

**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMNCE
OF NON GOVERMENTAL ORGANIZATION: A CASE OF DANISH REFUGEE
COUNCIL IN MOGADISHU, SOMALIA**

SHAMSO AHMED MOHAMED



**A PROJECT SUBMITTED IN PARTIAL FULLFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN
PROJECT PLANNING AND MANAGEMENT OF
MOUNT KENYA UNIVERSITY**

NOVEMBER, 2024

DECLARATION AND APPROVAL

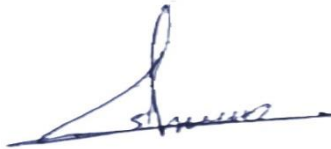
Declaration

This project is my original work and has never been presented for any academic award in any other university.

SHAMSO AHMED MOHAMED

MSCPM/2023/42913

Signature ...



Date: 05/06/2025.....



Approval by Supervisor

This project is being submitted for examination with my approval as university supervisor

DR. Peter Wamalwa Barasa, Ph.D, MKISM

Lecturer, Mount Kenya University

Signature:



Mount Kenya University
Mombasa Campus
DIRECTOR
P. O. Box 42732 - 80100, MOMBASA

Date: 05/06.2025.....

DEDICATION

This research paper is dedicated to my mother, Cawilo Ahmed Dahir, my siblings, Ridwaan and Farhan, and all supportive brothers and sisters for their unwavering support.



ACKNOWLEDGEMENTS

I am so grateful to the Almighty Allah for enabling me to start and finish this research proposal by His marvelous favor. I owe a great deal of gratitude to my supervisor Dr Peter Wamalwa Barasa, whose perseverance, commitment, and constant encouragement allowed me to finish this assignment. In addition, I want to thank my classmates for being supportive spiritually, emotionally, morally and to Mount Kenya university for supporting us with quality education



ABSTRACT

Refugee Council (DRC) in Mogadishu, Somalia. It specifically sought to ascertain how communication practices affected the performance of projects run by non-governmental organizations in the Danish Refugee Council; how project planning affected the performance of projects run by non-governmental organizations in the Danish Refugee Council; how government practices affected the performance of projects run by non-governmental organizations in the Danish Refugee Council; and, lastly, how monitoring and evaluation affected the performance of projects run by non-governmental organizations in the Danish Refugee Council. The study employed a descriptive research design. 150 employees of the non-governmental Danish Refugee Council (DRC) in Mogadishu, Somalia, were the study's target demographic. The sample size of 109 was established with the use of Taro Yamane's sample size calculation algorithm. Questionnaires were employed by the researcher to gather secondary data. The respondents were selected using the convenience sampling technique. With the help of the research supervisor, two research specialists examined the questionnaire to guarantee the validity of the research tool. A pilot test was conducted for this study in order to assess the reliability of the research tools. Version 24 of the Statistical Package for Social Science (SPSS) was used to examine quantitative data. The features of the gathered data were described using descriptive statistics. The associations between the study variables were ascertained using Pearson's correlation, Analysis of Variance (ANOVA), and Multiple Regression Analysis. The study's results were displayed as tables, means, and standard deviations. The results show that there is an effect of communication practices on performance of organization. It is commonly acknowledged that project planning is essential to guaranteeing the accomplishment of project objectives. The performance of NGO projects is significantly impacted by government policies. The results demonstrate how important monitoring and evaluation procedures are to raising the effectiveness of NGO projects. According to the study's findings, a key element of project management that significantly affects project performance is communication. The findings demonstrate how important project planning is to guaranteeing project success, with a focus on team member participation. The findings highlight how government actions can both improve and impair the success of NGO projects. For NGO projects to be successful, monitoring and assessment are essential. It is recommended that there may be a need to improve or streamline communication channels between stakeholders to ensure smoother project execution. It is recommended to implement clearer and more structured communication channels during the planning phase. To address the unanimous concern about regulatory hurdles, governments should simplify approval processes and reduce unnecessary red tape for NGOs. NGOs should invest in developing comprehensive and robust M&E frameworks tailored to project needs.

TABLE OF CONTENTS

DECLARATION AND APPROVAL.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENTS.....	iii
ABSTRACT.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	6
1.3 Purpose of the Study	7
1.4 Specific Objectives of the Study.....	7
1.5 Research Questions.....	8
1.6 Significance of the Study	8
1.7 Scope of the Study	9
1.8 Limitations of the Study	10
1.9 Delimitations.....	11

1.10. Assumptions of the Study	12
1.11. Operation and Definition of terms	13
CHAPTER TWO	15
LITERATURE REVIEW.....	15
2.1 Introduction.....	15
2.2. Empirical review	15
2.4. Conceptual Framework	33
2.5. Research gap	34
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.1. Introduction.....	35
3.2 Research Methodology.....	35
3.3. Research Design.....	35
3.4 Location of the study.....	36
3.5. Target Population.....	37
3.6. Sample Size.....	37
3.7. Data Collection Instruments.....	38
3.8. Validity and Reliability of the Instruments	38
3.8.1. Validity of the instruments.....	38
3.8.2. Reliability of research instruments.....	39

3.9. Data Analysis and Presentation.....	39
3.10. Ethical Considerations	40
CHAPTER FOUR.....	42
RESEARCH FINDINGS AND DISCUSSIONS.....	42
4.1 Introduction.....	42
4.2 Response Rate.....	42
4.3 Demographic Data	44
4.4 Descriptive Statistics.....	49
4.5 Correlation Analysis.....	58
4.6 Regression Analysis.....	60
CHAPTER FIVE.....	66
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	66
5.2 Summary of Findings.....	66
5.4 Recommendations.....	69
5.5 Recommendations for Further Studies.....	71
REFERENCES.....	73
APPENDIX I: INTRODUCTION LETTER	76
APPENDIX I: CONSENT FORM FOR PARTICIPATION IN RESEARCH.....	77
APPENDIX II: QUESTIONNAIRE.....	79
APPENDIX III: ERC LETTER	84

APPENDIX IV: LETTER DIRECTORATE OF POST GRADUATE STUDIES..... 85

APPENDIX V: FIELD AUTHORIZATION LETTER..... 86

APPENDIX VI: TURNITIN REPORT 87



LIST OF TABLES

Table 1: Target Population.....	37
Table 2: Sample Size.....	38
Table 3: Response Rate.....	42
Table 4: Reliability Tests	43
Table 5: Gender of the Respondent.....	44
Table 6: Age bracket of the Respondent	45
Table 7: Number of years of experience of the respondent	46
Table 8: Education Background.....	48
Table 9: Communication.....	49
Table 10: Project Planning.....	51
Table 11: Government Practice.....	53
Table 12: Monitoring and the evaluation.....	55
Table 13: Performance of NGO Projects	57
Table 14: Correlations results	59
Table 15: Model Summary.....	61
Table 16: Anova ^a	62
Table 17: Coefficients ^a	63

LIST OF FIGURES

Figure 1: Conceptual Framework 34



LIST OF ABBREVIATION AND ACRONYMS

AVU	African Virtual University
CVI	Content Validity Index
DRC	Danish Refugee Council
EAC	East African Community
IFAD	International Fund for Agricultural Development
IT	Information Technology
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MNP	Multinational Project
NGO	Non-Governmental Organization
PM	Project Management
PMI	Project Management Institute
SPSS	Statistical Package for Social Science
VUCCnet	Virtual University for Cancer Control Network

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter includes the study's history, problem statement, and purpose, as well as its specific goals, research questions, scope, significance, conceptual framework, assumptions, and key terms.

1.1 Background to the Study

Globally, the significance of project management practices can be seen in various countries, where these practices have been pivotal in executing large-scale projects. In the United States of America (USA) for examples, the constructions and technology sectors have leveraged advanced project management methodologies like Agile and Lean to enhance project outcomes and increase efficiency (Serrador & Pinto, 2015). Similarly, in the UK, the governments has implemented stringent project management standards in public sector projects to mitigate risks and ensure accountability (Flyvbjerg, 2017). In Australia, the mining sector has adopted project management practices to improve the execution of complex projects, leading to better resource management and project delivery (Crawford & Bryce, 2003).

According to Ogunde (2017), project management is one of the most enduring and esteemed pursuits of manhood, involving the efforts of constructors, designers, and masons. The fact that the pyramids, other world wonders, and prehistoric cities were successfully constructed serves as evidence of this. As a result, project management techniques have evolved and are now used to guarantee the successful completion of projects. Nevertheless, documentation on methods or approaches utilized prior to the mid-1950s, when contemporary project management principles and tools emerged, is nonexistent. Since then, the idea has become widely accepted and admired everywhere in

the world. The project's goals may be achieved in terms of size, scope, and industry; as a result, it is anticipated that it will be completed as quickly as feasible with the least number of resources and high-quality output (Mkutano & Sang, 2018). Numerous studies on project performance, assessments, monitoring, and evaluation have been conducted. According to Sexton et al. (2019), project management (PM) is less tactical and more strategically oriented, emphasizing teamwork to produce quickly results and gradually win over business executives to support the complete business plan. Crucial elements include teamwork and organizational culture, employee dedication, honesty, and project transparency. It is noted that, on a local level, very few industries have a thorough awareness of and use optimal project management practices as a tool for efficiency and effectiveness in order to finish projects on schedule. This includes accepting in full and making appropriate use of every activity that is taken into consideration in the organization log frame (Kurgat, & Omwenga, 2016).

The Kenyan economy's majority of sectors, ministries, and departments are known to not completely embrace project skills, and as a result, most projects backed by Kenyan banks have performed poorly (Lugusa & Moronge, 2016). Poverty continues to be the world's largest issue as of the early century (Abasiokong, 2002). Around one billion people, or one-sixth of the world's population, struggle every day just to survive in extreme poverty (Sachs, 2005). They struggled with a shortage of food, health care, clean water and sanitary conditions, shelter, and other necessities for survival. The United Nations Millennium Development Goals (MDGs) were adopted in 2000 by the 191 UN members with the intention of eradicating severe poverty and hunger. Projects become the enterprises started to reach this goal, and non-governmental organizations(NGOs) plays a vital role in pressing for the preservation of human rights at the international level in order to attain this goal. NGOs are becoming more and more necessary in today's society,

as nations around the globe find themselves in need of them rather than as a luxury. Understanding this, the role of NGOs has changed in many developing nations in reaction to the gaps in the market that the government left behind (Gaist, 2009). Motivated by the shortcomings of both the state and the market, people all over the world have evolved.

The ability of NGOs to address a wide range of social requirements: according to Gotz (2008), one of the most notable aspects of contemporary international politics is the growth of NGOs. Furthermore, donor-supported non-governmental organizations (NGOs) are now recognized as significant third-sector actors in the fields of development, human rights, humanitarian relief, the environment, and numerous other public issues. Reconstruction efforts in Indonesia, India, Thailand, and Sri Lanka after the 2004 tsunami are a few examples, as is the 2005 'Make Poverty History' campaign for aid and trade reform and debt forgiveness in poor nations (Riddell, 2007).

These two examples demonstrate that non-governmental groups are best known for two separate but usually related endeavors: aiding the poor and planning public lobbying and policy campaigns to encourage social change. (Lewis, 2009). Despite spending 2.3 trillion on donor financing over the past 50 years, the west has not been able to provide children with twelve-cent drugs that would have prevented half of all malaria deaths. In the 1990s, foreign donors accounted for about 15% of the total income of an average African nation (Easterly, 2006). In an effort to aid the world's poorest citizens, donor organizations spend \$100 billion US dollars; nevertheless, the majority of this cash is allocated to initiatives with inadequate accountability systems (Easterly and Pfitze, 2008).

Monitoring and assessment can assist in identifying and characterizing problems as well as their causes and potential solutions. Due to a lack of information, M&E has a significant impact on the project's success (Shapiro, 2011). According to UNDP (2009),

there are several complimentary exercises that involve monitoring and assessments, the primary one being the creation of an M&E strategy 9 that serves as the exercise's guide. According to Shapiro (2011), information on project outcomes must be gathered from the outset in order to be linked to targets. Monitoring and assessment are also included in the project's planning phase.

Because of this, since the 1980s, donor-funded NGOs in Africa have been perceived as groups whose main function was to offer protection and humanitarian help to those living on the periphery of violent conflicts. NGOs were viewed as an alternative and a flexible financing channel with a high chance of local level initiatives and grassroots participation by Western donors who had grown weary of government bureaucracy and ineffectiveness (Lewis, 2009). The number and scale of NGOs receiving funding from donors have rapidly expanded in recent years, especially during the last 20 years. As a result, there is now a greater emphasis on the overall impact of donor funding.

In Ghana, NGOs are heavily involved in this, and it's clear that their function is evolving and changing quickly. According to a poll conducted in Uganda, one of the nations in Eastern Africa, and the Rwenzori area in particular, poverty is increasing despite an increase in donor financing to African NGOs for programmes aimed at reducing it (Busiinge, 2008).

The reasons behind cost and delay overruns in Nigerian construction projects have been identified based on research on project management practices in Africa. Research by Ika et al. (2014) 3 recognized the importance of communications for African programmers' success. Since a variety of variables, including corruption, poor governance, and a lack of capacities for projects administration, has been called the silent killers of African initiatives and progress, we are all aware of the problems with African project management (Collier, 2015, Moyo, 2017). According to a Price Waterhouse Cooper

survey, inadequate project management techniques account for half of the reasons why initiatives fail. According to their findings, when compared to other sectors, the public service had lower levels of projects management.

Furthermore, the results indicate that adopting the project management technique raises the chance of a project success (Price Waterhouse Cooper, 2012). This backs up Martin's (2013) claim that learning how to turn ideas and plans into reality is essential for a product to develop and prosper. Around the world, non-governmental organizations (NGOs) are essential in tackling a range of social, economic, and humanitarian issues. Non-governmental organizations (NGOs) plays an important role in provision necessary services and help to disadvantaged populations in conflict-affected places like Mogadishu, Somalia. However, these organizations' project management techniques have a big impact on how well they accomplish their objectives. Project management practices are a collection of procedures, approaches, and techniques that companies use to plan, organize, carry out, oversee, and assess projects. These procedures are especially crucial for non-governmental organizations (NGOs) functioning in intricate and unstable settings like Mogadishu, where obstacles like political unrest, resource scarcity, and security threats can have a big influences on the project success.

In Somalia, a country that has been plagued by decades of conflict, NGOs play a pivotal role in providing essential services and humanitarian aid. The Danish Refugee Council (DRC) is one such organization that operates in Mogadishu, Somalia, providing support to vulnerable populations in a highly challenging environment. However, the successes of DRC's projects most likely depends on the project management practices employed.

Understands the influence of these practice on organizational performances is crucial for improving the effectiveness of NGOs in Somalia and similar conflict-affected regions. This study aims to investigate the influences of the project management practices on the performance of NGOs, focusing on the Danish Refugee Council (DRC) in Mogadishu, Somalia. These two examples demonstrate that non-governmental groups are best known for two separate but usually related endeavors: aiding the poor and planning public lobbying and policy campaigns to encourage social change. The results of this study will advance knowledge of project management in the context of development and humanitarian efforts, with ramifications for enhancing NGO operations both domestically and internationally.

1.2 Statement of the Problem

Procedures for project management should ensure that projects are completed on time, within budget, and with the intended outcomes. Effective project performance measurement enables managers to anticipate issues related to scope, budget, risk and to implement proactive solutions that prevent delays, cost overruns and project failures (Dissanayaka & Kumaraswamy, 2013).

However, Turner and Muller (2015) observes that project managers often fail to address uncertainty proactively, leading to common issues such as delays and budget overruns. This is particularly challenging for non-governmental organizations (NGOs) operating in conflict-affected areas like Mogadishu, Somalia, where the operational environment is inherently unstable. For the Danish Refugee Council (DRC), a prominent NGO in Mogadishu, inadequate information, poor risk management, and suboptimal project management practices have the potential to cause significant setbacks, including cost overruns, project delays, and even premature termination of projects.

Despite the critical importance of effective project management in such challenging environments, there is a notable lacking of the empirical studied specifically examining how project management practices impact the performance of NGOs like the DRC in conflict-affected regions. This gap in the literature leaves NGOs without evidence-based strategies to optimize their project management practices and, consequently, their operational performance in such contexts.

This study aims to address this gaps through investigating the relationship between project management practices and the performance of the Danish Refugee Council in Mogadishu, Somalia. The findings will provide significant insight and the practical recommendation to ensure the effectiveness and efficiency of NGO operations in conflict-affected areas, thereby contributing to the broader understandings of the project management in the humanitarian sector.

1.3 Purpose of the Study

The purpose of the study was to evaluate how project management techniques affected the performance of non-governmental organizations, using the Danish Refugee Council in Mogadishu, Somalia, as a case study.

1.4 Specific Objectives of the Study

The study aimed at achieving the following specific objectives:

- i. To establish the influence of communication practice on the performance of non-governmental organizations projects in Danish Refugee Council in Mogadishu, Somalia.
- ii. To evaluate the influence of project planning practice on the performance of nongovernmental organizations projects in Mogadishu, Somalia.

- iii. To assess the influence of Government practices on performance of nongovernmental organizations projects in Mogadishu, Somalia.
- iv. To determine the influence of monitoring and evaluation practice on the performance of non-governmental organizations projects in Mogadishu, Somalia.

1.5 Research Questions

- i. What is the influence of communication practice on the performance of non-governmental organizations projects in Mogadishu, Somalia?
- ii. What is the influence of project planning practice on the performance of non-governmental organizations projects in Mogadishu, Somalia?
- iii. What is the influence of government practices on performance of non-governmental organizations projects in Mogadishu, Somalia?
- iv. What is the relationship between monitoring and evaluation practices and the performance of non-governmental organizations projects in Mogadishu, Somalia?

1.6 Significance of the Study

1.6.1 Danish Refugee Council (DRC)- The study will identify the strengths and weaknesses of current project management practices, enabling DRC to adopt strategies that improve efficiency and resource utilization. By understanding the relationship between the project managements practice and the organizational performance, the DRC can implement best practices that lead to better outcomes in its humanitarian projects. The findings will provide empirical data to support policy adjustments and strategic planning.

1.6.2 NGOs Operating in Somalia- Other NGOs can adopt the research findings to benchmark their practices against those of the DRC, promoting shared learning and best practices. Insights from the study can inform training programs for projects managers, equips them with the skills to handle unique challenges in conflict-affected areas like Mogadishu. The study may foster partnerships between NGOs by highlighting the importance of standardized project management practices.

1.6.3 Government and the policy makers in Somalia-The study's outcomes can aid in creating frameworks for better coordination between NGOs and government agencies, avoiding duplication of efforts. Insights will support the formulation of policies that promote accountability, efficiency, and impact among NGOs operating in Somalia. Enhanced NGO performance can contribute to social and economic development, particularly in fragile contexts.

1.6.4 Academicians and Researchers- The research makes addition to the bodies of the knowledge on projects management practices in fragile contexts, filling existing research gaps. Researchers can build on the findings to explore other dimensions of NGO performance or compare practices in different regions. The study provides a valuable case study for students and educators in fields like project management, development studies, and humanitarian aid.

1.7 Scope of the Study

Geographical scope

The Danish Refugee Council (DRC) is based in Mogadishu, Somalia, and this city is the exclusive focus of the study's geographic scope. This means that the study's main focus was on how project managements techniques affect the DRC's projects' performance in relation to Mogadishu. Although the study's conclusions might had wider ramifications

for NGO operations elsewhere, its major focus is still on the experiences and results of the DRC in Mogadishu, Somalia.

Content scope

Finding out how project management approaches impact the performance of NGOs in Mogadishu, Somalia, was the aim of this study. The study specifically looked at the Danish Refugee Council (DRC) in Mogadishu, Somalia, and how they handle planning, communication, government procedures, monitoring, and assessment.

Time scope

The study was carried out over a three-month periods, from November 2024 to April 2025. This timeframe encompassed all key research activities, including data collection, analysis, and preliminary report writing. The selected period was deemed adequate to achieve the study objectives while ensures the reliability and the validity of the findings.

1.8 Limitations of the Study

Security Challenges-Mogadishu, being a conflict-prone area, poses significant security risks, which may hinder data collection or limit access to respondents. Collaborate with local staff or intermediaries familiar with the area to facilitate data collection in safer zones. Use online or remote data collection methods like surveys or interviews via phone or video calls where possible.

Language and Cultural Barriers-Respondents may have diverse cultural backgrounds, and some may prefer communication in Somali or other local languages, which could affect the clarity of responses. Engage translators or bilingual research assistants to ensure clear communication. Pre-test the research instruments to confirm they are culturally sensitive and appropriately worded.

Logistical Constraints-The study may face logistical challenges such as limited transportation or internet connectivity, affecting data collection in remote or poorly connected areas. Plan data collection logistics carefully by identifying accessible locations and leveraging digital tools where feasible. Use local networks to streamline operations and reduce costs.

Resource and Time Constraints- The study may encounter significant challenges related to limited resources and time, which can affect the scope and depth of the research. Insufficient funding may restrict the ability to conduct extensive fieldwork, access advanced data collection tools, or engage a larger research team. Time constraints, on the other hand, may limit the duration available for comprehensive data collections, in-depth analysis, and validation of findings.

To address these challenges, it is essential to develop a well-structured research plan that aligns with the available resources and sets a realistic timeline. This plan should prioritize the key research objectives to ensure the most critical aspects of the study are achieved within the given timeframe. Utilizing cost-effective methods, such as online surveys, focus groups, or virtual interviews, can significantly reduce logistical costs while maintaining the quality of the data collected.

1.9 Delimitations

The study focuses on specific projects management practices, like planning, execution, monitoring, and evaluation, and how these influence the organization's performance. It excludes broader organizational dynamics, such as external political or economic factors. The study primarily considers the perspectives of internal stakeholders, such as project managers and staff, with limited engagement of external stakeholders like beneficiaries

or donors. Data collection methods are restricted to surveys, interviews, and document reviews, potentially excluding other valuable approaches like observational studies.

1.10. Assumptions of the Study

The Danish Refugee Council (DRC) is the subject of the research, with the assumption that project management techniques such as planning, communication, government procedures, and monitoring and evaluation and NGO performance are causally related. It is assumed that better performance outcomes will follow from better project management techniques.

The study made the assumption that there is enough data available for analysis on project management techniques, performance indicators, and contextual factors. Both quantitative data (such as project reports and financial records) are included in this. The study made the assumption that conclusions and findings from the Danish Refugee Council's (DRC) experience in Mogadishu, Somalia, can be applied, at least in part, to other NGOs functioning in comparable environments. It does, however, recognize that every organization and situation is different and that care should be taken when extrapolating findings. It is assumed that better performance outcomes will follow from better project management techniques. It also assumed that external factors beyond the control of the NGO, such as political instability, security risks, economic conditions, and cultural dynamics, may not influence project performance but are not the primary focus of this research.

1.11. Operation and Definition of terms

Project communication: refers to the communication between project stakeholders regarding information, messages, and comments. It includes a range of channels, instruments, and procedures for communication that are employed to guarantee that pertinent data is efficiently conveyed, comprehended, and used during the courses of a projects.

Project planning: is the process of outlining a project's goals, activities, schedule, materials, and deliverables before it is carried out. It entails methodically planning and summarizing all of the different tasks and elements required to completes the projects on schedules, within the budget, and with the desired level of quality.

Government practices: relate to the rules, laws, practices, and measures that are put into place by the government in a specific area. These behaviors can take many different forms and have a big impact on the economy, social services, public welfare, governance, and many other facets of society.

Monitoring and evaluation: is a methodical procedure used to monitor and evaluate how well initiatives, programmes, policies, or interventions are working overtime. In order to ascertain whether goals are being met and to pinpoint areas that want improvement, it entails gathering, evaluating, and interpreting data.

Time: Time is a basic concept that quantifies the amount of time that passes between things like acts, events, or moments. It is a dimension in which things happen one after the other in a sequential fashion. It is frequently seen as an unbreakable flow from the pasts to today to the future. Almost every facet of the human experience from routine activities and interpersonal connections to scientific research and philosophical contemplation is fundamentally influenced by time. It offers a framework for

comprehending how time passes and how change dynamics operate in the environment we live in.

Budget: is a financial plan, usually for an individual, organization, enterprise, or government, that shows projected income and expenses over a given time period. It is a tool for budgeting, establishing financial objectives, and keeping track of financial performance. In order for people and organizations to make wise decisions, meet their financial goals, and practice fiscal restraint, budgets are essential to financial management.

Quality: describes how good or exceptional something is in comparison to its intended use or benchmarks. It includes a range of qualities, traits, or features that add to its total worth, effectiveness, and ability to meet user expectations. A multifaceted idea, quality includes elements of value, performance, dependability, and satisfaction. Prioritizing quality in products, services, and processes is crucial for organizations to sustain their competitive edge, customer loyalty, and long-term prosperity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a conceptual framework, research gaps, a summary of the examined literature, and reviews of the theoretical and empirical literature.

2.2. Empirical review

2.2.1. The Effect of communication on the performance

Institutions all over the world have demonstrated over the last three decades that project communication management can enhance project performance for particular non-governmental organization (NGO) outcomes. Worldwide research has demonstrated the benefits of project communication managements, and the majority of projects have made an effort to integrate it into their daily operations (Melzner et al., 2015).

An increasing amount of research in the US suggests that many project managers (PMs) are not proficient communicators. The involvement of the project team, productivity, and overall profitability may all suffer from this lack of communication skills (Project Management Institute [PMI], 2018). Teams in Europe are frequently needed through the natures of their profession to collaborate on intricate projects from a distance. Research on the most effective methods and strategies that project managers can employ to enhance communication is, nevertheless, scant. The issue with this dearth of research is that many managers lack the knowledge and skills needed to enhance employee communications (Muszynska, 2015).

Ineffective communication techniques can frequently impact project team members' comprehension of diverse goals within the East African Community (EAC). Team members of multinational corporations with sophisticated communication procedures have a higher chance of effectively completing their tasks, according to Browne et al. (2016).

The primary economic activity for the vast majority of people in the EAC, including Rwanda, is agriculture. In Rwanda, eighty percent of the population makes their living mostly from agriculture, either directly or indirectly. All life-sustaining resources as well as coordination and communication amongst multiple teams and stakeholders are essential to assisting small farmers in obtaining financing. As a result, communication is essential for small-scale farmers' programmes to receive financing.

Communication skills are a critical component of project success, as evidenced by the success of projects that have been project managed (Too & Patrick, 2014). According to Joslin and Ralf (2015), communication is real-time interaction that responds to and supports others, inspires employees and customers, and increases accessibility. According to Goetsch and Stanley (2014), a thorough examination of successful communication is required to improve employee outcomes, which have a beneficial impact on organizational outcomes, and to remove barriers to managing a diverse workforce. Thus, the goal of the study is to investigate the relationships between communication and projects performance.

Aminahi (2016) evaluated the implementation of participatory communication in the government-led, International Fund for Agricultural Development (IFAD)-coordinated small farmers' empowerment initiative in Eastern Indonesia. A design for a case study was used. There was little cooperation and communication between the small farmers and

other stakeholders as a result of the low adoption of participatory communication. As a result, there was limited information and knowledge sharing during the project's decision-making stages, which hindered its execution. The program's success was negatively impacted by the inability to come to a consensus on the best scenario and priority areas, which resulted in a lackluster decision-making process.

Komunda (2015) asserts that there are several barriers to efficient communication in project execution. Physical barriers are frequently caused occasioned by environment. One example of a barrier is the one that naturally arises because most staff members are dispersed around the project, making it difficult for them to communicate effectively. Another issue that regularly affects an organization ability to communicate and, ultimately, the quality of services provided is a lack of staff. Faults in the structure or the systems that are in places inside an organizations are known as system design faults. One example of this could be an unclear organizational structure that makes it difficult to figure out who to communicate with. Employees may not know what is expected of them as a result of unclear roles and duties, poor supervision, or inadequate training (Nayebale 2017).

Anyone with the phone, tablets, or the computer terminals can access email instantly by visiting the website. It is helpful for employees in non-governmental organizations to be able to message the CEO via the company website if they have a wonderful idea but are worried that a superior will take credit for it (Mulholland, 2014). The most productive communication channel utilized by non-governmental organizations(NGOs) is meetings. The organization Board meeting serves as the primary decision-making body, and its decisions serve as the foundation for service delivery (Kim et al., 2010). Meetings enable continual feedback and full use of all senses. Brochures, according to the Charles François

(2004), give information concerning the projects and are frequently used as standard informational publications with the intention of persuasion. Authors meticulously arrange the data, frequently taking just as much effort in creating the visual arrangement as they do in crafting the written content. When one-way visual communication is required in non-governmental organizations, this channel functions well.

The 2011 study by Naqvi and Aziz looked at how stakeholder communication affected project performance. From twenty-four software houses, a sample of seventy IT projects was chosen in a separate way. Project managers employed questionnaires to gather data, and sectional results were gathered about the quality of communication by stakeholders and its impacts on the IT projects. Frequency distributions, Pearson correlations, and linear regressions were the three components of data analysis. The outcomes of the research demonstrated a substantial correlation between stakeholder communication and project outcome dependency.

Affare (2012) carrying out research on the evaluation of projects communications management in Ghanaian constructions project. A sample of 97 professionals with D1K1 classification who work with consultants, project clients, and contractors was used in the study. The study finds that projects communications is highly valued in the Ghanaian constructions sector and is widely acknowledged within industries. The study also proved that a lack of communications had contributed to project abandonment, cost overruns, and delays.

The study carried by Afroze and Khan (2017) examined the relationship between international development project performance and effectiveness of the communication methods and projects complexities. Using a survey approach, Project complexity and communication tactics' effects on project performance were evaluated. The study's

findings demonstrated that such behaviors had a significant and positive impact on project performance, while the complexity of the project has little impact on the relationship between communication and performance. Sixty international organizations that participate in these programs were given questionnaires. Websites are another communication tool that non-governmental organizations use to connect with one another and with other organizations throughout the world. Furthermore, the speed at which online content is generated can vary based on the message's goal and target audience (Lock & Araujo, 2020).

Partner organizations, stakeholders, and project teams can work together more effectively and coordinate when there is effective communication inside NGOs. Project execution and activity delivery are facilitated by timely and clear communication, which guarantees that all project participants are aware of their roles and obligations (R. M., & Ashford, 2008).

Engaging stakeholders, including donors, recipients, local communities, governmental organizations, and partner organizations, requires effective communication. NGOs can develop relationships, gain support, and establish trust by providing stakeholders with updates on project goals, progress, problems, and outcomes. These actions can have a favorable effect on the project's ability to carry out its operations. (Cramer, 2016). NGOs are able to recognize possible risks and problems early in the project lifecycle when there is open and transparent communication. NGOs can proactively address issues, manage disagreements, and implement corrective steps by inviting stakeholders to communicate their concerns, feedback, and suggestions. This helps to minimize disruptions and ensure that the project is completed on schedule (Carroll & Buchholtz, 2008).

NGOs can adjust to changing conditions, such changes in donor priorities, legislative changes, or unanticipated events (like natural catastrophes or sociopolitical instability), by having effective communication. NGOs can guarantee the continuity and completion of project operations by keeping lines of communication open, which allows them to swiftly distribute information, modify project plans, reallocate resources, and react nimbly to changing needs (Locke, 2013).

Project teams inside NGOs are empowered to make decisions and accept responsibility for their work when project objectives, expectations, and feedback are well communicated. Open lines of communication encourage team members to feel accountable, trusted, and part of the group, which inspires them to work hard and helps the project's activities be completed successfully. Within NGOs and between projects, communication makes it easier to share innovations, best practices, and lessons learned.

Non-governmental organizations (NGOs) can enhance project delivery procedures and outcomes, learn from past mistakes, and capitalize on achievements by establishing forums for information sharing and reflection. Maintaining communication makes sure that project operations stay in line with the NGO's purpose, vision, and values. NGOs can encourage commitment, devotion, and excitement among project stakeholders by reiterating organizational aims and priorities through messaging and narrative. This will motivate stakeholders to work together towards the project's completion. In NGO initiatives, communication helps with risk identification, evaluation, and mitigation. Project teams can proactively identify potential risks, address issues as they arise, and build contingency plans to avoid negative outcomes by promoting open discussion and information sharing. By ensuring that project risks are managed promptly and effectively, effective risk communication helps to minimize interruptions and improve project (Hillson, 2017).

Engaging stakeholders, such as donors, recipients, local communities, and government organizations, requires effective communication. Building trust, fostering meaningful relationships, and ensuring stakeholders are informed and involved throughout the project lifecycle are all facilitated by transparent and regular communication. Active project participants are more likely to provide support, enlightening viewpoints, and other advantages (Selsky, 2005).

Throughout the project lifecycle, communication plays a crucial role in upholding quality standards by guaranteeing that project requirements are comprehended, conveyed, and executed by all relevant parties. Project teams can monitor progress, pinpoint areas for improvement, and swiftly resolve quality concerns when they have feedback loops and frequent communication channels in place. This helps them provide high-quality project outputs and results (Juran, 2012).

Prompt and precise communication regarding project status, obstacles, and results enables project teams to take proactive measures to resolve problems and make well-informed decisions. Communication facilitates collaborative problem-solving and guarantees that decisions are in the line with the projects objective and stakeholder needs by supplying pertinent information and asking for feedback from stakeholders ((PMI, 2017).

2.2.2. Effects of the project planning on the performance

NGOs can successfully schedule operations and distribute resources when they organize their projects. NGOs can optimize the allocation of resources, including funds, staff, and materials, and improve project performance by proactively defining project objectives, scope, tasks, and timetables (Kerzner, 2017). A project's effective planning process includes determining possible risks and creating plans to mitigate them. NGOs can

improve project performance and resilience by minimizing the likelihood and impact of hazards through risk assessments and the inclusion of contingency plans in the project plan (Wideman, R.M, 2015). Including stakeholders early on in the planning phase of the project facilitates the development of project buy-in and support. NGOs may guarantee that project plans represent stakeholder requirements and expectations, increasing project success and sustainability, by requesting feedback from donors, beneficiaries, partner organizations, and other stakeholders (Bryson &John, 2018).

The study conducted by Novo, Landis, and Haley (2017) examined the significance of project planning in the accomplishment of project management. Determining project managers' leadership competencies and skill sets and how they might support project success were the goals of the study. The outcomes of the research show a direct correlations between project management skills and the planning process. Likewise, there is a strong link between project success and the leadership skills of a projects manager. In their 2017 study, Buba and Tanko examined how projects planning affects the quality performances of construction project. 43 questionnaires in total were sent to three important categories of respondents: Nigerian project managers who worked as quantity surveyor, builder, and the architect. It has been demonstrated that a project managers ability to offer direction is the best leadership styles, improves inter-functional relationships, and raises the artistic quality of the project.

Yang, Huang, and Wu (2011) examined the connection between project planning and project success. The study employed questionnaires to assess the leadership styles of project managers and the success of the projects in terms of scope, budget, quality, and customer satisfaction. The results of the study demonstrate a direct correlation between improved project management leadership and improved team member relationships.

Furthermore, the study found a statistically significant relationship between project performance and collaborative spirit.

Many studies view project planning as a part of the project delivery process, and they base their assessment of its efficacy on the project's performance. One of the most important instruments that stakeholders employ to guarantee the success of initiatives is project planning (Naoum, Fong & Walker, 2004). Well-thought-out project planning makes it easier to set quantifiable goals and deliverables and offers a path for project execution and assessment.

NGOs can improve accountability and transparency by tracking progress, measuring performance, and demonstrating impact more effectively when project milestones, outputs, and success criteria are defined up front (Meredith, 2011). The foundation for efficient monitoring and assessment of project progress and results is laid by project planning. NGOs can monitor their development, evaluate their performance in comparison to predetermined standards, and pinpoint areas for improvement by identifying key performance indicators (KPIs) and putting in place procedures for data collecting and analysis. This makes it possible to make decisions based on facts, increases accountability, and promotes ongoing learning and adaptation, all of which eventually lead to an improvement in project performance over time (Selisho, Joseph, 2014).

Preconstruction planning, also known as pre-contract planning, is the planning that takes place when a project is being conceptualized, designed, and put out to bid. Contrarily, contract planning, or construction planning, refers to the planning carried out while a project is being built (Faniran et al., 2000). Three levels of project planning can be distinguished: the end-user level, which focuses on the project's functional aspects and end product; the technical level, which is concerned with the technical details of the

project deliverables needed to support the functional requirements; and the third level, which is the end-user level of planning, , and the last level is project management, which concentrates on organizing the tasks and procedures that must be completed to guarantee that the technical job is completed successfully (Dvir, Raz & Shenhar, 2003).As can be seen from the above review, there are several types of planning that are done at each of the five stages (conceptual, design, tendering, construction, and closeout) (Dvir et al., 2003).

Dvir et al. (2003) go on to say that project objectives serve as the center of attention for all efforts and activities in project planning. They are also crucial to the process since project plans are created around them. In projects planning, the goals of the project are first established, after which the methods to reach them are developed, presented as project plans, and utilized to assess the goals' accomplishment (Dvir et al., 2003). As a result, projects planning can be thought of as the processes of establishing the goals of the project, as well as the structure, strategies, tactics, targets, and deadlines for achieving them, as well as the means of informing project stakeholders of these goals. In order to identify and assess the available options and choose the best framework, strategy, and tactic to accomplish the project's goals, the project planning process necessitates first defining the expectations of the clients and the resources that are available. (Puthamont & Charoenngam, 2004). The last step in the planning process is to inform the individuals, groups, and organisations involved in their implementation, oversight, and control of the goals as well as the frameworks, techniques, strategies, targets, and deadlines needed to attain them. Several project plans that provide defined strategies to attain defined project objectives are the final outcomes of project planning (Puthamont & Charoenngam, 2007).

2.2.3. Effects of the government practices on performance

Non-governmental organizations (NGOs) obtain funding from diverse sources, such as government contracts, corporate grants, government grants, foundation grants, individual donations, membership fees, fees for products and services, investments, and endowment revenue (Guo, 2006). The government can fund non-governmental organizations (NGOs) in a variety of ways, such as grants, the contracts, the reimbursements, the vouchers, the special tax deductions for the contributions to specific types of organization, or the special taxes break to augment NGOs' general taxes exemptions (Frumkin & Kim, 2002).

The rising financial ties between NGOs and the government have been seen by researchers as both promising and dangerous, and the effects of government funding on NGOs' activities have been a controversial subject (Spooner & Dadich, 2010). Describe the problems with government support for non-governmental organizations. Spooner & Dadich while point out that these issues go beyond just shortfalls and also include the effects of funding contract culture on NGOs' operational practices, In addition to NGOs' increasing organizational fragility, their diminishing capacity to collaborate with other NGOs, and their dwindling ability to contribute to social capital or public policy, the unequal relationship between the government and NGOs, the misalignment of government objectives with NGOs' missions, and government control over NGOs through contract terms all have a significant impact on the existence and extent of transaction costs for both donors and recipient NGOs (Brown & Trout, 2004).

Contractual sponsorship promotes larger NGOs to adopt certain corporate strategies and directly harms small NGOs with significant social capital (Rawsthorne, 2005). Scholars have noted that the growing financial ties between NGOs and the government present both opportunities and risks. Government funding's effects on NGOs' operations have proven to be a controversial subject (Ali, Tahir, 2016).

While identifying the issues with government funding for NGOs, Ali and Tahir also point out that these issues go beyond just shortfalls and include the effects of funding contract culture on NGOs' operational practices. Contractual sponsorship has a direct negative impact on small NGOs with high social capital and encourages larger NGOs to adopt numerous corporate practices. Additionally, the unequal relationship between the government and NGOs, the divergence of government goals and NGOs' missions, and government control over NGOs through the terms of the contract all have a significant impact on the existence and degree of transaction costs for recipient NGOs and donors (Rawsthorne, 2005).

Government contracts may provide NGOs with much-needed financial security, but they may also result in less programmatic flexibility and diminished autonomy (Mitchell, 2014). Because of the contractual and competitive funding model, which treats NGOs like businesses and expects them to show responsibility and higher performance whereas promoting clients with complex needs and managing increased back-office costs, there are concerns about whether NGOs' missions and autonomy may be compromised as a result of their reliance on government funding (Spooner & Dadich, 2010). (Lu, 2015). According to Brown and Trout (2004), the increasing prevalence of provisions requiring non-participation in political discourse as a condition of funding puts the role of NGOs in jeopardy. According to the simple principle of "don't bite the hand that feeds you," government money stifles NGOs' political activities. This implies that non-governmental organizations that depend on government support abstain from opposing political activities and promoting causes that their donors find objectionable or distasteful (Chaves et al., 2004).

The study by Barraket (2006) clarifies the difficulties and chances that non-governmental organizations encounter when assessing their effectiveness and proving their responsibility. It is becoming more and more necessary for NGOs to set up reliable performance assessment systems that can satisfy the various needs of stakeholders as they enter into more contractual and partnership agreements. As NGOs enter into contractual and partnership partnerships, they must adapt to changing expectations for performance measurement. In order to show funders, partners, and beneficiaries that they are accountable, they must have strong processes for monitoring and assessing their performance. NGOs have a variety of stakeholders to answer to, such as the community, clients, members, and government organizations. They have to preserve openness and trust while juggling conflicting demands and expectations. Governments have more control over the goals and procedures of NGOs as their connections with them change. The government's greater participation in regulating NGOs may have an impact on their autonomy and independence. This influence is frequently exerted through reporting requirements and laws, which influence NGO behavior and decision-making. NGOs may have to negotiate challenging regulatory environments while adhering to their core beliefs and mission.

2.2.4 Effects of the monitoring and evaluation on the performance

Monitoring is a continuous process whose main goal is to provide management and important stakeholders of an ongoing intervention with early indications of progress or lack thereof in achieving results. Monitoring and assessment are tools for improving performance and achieving objectives. More specifically, the primary goal of monitoring and evaluation is to measure and assess performance in order to better manage the outputs and outcomes referred to as development results. Evaluation is a process that involves numerous evaluations of varying depth and scope that are conducted at different times in

response to changing needs for evaluative knowledge and learning while working towards a goal. Evaluation is not a one-time event; instead, evaluations of any kind, including project evaluations that evaluate performance, relevance, and other factors, must be connected to results rather than just implementation or instant results (UNDP, 2002). A project, program, or other ongoing intervention could be any type of support for a particular result.

A cross-sectional study approach was used in Juliet Nasambu's investigation of the factors influencing the efficacy of monitoring and evaluation systems in non-governmental organizations in the Lira District of Northern Uganda. The study's target audience consisted of seventy-nine (79) respondents, including managers, M&E officers, and other organization staff members who work closely with the M&E department. A questionnaire was utilized as the data collection tool, and 72 respondents answered 79 of them that the researcher sent out.

According to Nassau's (2016) research, the effectiveness of the M&E system in NGOs in Lira District was influenced by the M&E officers and staff members who had M&E experience and training, made adequate use of M&E information, and regularly collected data from a variety of sources. The fact that organizational personnel could access information, that feedback was obtained following the measurement of project activities, and that staff information demands were satisfied further contributes to the monitoring and the evaluations systems' satisfactory performance. As a result, the study suggests that non-governmental organizations make sure that regular data audits are carried out, that case studies be used to perform an initial assessment of impacts, and that logical framework and outcome mapping be combined (Nasambu, 2016).

Dr. Stephen Wanyonyi Luketero and Nalianya Japheth Micah's study on the efficacy of monitoring and evaluation systems and non-governmental maternal health initiatives in Bungoma South Sub-County, Kenya. The precise objectives were to ascertain how the success of nonprofit maternal health programs is impacted by stakeholder participation in monitoring and evaluation, the kind of information systems utilized for monitoring and evaluation, human resource capability, and monitoring and evaluation plans. Both a descriptive survey methodology and a correlation were applied.

All participants in the execution of maternal health initiatives from the three non-governmental organizations were surveyed. (AA, STC, and CREADIS), with a target population of 101 respondents. Descriptive statistics were used to analyse the data that was gathered using questionnaires. In order to achieve high-quality data, the study suggests that staff job descriptions be in line with their M&E plans, that there be more M&E training opportunities, that staff difficulties be identified through routine data quality assessments, that investments be made in information and communication technology, and that the involvement of 12 stakeholders in monitoring and evaluation be managed (Luketero, 2017).

Phiri (2015) investigated how project performance was affected by monitoring and assessment at African Virtual University (AVU), Kenya. The Virtual University for Cancer Control Network (Vaccines) and the Multinational Project (MNP) are two projects that AVU has successfully finished. A mixed study approach was used to examine survey and ex-post facto data in order to identify any potential relationships between M&E and project performance. For both projects, the Spearman correlation revealed a 0.6 positive association between M&E and project performance. According to the study's conclusions, M&E must be applied entirely and methodically in order to have an impact on project performance.

It is therefore advised that an M&E unit be a part of an institution since projects are executed by organizations with structures. In a research published in 2015, Waithera and Wanyoike examined how project monitoring and assessment affected the effectiveness of youth-funded agribusiness initiatives in Kenya's Bahati Sub-County and Nakuru County. They surveyed the target population for 50 group initiatives funded by the Agribusiness Youth Fund and collected data using structured questionnaires.

The results indicated that, for youth-funded agribusiness initiatives, project monitoring and evaluation performance was only statistically significantly impacted by staff training (p value of 0.01, <0.05). According to the study's findings, managers of youth funds ought to think about providing all youth organizations applying for funding with brief, official training sessions on monitoring and assessment.

In the Kibera Slum in Kenya, community-based development projects implemented participatory monitoring and evaluation systems. Ngatia (2016) studied the institutional determinants of these systems' implementation. A descriptive survey study design was used for this investigation. The target population, which included 138 responders, provided the sample of 122. According to the study's conclusion, there are a number of flaws in Kenya's elements influencing the monitoring and evaluation of government projects. The success of the program will be greatly impacted if these defects are not addressed. These include money needed to cover some of the operating expenses of travelling throughout the sizable Narok East Sub County and inadequate allowances for the M&E committee, which results in subpar M&E activity execution.

2.3: Theoretical Literature Review

2.3.1: Stakeholder Theory

Stakeholder theory, as articulated by Freeman (1994), emphasizes the importance of considering the interests and concern of various individuals and the groups that can affect or be affected by an organization's activities. This theory is particularly relevant to the study of project management practices within NGOs, such as the Danish Refugee Council (DRC), operating in complex environments like Mogadishu, Somalia. The theory informs this study in several ways: Stakeholder theory helps identify the diverse range of stakeholders involved in NGO projects, including beneficiaries, donors, local communities, and government entities (Bourne, 2009). Understanding these stakeholders and their needs is crucial for assessing how project management practices align with stakeholder expectations and contribute to project success. By applying stakeholder theory, this study can explore how stakeholder engagement practices impact community trust and project outcomes. Hill and Jones (2012) argue that effectively managing stakeholder relationships can enhance trust and cooperation, which is vital in conflict-affected areas where stakeholder relationships are often strained.

The theory underscores the importance of making decisions that balance stakeholder interests (Danny, 2014). This approach will guide the analysis of how the DRC's project management practices address stakeholder concerns and adapt to their needs, thereby affecting the overall performance of the organization.

2.3.2: Realistic Evaluation Theory

Realistic evaluations theory, developed by Pawson and Tilley (1997), is based on the principle that programs and interventions work differently depending on the context and

the interactions between various stakeholders. This theory contributing to the study in the following manner:

Realistic evaluation emphasizes understandings how and why project management practices work in specific contexts (Stern, 2015). This is crucial for analyzing the DRC's practices in Mogadishu, where political instability and resource constraints may influence project outcomes.

The theory supports the investigation of how project management practices can be adapted to varying conditions and stakeholder reactions (Westhorp, 2014). This will help identify how the DRC can refine its practices to better meet the challenges of the operational environment in Mogadishu. Realistic evaluation encourages a thorough examination of the mechanisms through which project management practices impact performance (Marchal et al., 2015). This approach will guide the assessment of the DRC's practices and their effectiveness in achieving project goals.

2.3.3: Theory of Project Management

The theory of projects management, as discussed by Koskela (2000) and Whetten (1989), provides a framework for understanding the principles and practices that guides effective projects management. This theory informs the study by:

The theory offers prescriptive guidelines on how project activities should be organized and controlled to achieve objectives. This helps in evaluating the DRC's project management practices in terms of their alignment with best practices and their effectiveness in achieving project goals.

The theory categorizes project goals into production, internal, and external objectives (Koskela, 2000). This framework will be used to assess how the DRC's practices address these goals, including the production of project outputs, cost management, quality assurance, and adaptability to changing conditions. The theory emphasizes the

importance of developing and refining project management systems (Whetten, 1989). This will guide the examination of how the DRC's project management systems are designed, implemented, and improved over time to enhance project performance. These theories provide a comprehensive framework for analyzing the impacts of the project management practices on the performance of NGOs like the DRC in Mogadishu, Somalia. They offer insights into stakeholder management, contextual adaptation, and systematic project management, which are crucial for understanding and improving the effectiveness of NGO operations in conflict-affected areas.

2.4. Conceptual Framework

The relationships between the performance of NGO projects (dependent variable) and project management methods (independent variable) is hypothesized and illustrated in the conceptual framework. It implies that NGOs' adoption and application of efficient project management techniques have the favorable impacts on the results of project performance.

It specifically suggests that NGOs are most likely to have successful project outcomes in the terms of efficiency, effectiveness, impact, quality, and sustainability if they use strong project management practices, such as thorough planning, effective communication, government practices, and monitoring and the evaluation. On the other hand, non-governmental organizations that employ insufficient or inefficient project management techniques could face difficulties such project delays, budget overruns, scope creep, unsatisfied stakeholders, and unfulfilled project objectives.

Independent Variable

Dependent Variable

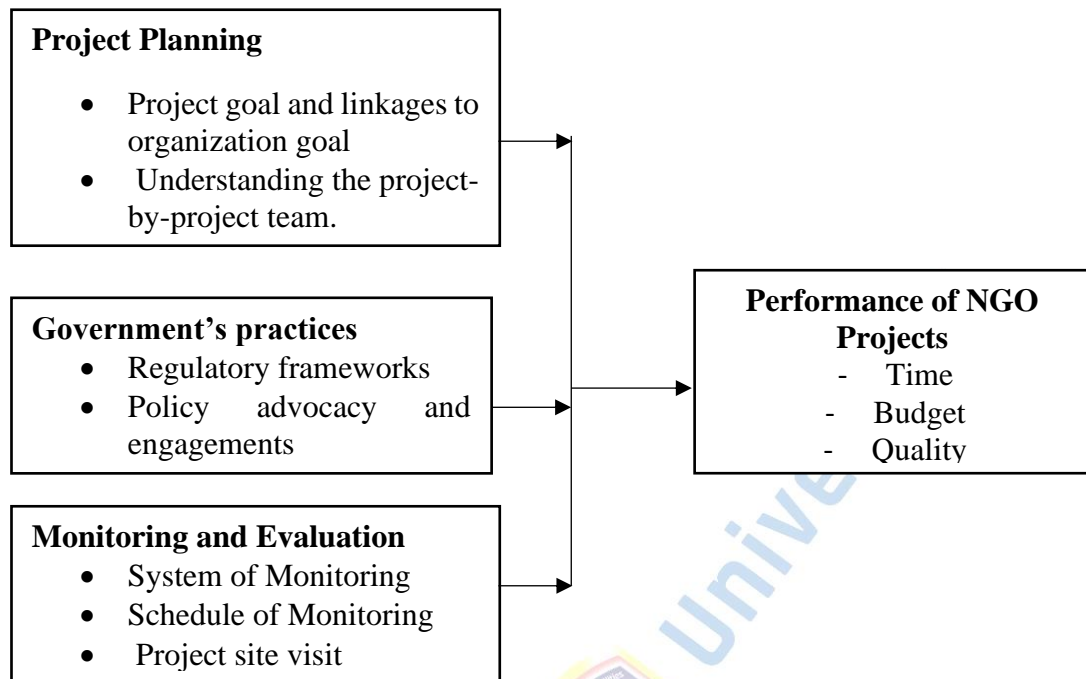


Figure 1: Conceptual Framework

Source: Researcher,2024

2.5. Research gap

The literature reviewed above shows that a number of empirical research on project management practices and their various roles have been carried out. The results of these studies, however, are not definitive since there was a content gap in the earlier research because none of the studies highlighted the distinct and direct contributions of each of the project management practice components communication, planning, government practice, monitoring, and evaluation. Furthermore, none of the earlier research was done in the context of Mogadishu or Somalia in general. Based on these deficiencies, a study was conducted on the Danish Refugee Council (DRC), a nonprofit organization in Mogadishu, Somalia, to examine the impact of project management practices on the performance of non-governmental organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter covers a number of topics, including the target audience, research design, sample size, sampling procedure, data sources, data collection instruments, validity and reliability of the research tools, data analysis, and ethical considerations..

3.2 Research Methodology

This study employed a mixed-methods research design, integrating both the qualitative and the quantitative approaches. The quantitative approach helped analyse numerical data related to project management practices and organizational performance, while the qualitative approach will provide deeper insights through detailed descriptions and narratives. The mixed-methods approach provided a comprehensive understanding of how project management practices influence the performance of the Danish Refugee Council, offering both measurable data and rich contextual insights. This methodology will enhance the reliability and depth of the findings.

3.3. Research Design

To ascertain how project management techniques affect non-governmental organizations' performance of the Danish Refugee Council (DRC) of nonprofit organizations in Mogadishu, Somalia, the study used a descriptive research approach. One purpose of design is to guarantee that the evidence gathered during a study aids a researcher in providing as clear an answer as feasible to the starting questions (De Vaus, 2001). Because it allowed the researcher to raise questions about the impacts of project management practices on non-governmental organization performance, the research

design was adequate. The study employed a quantitative methodology as well. The quantitative component focuses on testing and analyzing factors that are quantified and measured.

3.4 Location of the study

The study will be conducted in Mogadishu, the capital city of Somalia, which serves as the headquarters for the Danish Refugee Council (DRC) operations in the country. Mogadishu is situated in the southern part of Somalia, along the Indian Ocean, and is a central hub for humanitarian and development efforts. The DRC's main office in Mogadishu coordinates multiple programs, including emergency response, livelihood development, and infrastructure projects, making it a suitable site for this study.

The central office in Mogadishu, where strategic planning, resource allocation, and monitoring and evaluation activities are coordinated. This office houses key personnel, including project managers, program officers, and senior staff, who will be critical to the research. These include operational areas within Mogadishu where the DRC implements its projects, such as internally displaced person (IDP) camps, livelihood training centers, and community infrastructure projects. Field staff and team leaders actively engaged in project implementation will provide valuable insights.

As part of its operations, the DRC collaborates with local NGOs, community-based organizations, and government agencies. Interviews and data collection may extend to these partner locations to gather diverse perspectives on project management practices. Mogadishu's dynamic environment, characterized by ongoing humanitarian needs and development challenges, provides a relevant and practical setting for exploring how project management practices influence the performance of non-governmental organizations.

3.5. Target Population

According to McIntyre (1999), the population as a whole is the total numbers of people in a given groups. The wider group that the researcher eventually hopes to reach is known as the target populations. The study's target populations consisted of 150 employees who work for the non-governmental Danish Refugee Council (DRC) in Mogadishu, Somalia. (Department, 2020).

Table 1: Target Population

Categories	frequency	Percentage
Food security	22	15.0%
Camp Coordinator	32	21.1%
Supply chain Department	40	26.6%
HR department	25	16.5%
Its department	15	10.1%
Accounting department	16	11.0%
Total	150	100%

3.6. Sample Size

In order to choose the desired respondents, the study's sample was selected using the purposive sampling method, and the majority of respondents were employees of the non-governmental Danish Refugee Council (DRC) in Mogadishu, Somalia. The researcher used Taro Yamane's sample size calculation formula to determine the study's sample size because it is simple to use, has a small margin of error, is more accurate, and is statistical in nature.

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

Where; N = total populations [150]

n= total sample size.

E= desired margin error [0.05]

$$n = \frac{150}{1 + 150[0.05]^2}$$

n= 109 respondents

Table 2: Sample Size

Categories	Sample size	Percentage
Food security	16	15.0%
Camp Coordinator	23	21.1%
Supply chain Department	29	26.6%
HR department	18	16.5%
Its department	11	10.1%
Accounting department	12	11.0%
Total	109	100%

3.7. Data Collection Instruments

Both primary and secondary data sources are used in the study. The researcher collected primary data through questionnaires, secondary data from reports, and material from the internet and textbooks. The questionnaires were distributed to the respondents by the researcher herself.

3.8. Validity and Reliability of the Instruments

3.8.1. Validity of the instruments

Validity, according to Saunders et al. (2007), is the extent to which a data collection tool accurately assesses what it is intended to evaluate. To verify the validity of the study tools, a questionnaire draft was discussed with the supervisor of the researchers and the two research specialists. The supervisor provided advice on the format, structuring, grammar, and language of the questionnaire.

After that, an index of content validity was calculated using the following formula.

$$CVI = \frac{ITEMS\ IDENTIFIED\ AS\ SUITABLE\ (21)}{TOTAL\ NUMBER\ OF\ ITEMS\ (24)}$$

The calculated content validity index (CVI) must be greater than 0.87 in order for the data collection tool to be considered genuine. This is because research instruments are considered valid if they have a validity coefficient of at least 0.70 (Oso & Onen, 2008).

3.8.2. Reliability of research instruments

According to Mugenda and Mugenda (2013), reliability is the degree to which a research instrument produces consistent data or findings after multiple trials. This study's pilot test was carried out in Hargeissa, Somalia, at the Danish Refugee Council. As recommended by Cooper and Schindler (2003), a pilot test was carried out to evaluate the reliability of research instruments. It was completed before the real data collecting. The Cronbach's Coefficient Alpha was used to test the instrument's reliability and Cronbach's Coefficient Alpha results are considered reliable with the coefficient value above the standard value of 0.7 (Mugenda & Mugenda, 2013).

3.9. Data Analysis and Presentation

Version 24 of the Statistical Package for Social Science (SPSS) was utilized to analyze the quantitative data. Descriptive statistics were used to describe the characteristics of the collected data. Multiple Regression Analysis, Analysis of Variance (ANOVA), and Pearson's correlation were used to determine the relationships between the study variables. The researcher used numerous regression models to ascertain if the independent and dependent variables were related. The model is shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha = \text{error term}$$

Y = Performance

β_0 = the constant term;

X1 = Project Communication Practice;

X2 = Project Planning practice;

X3 = Government practice;

X4 = Monitoring and the evaluation practice and α = error term

The research finding will be presented in the form of means, standard deviation and tables.

3.10. Ethical Considerations

The research contacted the Danish Refugee Council (DRC) in Mogadishu, Somalia. The researcher adhered to strict ethical guidelines to ensure the protection and rights of all participants. Every responder received a thorough explanation of the study's goals, purpose, and scope prior to their involvement. Participants were given a written informed consent form that made sure they understood their rights, that participation in the study was optional, and that they could leave at any time without facing any repercussions.

Participants were informed about how their data was to be used and that their responses were solely be used for the academic purposes. The privacy of all participants was safeguarded. Identifiable information removed or anonymized to ensure that no respondent could be linked to their answers. All data collected was securely stored, and access was restricted to the researcher and authorized supervisors. The data was destroyed or securely archived upon the completion of the research as per institutional guidelines.

Participation in this research were entirely voluntary and every effort was made to avoid harm to respondents, whether psychological, social, or emotional. The questionnaire was carefully structure to avoid any distressing or sensitive topics. Throughout the research process, the researcher-maintained honesty and openness when interacting with participants. Ethical approval was obtained from Mount Kenya University's Institutional

Review Board before data collection begin. Additionally, permission to conduct the research within the Danish Refugee Council was granted by relevant authorities in Mogadishu, Somalia.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter includes the research findings and discussions based on the data acquired during the investigation. It begins by analyzing the response rate and the reliability of the data through statistical tests. The demographic characteristics of the respondents are then examined to provide context for the subsequent analysis. Descriptive statistics are used to summarize and describe the key features of the data, followed by correlation analysis to explore the relationships between the study variables. Finally, regression analysis is conducted to establish the predictive strength and significance of the variables, offering insights into the research objectives and hypotheses.

4.2 Response Rate

The response rate represents the proportion of participants who completed and returned the survey instruments relative to the total numbers of targeted respondents. This section outlines the number of questionnaire distributed, those successfully collected, and the percentage of valid responses.

Table 3: Response Rate

Response	Frequency	Percentages
Returned questionnaires	104	95
Unreturned questionnaires	5	5
Total	109	100

Source: Researcher (2024)

The response rate for the study is quite high, with 104 questionnaires returned out of 109 distributed, accounting for 95% of the total responses. This indicates a good level of

engagement from the participants, reflecting positively on the effectiveness of the data collection process. However, there were 5 unreturned questionnaires, which constitute 5% of the total distributed. While this number is relatively low, it still represents a small portion of non-responses, which could introduce some bias if the unreturned questionnaires were systematically different in any way from those that were returned.

The response rate of 95% is generally considered robust, suggesting that the study's data is likely representative of the target population. This high response rate improves the reliability of the results and lends credibility to the findings. However, the 5% of unreturned questionnaires may pose a slight limitation, especially if these non-respondents share distinct characteristics or views that are not captured in the responses

4.2.1 Tests of Reliability

The findings of reliability tests that were carried out to evaluate the consistency and dependability of the research tools are shown in this part.

Table 4: Reliability Tests

Category	Cronbach Alpha	No. of Items	Remarks
Communication	0.821	5	Accepted
Project Planning	0.882	5	Accepted
Government Practice	0.762	5	Accepted
Monitoring and evaluation	0.834	5	Accepted

Source: Researcher (2024)

Communication (0.821) is considered a good level of internal consistency, suggesting that the items measuring communication are highly reliable. Project Planning (0.882), this value is even higher, indicating a very strong internal consistency among the items assessing project planning. Government Practice (0.762), while slightly lower than the others, a value above 0.7 still indicates an acceptable level of reliability, meaning the

items measuring government practices are consistently grouped together. Monitoring and Evaluation (0.834) also falls within the acceptable range, indicating a strong internal consistency for the items related to monitoring and evaluation.

The Cronbach Alpha values for all four categories fall within the acceptable range (typically above 0.7), meaning that the instruments used to measure each category are reliable. The highest reliability was found in the Project Planning category, had a Cronbach Alpha of 0.882, suggesting the best consistency. Overall, the reliability results imply that the scales used to evaluate the constructs are trustworthy, which supports the validity of the findings.

Although all categories have acceptable reliability, researchers could consider revising or refining items that might show slightly lower internal consistency, such as in the Government Practice category (0.762), to ensure even greater reliability. Conducting a factor analysis to identify any items that may not align well with the construct they intend to measure could be beneficial. Additionally, for future studies, ensuring that items are clearly worded and culturally appropriate will further enhance the reliability and relevance of the measurement tools.

4.3 Demographic Data

In order to put the study's findings in context, this section analyzes the respondents' demographic traits.

Table 5: Gender of the Respondent

Category	Frequency	Percentage
Male	77	74
Female	27	26
Total	104	100

Source: Researcher (2024)

The gender distribution of respondents shows that a significant majority, 77 individuals (74%), are male, while 27 individuals (26%) are female. This indicates a notable gender imbalance among the respondents, with males constituting nearly three-quarters of the sample population. The disparity suggests that males may dominate roles or positions relevant to the study context within the Danish Refugee Council in Mogadishu.

The gender distribution could be indicative of the cultural, societal, or institutional factors influencing gender representation in project management or NGO operations in Somalia. Male predominance may reflect traditional gender roles or barriers to female participation in such roles. This imbalance underscores the need for further investigation into gender equity within the organization and the broader sector to ensure diverse viewpoints and inclusive practices are promoted.

The results reveal a gender disparity among the respondents, which may reflect broader gender dynamics within the organizational or project management field in Mogadishu. While the data provides valuable insights, the underrepresentation of females could mean that their perspectives are not fully captured, potentially limiting the inclusiveness of the findings.

Table 6: Age bracket of the Respondent

Category	Frequency	Percentage
21 – 35 years	33	32
36 – 45 years	47	45
46 – 55 years	20	19
56 and above years	4	4
Total	104	100

Source: Researcher (2024)

The age distribution of respondents indicates that the majority, 47 individuals (45%), fall within the 36–45 years age bracket, followed by 33 respondents (32%) aged 21–35 years.

A smaller portion of the sample, 20 respondents (19%), belong to the 46–55 years age group, while only 4 individuals (4%) are aged 56 years and above. This distribution suggests that most respondents are in the prime working-age categories, with younger and older age groups being less represented.

The age distribution aligns with trends in the workforce, where individuals aged 36–45 are typically at the peak of their careers, holding significant positions and responsibilities in organizations like NGOs. The presence of a notable percentage of respondents aged 21–35 suggests active involvement of younger professionals, potentially reflecting initiatives to include emerging talent. However, the low representation of those aged 56 and above may highlight potential issues such as retirement policies, age-related workforce preferences, or challenges faced by older individuals in remaining active within the sector. Understanding these dynamics is important for creating age-inclusive policies and fostering intergenerational collaboration in project management practice

According to the data, most responders are between the ages of 36 and 45, which may indicate that they are more actively involved in study-related activities or obligations. The relatively lower representation of individuals aged 56 and above may reflect a reduced workforce participation at older ages, while the underrepresentation of those aged 21–35 could indicate limited entry-level opportunities or younger professionals transitioning into these roles.

Table 7: Number of years of experience of the respondent

Category	Frequency	Percentage
Less than 3 years	27	26
3 to 5 years	37	36
More than 5 years	40	38
Total	104	100

Source: Researcher (2024)

The distribution of respondents by number of years of experience is shown in Table 7. A noteworthy percentage of those surveyed, 40 people (38%), have more than 5 years of experience, suggesting a relatively experienced workforce within the organization. The second-largest group consists of 37 respondents (36%) with 3 to 5 years of experience, while 27 respondents (26%) have less than 3 years of the experience. This indicates that the majority of the respondents possess considerable experiences in the field, with a smaller proportion being relatively new to the work.

The distribution suggests that most respondents have a solid background in project management or related fields, with almost three-quarters (74%) having 3 or more years of experience. This suggests that the sample consists largely of individuals with a good level of expertise and practical knowledge. The relatively small proportion of respondents with less than 3 years of experience could indicate that newer employees or those in entry-level roles are underrepresented, potentially reflecting the difficulty of reaching these individuals for surveys or interviews, or the nature of the roles they occupy within the NGO.

The study's conclusions are more reliable and valid because a large portion of respondents had more than three years of experience, as these individuals are likely to provide informed and valuable insights based on their work history. Their comprehension of project management techniques and how they affect organizational performances may improve as a result of this experiences. The small number of respondents with less than 3 years of experience suggests that future studies may need to ensure broader inclusion of newer staff to provide a more comprehensive view of the workforce and its diverse experiences.

Table 8: Education Background

Category	Frequency	Percentage
High school	0	0
Diploma level	39	38
Degree level	47	45
Master's degree	18	17
Total	104	100

Source: Researcher (2024)

Table 8 presents the educational background of the respondents, showing that the majority of respondents have completed either diploma level education (39 individuals, 38%) or degree level education (47 individuals, 45%). A smaller proportion of respondents hold a master's degree (18 individuals, 17%), and no respondents reported having only completed high school education. This distribution highlights a well-educated sample, with a focus on those holding tertiary qualifications.

The dominance of respondents with a degree level education (45%) suggests that the workforce in the Danish Refugee Council is composed primarily of individuals with higher education, which is often a requirement for roles in NGOs, especially in positions related to project management, administration, and strategy. The 38% of respondents with a diploma indicates that there is also a significant portion of staff who possess vocational or specialized training, which may be critical for operational roles. The smaller percentage of individuals with master's degrees (17%) suggests that while higher academic qualifications are present, they may not be as prevalent in the field, potentially reflecting the practical, hands-on nature of the work or the limited availability of advanced education programs in Somalia.

The educational background of the respondents indicates that the workforce is highly educated, with most individuals possessing at least a diploma or degree. This educational

profile supports the idea that employees in the Danish Refugee Council probably has the expertise and abilities needed for their project management positions.

However, the absence of high school-only respondents and the relatively low proportion of respondents with a Master’s degree may suggest a moderate level of specialization and professional training within the organization. When analyzing the study's findings, this distribution should be considered, as higher educational levels can contribute to more informed and experienced insights into project management practices and NGO performance.

4.4 Descriptive Statistics

The main features of the data gathered are summarized in this part, with an emphasis on metrics like mean and standard deviation. The analysis aims to give a clear understanding of the central tendencies and dispersion of the variables under investigation.

Table 9: Communication

	N	Mean	Std. Deviation
High project performance results from communication amongst all team members, which binds them to a shared set of tactics.	104	1.9712	.21841
Information sharing between interested parties	104	2.2212	.41703
User feedback to/from project personnel	104	2.9808	.13800
Information accessibility to aid in decision-making	104	3.0096	.09806
Using project management tools	104	3.0962	.29623

Source: Researcher (2024)

The results of this study support the empirical literature by showing how important good communication is to the success of a project. This is a summary:

On communication connects team members to shared strategies. The mean of 1.9712 with low variability ($SD = 0.21841$) underscores strong agreement among respondents that communication fosters alignment to shared strategies, enhancing project performance. This is consistent with Melzner et al. (2015), who highlight that project communication management enhances NGO project outcomes, and Joslin and Ralf (2015), who assert that effective communication inspires employees and improves outcomes.

On the exchange of information among stakeholders. A mean of 2.2212 with a moderate standard deviation ($SD = 0.41703$) shows general agreement with some variation in how respondents perceive its effectiveness. This finding supports Naqvi and Aziz (2011), they discovered a strong correlation between project performance and stakeholder communication. However, the variation may reflect the communication barriers noted by Komunda (2015), such as dispersed teams and unclear organizational structures.

On whether feedback to/from project staff and users. The low mean score of 2.9808 with a low SD (0.13800) suggests consistent agreement that feedback processes enhance project outcomes. Feedback loops as described by Carroll and Buchholtz (2008) and Cramer (2016) emphasize that regular communication improves decision-making, addresses issues early, and fosters trust, aligning with this finding.

On the information's accessibility for making decisions. The high mean score of 3.0096 with very low variability ($SD = 0.09806$) indicates strong agreement on the importance of information availability for decision-making. This is aligned with Locke (2013), who noted that timely access to information enables NGOs to adapt to dynamic conditions, such as donor priorities or unexpected events.

On application of project management tools. The highest mean score (3.0962) and moderate variability ($SD = 0.29623$) reflect the essential role of project management tools in facilitating effective communication. This finding is consistent with Affare (2012), who emphasized that communication tools significantly contribute to project success and prevent issues like delays and cost overruns. PMI (2018) also highlighted the value of structured communication approaches using tools.

Table 10: Project Planning

	N	Mean	Std. Deviation
Project planning facilitates the communication of project goals, tactics, and methods for achieving them.	104	2.2596	.62310
Project planning results in the accomplishment of project objectives, such as timely and resource-efficient completion.	104	2.6731	.47136
Project failure results when there is no work breakdown framework in place.	104	2.9615	.19324
Risk management inspires team members and helps the project reach its objectives.	104	3.0288	.21841
Participation in time estimation and budget creation inspires members and helps the project reach its objectives.	104	3.3558	.48106

Source: Researcher (2024)

Table 10 presents findings related to project planning and its impact on project outcomes, with a focus on communication, goal achievement, work breakdown structure, risk planning, and budget involvement. The responses are measured on a scale, with mean values representing the central tendency and standard deviations reflecting the variation in respondents' opinions.

On whether communication connects team members to shared strategies. The mean of 1.9712 with low variability ($SD = 0.21841$) underscores strong agreement among

respondents that communication fosters alignment to shared strategies, enhancing project performance. This is consistent with Melzner et al. (2015), who highlight that project communication management enhances NGO project outcomes, and Joslin and Ralf (2015), who assert that effective communication inspires employees and improves outcomes.

On whether exchange of information among stakeholders. A mean of 2.2212 with a moderate standard deviation ($SD = 0.41703$) shows general agreement with some variation in how respondents perceive its effectiveness. This finding supports Naqvi and Aziz (2011), who discovered a strong correlation between project effectiveness and stakeholder communication. However, the variation may reflect the communication barriers noted by Komunda (2015), such as dispersed teams and unclear organizational structures.

On whether feedback to/from project staff and users. The low mean score of 2.9808 with a low SD (0.13800) suggests consistent agreement that feedback processes enhance project outcomes. Feedback loops as described by Carroll and Buchholtz (2008) and Cramer (2016) emphasize that regular communication improves decision-making, addresses issues early, and fosters trust, aligning with this finding.

On the information's accessibility for making decisions. The high mean score of 3.0096 with very low variability ($SD = 0.09806$) indicates strong agreement on the importance of information availability for decision-making. This is aligned with Locke (2013), who noted that timely access to information enables NGOs to adapt to dynamic conditions, such as donor priorities or unexpected events.

On application of project management tools. The highest mean score (3.0962) and moderate variability ($SD = 0.29623$) reflect the essential role of project management tools in facilitating effective communication. This finding is consistent with Affare (2012), who emphasized that communication tools significantly contribute to project success and prevent issues like delays and cost overruns. PMI (2018) also highlighted the value of structured communication approaches using tools.

Table 11: Government Practice

	N	Mean	Std. Deviation
Government support and collaboration positively impact the overall performance of NGO projects.	104	2.2019	.50971
Clarity and consistency in government regulations and policies facilitate smoother implementation of NGO projects	104	2.5577	.49907
Government funding and resources significantly contribute to the success of NGO projects.	104	2.9231	.30185
Regulatory hurdles and bureaucratic processes hinder the efficiency and effectiveness of NGO projects.	104	3.0000	.00000
Government involvement in NGO projects ensures better alignment with national development goals and priorities.	104	3.1923	.39602

Source: Researcher (2024)

Table 11 provides insights into the influence of government practices on the performance of NGO projects, focusing on support, regulations, funding, bureaucracy, and alignment with national goals.

On government support and collaboration. Government support and collaboration positively impact NGO project performance (Mean: 2.2019, $SD: 0.50971$). Guo (2006)

highlights the diverse funding and collaboration models that the government provides to NGOs, such as contracts and grants, emphasizing their potential to improve NGO operations. However, Spooner & Dadich (2010) note that government-NGO financial relationships also introduce challenges, including operational rigidity and diminished autonomy. The finding aligns with literature that government collaboration is beneficial but nuanced, as benefits may coexist with challenges.

On clarity and consistency in government regulations. Clear and consistent government policies facilitate smoother NGO project implementation (Mean: 2.5577, SD: 0.49907). Brown & Trout (2004) argue that regulatory clarity can reduce transaction costs for NGOs, supporting efficient implementation. However, they also warn that overly prescriptive regulations can limit flexibility. The finding agrees with literature that clarity in policies supports implementation while acknowledging potential pitfalls of regulatory rigidity.

On government funding and resources. Government funding significantly contributes to NGO project success (Mean: 2.9231, SD: 0.30185). Frumkin & Kim (2002) assert that government funding provides essential financial security for NGOs, aligning with this finding. However, Mitchell (2014) warns that reliance on government funding might reduce programmatic flexibility. The finding aligns with literature emphasizing the positive role of government funding, while recognizing risks of diminished autonomy as noted by Lu (2015).

On regulatory hurdles and bureaucratic processes. Regulatory hurdles hinder NGO efficiency and effectiveness (Mean: 3.0000, SD: 0.00000). Spooner & Dadich (2010) identify regulatory hurdles as a major barrier, increasing operational costs and reducing the ability to meet complex needs. Barraket (2006) also highlights challenges posed by

stringent reporting requirements. The unanimous agreement in the findings strongly supports the literature's critique of bureaucratic processes as detrimental to NGO efficiency.

On government involvement and national development goals. Government involvement ensures better alignment with national development goals (Mean: 3.1923, SD: 0.39602).

Barraket (2006) observes that government partnerships often promote alignment with broader development goals, though this may lead to reduced NGO autonomy. Brown & Trout (2004) discuss how government priorities can shape NGO agendas. The findings align with the literature emphasizing the role of government involvement in aligning NGO projects with national priorities, though autonomy concerns are acknowledged.

Table 12: Monitoring and the evaluation

	N	Mean	Std. Deviation
The presence of a robust monitoring and evaluation system enhances the overall performance of NGO projects.	104	2.7981	.40338
Regular monitoring allows NGOs to identify and address issues promptly, leading to improved project outcomes	104	2.9615	.23824
Evaluation helps NGOs measure the effectiveness and impact of their projects on the intended beneficiaries	104	3.1635	.42060
Engaging stakeholders in the monitoring and evaluation process improves project relevance and sustainability	104	3.4808	.52103
Effective monitoring and evaluation contribute to increased accountability and transparency within NGOs	104	3.5192	.53934

Source: Researcher (2024)

Data on how monitoring and evaluation (M&E) procedures affect NGO project performance is shown in Table 12. Different degrees of agreement are found in the responses on important M&E aspects:

On government support and collaboration. Government support and collaboration positively impact NGO project performance (Mean: 2.2019, SD: 0.50971). Guo (2006) highlights the diverse funding and collaboration models that the government provides to NGOs, such as contracts and grants, emphasizing their potential to improve NGO operations. However, Spooner & Dadich (2010) note that government-NGO financial relationships also introduce challenges, including operational rigidity and diminished autonomy. The finding aligns with literature that government collaboration is beneficial but nuanced, as benefits may coexist with challenges.

On clarity and consistency in government regulations. Clear and consistent government policies facilitate smoother NGO project implementation (Mean: 2.5577, SD: 0.49907). Brown & Trout (2004) argue that regulatory clarity can reduce transaction costs for NGOs, supporting efficient implementation. However, they also warn that overly prescriptive regulations can limit flexibility. The finding agrees with literature that clarity in policies supports implementation while acknowledging potential pitfalls of regulatory rigidity.

On government funding and resources. Government funding significantly contributes to NGO project success (Mean: 2.9231, SD: 0.30185). Frumkin & Kim (2002) assert that government funding provides essential financial security for NGOs, aligning with this finding. However, Mitchell (2014) warns that reliance on government funding might reduce programmatic flexibility. The finding aligns with literature emphasizing the

positive role of government funding, while recognizing risks of diminished autonomy as noted by Lu (2015).

On regulatory hurdles and bureaucratic processes. Regulatory hurdles hinder NGO efficiency and effectiveness (Mean: 3.0000, SD: 0.00000). Spooner & Dadich (2010) identify regulatory hurdles as a major barrier, increasing operational costs and reducing the ability to meet complex needs. Barraket (2006) also highlights challenges posed by stringent reporting requirements. The unanimous agreement in the findings strongly supports the literature's critique of bureaucratic processes as detrimental to NGO efficiency.

On government involvement and national development goals. Government involvement ensures better alignment with national development goals (Mean: 3.1923, SD: 0.39602). Barraket (2006) observes that government partnerships often promote alignment with broader development goals, though this may lead to reduced NGO autonomy. Brown & Trout (2004) discuss how government priorities can shape NGO agendas. The finding aligns with literature emphasizing the role of government involvement in aligning NGO projects with national priorities, though autonomy concerns are acknowledged.

Table 13: Performance of NGO Projects

	N	Mean	Std. Deviation
Projects are typically completed on time due to effective planning and management.	104	4.4808	.50205
The allocated budget is usually sufficient for the successful completions of the projects.	104	4.7115	.45524
Projects often meet the expected quality standards set during the planning phase.	104	4.7596	.42939

Delays in project timelines negatively affect the overall success of NGO projects.	104	4.9327	.25177
Strict adherence to the project budget leads to better project outcomes and quality.	104	4.9327	.25177

Source: Researcher (2024)

Table 13 explores the performance of NGO projects based on respondents' perceptions. The findings reveal: A mean of 4.4808 with a standard deviation of 0.50205 shows strong agreements that projects are typically completed on time due to effective planning and management. The moderate variability suggests that this may not always be the case. A higher mean of 4.7115 and a standard deviation of 0.45524 demonstrate a general consensus that allocated budgets are usually sufficient for successful project completion.

With the mean of 4.7596 and a standard deviation of 0.42939, respondent strongly agree that projects often meet the expected quality standards set during the planning phase, showing consistent performance in this area. A very high mean of 4.9327 and a low standard deviation of 0.25177 reflect a nearly unanimous agreement that delays in project timelines negatively affect the overall success of NGO projects. Similarly, a mean of 4.9327 with a standard deviation of 0.25177 highlights the critical role of strict budget adherence in achieving better project outcomes and quality.

4.5 Correlation Analysis

This section examines the strengths and the direction of relationships between the study variables using correlation analysis.

Table 14: Correlations results

		Comm unicati on	Project Plannin g	Governm ent Practice	Monitoring And Evaluation
Comm unicati on	Pearson	1	.142	-.101	-.019
	Correlation				
	Sig. (2-tailed)		.152	.306	.851
	N	104	104	104	104
Project Planni ng	Pearson	.142	1	.022	.029
	Correlation				
	Sig. (2-tailed)	.152		.825	.770
	N	104	104	104	104
Govern ment Practic e	Pearson	-.101	.022	1	.123
	Correlation				
	Sig. (2-tailed)	.306	.825		.213
	N	104	104	104	104
Monito ring And Evalua tion	Pearson	-.019	.029	.123	1
	Correlation				
	Sig. (2-tailed)	.851	.770	.213	
	N	104	104	104	104
Perfor mance Of Ngo Project s	Pearson	.196*	.024	.048	.135
	Correlation				
	Sig. (2-tailed)	.046	.807	.629	.171
	N	104	104	104	104

Source: Researcher (2024)

There is a weak positive correlation, which is statistical significance at the 5% level ($p < 0.05$). The significant weak positive correlation ($p = 0.046$) indicates that as communication improves, there is a small but meaningful improvement in the performance of NGO projects. This suggests that effective communication practices contribute positively to project success.

The correlation is negligible and not statistically significant ($p > 0.05$). The correlation with performance ($p = 0.807$) is negligible and statistically

insignificant, implying that project planning, as practiced or measured in this context, does not directly influence NGO project performance.

The correlation is weak and statistically insignificant ($p > 0.05$). The relationship with project performance is weak and insignificant ($p = 0.629$), indicating that government-related practices have minimal observable impact on project outcomes.

The correlation is weak and statistically insignificant ($p > 0.05$).
Monitoring and Evaluation: While the correlation is slightly stronger ($r = 0.135$) than for other non-significant variables, it remains statistically insignificant ($p = 0.171$). This suggests that Monitoring and Evaluation practices might require enhancement to meaningfully impact performance.

The analysis reveals that Communication is the only independent variable with a statistically significant correlation with the Performance of NGO Projects, emphasizing its critical role in driving project success. The other variables (Project Planning, Government Practice, and Monitoring and Evaluation) show weak and statistically insignificant correlations, suggesting that these factors, as currently implemented, may not significantly influence project performance. To enhance NGO project outcomes, future efforts should prioritize strengthening communication strategies and identifying ways to improve the effectiveness of planning, government interactions, and monitoring and evaluation practices.

4.6 Regression Analysis

The findings of the regression analysis that was done to investigate the causal links between the independent and dependent variables are shown in this section. The degree

to which the independent variables predict or account for changes in the dependent variable is ascertained with the aid of regression analysis.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.208 ^a	.043	.014	.30024

a. Predictors: (Constant), Government Practice, Project Planning, Communication

Source: Researcher (2024)

The model summary table provides insights into the relationships between independent variables (Communication, Project Planning, and Government Practice) and the dependent variable (Performance of NGO Projects). The value of $R=0.208$ indicates a weak positive correlation between independent variables (combined) and the dependent variable. The $R^2=0.043$ implies that only 4.3% of the variance in the performance of NGO projects can be explained by the independent variables (Communication, Project Planning, and Government Practice) included in the model. The Adjusted $R^2=0.014$, which accounts for the number of predictors and sample size, demonstrates that the model's explanatory ability is further diminished to 1.4%. The average separation between the observed values and the regression line is shown by the standard error of 0.30024. The predicted accuracy of the model increases with a smaller number.

The weak R value of 0.208 implies that while there is a positive association between the independent factors (Communication, Project Planning, and Government Practice) and NGO project performance, the strength of this relationship is limited. The R^2 value (4.3%) indicates that the three predictors combined explain a small portion of the variability in NGO project performance, leaving the majority (95.7%) unexplained by this model. This implies that the performance of the project is probably more significantly impacted by other factors not covered in this research. The adjusted R^2 being even lower at 1.4% implies that the model may not be robust, and the predictors may have limited practical

relevance when explaining project performance. The relatively high standard error indicates that the model's predictions are not very precise.

Overall, the model indicates a poor correlation between the independent variables (Communication, Project Planning, and Government Practice) and the dependent variable (Performance of NGO Projects). While these predictors collectively explain a small portion of the variance in project performance, their practical impact appears minimal, as reflected in the low R^2 and Adjusted R^2 values. This suggests that NGO project performance is influenced more significantly by other factors not included in this analysis. Future studies should consider incorporating additional variables or alternative frameworks to better understand and predict project outcomes

Table 16: Anova^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.571	4	.143	1.596	.181 ^b
	Residual	8.850	99	.089		
	Total	9.421	103			

a. Dependent Variable: Performance of NGO Projects

b. Predictors: (Constant), Monitoring and Evaluation, Communication, Project Planning, Government Practice

Source: Researcher (2024)

The ANOVA (Analysis of Variance) table evaluates the overall significance of the regression model that includes Government Practice, Project Planning, and Communication as predictors of Performance of NGO Projects.

SSR=0.407 represents the variations in Performance of NGO Projects explained by the predictors in the model. SSE=9.014 represents the variation in Performance of NGO Projects not explained by the model. SST=9.421 is the total variation in the dependent variable. The F-value is 1.505, which is used to test the overall significance of the

regression. The p-value is $p=0.218$, which is greater than the significance level ($\alpha=0.05$).

The F-value (1.505) and its corresponding p-value ($p=0.218$) indicate that the overall regression model is not statistically significant. This means that the independent variables (Government Practice, Project Planning, and Communication) do not collectively provide a significant prediction of Performance of NGO Projects. The low Regression Sum of Squares (0.4070) relative to the Residual Sum of Squares (9.0149) shows that most of the variability in the dependent variable remains unexplained by the predictors in this model. The results imply that the relationship between the predictors and the dependent variable is weak and possibly impacted by factors outside the model.

The ANOVA results reveal that the overall regression model, including Government Practice, Project Planning, and Communication, is not statistically significant in predicting the Performance of NGO Projects ($p=0.218$). This indicates that these three factors do not significantly explain the variability in project performance within the scope of this analysis. Further research should incorporate additional variables or refine the model to better capture the factors that drive NGO project performance.

Table 17: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.135	.850		3.687	.000
	COMMUNICATION PROJECT PLANNING	.515	.251	.204	2.054	.043
	GOVERNMENT PRACTICE	-.008	.132	-.006	-.062	.951
		.102	.146	.069	.699	.486

a. Dependent Variable: PERFORMANCE OF NGO PROJECTS

Source: Researcher (2024)

The coefficients table provides detailed information about the relationships between the independent variables (Communication, Project Planning, and Government Practice) and the dependent variable (Performance of NGO Projects). It includes unstandardized coefficients, standardized coefficients (beta), t-values, and significance levels. The constant (intercept) value is 3.135, which represents the expected value of Performance of NGO Projects when all independent variables are zero. The constant term is statistically significant, as indicated by the t-value of 3.687 and the significant p-value of 0.000.

The unstandardized coefficient for communication is 0.515, which means that, when all other factors are held constant, the performance of NGO projects should rise by 0.515 for every unit increase in communication. At the 5% significance level, Communication is statistically significant, as indicated by the t-value of 2.054 and the p-value of 0.043.

This suggests that Communication positively influences Performance of NGO Projects.

The unstandardized coefficient for Project Planning is -0.008 , indicating a very small negative relationship with Performance of NGO Projects. The t-value of -0.062 and p-value of 0.951 suggests that Project Planning is not statistically significant in predicting Performance of NGO Projects. This implies that Project Planning does not have a meaningful impact on project performance in this context.

The constant term is statistically significant, providing a baseline for understanding Performance of NGO Projects when all predictors are absent. Communication shows a statistically significant positive impact on Performance of NGO Projects, with a moderate effect size ($\beta=0.204$). This indicates that improving communication within the organization or with stakeholders could positively influence project outcomes. Project

Planning and Government Practice do not appear to have a significant effect on Performance of NGO Projects, as their p-values exceed the typical threshold of 0.05, indicating a lack of statistical significance. Project Planning has a very small negative coefficient, while Government Practice shows a positive but negligible relationship.

Based on the coefficients table, we can conclude that Communication has a statistically significant positive effects on the Performance of NGO Projects, suggesting that improving communication could enhance project outcomes. However, Project Planning and Government Practice do not show significant relationships with project performance, highlighting that other factor, not captured in this model, may play a more crucial role in influencing project success. Future research should explore other variables or refine these predictors to understand the factors that drive NGO project performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provide a comprehensive discussion of the findings presented in the preceding chapters, focusing on summarizing key insights, drawing relevant conclusions, and offering actionable recommendations. The chapter is organized into five sections: a summary of findings, which highlights the main results of the study; conclusions derived from the findings in relation to the study objectives; and recommendations addressing the identified gaps and challenges. Additionally, the chapter suggests areas for further research to contribute to the bodies of the knowledge on the influence of project management practices on the performance of NGOs. This structure ensures a logical and coherent flow that links the study's objectives, findings, and proposed actions for improvement.

5.2 Summary of Findings

The findings indicate that communication is highly valued in project management practices. Specifically, the importance of communication in connecting project team members and aligning strategies is clearly acknowledged, as indicated by the low standard deviation and strong agreement on this point. The exchange of information among stakeholders, while important, appears to have a more mixed reception, with more variation in opinions on how effective it is. Feedback between project staff and users and the availability of information for decision-making are also strongly viewed as essential components for project success. Finally, the application of project management tools is perceived as highly important for facilitating project management practices, with a relatively high mean score and moderate variability.

The findings suggest that project planning is widely recognized as a critical component in ensuring the achievements of the project goals. There is strong agreement that the involvement of team members in critical aspects of planning, such as budget development and time estimation, leads to higher motivation and success. Additionally, respondents strongly acknowledge the importance of a works breakdown structures and risk planning in preventing project failure and motivating team members. However, while respondents agree that planning aids in communication and goal achievement, there is more variability in how these aspects are perceived, with moderate consensus on their effectiveness.

The findings suggest that government practices play a critical role in influencing NGO projects performance. Respondents strongly agree that bureaucratic processes hinder project efficiency, with unanimous consensus on this aspect. Similarly, there is strong agreement that government involvement ensures alignment with national goals and that government funding and resources contribute significantly to project success. However, there is moderate agreement on the impact of government collaboration and the clarity of policies, indicating room for improvement in these areas.

The findings highlight the significant roles of monitoring and the evaluation practices in improving the performance of NGO projects. The results suggest that robust M&E systems not only enhance project performance but also contribute to accountability, transparency, and sustainability. Stakeholder engagement in the M&E process is highly valued for ensuring project relevance and achieving long-term benefits. However, the slightly lower agreement on the general presence of robust M&E systems indicates that there may be gaps in implementation.

The results indicate that NGOs, including the Danish Refugee Council in Mogadishu, are largely successful in project performance metrics such as timeliness, budget sufficiency,

and quality standards. However, the strong agreement on the detrimental effects of delays and the importance of strict budget adherence suggests that these factors are pivotal in ensuring project success. The consistency in responses also underscores the emphasis placed on proper planning and resource management by NGOs.

5.3 Conclusion

Communication is a critical element of project management that significantly influences project performance, as evidenced by the generally high mean scores across all variables related to communication. The findings suggest that both internal communication (among team members) and external communication (with stakeholders and users) are pivotal to ensuring that projects are well-managed and decisions are based on accurate, timely information. Additionally, the deployment of project management technologies and the availability of information for decision-making are strongly stressed as elements contributing to overall project success.

The results highlight the central roles of project planning in ensuring project successes, with a particular emphasis on involving team members in the planning process. Strong agreement exists regarding the necessity of a work breakdown structure, risk planning, and member involvement in budgeting and time estimation for the successful completion of projects. However, the variability in opinions regarding the communication of objectives and the alignment of resources suggests that there may be room for improvement in how these planning components are managed and communicated within projects.

The results underscore the dual role of government practices in enhancing and hindering NGO project performance. While government funding and involvement are perceived as essential for success and alignment with national priorities, bureaucratic hurdles and

unclear policies remain significant challenges. Overall, the findings highlight the importance of fostering better collaboration and reducing regulatory inefficiencies to enhance NGO performance.

Monitoring and evaluation are integral to the successes of NGO projects. The findings indicate that effective M&E practices help in measuring impact, ensuring transparency, addressing issues promptly, and improving the relevance and sustainability of projects. Stakeholder involvement and robust systems are essential components that NGOs must prioritize to achieve these outcomes. The findings conclude that effective planning, adequate budgeting, and strict adherence to timelines and budgets are critical to the performance of NGO projects. While NGOs demonstrate strong capabilities in meeting project objectives, challenges related to delays and budget management still have significant implications for overall success.

5.4 Recommendations

Given the moderate response on the exchange of information among stakeholders, there may be a need to improve or streamline communication channels between stakeholders to ensure smoother project execution. The importance of feedback to/from project staff and users should be emphasized further. Setting up systematic feedback loops or improving the quality and frequency of feedback exchanges could help in refining project strategies and addressing issues in a timely manner. Considering the importance of using project management tools, organizations should continue to invest in appropriate software and tools to enhance project planning, tracking, and execution. Given that the success of a project depends on the availability of information for decision-making, it is recommended to establish or improve data management systems that ensure project managers and stakeholders have easy access to relevant and up-to-date information for

effective decision-making. Provide training and development programs to improve communication skills, especially for project teams and stakeholders, to ensure efficient information exchange and feedback management throughout the project lifecycle.

Since there was moderate agreement on the role of planning in communicating objectives and strategies, it is recommended to implement clearer and more structured communication channels during the planning phase. Given the strong agreement on the importance of a work breakdown structure (WBS), project managers should prioritize developing detailed WBS to prevent scope creep and project failure. Project teams should conduct thorough risk assessments and plan mitigation strategies early on, ensuring risks are continuously monitored throughout the project lifecycle. Regular workshops or collaborative sessions during the planning stages could help increase buy-in and commitment from all project stakeholders. Given the variation in responses on certain planning components, project managers should tailor their planning processes to the unique needs of each project, ensuring flexibility while maintaining essential planning elements like risk management and resource allocation.

To address the unanimous concern about regulatory hurdles, governments should simplify approval processes and reduce unnecessary red tape for NGOs. Introducing digital platforms for approvals and reporting can improve efficiency. Governments should engage stakeholders, including NGOs, in policy development to ensure clarity and consistency. Governments should foster stronger partnerships with NGOs by creating platforms for dialogue, joint planning, and shared responsibility, ensuring collaboration translates to tangible improvements in project outcomes. To maximize the impact of NGO projects, governments should consider increasing financial support and facilitating resource access. This could include grants, tax incentives, or in-kind support like

infrastructure or logistics. Governments should actively participate in aligning NGO initiatives with broader development agendas. This can be achieved by establishing frameworks that integrate NGO projects into national and regional development plans.

NGOs should invest in developing comprehensive and robust M&E frameworks tailored to project needs. This includes training staff on data collection, analysis, and reporting tools. Regularly involve stakeholders, including beneficiaries and funders, in the M&E process to align project goals with community needs and ensure relevance and sustainability. Use digital tools and platforms to streamline the monitoring process, collect real-time data, and facilitate prompt issue resolution. Conduct periodic evaluations to assess project impact and effectiveness, ensuring that feedback is integrated into future planning and implementation. Publicly share M&E findings with stakeholders to build trust and demonstrate commitment to project goals and ethical practices.

5.5 Recommendations for Further Studies

The results point to a number of potential areas for further study that could shed more light on how project management techniques affect NGO performance:

Exploration of communication effectiveness in diverse project environments-

Investigate the factors that influence the variability in stakeholder communication effectiveness, especially in multicultural or conflict-affected areas like Mogadishu. Assess the role of modern communication tools and platforms in enhancing information exchange and feedback in NGO projects.

Impact of participatory planning on long-term project success- Examine how the active involvement of team members in budget development, risk planning, and time estimation affects not only immediate project outcomes but also sustainability over time. Study the challenges and enablers of implementing participatory planning practices in resource-constrained environments.

Effectiveness of government collaboration in NGO projects- Evaluate the specific mechanisms through which government support, collaboration, and funding impact NGO performance in fragile states. Investigate strategies for minimizing bureaucratic hurdles while ensuring alignment with national development priorities.



Mount Kenya University

REFERENCES

- Affare, M. A. W. (2012). *An assessment of project communication management on construction projects in Ghana* (Unpublished doctoral dissertation).
- Besiou, M., & Cramer, J. (2016). Moral pluralism and organizational design: An empirical exploration. *Academy of Management Journal*, 59(5), 1829–1853.
- Buba, S. P. G., & Tanko, B. L. (2017). Project leadership and quality performance of construction projects. *International Journal of Built Environment and Sustainability*, 4(2), 102-115.
- Buford, J. (2014). Organizational structure and internal communication as antecedents of employee-organization relationships: A multilevel analysis. *Journal of Communication Management*, 18(4), 380-397.
- Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons.
- Carroll, A. B., & Buchholtz, A. K. (2008). *Business and society: Ethics, sustainability, and stakeholder management*. Cengage Learning.
- Danny, R. (2014). Stakeholder theory and corporate social responsibility: A new dimension of stakeholder involvement. *Journal of Business Ethics*, 122(1), 7-22.
- Dvir, D., Raz, T., & Shenhar, A. J. (2003). An empirical analysis of the relationship between project planning and project success. *International Journal of Project Management*, 21(2), 89-95.
- Filippone, G. (2012). Stakeholder theory and corporate social responsibility: A conceptual framework. *Journal of Business Ethics*, 105(2), 173-188.
- Gibson, B., & Hartman, J. (2014). *Managing stakeholder relationships: Theory and practice*. Sage Publications.

- Hillson, D., & Murray-Webster, R. (2017). *Understanding and managing risk attitude*. Gower Publishing, Ltd.
- Juran, J. M., & Gryna, F. M. (1993). *Juran's quality handbook*. McGraw-Hill Education.
- Koskela, L. (2000). An exploration towards a production theory and its application to construction. Espoo, VTT Building Technology. VTT Publications; 408. Retrieved from <http://www.inf.vtt.fi/pdf/publications/2000/P408.pdf>
- Koskela, L., & Howell, G. (2001). Reforming project management: The role of planning, execution and controlling. In D. Chua & G. Ballard (Eds.), *Proceedings of the 9th International Group for Lean Construction Conference* (pp. 185-198). National University of Singapore.
- Locke, E. A., & Latham, G. P. (2013). New directions in goal-setting theory. *Current Directions in Psychological Science*, 15(5), 265–268.
- Marchal, B., Van Belle, S., & Westhorp, G. (2015). Realist evaluation. *BetterEvaluation*. Retrieved August 2017 from http://betterevaluation.org/en/approach/realist_evaluation
- Meredith, J. R., & Mantel, S. J. (2011). *Project management: A managerial approach*. Wiley Global Education.
- Mbugua, R. M. (2020). *Assessment of the use of monitoring and evaluation system by Kenya Trade Network Agency in cargo documentation in Nairobi, Kenya* (Unpublished doctoral dissertation). Daystar University, School of Communication.
- Nagy, I., Aziz, S., & Rehman, D. (2017). The impact of stakeholder communication on project outcome. *African Journal of Business Management*, 5(14), 5824-5832.
- Nasambu, J. U. L. I. E. T. (2016). Factors influencing the performance of monitoring and evaluation systems in non-government organizations in Lira District, Northern

- Uganda (Unpublished master's thesis). Uganda Technology and Management University, Kampala, Uganda.
- Novo, B., Landis, E. A., & Haley, M. L. (2017). Leadership and its role in the success of project management. *Journal of Leadership, Accountability and Ethics*, 14(1), 28-38.
- Pawson, R., & Tilley, N. (1997). *Realistic evaluation*. Sage.
- Patton, M. Q. (2010). *Developmental evaluation: Applying complexity concepts to enhance innovation and use*. Guilford Press.
- Project Management Institute (PMI). (2017). *A guide to the project management body of knowledge (PMBOK® guide)*. PMI Publications.
- Selsky, J. W., & Parker, B. (2005). Cross-sector partnerships to address social issues: Challenges to theory and practice. *Journal of Management*, 31(6), 849–873.
- Selisho, J. (2014). *The World Bank's contribution to fighting poverty in Zambia through the promotion of foreign direct investment (FDI) from 199 to 2009: A critical examination* (Unpublished doctoral dissertation).
- Stevens, C., Violette, D., & Wideman, R. M. (2015). In search of project management principles. *Journal of Project Management Research*, 2(1), 45-67.
- Spooner, C., & Dadich, A. (2010). Issues for sustainability of non-government organisations in the alcohol and other drugs sector. *Drug and Alcohol Review*, 29(1), 47-52.
- Westhorp, G. (2014). *Realistic impact evaluation: An introduction*. A Methods Lab Publication, ODI.

APPENDIX I: INTRODUCTION LETTER

Dear Respondents,

I'm Shamsu Ahmed Mohamed, a Mount Kenya University student working for a project management master's degree. I'm working on a project for my class called "The Influence of Project Management Practices on the Performance of Non-Governmental Organizations: A Case of the Danish Refugee Council (DRC) in Mogadishu, Somalia."

I respectfully ask that you participate in this research by responding to all of the questions in the attached questionnaire. Please be aware that all information will be kept completely confidential and used only for academic purposes. Your candid and considerate answers are greatly appreciated. Please check the relevant boxes and fill in the spaces provided.

I truly value your cooperation and time in this study.

Thank you.

Sincerely,

Shamsu Ahmed Mohamed



APPENDIX I: CONSENT FORM FOR PARTICIPATION IN RESEARCH

Influence Of Project Management Practices on Performance of Non-Governmental Organization: A Case of Danish Refugee Council (Drc) Of Nonprofit Organization in Mogadishu, Somalia

Dear Participant,

The Danish Refugee Council (Drc) of Nonprofit Organization in Mogadishu, Somalia is the subject of a research study titled Influence of Project Management Practices on Performance of Non-Governmental Organization: A Case of Nonprofit Organization: I'm writing my master's project right now while I'm enrolled in Mount Kenya University's Master of Science program in project planning and management. The goal of the study is to ascertain:

Influence of Project Management Practices on Performance of Non-Governmental Organization: A Case of Danish Refugee Council (Drc) Of Nonprofit Organization in Mogadishu, Somalia. The enclosed questionnaire has been designed to collect information on: ***Influence of Project Management Practices on Performance of Non-Governmental Organization: A Case of Danish Refugee Council (Drc) Of Nonprofit Organization in Mogadishu, Somalia.***

It is entirely voluntary for you to participate in this study. You have the option to completely decline or to leave any questions you don't want to answer blank. Participation carries no known dangers beyond those found in daily life. Your answers will be kept private and anonymous. The information gathered for this study will be kept confidential and will only be reported as a total. Only the researchers will be aware of your specific responses to this survey. You will not directly profit from taking part in this study. But you might find it fascinating to discuss the problems the study tackles, and it might help the field as well as prospective customers or those who have had related situations. Please provide your best response to the questionnaire's questions if you consent to take part in

this experiment. It should take about half an hour to finish. In order for me to finish the project report, kindly return the questionnaire as soon as possible.

Please do not hesitate to contact Dr. BarasaWamalwa at 0721203761 or the investigator, Mrs. Shamsu Ahmed Mohammed (+252615765106), by email at mscpm202342913@mylife.mku.ac.ke. Send an email to bwamalwa@mku.ac.ke. For inquiries concerning your rights as a research participant, please contact the Chairman of the Ethical Review Committee at Mount Kenya University, located at P.O. Box 342-01000, Thika.

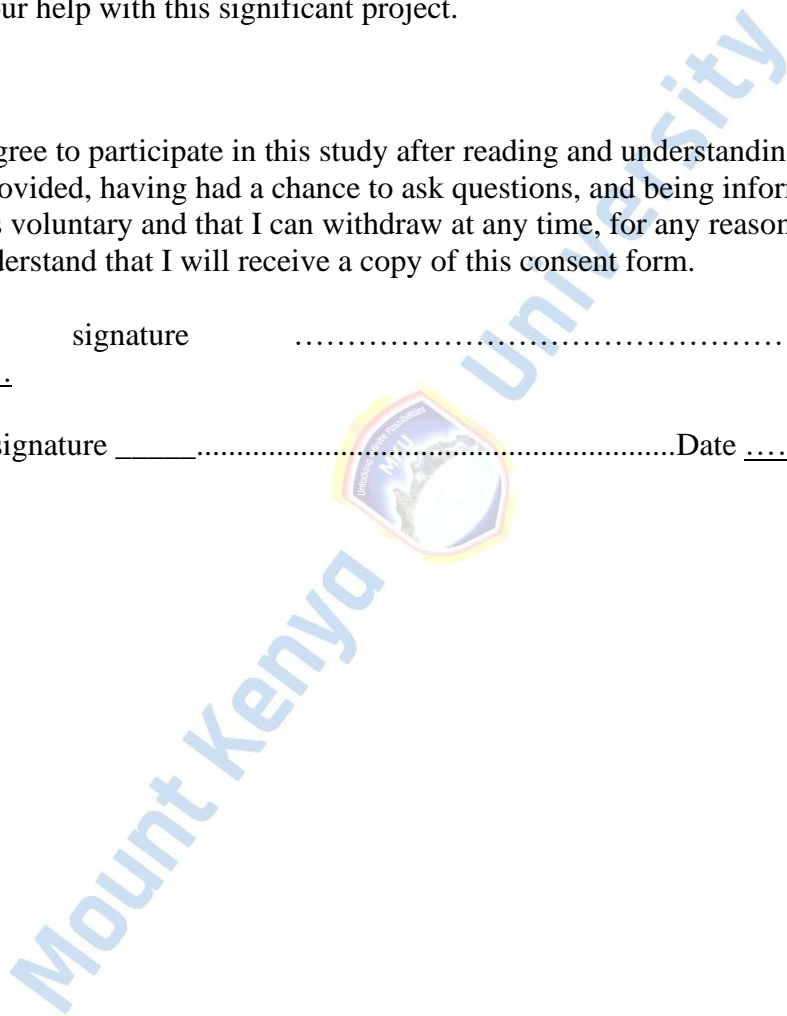
I appreciate your help with this significant project.

CONSENT

I voluntarily agree to participate in this study after reading and understanding the information provided, having had a chance to ask questions, and being informed that participation is voluntary and that I can withdraw at any time, for any reason, and at no cost. I also understand that I will receive a copy of this consent form.

Participant's signatureDate
.....

Investigator's signature _____Date



APPENDIX II: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Indicate Gender

Male []

Female []

2. Indicate your age bracket

21 – 35 []

36 – 45 []

46 – 55 []

56 and above []

3. Indicate the number of years of experience

Less than 3 years []

3 to 5 years []

More than 5 years []

4. . Indicate your education background

High School []

Diploma Level []

Degree Level []

Master's Degree []

SECTION B: EFFECT OF COMMUNICATION

The table below has statements on positive effect of communication on project performance. Rate your level of agreement with the statement by ticking on the appropriate column according to scale below. SA- (Strongly Agree) =5, A- (Agree) =4, N- (Neutral) =3, D- (Disagree) =2, SD - (Strongly Disagree) =1.

	1	2	3	4	5
High project performance results from communication amongst all team members, which binds them to a shared set of tactics.					
Information sharing between interested parties					
User feedback to/from project personnel					
Information accessibility to aid in decision-making					
Using project management tools					

SECTION C: EFFECT OF PROJECT PLANNING

The table below has statements on how planning influence the performance of projects. Rate your level of agreement with the statement by ticking on the appropriate column according to scale below. SA- (Strongly Agree) =5, A- (Agree) =4, N- (Neutral) =3, D- (Disagree) =2, SD - (Strongly Disagree) =1.

	1	2	3	4	5
Project planning facilitates the communication of project goals, tactics, and methods for achieving them.					

Project planning results in the accomplishment of project objectives, such as timely and resource-efficient completion.					
Project failure results when there is no work breakdown framework in place.					
Risk management inspires team members and helps the project reach its objectives.					
Participation in time estimation and budget creation inspires members and helps the project reach its objectives.					

SECTION D: EFFECT OF GOVERNMENT PRACTICE

Statements about how stakeholder involvement affects project performance are included in the table below. Using the scale below, check the column that best represents how much you agree or disagree with the statement. Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (Disagree) = 2, and Strongly Disagree (SD) = 1.

	1	2	3	4	5
Government support and collaboration positively impact the overall performance of NGO projects.					
Clarity and consistency in government regulations and policies facilitate smoother implementation of NGO projects					
Government funding and resources significantly contribute to the success of NGO projects.					

Regulatory hurdles and bureaucratic processes hinder the efficiency and effectiveness of NGO projects.					
Government involvement in NGO projects ensures better alignment with national development goals and priorities.					

SECTION E: EFFECT OF MONITORING AND EVALUATION

Statements about the impact of monitoring and evaluation on NGO project performance are included in the table below. Using the scale below, check the column that best represents how much you agree or disagree with the statement. Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (Disagree) = 2, and Strongly Disagree (SD) = 1.

	1	2	3	4	5
The presence of a robust monitoring and evaluation system enhances the overall performance of NGO projects.					
Regular monitoring allows NGOs to identify and address issues promptly, leading to improved project outcomes					
Evaluation helps NGOs measure the effectiveness and impact of their projects on the intended beneficiaries.					
Engaging stakeholders in the monitoring and evaluation process improves project relevance and sustainability.					
Effective monitoring and evaluation contribute to increased accountability and transparency within NGOs.					

SECTION D: PERFORMANCE OF NGO PROJECTS

The table below contains statements on the performance of NGO projects based on time, budget, and quality. Please rate your level of agreement with each statement by ticking the appropriate column according to the scale below:

SA - Strongly Agree (5), A - Agree (4), N - Neutral (3), D - Disagree (2), SD - Strongly Disagree (1).

Statement	1	2	3	4	5
Projects are typically completed on time due to effective planning and management.					
The allocated budget is usually sufficient for the successful completion of the project.					
Projects often meet the expected quality standards set during the planning phase.					
Delays in project timelines negatively affect the overall success of NGO projects.					
Strict adherence to the project budget leads to better project outcomes and quality.					

APPENDIX III: ERC LETTER



REF: MKU/ISERC/4532
TO: SHAMSO AHMED MOHAMED

Date: 28 October 2024

REG: MSCPM/2023/42913

Dear Sir/Madam,

RE: INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATION: A CASE OF DANISH REFUGEE COUNCIL (DRC) OF NONPROFIT ORGANIZATION IN MOGADISHU, SOMALIA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3254**. The approval period is **28/10/2024 - 27/10/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

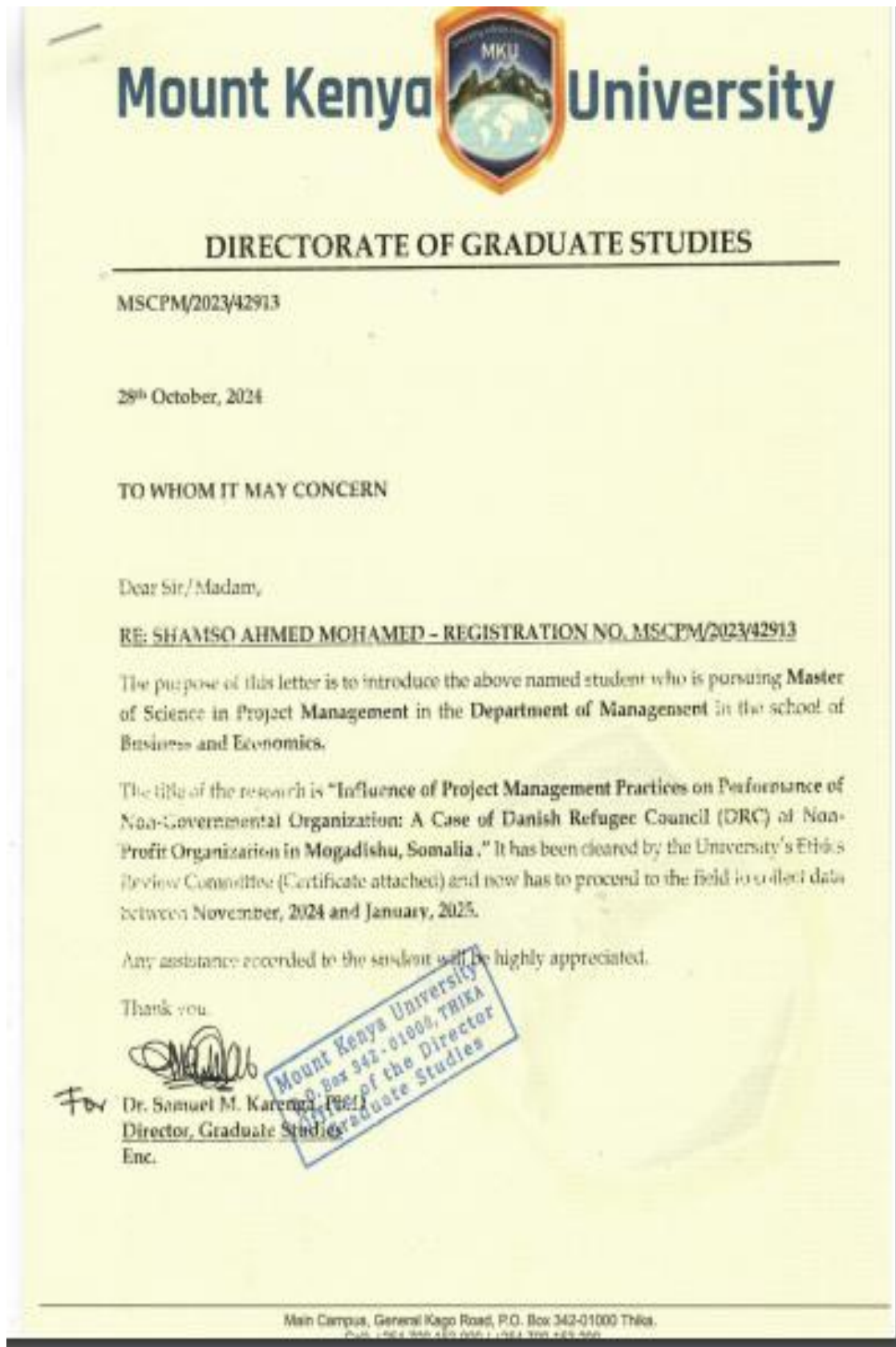
Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



APPENDIX IV: LETTER DIRECTORATE OF POST GRADUATE STUDIES



APPENDIX V: FIELD AUTHORIZATION LETTER

geedow93@gmail.com



TO WHOM IT MAY CONCERN

RE: SHAMSO AHMED MOHAMED -4532

Your Research License Reference Number 3254

These is confirmed that the above-named person has been Okayed to carry out research on INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMNCE OF NON GOVERMENTAL ORGANIZATION: A CASE OF DANISH REFUGEE COUNCIL IN MOGADISHU, SOMALIA " for the period ending

27 June 2025.

Kindly accord with him with the necessary assistance.



FOR: Country Emergency Response Officer

ABDIRIZAK ABDIRAHMAN HASSAN OF DANISH REFUGEE COUNCIL IN MOGADISHU, SOMALIA "

APPENDIX VI: TURNITIN REPORT

