

PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Achievement of a project means that a number of its perceived factors were attained. It is not guaranteed that project management practices will result to success of funded projects by Micro finance institutions. However, the success of projects largely depends on the way it is managed and controlled. The challenges met during the execution of project management practices has been during project planning, exceeding the set budget and going beyond its set schedule and poor quality. This study sought to determine the role of project management practices on the performance of non-governmental organizations projects within Nairobi City County, Kenya. The study also sought to find out the effect of communication, project planning, stakeholder involvement, monitoring and evaluation on the performance of non-governmental organizations projects. The study guided by theory of constraints, the contingency theory and agency theory. This study used descriptive research design. The target population of the study was 201 NGOs operating in Nairobi County. Stratified and simple random sampling was used to select 50% of the target population thus 100 NGOs in Nairobi County. This study made use of primary data. The study collected primary data by use of questionnaires. After confirming that all data filled in was accurate, descriptive statistics and inferential statistics was utilized to analyze quantitative data. Descriptive statistics included frequency distribution, percentages and measures of central tendencies (mean). Inferential statistics used included correlation

and regression analysis to show the nature and magnitude of the relationships between the variables. The data was then presented in tables and graphs. On the other hand, qualitative data was coded thematically and then evaluated. Content analysis was used to analyze qualitative data that was, data collected from open ended questions. The study findings indicated that there was improved project performance due to effective use of project management practices such as communication, planning, stakeholder participation and monitoring and evaluation of project activities. The study concluded that project communication significantly affects the project outcomes, therefore, clearly establishing and managing the structures of communication on project must always be on the agenda of team leaders and management before the commencement of every project. The study further concluded that planning, stakeholder participation and monitoring and evaluation had a positive and significant effect on project performance. The study recommends that the organization should enhance and embrace active communication throughout the organization. The stakeholders and community at large needs to be sensitized to understand the need for project planning, monitoring and implementation at all levels. The study also recommends that stakeholders should be included in all pre-implementation and inception meetings as well as their views being incorporated in planning and execution.

Key Words: *project management practices, performance, non-governmental organizations projects, Nairobi City County, Kenya*

INTRODUCTION

Project is a short-term task carried out to generate products or services that are distinct within a definite ending point, and unique means and are done to be carried out in line with the strategic objectives of the organization (Ohara, 2015). Projects are executed under different ways and are different from each other in terms of size, scope, industry and as per the observation by Bradley (2012) all organizations anticipate that projects to be executed within a shorter period possible, within minimum cost but of better quality. In this regard, effective project management practices are the only means which can result to these because they lead to better management of all resources that are required for effect project performance.

Project Management involves various aspects that include how to plan, organize, monitor and control activities that are involved in a project and the involvement of all the parties in order to attain the objectives of the project within set time, budget and performance metrics (Turner, 2016). According to Adeyemi (2013) all the firms value the idea of the management of the project due to an organized procedure of project control and it is the best procedure in which dependable project results can be arrived at during execution of a new project and a influential tools that could enhance the ability of an organization to achieve better performance.

The success of a project is arriving at what the clients expects from the project and all other parties involved and attaining the rationale of the project (Arslan & Kivrak, 2014). According Chua, Kog and Loh (2013) project success requires creating proper project plan in terms of time to be taken as well as considering the key factors towards its success. It helps the project manager and the stakeholders to arrive at better decision and focus on the success of the project.

STATEMENT OF THE PROBLEM

Project performance measurement is crucial in managing projects as it enables the project manager to establish challenges in budget and scope in time and devise proper mechanisms that address these challenges (Dissanayaka & Kumaraswamy, 2013). However, Turner and Muller (2015) observe that those that are involved in the project handling, fail to take a proactive approach to overcoming the uncertainties. As a result of this, project delays and budget overruns are usually encountered due to an overlook of potential risk. Insufficient information and ineffective management of project not only caused project cost overrun, completion delays but also termination before completion. Non-Governmental Organizations projects continue to be common in every entity of existence additionally to the policy makers in regards to both locally and internationally developments, however, the deprived performance of projects and the disappointments of project appeared to be a common scenario (Gregg & Ana, 2016). Nearly all the projects were not accomplished in the estimated timeline, quality and budget (Rotich, 2014). Just as mirrored by Ika, Diallo and Thuillier (2012) “project failures have become a routine with majority of the projects working under complexity of risks and uncertainties, external pressures,

unforeseen actions, changing needs, unreliable restrictions and contradictory resources flow, all these are harmful to projects' success in NGO's in Nairobi County" (pg, 12). Project teams amongst NGOs in Nairobi County are faced daily with complicated tasks associated to project implementation (Achieng, 2016). These challenges are allied amidst excessive workload, hectic activities, fragmentation and superficiality. Several studies have been undertaken on monitoring and evaluation on project performance. For instance, Rogito (2010) carried out a research on the influence of monitoring and evaluation on YEDF projects and found out that projects are poorly implemented because few implementers have trainings in M&E, poorly done baseline survey study leading to the failure of the project. Gathoni and Ngugi (2016) study investigated drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya and observed that the stakeholders are barely updated on various CDF project progress. Nevertheless, the study used a case study which involves a small sample. This study therefore, sought to investigate the influence of project management practices on the performance of non-governmental organizations projects within Nairobi City County, Kenya.

GENERAL OBJECTIVE

The general objective of this study was to investigate that effect of project management practices on the performance of non-governmental organizations projects in Nairobi City County, Kenya.

SPECIFIC OBJECTIVES

1. To establish the effect of communication on the performance of non-governmental organizations projects in Nairobi City County, Kenya
2. To evaluate the effect of project planning on the performance of non-governmental organizations projects within Nairobi City County, Kenya.
3. To assess the effect of stakeholder involvement on performance of non-governmental organizations projects within Nairobi City County, Kenya
4. To determine the effect of monitoring and evaluation on the performance of non-governmental organizations projects within Nairobi City County, Kenya

THEORETICAL LITERATURE REVIEW

Theory of Constraints

The Theory of Constraints (TOC) developed by Goldratt (1990) is a "process aimed at identifying and removing constraints in organizational processes that are standing in the way of organizational goals" (pg, 10). TOC judgment outlines major segments of the organizations' philosophy of continuous improvement. "It is applied to identify what factors limit an organization from achieving its goals, developing a solution to the problem and getting

individuals in the process to invent the requisite changes” (pg, 10). According to Blackstone (2010), TOC has been applied to “production planning, production control and project management practices” and it helps to identify the most critical bottlenecks in the process and systems, so that performance can be improved.

Typically, all projects are administered by highlighting on the tasks delivery that structure the project and apparently sensible beliefs that if these activities are completed in expected timelines, the projects would be delivered on set timeline too. But oftenly, project management practices become a hectic exercise, ensuing in excessive pressures to meet tasks due dates and frequent re-planning of the projects.

Stakeholder Theory

This study was guided by stakeholder theory by Freeman (1994). According to Freeman (1994) this theory is based on management of the organization and ethical issues in business that shows the organization culture in the organizational management. The theory shows that organizations must put in mind individual matters and groups that may influence their activities when making decisions and attaining the goals of the organization (Gibson, 2000).

Stakeholder theory addresses how the organization and its micro and macro environment relate to each other and its effects on how the organization activities are conducted (Filippone, 2012). Bourne (2009) shows that stakeholders are either from within or outside the organization. For example, in a given project clients, staff, suppliers, contractors, NGOs, government, and the local community among many others comprise are stakeholders.

Hill and Jones (2012) state that stakeholder theory can be used to buy in the community trust in a project. The same view is supported by Walumbao (2011) that established that stakeholder theory provide principles in which community interests as a stakeholder are identified, analyzed and can be fulfilled. Danny (2014) opines that depending on how the community interests are identified and analyzed, decisions can be made by a firm that help the community or at least prevent harm from coming to the community. These decisions may be to play by the rules of the game, adhere to legal contracts, or act on complaints or pressure brought to bear on the firm. Stakeholder theory is used in the study to explain the stakeholder involvement variable

The Contingency Theory

The contingency theory of organizational structure provides a major framework for the study of organizational design (Donaldson, 1995, 2001). “It holds that the most effective organizational structural design is where the structure fits the contingencies; The contingency approach is considered a dominant, theoretical, rational, open system model at the structural level of analysis in organization theory” (Scott, 1992; pg 15). “Organizations are unique, have different contingency variables and need different methods of managing them; Contingency approach

challenges the classic processes and models designed by management theorists such as Taylor and Fayol”.

In terms of monitoring and evaluation, organizations use this depending on their setup. There are varied ways managers can monitor and also provide feedback either using the bottom-up or top down feedback mechanisms. Monitoring and evaluation can be automated in some organizations. Additionally, organizations use different monitoring and evaluation tools in different stages of a project life cycle. Organizations have stakeholders dependant on their settings and what they do. Key to an organization's success in its project initiatives depends on how well it handles the relations with key groups which may include customers, employees, suppliers, communities, donors/financiers, and other stakeholders that can influence the attainment of its goals”. This theory is associated with project planning variable.

The Cybernetics Theory

Cybernetics theory propounded by Ross Ashby and Norbert Wiener in 1960 stressed on mathematics theory of communication and control systems using regulatory feedback. A positive feedback is achieved when intended outcome is attained or may be negative when in a situation where there is immediate response or can be delayed. Feedback can also be used to determine the efficacy of a certain communication send or in a circumstance that has already happened. Its main theme concerns how elements like digital, mechanical or biological manages its behaviour, relays, responds to and changes information or can be altered to achieve these primary tasks effectively.

This theory is relevant to the study because it shows that there is a need for the project managers to individually tell staff of new regulations and improvements within the systems of the company to permit workers to be aware and take part successfully in issues that pertain to them. Hence they need to realize whilst to apply formal or casual mode of conversation, for the reason that their primary objective is to gain effects from team of workers. Moreover, in making use of the cybernetics theory” it becomes useful for any enterprise that intends to reap worker overall performance to make sure that feedback mechanism must be sufficient either inside the attitude to work, productiveness, and better project performance. This theory explains communication variable.

Realistic Evaluation Theory

The realistic evaluation theory, first published by Pawson in 1997, provides a model centred on finding out what outcomes are produced from project interventions, how they are produced, and what is significant about the varying conditions in the which the interventions take place (Pawson & Tilley, 2004). Realistic evaluation deals with ‘What works for whom in what circumstances and in what respects, and how?’ (Pawson & Tilley, 2004). The model allows the

evaluator to understand what aspects of an intervention make it effective or ineffective and what contextual factors are needed to replicate the intervention in other areas (Cohen, Manion, & Morison, 2008). Realistic evaluation seeks to find the contextual conditions that make interventions effective therefore developing lessons about how they produce outcomes (Fukuda-Parr, Lopes, & Malik, 2002). This theory can greatly aid in understanding how project deliverables are produced during monitoring and evaluation process. The theory was used to explain monitoring and evaluation variable.

EMPIRICAL LITERATURE REVIEW

Communication and Project Performance

Naqvi and Aziz (2011) study examined the impact of stakeholder communication on project performance. A sample of seventy information technology projects was selected from twenty four software house differently. Data was collected using questionnaires based on the quality of communication by stakeholders used by the project managers and its effects on IT projects was obtained in a sectional manner. Data analysis comprised of frequency distribution, Pearson correlation and linear regression. The study findings showed that project outcome dependency and stakeholder communication strongly correlates with each other.

Affare (2012) carried out a study on an assessment of project communication management on construction projects in Ghana. The research sampled 97 professionals working with consultants, project clients and contractors with D1K1 classification. The research established that within the Ghanaian construction industry, there is a strong appreciation of the importance of project communication and its importance within the industry. The research also established that poor communication had resulted in project delays, project cost overrun and project abandonment.

Afroze and Khan (2017) study investigated the impact of effective communication practices and project complexity on performance of international development projects. The effects practices in communication and complexity of projects on project performance was measured through a survey method. Questionnaires were sent to 60 international organizations working on such projects. The results of the study showed that these practices have significant and positive impact on project performance; project complexity has a minimal impact on the communication and performance relationship.

Project Planning and Project Performance

Novo, Landis and Haley (2017) study investigated on project planning and its role in the success of project management. The study was carried out to discover project manager skills together with its competency in leadership and how they can lead to project success. The study results

revealed that planning process are directly related with the project manager competency. Similarly, the project managers leadership skills and project success is strongly correlated

Buba and Tanko (2017) study examined the influence of project planning on quality performance of construction projects. A total of 43 questionnaires were distributed to 3 key groups of respondents who included Quantity Surveyors, Builders, and Architects who were project managers in Nigeria. It was established that the ability of a project manager in giving direction is the best leadership style and contributes to the best artistic quality of the project and also leads to better inter-functional relationships.

Yang, Huang and Wu (2011) carried out a study on the association among project planning and project success. The study used questionnaires to measure the leadership style of the project manager, the success of the project in regard to scope, budget, quality and client satisfaction. The study findings shows that better project management leadership leads to better project team members relationships. The study also revealed that teamwork spirit has a statistical significance influence on project performance

Stakeholder Involvement and Project Performance

Njogu (2016) carried out a study on the Influence of Stakeholders Involvement on Project Performance in Nema Automobile Emmission Control Project in Nairobi County, Kenya. This study adopted descriptive survey research design. The study population was 181 respondents who were managers, project managers, operation managers, supervisor and quality control officers. Stratified sampling was used adopted. The questionnaire was used to collect primary data. The study revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance.

Adan (2012) study investigated the Influence of stakeholders' role on performance of constituency development fund projects a case of Isiolo North Constituency, Kenya. Descriptive research design was utilized. The study targeted those who represented 155 CDF projects in Isiolo North Constituency. Semi structured questionnaire and interview schedules were used to collect data. Descriptive and inferential analysis was applied. This study found that the role of project implementation by project managers and government officials' role led to better performance of projects.

Nyandika and Ngugi (2014) study examined the influence of stakeholders' participation on performance of road projects at Kenya National Highways Authority (KeNHA). The study used questionnaire and interview schedules to collect both quantitative and qualitative data. The study population was 251 respondents obtained from Prequalified Contractors, KeNHA Top management (Job group 7-10) and prequalified consultants who were selected using a stratified random sampling method. The study established that the performance of roads projects is determined by project communication, feasibility study, holding seminars and conferences.

Monitoring and Evaluation on Project Performance

Phiri (2015) did a study on how monitoring and evaluation influence project performance in African Virtual University (AVU), Kenya. Two projects successfully implemented by AVU, the Multinational Project (MNP) and the Virtual University for Cancer Control Network (VUCCnet) were analysed through a mixed research design of ex- post facto and survey to determine a possible M&E- project performance relationship. Spearman correlation showed a positive relationship of 0.6 between M&E and project performance for both projects. The study concluded that M&E needs to be implemented in full and systematically in order to influence project performance. Considering that projects are implemented by institutions that have structures, it is hereby recommended that an M&E unit should be part of an institution.

Waithera and Wanyoike (2015) in their study looked at how project Monitoring and Evaluation influence performance of Youth Funded Agribusiness Projects in Bahati Sub-County, Nakuru County, Kenya. A census was conducted on the target population of 50 agribusiness youth funded group projects. Data was collected through structured questionnaires. Findings showed that only the training of staff had a statistically significant influence on project monitoring and evaluation performance of youth funded agribusiness projects (p value of 0.01, <0.05). The study concluded that youth fund managers should consider offering short, formal monitoring and evaluation training courses to all youth groups that apply for the funds.

Ngatia (2016) study looked at institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera Slum, Kenya. This study employed a descriptive survey research design. The target population was 138 respondents from which same sample of 122 was obtain from. The study concluded that the factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya have numerous weaknesses, which if not redressed will seriously affect the success of the program. These include funds required in carrying out some running costs of traversing the vast Narok East Sub County and payments like allowances for M&E committee are inadequate leading to poor execution of M & E activities.

RESEARCH METHODOLOGY

Research Design

The researcher adopted descriptive survey design. Descriptive research design is primarily concerns to address exact attributes of a precise population during a certain period of time for comparison purpose (Rice, 2007; pg. 25). Further, (Lewis, Saunders and Thornhill, 2009) points out that descriptive research designs are characterized by systematic collections of information from subjects of a given population through questionnaire. The survey design was appropriate for this study because the researcher did not manipulate the variables. A descriptive research

survey design provides an appropriate technique of collecting data in regards to the study variables on project management practices. This design is preferred because it makes enough provision for protection against bias and maximizes reliability (Kothari 2012). The descriptive design is able to give more information concerning the variable in question as this study design is chosen where the research requires a description of a phenomena or an object.

Target Population

Target population is the sum total of elements about which inferences are to be made. According to the Kenya Business Directory, there are 201 NGOs working in Nairobi City County which comprised the study population. Thairu (2011) opined that “the major sectors in which NGOs operate in include; Education, Health, Environment, Relief, and Economic Empowerment”. All the 201 NGO's operating within Nairobi County comprised the target population of this study.

Sampling Design and Sample Size

From the list of 201 NGOs, the organizations range from one-man organizations, to NGOs employing hundreds of employees. Since it is not possible to study all the NGOs operating in Nairobi City County, and since they have a vastly differing number of projects handled each year, the study adopted stratified random sampling to select the respondents. The stratified sampling technique implied that several organizations were picked from each of the strata namely; health, economic, relief, education, environment, and women. According to Kothari (2012), a representative is one that is at least 10% of the population of interest. Therefore, from each stratum NGOs were selected to make a sample of 100 NGOs project managers which represented 50% of the population.

Data Collection Instrument

The main instrument that was used for collection of data was questionnaires. The study used structured questionnaire including open and closed questions to gather information for this study. The information collected through the questionnaires formed part of the “qualitative approach in the research as it explores in depth the research topic and ensures that the major details that are important to the whole study being conducted have been effectively studied” (Kombo and Tromp, 2006; pg. 35).

Data Collection Procedure

The researcher administered the questionnaires to the appropriate respondents in an attempt to attain the needed information. The questionnaires were managed through a drop and pick later method because of the busy schedule of the target respondents. This lessened the altitude of interferences with their everyday activities and operations of the organizations.

Data Analysis and Presentation

Analysis involved examining the coded data critically and making inferences. Quantitative analysis was also done in this study. This required the use of computer spread sheet and hence the Statistical Package for Social Sciences (SPSS) was used. Quantitative analysis consisted measuring of numerical values from which descriptive such as frequency, counts, means, percentage and standard deviations are used. The study findings were presented using figures, bar charts and tables. Responses to open ended questions were analyzed through content analysis which involved discussion in prose and later compared to reviewed literature. Inferential statistics were also conducted to “show the nature and magnitude of relations established between the independent and dependent variables using regression analysis to make inferences from the data collected to more generalized conditions”. The regression analysis took the following model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby: Y= Performance of NGO Projects; β_0 = Constant; $\beta_1 - \beta_4$ = Beta coefficients ; X_1 = Communication; X_2 = Project Planning; X_3 = Stakeholder involvement; X_4 = Monitoring and evaluation; ε = Error term

RESEARCH RESULTS

The study sought to investigate the effects of project management practices on the performance of non-governmental organizations projects in Nairobi City County, Kenya. The study specifically examined how communication, project planning, stakeholder involvement and monitoring and evaluation affect the project performance. Descriptive research survey research design was used. Data was collected using questionnaires which was analysed using descriptive research design and inferential statistics. The summary of the findings is presented as follows.

Communication and Performance

The study findings indicated that communication was a key determinant of performance of NGOs projects in Nairobi City County, Kenya. Descriptive statistics indicated that the respondents agreed that communication connected every member of the project team to a common set of strategies thereby leading to high project performance. The findings imply that communication is very crucial in conveying information to all the stakeholders and thus enhance project performance and its success.

Project Planning and Performance

The study findings indicated that project planning influenced performance to a great extent with a mean aggregate score of 4.18. Descriptive statistics indicated that the respondents agreed that

project planning aids in communicating project objectives and strategies and the ways to achieve them, project planning led to achievement of project goals of completion within time and resources, risk planning motivated project members and led to achievement of project goals and members' involvement in budget development and time estimation motivated them and led to achievement of project goals. Regression and correlation results revealed a positive significant relationship between project planning and performance of NGOs projects in Nairobi City County, Kenya

Stakeholder Involvement and Performance

The study findings indicated that stakeholder involvement influenced greatly the performance of NGOs projects in Nairobi City County, Kenya. Regression and correlation results revealed that stakeholder involvement and performance had a positive and significant relationship. Descriptive statistics indicated that stakeholder involvement influenced the performance of NGOs projects in Nairobi City County, Kenya to a great extent with a mean of 4.14. The respondents agreed that identifying the needs and problems of the various groups led to achieving project goals, involving stakeholder in monitoring of project progress leads to project success and assuming responsibilities to plan by all members motivated them into achieving project goals. The findings imply that stakeholder participation and involvement in decision making is vital in that they can decide whether the project succeeds or fails. It is therefore important to involve the stakeholders from the planning stages to the project implementation.

Monitoring and Evaluation and Performance

The study findings indicated that monitoring and evaluation of project activities was carried out to enhance project success. The aggregate mean score for monitoring and evaluation was 4.12 which indicated that monitoring and evaluation influenced project performance to a great extent. Correlation and regression analysis revealed that there was a positive and significant relationship between monitoring and evaluation and performance of NGOs projects in Nairobi City County, Kenya.

INFERENCE STATISTICS

To establish whether there is a linear relationship between the study variables, the study adopted the Pearson product of moment's correlation coefficients as presented in Table 1 below (see page 50). Results indicated that there was a positive and significant relationship between project performance and all the independent variables. This reveals that any positive change in communication, project planning, stakeholder participation and monitoring and evaluation lead to improved project performance. The results indicated that there exists a positive and significant ($r=0.521$, $p<0.000$) correlation between communication and performance. This implies that when communication effectiveness improves the performance also improves greatly. This therefore in

furtherance means that for any project to be successful good communication structures should be put in place. The study findings also indicates that there is a positive and significant ($r=0.805$, $p>0.000$) relationship between performance and project planning. This means that project performance is highly associated with good planning from the onset of the project.

In addition, results show that there was a positive and significant connection between stakeholder participation/involvement and performance of NGOs projects in Nairobi City County, Kenya. This reveals that any positive change in stakeholder involvement and participation led to improved performance. Finally, the study findings indicated that there existed a positive and significant ($r=0.673$, $p>0.000$) association between performance and monitoring and evaluation. The findings imply that as the organization embraces monitoring and evaluation practices during project implementation the higher the success rate of the said project.

Table 1: Correlation Analysis

Variable		Performance	Communication	Planning	Stakeholder Involvement	Monitoring and Evaluation
Performance	Pearson Correlation Sig. (2-tailed)	1				
Communication	Pearson Correlation Sig. (2-tailed)	.521** 0.000	1			
Planning	Pearson Correlation Sig. (2-tailed)	.805** 0.000	.501** 0.000	1		
Stakeholder Involvement	Pearson Correlation Sig. (2-tailed)	.800** 0.000	.424** 0.000	.778** 0.000	1	
Monitoring and Evaluation	Pearson Correlation Sig. (2-tailed)	.673** 0.000	.292* 0.013	.557** 0.000	.764** 0.000	1

In order to ascertain the statistical significance of the predictor variables on the dependent variable (project performance) regression model analysis was employed. The results presented in the Table 2 below indicate that the goodness of fit for the regression of independent variables and project performance was satisfactory. An R squared of 0.754 indicates that 75.4% of the variations in NGOs project performance are jointly accounted for by the variations in communication, project planning, stakeholder participation as well as monitoring and evaluation. From the model the adjusted R2 was 0.74 which indicates that communication, project planning, stakeholder involvement/participation, monitoring and evaluation explained 74% of variations in project performance. The correlation coefficient of 86.9% indicated that the combined effect of

the predictor variables has a strong and positive correlation with project performance. This also meant that a change in the drivers of project performance (communication, project planning, stakeholder involvement/participation, monitoring and evaluation) had a strong and a positive effect on project performance.

Table 2: Regression Model Fitness

Indicator	Coefficient
R	.869
RSquare	.754
Adjusted RSquare	.74
Std. Error of the Estimate	.25027

Table 3 below shows the results for the model and indicates that the overall model is significant, that is, communication, project planning, stakeholder involvement, monitoring and evaluation are good joint explanatory variables for project performance(F = 51.477, p-value=0.000). The findings imply that all the independent variables were statistically significant in explaining changes in project performance. This is demonstrated by a p value of 0.000 which is less than the acceptance critical value of 0.05.

Table 3: Analysis of Variance

Indicator	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.897	4	3.224	51.477	0.000
Residual	4.197	67	0.063		
Total	17.094	71			

Table 4: Regression Coefficients

Variable	Beta	Std. Error	t	Sig.
Constant	-0.155	0.33	-0.468	0.642
Communication	0.147	0.073	2.013	0.048
Planning	0.394	0.095	4.16	0.000
Stakeholder Involvement	0.308	0.148	2.084	0.041
Monitoring and Evaluation	0.206	0.098	2.105	0.039

Regression results in Table 4 indicated that the relationship between communication and performance was positive and significant (beta=0.147, p value, 0.048). This implies that an increase in communication effectiveness by 1 unit leads to improved performance of NGOs by 0.147 units. Results further indicate that project planning and performance had a positive and significant relationship (beta=0.394, p value, 0.000). This implies that an increase in project planning effectiveness by 1 unit leads to improved performance of NGOs projects by 0.394 units.

The study findings also indicated that stakeholder involvement had a positive and significant relationship with project performance (beta=0.308, p value, 0.041). This implies that an increase in stakeholder involvement effectiveness by 1 unit leads to improved performance of NGOs projects by 0.308 units. Finally, the study findings indicated that monitoring and evaluation had a positive and significant relationship with performance (beta=0.206, p value, 0.039). This implies that an increase in monitoring and evaluation effectiveness by 1 unit leads to improved performance of NGOs projects by 0.206 units.

According to Ssenyange (2011) communication clarifies project tasks, creates teamwork and gets all stakeholders involved in the running of the project. Moodley (2012) suggests that the environment into which projects are undertaken, there are many parties involved either directly or indirectly and are distinct in the extent to which they can influence the project. According to Kusek and Rist (2014), one of the most powerful tools that influence proper implementation of a project is Monitoring and Evaluation (M&E). Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems.

CONCLUSIONS

Based from the study; it was possible to conclude that there was increased and improved performance in NGOs projects due to effective project management practices adopted in the projects.

The study concludes that communication influences performance of NGOs project in Nairobi City County, Kenya. Project communication strongly affects the project outcomes, therefore, evidently ascertaining and management of communication structure for the project ought to be in the team leaders and management plan before the project commences. Successful and well-organized communications can revolutionize the outcomes of projects even if there are significant risks' at the commencement stage.

The study concludes that project planning influenced performance of NGOs projects in Nairobi City County, Kenya. The study established that there were clear objectives and goals that were laid down by the organization which were to be achieved as a set duration of time. The finding further concludes that the project goal related to the overall organizational goal and it was well coordinated by the project team. It can also be concluded that planning ensured employees and other stakeholders were working toward common goals, established agreement around intended outcomes/results, and assessed and adjusted the organization's direction in response to a changing environment.

Monitoring and evaluation was found to have a positive and significant effect on performance of NGOs projects. The study therefore concludes that monitoring and evaluation is a key determinant of performance in that it helps in monitoring activities and provides courses of action when things are not moving on as planned. M&E plays a role in supporting effective

management decisions since it provides information that supports decision-making. An effective decision arising from M&E information is expected to improve the performance of organizations.

The study concluded that it is very vital to ensure the stakeholders are involved in project planning and implementation for the brainstorming on project ideas. The study concludes that the ways of promoting project ownership and sustainability by the stakeholders should include: formulation and implementation processes which satisfy all and stakeholders in a project, paying attention to stakeholders in order to satisfy those involved or affected, and ensuring maximum participation of all the stakeholders.

RECOMMENDATIONS FOR POLICY AND PRACTICE

The study recommends that the organization should enhance and embrace active communication throughout the organization. Project team, organizations employees /staff and the stakeholders should be allowed in as many ways as possible to offer their ideas and opinions, and be part of the decision-making process. This ensures that diverse and equally good decisions are made for the betterment of the organization.

The study recommends that the leadership of any organization should always stay visionary as this would help in steering the organization to attaining both its short and long-term goals. The stakeholders and community at large needs to be sensitized to understand the need for project planning, monitoring and implementation at all levels.

The study recommends that the project management team or committee should continuously assess stakeholder interests; this will help to promote their buy-in and eliminate intergroup conflicts thereby improving project performance. The study also recommends that stakeholders should be included in all pre-implementation and inception meetings as well as their views being incorporated in planning and execution. This will increase the acceptability, and create a bridging social investment for the projects, as well as enriching the project with more ideas.

Monitoring and evaluation should be undertaken in every step of project implementation and not a onetime event as it is common with many donor funded projects. This will help identify, loopholes and deviations from overall projects goals, and correct them early as to ensure successful quality implementation.

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