams, 2014). It can also be defined as the continuous process involved throughout project delivery (Idoro, 2012).

Chandra (2010) adduced that complex projects which surpasses a certain threshold of magnitude, should proceed but not without a formal and sound planning platform lack of which there would be chaos. This is unlike projects that involve few activities.

Sound and formal planning is the basis by which responsibilities are allocated to individuals and work is organized around the project. This is not only a channel of coordinating and communicating between the parties involved in a project, it's also a means to induce parties to focus ahead whilst insisting on the need to be time conscious. Above all planning provides a platform for monitoring and control. Planning involves setting out goals, and also includes an outline of the time and cost. Project schedule management includes the necessary steps that ensure projects are completed on time. It involves taking into account all constraints as well as establishing milestones and delivery dates (Newton, 2005).

Also, successful project planning has various information requirements such as statement of work, project specifications, work breakdown structure and the mile stone schedule. Project schedule development utilizes process outputs to define the sequence activities, estimate duration of activities and resources and together with the scheduling tool that produces the schedule model (PMI, 2013). A project implementation schedule that has been well designed describes and clarifies what should be delivered by the project in a specified time-frame. This enables project planners to know what needs to be outlined to achieve goals as scheduled, within costs and quality requirements as well as ensure that project deliverables are met (McConnel, 2011). The schedule enables the creation of a framework for project implementation plan as well as facilitating the work breakdown structure creates a framework for the whole project implementation plan and facilitates design of the work breakdown structure by ensuring that related tasks, activities and responsibilities are placed on a timeline.

It's with these described tools and techniques of project planning that determine whether the project goals will be achieved or not. An organizational that chooses to design and implement a

project with appropriating the project planning tools, a project will either fall behind schedule, fail to achieve its intended objectives, fail to satisfy stakeholders interest and will eventually not meet the intended goal to its beneficiaries.

## **2.4 Summary of Literature Review**

From the reviewed empirical literature, it is evident that project performance for NGOs is a critical element that ensures sustainability of the Organizational activities. Several factors affecting project performance have received a lot of attention but little research has been conducted in the area of project planning in NGOs. Therefore, it is with this that the research project aims to dig deep into the factors that influence project performance in NGOs.

## **2.5 Knowledge Gap**

Although the literature shows several definitions and approaches of performance management and measurement in NGOs, there still is no mutual agreement regarding what are the main components and measures that should be utilized to assess NGOs Project performance. According to Carton (2004), organization performance relates to value creation. This value is either equal or more than the expectations of the contributors to the organization. For any organization, its stakeholders will judge the value of their contribution from its performance.

Project performance in NGOs has not been well researched by scholars. It is from this background that the study aims at filling the gap by exploring the influence of project determinants on project performance of non-governmental organizations. This study will add value to existing literature and may be used as a case study for non-governmental organizations to adopt to improve the project performance

## **CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Introduction**

Kerlinger (1970) defines research as the systematic, controlled, empirical and critical investigating of hypothetical prepositions about presumed relations among natural phenomena. According to Polit and Hungler (2004) methodology refers to how the researcher obtains, organizes and analysis data. Research methodology is an approach to efficiently tackle a research problem. The purpose of this study was to investigate on the factors influencing project performance of Non-governmental organisations. This chapter includes research design, research site, target population, sample size, data collection, instrument validity, data processing, analysis and ethical consideration.

### **3.2 Research Design**

The research design of the study was descriptive and quantitative in nature. Descriptive research design results in a description of data, either in words, pictures, charts or tables. The research design guided the researcher in the process of collecting, analyzing and interpreting data. The motive of the research design was to enable the obtaining of accurate information from respondents during the administering of research questions. The research design was also used to provide justification of the research problem investigated including the units of analysis that was interpreted (Bulmer & Warwick, 1993).

The study design also adopted quantitative and descriptive approaches of research with the aim of balancing between the statistical aspects of the research problem and the perspectives of the respondents representing the target population (Davies, 2007) asserts that mixing qualitative and

quantitative research methods can be used to get both scientifically justifiable findings and interpreted perceptions, experiences and opinions.

### **3.3 Research Site and Rationale**

The research site was carried out in Nairobi county where Ujamaa Africa is located.

### **3.4 Target Population**

According to Mugenda and Mugenda (2003) target population is a population to which a researcher generalizes results. The target population of this study was composed of Ujamaa Africa employees, who were Eighty (80) in total.

### **3.5 Sampling Procedure**

For populations fewer than 100, Mugenda and Mugenda (2003) recommends purposive sampling so as to get rich and detailed information. This sampling method is also economical and quick, while on the other hand is very practical in fields where randomization is not possible.

### **3.6 Sample size**

The researcher used the entire population as the sample size since the population is small in size.

### **3.7 Data Collection Procedure**

According to Mugenda and Mugenda (2003) data is all the information that is required by a researcher. The study used questionnaires for primary data collection. To increase the response rate, the researcher sent reminder messages to all the respondents in the sample size. A one-time administration of the questionnaire, after successful piloting was sufficient to gather all the data required for the analysis. The same findings were used to draw conclusions and recommendations of the study. They were used because they are able to obtain important

information about the population being studied and also because they consume less time. Waltz and Lenz (2010) states that questionnaires have several advantages. The major advantage is that they are cost effective and convenient for both respondents and researchers especially for a large sample which is geographically scattered and where time and funds are partial.

### **3.8 Research Instruments**

Primary data was collected using structured questionnaires. Burns and Grove (2003) confirms that questionnaires are considered rich for both quantitative and qualitative research. The questionnaire was divided into different categories to address each specific research question in addition to the general question. Questionnaires are deemed suitable for the study and not only do they allow for the collection of standardized information but are also relatively inexpensive to administer and easy to analyze (Creswell, 2009).

#### **3.8.1 Piloting of research Instruments**

The study carried out a pilot study before the questionnaires were employed in the final and actual data collection process. The importance of the pilot study is to detect ambiguity, evaluate the type of answers given to determine whether they help the researcher to achieve the laid down objectives (Robson, 2007). This helped to identify questions that were irrelevant and biased. The piloting of research instruments was done to a selected staff (5 employees) of Ujamaa Africa.

#### **3.8.2 Validity of findings**

This refers to how well a test measures what it is purported to measure (Cozby, 2001). Validity can also be defined as the ability of the measuring research tools to understand whether it can be administered to the respondents. Face validity refers to the extent by which the questionnaire appears to measure a particular construct as viewed by respondents. Face validity shows how a representative a research project is at face value, and whether it appears to be a good project.

Quality of research is determined by the validity of instruments used. The researcher used face validity to ascertain the validity of the questionnaire.

### **3.8.3 Reliability of findings**

The researcher will mostly rely on internal consistency reliability as a measure of reliability to be able to evaluate the degree to which different test items that probe the same construct produce similar results (Moskal & Leydens, 2000). To determine reliability, the researcher used Cronbach Alpha where by a 0.70 Co-efficient indicates that the questionnaire can be relied upon. (Mugenda, 2003)

### **3.9 Analysis of data and interpretation**

Data analysis is the process that a researcher undertakes to formally make ideas about study themes as supported by the data collected during the study and support those ideas (Bogdan & Taylor, 1975). Data from the questionnaire were coded and entered into the computer using Statistical Package for Social Science (SPSS Version 25). This entailed coding questions in order to run simple descriptive analyses to get reports on data status.

The study also used inferential statistics. Multiple regression allows you to examine how multiple independent variables are related to a dependent variable. The regression equation was of the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots$$

Whereby Y= Project Performance

X1= Project team capacity

X2= Community Participation

X3= Donor funding

X4= Project Planning

e= Error term. While  $\beta_1, \beta_2, \beta_3, \beta_4$  are the regression coefficients,  $h$  is the error term.

The coefficient of determination,  $R^2$ , was used to determine how much variation in Y is explained by X. This was done at 95% confidence level.

### 3.10 Ethical Considerations

Confidentiality and adhering to privacy of respondents was upheld in an effort to keep the respondents anonymous. Written and signed consent were obtained from the respondents before the administering of the research tools. Consent by the respondents entailed that research data and information will be protected to ensure that respondents are not exposed to interrogation that would lead to loss of self-esteem and dignity. Also, no respondent was coaxed to give information unwillingly.

## CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF FINDINGS

### 4.1 Introduction

The purpose of this study was to find out the factors influencing the performance of projects in Non-Governmental Organizations in Kenya with specific reference to Ujamaa Africa. This chapter deals with presentation, analysis and interpretation of data collected regarding demographic factors in respect to sex, designation in the organization, work experience in the organization. Secondly, it presents descriptive statistics in terms of frequencies, means and standard deviation. Finally, the chapter presents regression analysis with regards to how each independent variables (Project team capacity, community participation, donor funding and project planning) affects the dependent variable (Project Performance) of NGOs.

### 4.2 Response Rate

The response rate refers to percentage of the study sample that returns the questionnaires completed and participates in the interview. The study targeted a sample of 80 respondents out of which 63 filled and returned the questionnaire as represented in table 4.1 below.

**Table 4.1 Response Return Rate**

	<b>Frequency</b>	<b>Percentage</b>
Responded	63	78.80%
Did not respond	17	21.20%
<b>Total</b>	<b>80</b>	<b>100%</b>

The response rate of 78.8% was achieved by establishing a good rapport with the leadership of the organization. This response was good enough and representative of the population. It conforms to Mugenda and Mugenda(2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response of 70% and above is above excellent.

### 4.3 Demographic Characteristics

The study sought to establish the demographic information of the respondents based on their gender, age, and level of education.

#### 4.3.1 Gender of the respondents

Table 4.2 presents a summary of the findings with regards to the gender distribution of the respondents.

**Table 4.2 Gender of the Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	31	49.2	49.2	49.2
	Female	32	50.8	50.8	100
	<b>Total</b>	<b>63</b>	<b>100</b>	<b>100</b>	

From the study, there was equity in terms of the respondents gender, in that, 49.2% were male while 50.8% were female. This is an indication that indeed there exists gender parity in the NGO.

#### 4.3.2 Age of the Respondents

The study also sought to find out the age of the respondents. The findings are shown in table 4.3.

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years	10	15.9	15.9	15.9
	25 – 30 Years	33	52.4	52.4	68.3
	30-35 Years	12	19	19	87.3
	35-40 Years	5	7.9	7.9	95.2
	More than 40 Years	3	4.8	4.8	100
	<b>Total</b>	<b>63</b>	<b>100</b>	<b>100</b>	

From the study, the age distribution was represented as: 25 years (16%), 25-30 years (52%), 30-35 years (19%), 35-40 years (8%) and above 40 years (5%). Bowen & Atwood (2004) states that age is measured chronologically and it's of significance in a research as it states the level of knowledge and experience.

### 4.3.3 Designation of Respondents

Table 4.4 presents a summary of the findings with regards to the current designation of the respondents in the organization.

**Table 4. 4 Designation of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Project Officer	44	69.8	69.8	69.8
Middle Level Management	13	20.6	20.6	90.5
Policy/Advisory	4	6.3	6.3	96.8
Others	2	3.2	3.2	100
<b>Total</b>	<b>63</b>	<b>100</b>	<b>100</b>	

As seen in table 4.4 above, it is evident that a majority of the respondents were project officers, specifically at 69.8 %. This indicates that the organization has a large number of its workforce out in the field implementing projects. 20.6 % were in middle level management, 6.3 % were in policy and advisory role while the rest, 3.2 % of the staff were interns. The findings also indicated that a majority of respondents were in a position to understand the various factors affecting performance in the NGO.

#### 4.3.4 Period worked with the NGO

Table 4.5 is a summary of the respondent's number of years worked with the NGO. This is with respect to the current organization they were working for at the time the study was conducted.

**Table 4. 5: Period worked with the NGO**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Below 1 Year	6	9.5	9.5	9.5
	1-2 Years	13	20.6	20.6	30.2
	2-5 Years	8	12.7	12.7	42.9
	Above 5 years	36	57.1	57.1	100
	<b>Total</b>	<b>63</b>	<b>100</b>	<b>100</b>	

As seen in the table above, majority of the respondents (57.1%) had worked for the organization for more than 5 years, those who had worked with the organization between 1-2 years were 20.6%, 12.7% of the staff had worked with the organization between 3-5 years while the remaining 9.5 % had worked for less than one year.

#### 4.3.5 Level of education

The study also sought to find out the representation of academic qualifications of the staff working with the organization.

**Table 4. 6 :Level of Education**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Diploma	42	66.7	66.7	66.7
	Degree	13	20.6	20.6	87.3
	Postgraduate	2	3.2	3.2	90.5
	PhD	2	3.2	3.2	93.7
	Others	4	6.3	6.3	100
	<b>Total</b>	<b>63</b>	<b>100</b>	<b>100</b>	

In reference to table 4.6, the levels of education were represented as follows: 66.7 % of the staff had diplomas, 20.6% had degrees, 3.2% had post graduate qualifications, while 6.3% did not have either of the aforementioned qualifications. The dispersion in the level of education ensured that diverse views were collected.

#### 4.4 Project team capacity

Respondents were asked to indicate their level of agreement with the statements on whether project team capacity influences the performance of projects in NGOs.

**Table 4. 7: Project team capacity**

	SA	A	N	D	SD	Mean	Std.Dvt
Rewarding of individuals or team accomplishments improves Project performance	24 (38)	20 (31.7)	7 (11.1)	6 (9.5)	6 (9.5)	2.92	1.227
Involving project team in planning and design of a project ensures projects are completed within the stipulated time, quality and within budget	36 (57.1)	13 (20.6)	4 (6.3)	5 (7.9)	5 (7.9)	2.21	1.310
Professional qualifications are important in ensuring Project performance	17 (26.9)	19 (30.1)	17 (26.9)	4 (6.3)	6 (9.5)	1.89	1.297
Well defined communication is important in a project team	46 (73)	8 (12.6)	3 (4.7)	3 (4.7)	3 (4.7)	1.73	1.167
Clearly defined roles ensures project goals are achieved	37 (58.7)	17 (26.9)	3 (4.7)	1 (1.5)	5 (7.9)	1.73	1.125
Project team should have clearly defined conflict resolution mechanism	36 (57.1)	18 (28.5)	3 (4.7)	2 (3.2)	4 (6.3)	1.62	1.023
Is training undertaken for any new project	41 (65)	11 (17.4)	7 (11.1)	2 (3.2)	2 (3.2)	1.56	1.104

N = 63; Percentages in parenthesis ( ); Source: Researcher (2019)

As seen in table 4.7, majority of the respondents agreed that: rewarding individuals or team accomplishments improves project performance as shown by a response rate of 38%. Also, 57% of the respondents agreed that involving the project team or employees in planning and design of a project ensures that project tasks are performed within the stipulated time, quality and budget. The study also established that professional qualifications are important in ensuring good project performance as indicated by a response rate of 26.9%. It's imperative as well to have a well-defined communication channel and a feedback mechanism in a project team as shown by a mean of 73%. From the study, 58.7% of the respondents agreed that clearly defined roles and responsibilities for team members ensure that project goals are achieved. Also, 57.1% of the respondents agreed that it's important to have a clearly defined conflict resolution mechanism in a project team. The study also established that trainings should also be undertaken for any new projects as 65% of the respondents agreed with the statement. From the above study, a greater number of respondents agreed that project team capacity has an influence on NGO project performance as the mean response rate generated was 3.00.

#### **4.5 Community Participation**

The second objective of the study was to assess the influence of community participation on project performance in Non-Governmental organizations in Kenya

Respondents were asked to indicate their level of agreement with the statements on whether community participation influences the performance of projects in NGOs.

**Table 4.8 Community Participation**

	SA	A	N	D	SD	Mean	Std. Dvt
Beneficiaries feedback at Ujamaa improves project delivery	37 (58.7)	16 (25.3)	3 (4.8)	0 (0.0)	7 (11.1)	3.43	1.181
Involvement of stakeholders in project planning determines project success	35 (55.6)	14 (22.1)	6 (9.5)	5 (8)	3 (4.8)	3.24	1.272
Lack of community involvement contributes to resistance of project implementation	28 (44.4)	15 (23.8)	10 (15.8)	6 (9.5)	4 (6.3)	2.73	1.153
Community involvement enhances project ownership	32 (50.7)	16 (25.3)	7 (11.1)	3 (4.8)	5 (8)	2.54	1.119

N = 63; Percentages in parenthesis ( ); Source: Researcher (2019)

As seen in table 4.8, 84% of the respondents cumulatively agreed that beneficiaries feedback improves on project delivery, 4.8% were neutral while only 7% disagreed with that statement. On whether involvement of stakeholders in project planning determines the success of a project, 77.7% of the respondents cumulatively agreed with the statement, while only 9% of the respondents were neutral and 12.8% of the respondents were of a contrary opinion. The study also established that lack of community involvement contributes to resistance of project implementation as this was supported by a response rate of 68.2% and only 15.8% indicated

otherwise. Also, the study established that community involvement enhances project ownership as a majority of the respondents (76%) agreed with the statement. From the above study, a greater number of respondents agreed that community participation has an influence on NGO project performance as the composite mean generated was 3.00. Also, from the study, beneficiaries' feedback had the most influence on community participation as it had the highest mean of 3.43.

#### **4.5 Donor Funding**

The study sought to establish the level at which respondents agreed with the statements relating to the influence of donor funding on project performance of NGOs

**Table 4.9: Donor Funding**

	SA	A	N	D	SD	Mean	Std. Deviation
The amount of donor funding received affects project outcome	28 (44.4)	17 (27)	9 (14.3)	4 (6.3)	5 (7.9)	3.797	1.362
The duration by which a donor funds a program determines the existence of a program	32 (50.7)	12 (19.1)	11 (17.5)	4 (6.3)	4 (6.3)	3.063	1.256
Lack of donor funding to a program will cause the project to end	28 (44.4)	16 (25.3)	12 (19.1)	3 (4.7)	4 (6.3)	3.032	1.191
Insufficient funds from a donor funding determines whether a project will fail or succeed	23 (36.5)	12 (19.04)	15 (23.9)	6 (9.5)	7 (11.1)	3.984	1.238
Financial transparency by the NGO determines whether the donor continues to fund subsequent programs	43 (68.2)	9 (14.2)	4 (6.3)	2 (3.2)	5 (7.9)	2.952	1.211
Donor funding requirements determines whether the intended project objectives will be achieved	31 (49.2)	16 (25.3)	8 (12.9)	4 (6.3)	4 (6.3)	1.683	1.229

**N = 63; Percentages in parenthesis ( ); Source: Researcher (2019)**

Most respondents (69.8%) agreed with the statement that the duration by which a donor funds a program determines the existence of the program while only 17.4 % were neutral, the rest of the respondents indicated otherwise. Also, 69.7% of the respondents indicated that lack of donor funding to a program will cause the project to end while 11 % indicated that the project would still continue even in the absence of donor funding. The study also established that financial transparency by an NGO determines whether the donor continues to fund subsequent projects as this statement was supported by a majority (82.4%) of the respondents. Only 11.1 % indicated that financial transparency by an NGO does not determine whether a donor continues to fund subsequent programs, while only 6.3% were neutral. It was also established that donor funding requirements determines whether the intended project objectives will be achieved as shown by a 74.5% of the respondents that agreed with the statement while only 12.6% indicated otherwise. From the study, we can conclude that the amounts of donor funding has the most influence on the project performance of NGOs since it has the highest mean of 3.797 and a standard deviation of 1.36.

## 4.6 Project Planning

The study sought to establish the level at which respondents agreed with statements relating to the influence of project planning on project performance of NGOs.

**Table 4.10: Project Planning**

	SA	A	N	D	SD	Mean	Std. Deviation
The number of projects undertaken at a time determines the quality of output	17 (27)	15 (23.8)	16 (25.3)	7 (11.1)	8 (12.7)	2.59	1.340
All project activities are in harmony with the project schedule throughout the project life cycle	32 (50.7)	20 (31.7)	4 (6.3)	2 (3.2)	5 (7.9)	2.30	1.131
There is proper coordination of project activities within the organization	24 (38)	18 (28.6)	8 (12.7)	9 (14.2)	4 (6.3)	2.22	1.276
All project activities have the consideration element of time, cost and quality	19 (30.1)	19 (30.1)	13 (30.1)	11 (17.4)	1 (1.5)	1.86	1.189

**N = 63; Percentages in parenthesis ( ); Source: Researcher (2019)**

As seen in table 4.10, it was found out that project planning has moderate influence on project performance of NGOs as indicated by a moderating mean of 2.6 and a standard deviation of

1.34. On whether the number of projects determines the quality of performance, 50.8% of the respondents agreed with the statement while 23.8 % disagreed and 25.3% were neutral. Further, on whether all project activities have the consideration of time cost and quality, 60.2% of respondents agreed with the statement while only 18.9% disagreed. Also, 66.6% of the respondents agreed that there is proper coordination of project activities within the organization and 20.5% of the respondents disagreed with the statement. Most respondents (82.4%) agreed that all project activities are in harmony with the project schedule throughout the project life cycle and 6.3% were neutral while the rest disagreed. Therefore it can be concluded that number of projects determines the quality of performance since it has the highest mean of 2.59

#### **4.7 Reliability Analysis**

Respondent were asked to evaluate the questions for relevance, comprehension, meaning and clarity. The researcher used internal consistency to test for reliability by measuring different aspects of a particular concept in the questionnaire. Cronbach Alpha was used to test reliability of the instrument and the cut-off point of 0.7 was considered as seen in table 4.11.

**Table 4. 11: Reliability Analysis**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
0.751	27

#### **4.8 Regression Analysis**

In this study, a multiple regression analysis was conducted to test the relationship among independent variables on project performance. The researcher used statistical package for social science (SPSS V25) to code, enter and compute the measurements of the multiple regressions.

**Table 4. 12: Regression analysis**

Model	R	R square	Adjusted R square	Std. Error of the estimate
	0.899	0.808	0.796	0.26646

The four independent variable that were studied explain 80.8% of project performance as represented by the  $R^2$ . This therefore means that other factors not studied in this research contribute 19.2% of project performance. Therefore, further research should be conducted to investigate the other factors (20.4%) that affect performance of NGOs projects.

**Table 4. 13: Coefficient of Determination, R2 - Individual variable model summary**

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
Project Team Capacity	.581 <sup>a</sup>	0.338	0.324	0.906
Community Participation	.777 <sup>a</sup>	0.603	0.595	0.317
Donor Funding	.853 <sup>a</sup>	0.728	0.724	0.011
Project Planning	.297 <sup>a</sup>	0.188	0.175	0.955

The four independent variables that were studied indicate that project team capacity, community participation, donor funding and project planning can be used to measure performance of NGO projects. Further, this information indicates that individually, donor funding had the largest influence of NGO projects with adjusted  $R^2$  of 0.724. This was followed by community participation with  $R^2$  of 0.595, project team capacity with an  $R^2$  of 0.324 and project planning with an  $R^2$  of 0.175. These findings indicate that the most important influences on project performance was Donor funding followed by community participation, project team capacity and project planning having the least influence on NGO project performance.

**Table 4. 14: Regression Coefficients**

Model	Unstandardized Coefficients		Standard Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	7.326	0.794		4.083	0.001
Project Team Capacity	0.32	0.15	0.301	0.385	0.03
Community Participation	0.531	0.174	0.305	1.171	0.004
Donor Funding	0.784	0.051	0.654	1.342	0.001
Project Planning	0.245	0.053	0.273	1.612	0.037

Multiple regression analysis was conducted to determine the relationship between project performance and the four variables. As per the SPSS generated table above, the equation

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Thus replacing the coefficients in the model equation, the equation becomes:

$$Y = 7.326 + 0.320 X_1 + 0.531 X_2 + 0.784 X_3 + 0.245 X_4 + \epsilon$$

The regression equation above has established that taking all factors into account (Project team capacity, community participation, donor funding and Project planning) constant zero, performance of NGO projects will be 7.326. The findings presented also shows that taking all other independent variables at zero, a unit increase in project team capacity will lead to a 0.32 increase in performance of NGO projects; a unit increase in community participation will lead to 0.531 increase in performance of NGO projects; a unit increase in donor funding will lead to a 0.784 increase in performance of NGO projects and a unit increase in project planning will lead to a 0.245 increase in performance of NGO projects. This infers that Donor

funding contributes most to performance of NGO projects while project planning contributed least to performance of NGO projects. At 5% level of significance and 95% level of confidence, project team capacity had a 0.030 level of significance; community participation showed a 0.004 level of significance; donor funding showed a 0.001 level of significance and project planning showed a 0.037 level of significance, This shows that all the variables were significant ( $p < 0.05$ ) with donor funding being the most significant and project planning being the least significant.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter provides the summary of the findings from chapter four, and also gives the conclusions and recommendation of the study. The objective of the study was to identify the factors influencing the performance of projects in Non-governmental organizations in Kenya using Ujamaa Africa as the case study. This study was guided by the following research objectives: To determine the influence of project team capacity on project performance in Non-Governmental organizations in Kenya; to assess the influence of community participation on project performance in Non-Governmental organizations in Kenya; to examine the influence of donor funding on project performance in Non-Governmental organizations in Kenya and to establish the influence of project planning on project performance in Non- Governmental organizations in Kenya.

### **5.2 Summary of findings**

The purpose of the study was to investigate on the factors that influence project performance in NGOs in Kenya. The summary and conclusion are presented according to themes derived from the research questions that guided the study. The demographic information shows that 49.2 percent of the respondents were males, while their female counterparts were represented by 50.8 percent. The gender distribution revealed that the aspect of Gender equity was maintained in the NGO in regards to employment opportunities.

Based on age, the study found that less than 10 percent were less than 25 years and more than 50 percent were between 26 and 40 years and only 8 percent of the respondents were above 40 years. This shows that most of the respondents were in their middle active age and had a good

experience in the NGO sector. The study found that most of the respondents at 44 percent were in project officers and they were responsible for running organizational activities and therefore had a good hands-on experience in the affairs of the organization. 17 Percent of the staff were in middle management and policy making roles. The study also found out that more than 57 percent of the respondents had worked with the organization for more than 5 years and therefore had a good knowledge on the functionalities of NGO projects and only 9.5 percent of the respondents had been in the organization for less than one year.

### **5.2.1 Project team capacity**

The results with regards to project team capacity revealed that there is a positive significant relationship between project team capacity and project performance ( $\beta=.301$ ,  $P<0.05$ ;  $R^2=0.324$ ). Which was significant implying that performance of NGOs is influenced by project team capacity.

### **5.2.2 Community Participation**

Additionally, the findings on community participation and performance of NGO projects revealed that there is a positive significant relationship between community participation and NGO performance, ( $\beta=.305$ ,  $p<0.05$ ;  $R^2 = .595$ ) which was significant implying that indeed NGO project performance is largely influenced by community participation. .

### **5.2.3 Donor Funding**

On donor funding there was a positive significant relationship between donor funding and NGO project performance ( $\beta=.654$ ,  $P<0.05$ ;  $R^2=.724$ ) which was significant. An indication that indeed NGO project performance is largely influenced by donor funding

### **5.2.4 Project Planning**

The findings on project planning and project performance revealed a positive but insignificant relationship between project planning and NGO project performance, ( $\beta=.273$ ,  $P<0.05$ ;  $R^2=.175$ ). This implies that indeed NGO performance is slightly influenced by project planning. This shows that all the variables were significant ( $P<0.05$ ) with donor funding being the most significant and project planning being the least significant.

## **5.3 Discussion**

From the study it has shown that project team capacity has an influence on project performance and it's important to have a team that is well motivated; that has well defined structures and a team that is regularly trained to enhance its competence. This is in agreement with a study done by Duncan (2007) who opined that, professional qualifications are the axle around which performance turns. Even when organizational strategies and plans have been well laid out, they are bound to fail if at all the team is not well motivated or the staff has not been well trained. A well-motivated team can perform much better than a talented team who are less motivated

The study has also revealed that community participation has an influence on project performance. Community participation also entails involving the community in project planning

and carrying out an evaluation to measure their satisfaction level. The involvement of the community in project planning enhances project ownership and this agrees with the study done by Sirgy (2011) when he stated that fully engaging with the community evokes a feeling of community ownership which eventually results to the realization of intended project outcomes.

According to the study, donor funding is a critical aspect that influences the performance of an NGO project. Donor funding ranges from the concept of funds availability which determines whether a project will be conducted or not; to the element of financial transparency that influences subsequent availability of funds and project sustainability. The study agrees with previous studies, as highlighted by Andreasen & Kotler (2008) where they defined fundraising efficiency as a process of sourcing funds for NGOs survival and that the quality of a project outcome is directly affected by the amount of funds apportioned to the project.

Finally, the study revealed that project planning has little influence on NGO project performance. Chandra (2010) adduced that complex projects which surpasses a certain threshold of magnitude, should proceed but not without a formal and sound planning platform lack of which there would be chaos. This is unlike projects that involve few activities. In his study, he did not clarify the definition of what entails a complex activities and the threshold of what constitutes few activities. The findings therefore confirm that project management is more than just implementing activities, it includes various variables that determine the outcome of project results.

#### **5.4 Recommendation**

The study recommends that NGOs should ensure that they have a well-motivated and competent project team. This can be achieved through continuous on-job training and recognition of

staff/team achievements. Also, NGOs should involve the community in the initial stages of project design and planning is an essential element that determines the achievement of project outcomes. This should be done through a needs assessment and a continuous feedback mechanism with the community that will enable to track the progress of a project. When it comes to donor funding, since it is a critical factor of project success, NGO should stop over relying with one donor and should seek multiple donors to ensure that should the one donor stop funding the project, the project will continue running since it has other sources of funds. NGOs should ensure they remain accountable in funds utilization. They should always have the accounts audited and published to the public.

### **5.5 Conclusion**

The aim of this project was to study factors that influence NGO project performance. The respondents revealed that NGO project performance was influenced by several factors and key among them was donor funding, community participation and project team capacity.

In reference to donor funding, NGOs should ensure that they have well refined and defined financial management systems that will ensure proper budgeting, financial accountability and transparency; a system that will be able to detect budget deficits at the appropriate stage of a program cycle and one that can produce real time financial reports to ensure cash flow track. The study concludes that, among the three variables, namely Community participation, project team capacity and project planning, it has the highest contribution to project performance.

### **5.6 Areas of further research**

The study recommends that further research should be done on the factors that influence project performance in Kenyan NGOs so as to allow for generalization.

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## APPENDICES

### APPENDIX I: LETTER TO THE RESPONDENT

Dear Respondent,

**RE: RESEARCH PROJECT**

I am a postgraduate student of Africa Nazarene University pursuing Masters of Arts in Monitoring and Evaluation. As a requirement of my study, I am carrying out a survey on the factors that influence project performance in non-governmental organizations in Kenya: A case study of Ujamaa Africa projects. The success of this study will substantially depend on your willingness and co-operation to provide the information required. I kindly request you to fill this questionnaire for data gathering. The attached questionnaire is specifically designed for the purpose of this study only; and all responses will be treated in absolute confidence and anonymity.

Thank you for your cooperation.

Yours Faithfully,

Allan Kariega



.....  
 .....

### 3. How long have you worked for the Organization?

- 1) Below 1 year [ ]  
 2) Between 1 - 2 [ ]  
 3) Between 2- 3 years [ ]  
 4) Between 3- 5 [ ]  
 5) Above 5 Years [ ]

### 5. Highest Level of Education

- 1) Certificate/Diploma [ ]  
 2) Degree [ ]  
 3) Postgraduate [ ]  
 4) PhD [ ]  
 5) Others (specify) .....

### Part B: PROJECT TEAM CAPACITY:

The following statements are related to the influence of project team capacity on project performance. Kindly tick as appropriate in your opinion for each statement.

6. Are staff trainings held to enhance your competence in delivering your duties by ensuring that project tasks are performed within the stipulated time, quality and within the budget.

Yes [ ] No [ ]

7. If your answer to question 6 above is yes, how often are the staff trainings held?

- i. Once per month
- ii. Once per Quarter
- iii. Twice a year
- iv. Three times a year
- v. Other (Please specify)

8. If your answer to question 6 above is yes, to what extent does employee training improve your competence by ensuring that project tasks are performed within the stipulated time, quality and within the budget.

Very great extent

Great extent

Moderate Extent

Little extent

No extent

9. Indicate your level of agreement with the following statements relating to Project performance.. The rating scale indicates level of agreement as follows: 1. Strongly Agree, 2. Agree, 3. Neither agree nor disagree, 4. Disagree, 5. Strongly Disagree.

Statement	1	2	3	4	5
Rewarding of individual or team accomplishments improves project performance.					
Involving the project team or employees in planning and designing of a project ensures that that project tasks are performed within the stipulated time, quality and within the budget.					



1. Strongly Agree, 2. Agree, 3. Neither agree nor disagree, 4. Disagree, 5. Strongly Disagree.

Statement	1	2	3	4	5
The amount of donor funding received affects project outcome.					
The duration by which a donor funds a program determines the existence of the program.					
Lack of donor funding to a program will cause the project to end.					

#### **PART E: PROJECT PLANNING**

15. The table below indicates various statements. Indicate your level of agreement with the following statements relating to project planning. The rating scale indicates the level of agreement as follows:

1. Strongly Agree, 2. Agree, 3. Neither agree nor disagree, 4. Disagree, 5. Strongly Disagree.

<b>Statement</b>	1	2	3	4	5
The number of projects undertaken at a time determines the quality of output					
All project activities are in harmony with the project schedule throughout the life cycle					
There is proper coordination of project activities within the organization					
All project activities have the consideration element of time, cost and quality					

**PART F: PROJECT PERFORMANCE**

16. The table below indicates various statements. Indicate your level of agreement with the following statements relating to project performance. The rating scale indicates the level of agreement as follows:

1. Strongly Agree, 2. Agree, 3. Neither agree nor disagree, 4. Disagree, 5. Strongly Disagree.

<b>Statement</b>	1	2	3	4	5
The projects are completed on time					
The projects the NGO undertakes are within budget					
The projects the NGO undertakes are according to specification					
The benefits of the projects are realized					

## APPENDIX III: ANU RESEARCH AUTHORIZATION



**AFRICA NAZARENE**  
UNIVERSITY

18<sup>th</sup> July 2019

E-mail: [monitoringandevaluation@anu.ac.ke](mailto:monitoringandevaluation@anu.ac.ke)

Tel. 0202711213

Our Ref: 18J03DMME017

The Director,  
National Commission for Science,  
Technology and Innovation (NACOSTI),  
P. O. Box 30623, 00100  
Nairobi, Kenya

Dear Sir/Madam:

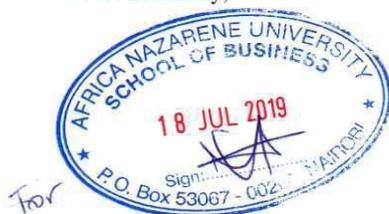
**RE: RESEARCH AUTHORIZATION FOR: MR. ALLAN KELVIN KARIEGA**

Mr. Kariega is a postgraduate student of Africa Nazarene University in the Master of Monitoring and Evaluation (M&E) Program.

In order to complete his program, Mr. Kariega is conducting a research entitled: **“Factors Influencing the Performance of Projects in Non-Governmental Organizations in Kenya: A Case Study of Ujamaa Africa”**

Any assistance offered to him will be highly appreciated.

Yours Faithfully,



**MR. ISAAC MWANGI**  
**PRINCIPAL: NAIROBI CBD CAMPUS.**

