

ANALYSIS OF FACTORS AFFECTING THE IMPLEMENTATION OF NON-GOVERNMENTAL ORGANIZATION PROJECTS IN NAKURU COUNTY, KENYA

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Abstract

The prime concerns of the donor agencies are to improve the livelihoods of the people. As a result, NGOs continue to initiate various projects towards achieving this goal. The study analyzed the roles communication, planning, monitoring and controlling play in implementation of NGO projects in Nakuru County, Kenya. Descriptive survey design was employed with a target population of 307 NGOs. A sample size of 76 project managers was selected using probability sampling. A pilot study was conducted to test the validity and reliability of the semi-structured questionnaire. Data was organized, cleaned and coded for descriptive analysis using SPSS version 20.70 questionnaires were well filled giving 92.1% response rate. 61.4% were male and 38.6% female. 50% were aged 30-39 years. 78.6% had bachelors' degrees. Exchange and availability of information among stakeholder has impacts on decision making (mean 4.01). Application of project management tools was moderate (mean 2.93). 40% found there was adequate project scheduling. Sponsor evaluation of the investment was considered the most important component of monitoring and control (mean 4.13). Though inferential statistics; communication, planning, monitoring and controlling were found to be positively

correlated with implementation of NGO projects. Findings suggest that NGOs should address project scope, communication planning, budgeting and project scheduling to reduce delays in project implementation.

Keywords: Communication; Planning; Budgeting; Monitoring; Controlling; Financing; Scope; Scheduling; Implementation

INTRODUCTION

Project management is the way of managing change by describing activities that meet specific objectives by involving stakeholders and teamwork to achieve successful implementation. As a result, projects have a definite beginning and end (Horine, 2005). Temporary does not necessarily mean short in duration. Moreover, projects can also have social, economic, and environmental impacts that far outlast the projects themselves (PMBOK, 2008). In the initiation phase, the key project controls needed are an understanding of the project plan and environment by making sure that all necessary controls are incorporated into the project. Any deficiencies in the project plan should be reported and recommended for incorporation into the overall project plan. Project planning consists of those processes performed to establish the total scope of the effort, definition and refinement of the objectives and developing the course of action required to attain those objectives. The planning process develops the project management documents and implementation plans. One of the factors that influence the implementation of NGO projects is financing. Adequate financing accelerates the rate at which implementation is executed and resourcing of project team. Lack of funds grinds to a halt the project work because every activity costs money in terms of human resource, material costs, and many other categories of costs. In its simplest terms, the effectiveness of project implementation incorporates four basic criteria: time, monetary, effectiveness and client satisfaction. According to Schultz and Slevin (2009), management support for projects, project manager, sufficient resources or indeed for any implementation is of great importance in distinguishing between their ultimate success and failure. Project management is seen as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans for the organization or product (Beck, 2006, Manley, 2004).

According to Pinto et al, (2010), the famous Project Implementation Profile (PIP) helps in identifying and measuring successfully implemented projects. These are project mission, top management support, project schedule, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication and trouble-shooting. The factors

changes significantly based on the project life cycle stages. Monitoring and controlling helps to track, review, and regulate the progress project performance regularly and consistently to identify variances from the project management plan. Continuous monitoring provides the project team the insight into the health of the project and identifies any areas requiring additional attention. For instance, a missed activity finish date may require adjustments to the current staffing plan, reliance on overtime, or trade-offs between budget and schedule objectives, (Cynthia, 2008). Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. Project closing includes the formal acceptance of the project and the ending thereof to come up with lessons learned.

There are more than 220,000 NGOs registered with the NGO Coordination Board in Kenya, both local and international (Kanyinga 2004). Thus, the universal problem of regulation of civic organizations arises (Muiruri, 2006). The operations of NGOs in Kenya and other countries are hampered by many factors which have implications on the NGO's autonomy. For instance, the operational environment of NGOs determines the effectiveness of programmes and projects undertaken by those NGOs. There are both external and internal environments that impinge on NGOs' performance and output. Operational environment factors are: Economic, Donors, Political, Social, State departments, Beneficiaries, Law and Founders. For example the donors, the founders and the beneficiaries influences and drives the NGOs' operations (Muiruri, 2006).

Statement of the Problem

Globally, a number of project performances continue to fall below their targets. A lot of invested funds in these projects have gone down the drain with no tangible outcomes or results. In Kenya, there are a number of projects that have so far proved defunct and futile ventures in relation to their objectives. The underperformance of these projects terribly affects both NGO and CBO program operations. International NGO project evaluation teams like UNIDO have found lack of quality documentary evidence across various projects and activities evaluated. For instance, many projects, such as CPC and Hydro projects had no monitoring or progress mid-term or terminal evaluation reports to ascertain success of the projects. The overall performance of a project is a key factor to ascertain the success of a project. This is usually determined by the attainment of the project objectives and the sustainability of the project thereafter. The number of projects initiated by various NGOs in various parts of Kenya forms a worthy spectrum

for analysis. The Kenya NGO co-ordination board reported that there have been 158 NGOs registered in Marsabit, but shockingly almost 85% of these NGOs wrapped up their operations long time ago without making any impact in relation to the objectives they were pursuing. Currently, only 25 NGOs actively operate in Marsabit central district. The resources committed by these NGOs to the various projects were enormous but their impact was negligible while active ones have produced wonderful results, proving a great success. Various studies have addressed some of the factors that affect the performance of NGO projects on divergent perspectives. This study analyzed the factors affecting implementation of NGO projects in Nakuru County to contribute towards a reduction on the rate of projects' non-performance, failure. The study will also create an enabling road map to the achievement of the projects objectives and by providing relevant information that would help improve the implementation of the NGO projects.

THEORETICAL LITERATURE

The evolving understanding of project success is based on metrics such as cost, time and specifications. Project planning, critical success factors, stakeholder perspectives and results framework have also been used to assess project success (Jugdev et al, 2005). Project success currently is viewed from the conceptual stages of the project life cycle to close down of the project's product cycle. Goldratt, (1984), used the theory of constraints to explain organizational performance. Constraints prevent organizations and projects from maximizing performance and reaching their goals. Constraints are either external or internal and comprises of human resources, supplies, information, policies and equipment. The theory says that every system or project no matter how well it performs has at least one constraint at a time that limits its performance. Other areas of weakness in project implementation are non-constraints until they become the weakest links. The Program theory defines how a program is supposed to work (Bickman, 1987). According to Lipsey (1993), the theory is critical in transforming inputs, outputs and bad situations in projects. Rossi (2004) argued that a program consist of an organizational plan for intended services. It further deals with utilization plans for intended interventions, beneficiaries and the desired social benefit implemented projects are expected to deliver. The theory attributes project outcomes and identification of anticipated and undesired consequences (Weiss, 2003). It helps understand how the program works (Uitto, 2000). The research further utilized the thermostat theory to help explain project performance, outputs and outcomes from project implementation (Koskela & Howell 2002). According to Koskela (2000), the models of operations as flow and value generation add the consideration of time, variability and customer to the conceptualization provided by the transformation model. Planning projects adds the

dimension of human activity (Johnston & Brennan 1996). Managerial execution should have two way communication and commitment (Winograd & Flores, 1986). Shewhart and Deming (1939) in the scientific experimentation model focuses on finding causes of deviations and acting on those causes, instead of only changing the performance level for achieving a predetermined goal in case of a deviation.

EMPIRICAL LITERATURE

A review of literature reveals that a lot of research on analysis of effective project implementation 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. Effective project implementation is repeatable and requires a great deal of work to understand planning effort, team motivation, technical capabilities and project scope (Ashley et al, 2007). Torp et al, (2004) identified project organizational factors, number of projects, project planning and control as critical success factors in project implementation in Norway public projects. Flyberg et al (2004) investigated causes of cost overruns on projects and concluded that it was dependent on length of implementation phase, the size of the project, and the type of ownership. Iyer et al (2006) studied critical factors affecting schedule performance in projects where over 40% of the projects were facing time overrun. He identified seven factors which had significant influence on the schedule outcome: commitment of the project participants; owner's competence; and conflict among stakeholders; coordination; project managers' ignorance and lack of knowledge; hostile socioeconomic environment and indecisiveness of project participants.

According to Chua et al (2009), project success is not determined exclusively by the project manager, monitoring and control efforts. Similarly, Chen et al (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. On the other hand, he carried out a study on how environmental factors affect the performance of the project manager. He identified 13 factors which would affect performance: job related factors were salary, job satisfaction, job security, availability of information; project related factors were, project environment, project size, time availability, complexity of project, team relationship, materials and supplies and duration of project, while organization-related factors were, level of authority and type of client. Nguyen (2004) and Pheng et al (2007) studied project success factors and identified: competent project manager, adequate funding, competent project team, commitment and availability of information. Mansfield et al (2006) found poor contract management, financing and payment

arrangements, resource shortages, inaccurate estimates and overall price escalation as the major factors causing project delays.

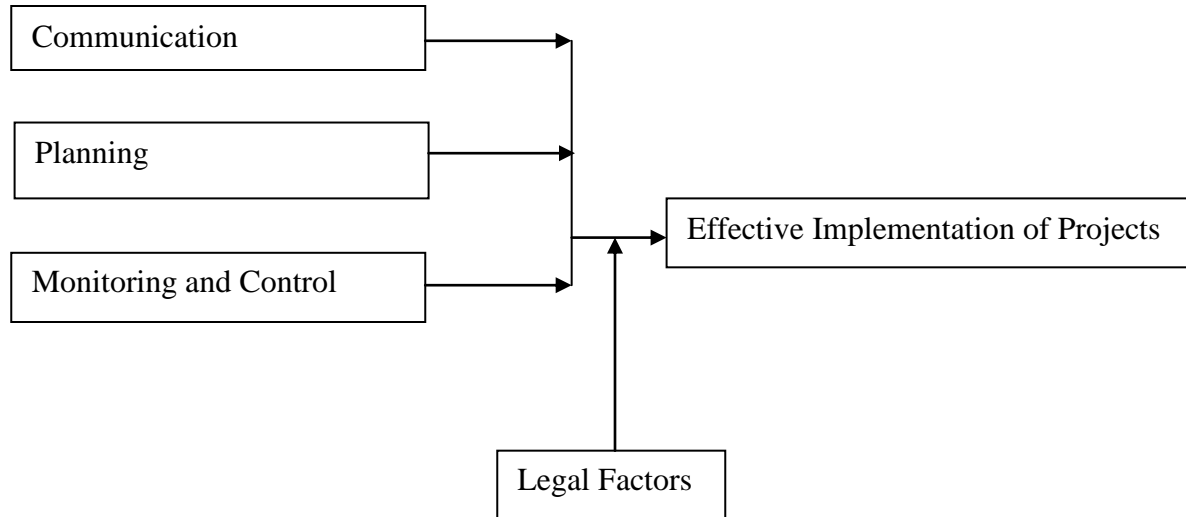
Isensi (2006) and Kagiri (2005) analyzed factors that lead to failure of projects in Kenya and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects. Gharashe (2009) concluded 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) found that inexperienced project managers, poor communication, poor monitoring and control systems negatively affect project management efficiency. Effective communication in project implementation creates a common perception, changing behaviors and acquiring information (Brown 2011). A failure in communication can negatively impact the project (Ruuska, 2007). Project communication is an informative tool, which communicates to all relative groups what is happening in the project. The importance of communication in the success of a project is immense. Careful communication planning and setting the right expectations with all the project stakeholders is therefore extremely important.

According to Lecomber (2013), cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning should take into account all aspects of planning including stakeholder engagement, benefits mapping, risk assessment and project schedule. Lack of stakeholder engagement, communication, clear roles and responsibilities definition leads to project failure. Internal control processes promotes the effectiveness and efficiency of operations in the reliability of project outcomes (Gregory, 2005). A key component of the organizational capacity of the project includes establishing internal controls that comprehensively address the entirety of the support, administrative and logistic systems required for successful implementation (Stier & Kjellin, 2009). Poor or excessive internal controls reduce productivity, increase the complexity of systems, increase the time required to complete processes and add no value to the activities. For smooth project implementation, NGOs need to know what is and what is not legal in order to operate successfully. Each country has its own set of rules and regulations and these affect global NGOs.

Morris (2008) classified the initial stage of project management as consisting of a feasibility decision. Are the goals clear and can they succeed? Bardach's (2009) six-step implementation process begins with instructions to state the plan and its objectives. Ginzberg (2008) has drawn parallels between the stages of the implementation process and the Lewin (2010) model of Unfreezing-Moving-Freezing, viewing planning and scheduling as the first step

in the "Moving" stage. Kolb and Frohman's (2007) model of the consulting process views planning as two-directional. As the leader of the project team, the project manager must concretely plan the communications that allow the project team to share information, actively work to identify issues and conflicts and interact creatively to resolve these issues (Al-Kharashi, 2009).

Figure 1. Conceptual Framework



Critique of Reviewed literature Relevant to the Study

Project management methods specifies what has to be done; who is responsible for getting the work done and those for controlling project work. This enables the project manager to deliver the project successfully. The outcome of the project is thus dependent on the skill with which the forecasting, planning, budgeting, scheduling, resource allocation, risk management, and control handling. Attention must be given to checking on the way tasks are accomplished. Further, projects are designed in order to promote change and innovation and not only success or failure. Project management as a discipline has evolved because of the need to co-ordinate resources to secure predictable results. Project objectives require the project capacity to be sufficient in order to convert plans into the desired outputs .The capacity of a project are in terms strategic leadership, human resources, financial management, infrastructure, program management, process management and inter institutional linkages. Project implementation and sustainability suffers when the project is remote from the community and when the community climate is not favorable for project success. It is important to assess the community climate

before developing projects and to use good public relations and marketing to promote project success. This will promote project ownership by all the involved stakeholders.

Research Gaps

The previous studies in Kenya have focused on the reasons for project failure in various sectors rather than project success and have concentrated on time and cost overruns. The studies have assumed that if a project completion time exceeds its due date, or expenses overrun the budget, or outcomes did not satisfy a company's predetermined criteria then the project is a failure. It is clear that from the literature review that a project might not meet one of these criteria and yet is regarded as a success. This study analyzed factors affecting project implementation in Nakuru County.

METHODOLOGY

The study employed a descriptive survey research design to analyze actors affecting NGO project implementation in Nakuru County. According to Schindler et al (2003), such a study is concerned with finding out who, what, when, and how of the relevant phenomenon. Karani (2007), Isensi (2006) and Kagiri (2005) have used the design in related studies successfully. A survey is non-experimental, descriptive research method which can be useful when a researcher wants to collect data on phenomena that cannot be directly observed due to limitation of time and resources. Survey design is also used to gather information on a population at a single point in time. The study targeted a population of 307 project managers from the NGOs operating in Nakuru County. This population was drawn from 307 registered NGOs in Nakuru County (NGO Coordination Board, 2016). The sample frame for this study comprised all the 307 NGOs. The sampling must be so large that it allows a researcher to feel confident about the sample representativeness and make inferences of the entire population (Silverman 2005). The study adopted probability sampling to select a sample size of 76 project managers. This sample size is 24.8% of the entire population and Mugenda and Mugenda (2008) recommends 10% for the population to be representative. In addition, the researcher considered time and budget constraints as articulated by Kothari (2004). The Nassiuma (2000) formula was applied to calculate the sample size.

$$n = \frac{NC^2}{C^2 + (N-1)e^2} \quad \text{Where}$$

n = sample size;

N = population size;

C = coefficient of variation which is 50%

e = error margin which is 0.05.

Therefore the sample size n was calculated as follows:

$$n = \frac{307 (0.5)^2}{0.52 + (307-1)0.052}$$

$$n = 75.6$$

$$n = 76$$

The data was collected through a self-administered semi-structured questionnaire to all the nominated project managers. The respondents were also given opportunity to outline other factors outside the researcher's scope that affected effective implementation of NGO projects. A pilot test was conducted to validate and check the reliability of the research instruments prior to the research. The results of the pre-test survey were used to restructure the questionnaire by incorporating the relevant and missing information. Content validity was established by use of experts to determine the representativeness of the research sample and tool.

The data collected was coded, organized and cleaned of any errors and analyzed using descriptive statistics with the aid of the SPSS version 20.

Table 1: Pilot Study Results

Variable	N	Cronbach's Alpha
Communication	6	0.821
Planning	6	0.844
Monitoring and control	10	0.797

A pilot test study was carried out on 10% of the target population and the return rate was 100%. The Cronbach's Alpha Test was conducted on all measures for the independent and dependent variables with a threshold of 0.7. All the variables gave a Cronbach's alpha of more than 0.7. These results were not included in the final data analysis.

Findings and Discussions

A total of 76 questionnaires were distributed to the respondents and 70 questionnaires were duly completed and returned giving a response rate of 92.1%. A higher response rate is very important as it ensures there is sufficient data for analyzing and running statistical analyses (National Research Council, 2013).

Table 2: Demographic Characteristics of the Sample

Section	Category	Frequency	Percent (%)
Gender	Male	43	61.4
	Female	27	38.6
	Total	70	100.0
Age of Respondents	20-29	11	15.7
	30-39	35	50
	40-49	18	25.7
	50-59	6	8.6
	60 & Above	0	0
	Total	70	100
Education Level	O-level	0	0
	Certificate	0	0
	Diploma	5	7.1
	Bachelors Degree	55	78.6
	Masters Degree	10	14.3
	Doctorate	0	0
	Total	70	100

Table 3: Number of years in Operation and Team Size for NGOs

Section	Category	Frequency	Percentage
Operation	0-5 years	14	20
	6-10 years	26	37.1
	11-15 years	16	22.9
	16-20 years	11	15.7
	21 years & Above	3	4.3
	Total	70	100.0
Team Size	1-5 people	13	18.6
	5-20 people	22	31.4
	20-50 people	31	44.3
	Over 50 people	4	5.7
	Total	70	100

Table 2 and 3 tabulates the analysis of the demographic data. 43(61.4%) were male and 27(38.6%) were female. 11(15.7%) were aged between 20-29 years while 35(50%) were aged between 30 and 39 years. Further analysis on education level revealed that there were no respondents with O-level or certificate level of education. 5(7.1%) attained diploma level, 55(78.6%) had bachelors' degrees while 10(14.3%) had attained masters level of education. These findings imply that the respondents had sufficient level of education to comprehend and answer the questions without difficult. In terms of years in operation by the NGOs, 14(20%) had operated between 0 and 5 years, 26(37.1%) between 6-10 years and 16(22.9%) between 11 and 15 years. The findings indicates that majority of the NGOs had operated between 6 to 10

years. Moreover, the study sought to establish the size of the project staff the NGOs had per project and majority 31(44.3%) had between 20 and 50 staff.

Table 4: Descriptive Analysis of Communication Influence

Statement	N	Mean	Std. Deviation
Exchange of information among stakeholders	70	3.49	.902
Feedback to/from project team to/from users	70	3.36	.892
Availability of information for decision making	70	4.01	.784
Application of project management tools	70	2.93	.975
Application of communication technology	70	2.99	.938

Majority of the respondents reported that the main projects were economic empowerment, HIV/AIDS and health, Education, Agriculture, water hygiene and sanitation. In reference to whether the NGOs experienced difficult to finish projects in specified time using the set resources, majority of the respondents were of the opinion that inadequate funding, change of project scope, poor budgeting and or underestimates of the overall project costs were critical factors.

Findings in Table 4 show that exchange of information among stakeholders affects effective implementation of NGO projects to a moderate extent with a mean of 3.49. The standard deviation is .902 implying that majority of the respondents were in agreement. The findings are consistent with those of Brown (2011) who reported that the goals of effective communication include creating a common perception, changing behaviors and acquiring information. The feedback to/from project team to/from users with a mean of 3.36 was moderately agreed upon. On the availability of information for decision making, the mean is 4.01 with a standard deviation of .784 implying that majority of the respondents supported this view. Further, on the application of project management tools, majority of the respondents with a mean of 2.93 and standard deviation of .938 supported this view to a moderate extent.

The findings imply that a failure in communication can negatively impact on the project. Therefore, establishing team communication norms is very important. The project manager must concretely plan the communications that allow the project team to share information, actively work to identify issues, conflicts, and interact creatively to resolve these issues.

Table 5: Descriptive Analysis of Project Planning Influence

Statement	N	Mean	Std. Deviation
Speed in deployment of project resources	70	3.62	.814
Effect on easy of project staffing	70	2.58	.887
Effect on adequacy of project scheduling	70	2.55	.896
Impact on project stakeholders' understanding of project timelines	70	2.56	.916
Effect on clarity of required frequency of funds disbursement	70	2.49	1.201

Findings on the speed of deployment of project resources in Table 5 shows that majority of the respondents agreed to a moderate extent (mean 3.62, std. dev.814). On the effect of easy of project staffing, again majority of the respondents (mean 2.58) were in agreement. Further analysis shows that adequacy of project scheduling was supported by majority of the respondents (mean 2.55 and std.dev.896).Moreover, on the impact of project stakeholders' understanding of project timelines influence on NGO project implementation, the majority supported (mean 2.56 and std.dev.916). The researcher was also interested in establishing whether the effect of clarity of required frequency of funds disbursement influenced project implementation. The findings imply that project funding is a critical issue in NGO project implementation (mean 2.49). The quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team were identified as factors affecting project implementation.

From the findings in Table 6 below, sponsor evaluation of the investment was considered as the most important component of monitoring and control when implementing NGO projects with a mean of 4.13. This was followed by loss avoidance with a mean of 3.95 and a standard deviation of .964. Corrective action on deviations had a mean of 3.05 and a standard deviation of .780. User assessment of the outcome/product was moderately important in the implementation of NGO projects. Further, on whether project product meets project objectives and user descriptions, majority of the respondents supported to a moderate extent.

Table 6: Descriptive Analysis of Monitoring and Control

Statement	N	Mean	Std. Deviation
User assessment of outcome/product	70	2.96	.875
Sponsor evaluation of the investment	70	4.13	.981
Corrective action on deviations	70	3.05	.780
Loss avoidance	70	3.95	.964
Project product meets project objectives and user descriptions	70	3.21	.838

Table 7: Descriptive Analysis of General Project Implementation

Variable	Very Important	Important	Average	Less Important	Not Important
Communication	40%	24.3%	20%	15.7%	0%
Planning	42.9%	30%	15.7%	11.4%	0%
Monitoring and Controlling	37.1%	18.6%	24.3%	8.6%	11.4%

The study further sought to establish the general weight and importance of communication, planning, monitoring and controlling to NGO project implementation. From the findings in Table 7, majority of the respondents indicated that communication was both very important and important. The findings established that the success of a project is a matter of effective communication. In addition, planning, monitoring and controlling are very important in project implementation. The findings imply that communication, planning, monitoring and controlling are very critical in general weight and importance in NGO project implementation. In addition, the findings also imply that project implementation is repeatable in line with (Ashley et al, 2007) findings on project implementation studies.

Table 8: Descriptive Analysis of Effective Project Implementation

Statement	N	Mean	Std. Deviation
Project product delivery	70	4.16	.982
Sustainability of project benefits	70	3.67	.981
Budget delivery	70	4.05	.927
Time delivery	70	3.99	.964
Project product quality	70	3.97	.878

The study further analyzed the extent to which various factors were indicative of an effectively implemented NGO project. Project product delivery was rated to a moderate extent with a mean of 4.16 and standard deviation of .982. The result implies that delivering the project goals and objectives effectively confirms a well implemented project. On the same note, protecting both physical and intangible organizational resources reduces risk of fraud and corruption. This was followed by budget delivery with mean of 4.05 and time delivery with a mean of 3.99. Sustainability of project benefits was rated to a moderate extent (mean 3.67) while project product quality was also rated to a moderate extent in effective implementation of NGO projects. On average, all the factors considered were rated to a moderate extent. The implications of these findings match with those of critical success factors for projects which integrates project

owners, team-members, vendors and other related stakeholders who are directly or indirectly involved in the work. They all significantly influence the success of the projects.

The study also focused on finding the legal factors impact on effectiveness of project implementation. The Non-Governmental Organizations Co-ordination Act, 1990 number 19, stipulates the operations requirement by all NGOs. The NGOs must prioritize their work to benefit the public at large and for the promotion of social welfare, development, charity or research. As a result, the state can no longer be the sole provider of goods and services. Thus, the state and NGOs need each other as the implementers of development activities. In this case NGOs fill the gaps left by the public service. The role of the state in this regard sets forth the required legal framework and policies to guide the operations of the NGOs. Hence, for NGOs to realize their potential contribution, the legal framework requires that NGOs adhere to policies on HR development; training, finances and documentation filing.

Table 9: Relationship between Communication and Project Implementation

		Communication
Project implementation	Pearson Correlation	.819**
	Sig. (2-tailed)	.000
	N	70

** . Correlation is significant at the 0.01 level (2-tailed).

The scores obtained on communication were correlated with the predicted variable (NGO project implementation). There was a very positive relationship between communication and the NGO project implementation ($r = 0.819$). As a result, the study rejected the null hypothesis and concluded that communication influences implementation of NGO projects in Nakuru County. The findings are congruent with those of Lamb & McKee (2004) who reported that communication helps employees to understand the company's overall business strategy, and how they contribute to achieving key business objectives. It also helps in sharing information with employees on both how the company is doing and how an employee's own division is doing relative to the strategic business objectives.

Table 10: Relationship between Project Planning and Project Implementation

		Project Planning
Project Implementation	Pearson Correlation	.842*
	Sig. (2-tailed)	.028
	N	70

*. Correlation is significant at the 0.01 level (2-tailed).

On correlating project planning and project implementation, a Pearson correlation coefficient of .842 was obtained. The P-value was .028 and therefore less than .05 meaning there exist a strong positive relationship between project planning and implementation. As a result, the study rejected the null hypothesis and concluded that project planning influences NGO project implementation in Nakuru County. This finding supports those of Lecomber (2013) who reported that cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations.

Table 11: Relationship between Monitoring Control and Project Implementation

		Monitoring and Control
Project Implementation	Pearson Correlation	.791*
	Sig. (2-tailed)	.034
	N	70

*. Correlation is significant at the 0.01 level (2-tailed).

The results in Table 11 shows there is a strong positive correlation between monitoring and controlling and NGO project implementation with a Pearson coefficient of .791. Therefore, the study rejected the null hypothesis and concluded that project monitoring and control influences NGO project implementation in Nakuru County. The findings are in harmony with Stier&Kjellin (2009) who reported that poor or excessive internal controls reduce productivity, increase the complexity of systems, increase the time required to complete processes and add no value to the activities. Internal controls can provide only reasonable assurance not absolute assurance regarding the achievement of an organization's objectives.

SUMMARY OF FINDINGS

Influence of Communication

Based on the findings, the study established that NGOs operating in Nakuru County were engaged in economic empowerment, HIV/AIDS and health, Education, Agriculture, water hygiene and sanitation projects. In addition, it was also found that majority of the NGOs experienced difficult in completing projects in specified time using the set resources. The study found that inadequate funding, change of project scope, poor budgeting and or underestimation of the overall project costs were the major causes of difficulty and delayed project completion. Exchange of information among stakeholders was found to have an influence on effective implementation of NGO projects to a moderate extent. Goals of effective communication include creating a common perception, changing behaviors and acquiring

information. The feedback to/from project team to/from users influences effective NGO project implementation to a moderate extent. Majority of the respondents further indicated that availability of information for decision making to a great extent influences project implementation. The findings were similar on application of project management tools influence on project implementation by the NGOs. The practices relating to communication were found to influence effective implementation of NGO projects to a moderate extent too. Failure in communication can negatively impact the project and that establishing team communication norms is very important. The project manager must concretely plan the communications that allow the project team to share information, actively work to identify issues, conflicts, and interact creatively to resolve these issues.

Project Planning and Implementation

The study further analyzed data on the speed of deployment of project resources. The findings established that a majority of the respondents agreed that speed in deployment of project resources influences project implementation by the NGOs. The effect of easy of project staffing influences project implementation based on the findings. Further analysis showed that adequacy of project scheduling was supported by most respondents though quite a number were neutral. Project stakeholders' understanding of project timelines also influenced NGO project implementation to a moderate extent. The researcher was also established that the effect of clarity of required frequency of funds disbursement greatly influences project implementation. Therefore, the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team are the factors affecting project implementation. Further, cost overruns in projects are caused by project organization, environment, project management, project definition and infrastructure. The study further analyzed the extent to which various factors were indicative for an effectively implemented NGO project. Project product delivery was rated to a moderate extent implying that delivering the project goals and objectives on time effectively confirms a well implemented project. Protecting organization or project resources, both physical and intangible reduces risk of fraud and corruption. Budget and time deliveries are key indicators of an effectively implemented project. Sustainability of project benefits and project product quality were rated to a moderate extent in effective implementation of NGO projects. On average, all the factors considered were rated to a moderate extent in terms of NGO project implementation. This shows there is room for improvement in the manner and way the projects are implemented by the NGOs in Nakuru County. The project owners, team-members, vendors and other related

stakeholders who are directly or indirectly involved in the project work all significantly influence the success of the projects.

Monitoring and Control

Findings on sponsor evaluation of the investment were considered as the most important component of monitoring and control when implementing NGO projects. This was followed by loss avoidance and corrective action on deviations. User assessment of the outcome/product was found to be moderately important in the implementation of NGO projects. Further, on whether project product meet project objectives and user descriptions, majority of the respondents indicated it was important to a moderate extent too. The study further sought to establish the general weight and importance of communication, planning, monitoring and controlling in NGO project implementation. Based on the findings, majority of the respondents indicated that communication and planning were very important. Similar studies have reported that success of a project is a matter of continuously reinforced effective communication. Moreover, monitoring and controlling was also found to be very important in project implementation. On the contrary, some respondents also rated the same factors to various extents ranging from important, average, less important and not important respectively. The findings imply that communication, planning, monitoring and controlling are very critical in general weight and importance in NGO project implementation. Also, effective project implementation is repeatable and requires a great deal of work to understand in order to achieve cost effectiveness and competitive advantage.

CONCLUSIONS

The study concludes based on the findings that NGOs operating in Nakuru experiences difficult in completing projects in specified time using the set resources. There are various reasons for project delays including and not limited to change of project scope, poor budgeting and or underestimation of the overall project costs. Exchange of information among stakeholders influences effective implementation of NGO projects. Communication within and across project teams should focus on sharing adequate and clear information. The perception communication creates should be common and mutually beneficial to the NGO project implementation. Hence, a failure in communication can negatively impact on project implementation. Therefore, the communication planning process should be inclusive to foster ownership by all stakeholders. This will help shorten the time taken to resolve issues or conflicts during project implementation. Speed in deployment of project resources, adequacy of project scheduling and project stakeholders' understanding of project timelines influences NGO project implementation.

Further, project funding, quality of project management, working environment, communication, adequate resources allocation and organization of the project team are critical factors affecting NGO project implementation. Other key factors are project product delivery, budget delivery and time delivery affects delivery of the project goals and objectives by the NGOs. Sponsor evaluation of the investment is one of the most important components of monitoring and control when implementing NGO projects. User assessment of the outcome/product is also very critical in the implementation of NGO projects.

RECOMMENDATIONS

The study recommends that NGOs operating in Nakuru County should address project scope, budgeting and project scheduling to reduce delays in project implementation. Further, the study recommends that communication planning should be inclusive, clear and adequate. This will help shorten the time taken to resolve issues or conflicts during project implementation. In addition, speed in deployment of project resources, adequacy of project scheduling and project stakeholders' understanding of project timelines must be seriously considered. Also project funding, quality of project management, working environment, communication, adequate resources allocation and organization of the project team should be enhanced. Moreover, project product delivery, budget delivery and time delivery should be in placed in line with the project goals and objectives. In monitoring and control of the NGO projects, sponsor evaluation of the investment should be handled in tandem with outcomes and assessment of the project product.

LIMITATIONS OF THE STUDY AND FURTHER RESEARCH

The study encountered limitations emanating from respondents fear of donors investigating or gathering information on the extent of project implementation and use of funds to improve the livelihoods of the beneficiaries. This was overcome through provision of letter of introduction and assurance of confidentiality of the information by the researcher. The study recommends a further longitudinal study to be conducted on the effects of sponsor evaluation on NGO project implementation in Kenya.

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