

**INFLUENCE OF SUSTAINABLE PROJECT MANAGEMENT PRACTICES ON  
PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN  
TURKANA WEST SUB-COUNTY, KENYA**

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## DECLARATION AND APPROVAL

### Declaration by the Student

I have never applied for a degree at another university, and this study project is entirely unique work of myself.

Signature\_ 

Date \_\_03/06/2024\_\_

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### Approval by the Supervisor

This research project has been submitted for examination with my approval as the University supervisor.

Signature \_ 

Date \_\_03/06/2024\_\_

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## DEDICATION

I dedicate this research project to my wife Deborah and my twin kids Ruth and Peter in appreciation of their encouragement and support.



## ACKNOWLEDGEMENT

I want to express my gratitude to my supervisor, Dr. Ibrahim Nyaboga, for all of his help throughout the inception and execution of this research project, as well as for his ongoing advice, inspiration, and support.

I would like to express my sincere gratitude to Mount Kenya University for making it possible for me to continue and complete my degree by offering resources and a system of support that guaranteed excellent results. I owe a huge debt of gratitude to all of my professors who, in addition to effectively guiding me through the entirety of the course units, frequently made time to provide me suggestions and insightful commentary on my work.

## ABSTRACT

Project management is the process of providing people with something of value by using particular knowledge, skills, tools, and processes. The goal of project management is to achieve the project's objectives within the allocated time, financial constraints, and performance and is done through planning, organizing, monitoring, and controlling the numerous activities that go into a project. This study aimed at assessing the Influence of Sustainable Project Management Practices on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The study's specific objectives were to determine the influence of project communication practices on the performance of non-governmental organization projects in Turkana West Sub-County, Kenya; to assess the influence of project planning practices on the performance of non-governmental organization projects; and to determine the influence of stakeholder involvement practices on the performance of non-governmental organization projects. The descriptive survey design was used for the investigation. 250 people made up the study's target demographic out of which a sample of 75 respondents was chosen. Secondary data was gathered through journals, textbooks, and the internet, the researcher employed questionnaires to gather the primary data. SPSS version 24 was used as the analytical instrument for data analysis for quantitative items. To explain the features of the gathered data, descriptive statistics was employed. The associations between the study variables were established using multiple regression analysis, analysis of variance (ANOVA), and Pearson's correlation. For ease of comprehension, the results of the analysis will be provided as figures and tables. From the findings, all four independent variables of the study had a positive and significant influence the performance of non-governmental organizations projects in Turkana west sub-county, Kenya. The Project Communication Practice had a correlation coefficient ( $r = 0.772$ ,  $p = 0.000$ ); Stakeholder Involvement Practice a correlation coefficient of ( $r = 0.964$ ,  $p = 0.000$ ); Project planning Practice the correlation coefficient ( $r = 0.448$ ,  $p = 0.000$ ) and finally Monitoring and Evaluation Practice and performance of NGOs have no relationship as shown by a correlation coefficient ( $r = .725$ ,  $p = 0.000$ ). Multiple regression results also indicated that the four components of the independent variable constitute (68.1%) of the factors influencing the performance of NGOs projects in Turkana West Sub-County. Stakeholder satisfaction and appreciation are the main indicators of project success and the researcher recommends that the NGOs in Turkana west sub-county should always endeavour to involve all the required stakeholders in their plans and processes in order to ensure no one is left out because everyone should own the project. The NGOs operating in Turkana West sub-county need to have well laid plans in order to remain on course with their goals as well as ensuring conformity to their mission and that proper channels of communication should be instituted so that information travels through formal channels in order to avoid grapevine which distorts useful information as well as causing tension within the organization.

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## **ABBREVIATIONS AND ACRONYMS**

<b>IPM</b>	: Institute of Project Management
<b>NGOs</b>	: Non-Governmental Organizations
<b>SPSS</b>	: Statistical Package for Social Studies
<b>ANOVA</b>	: Analysis of Variance
<b>UN</b>	: United Nations
<b>CDF</b>	: Constituency Development Fund
<b>YEDF</b>	: Youth Enterprise Fund
<b>ERC</b>	: Ethics Review Committee
<b>NACOSTI</b>	: National Council for Science, Technology and Innovation

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

A project is a brief activity that is completed to produce goods or services that are unique within the confines of a predetermined finishing point and by special methods, all while being carried out in line with the strategic goals of the business (Ohara, 2015). In order to provide definable deliverables, it is carried out by individuals who collaborate to develop a special good or service within a certain time frame and budget (Filicetti, 2009). According to Antill (2004), a project can only be considered successful if it is completed on time and under budget, meets all of the original deliverables, and is approved and used by the clients for whom it was designed.

Project management is the process of providing people with something of value by using particular knowledge, skills, tools, and processes. The goal of project management is to achieve the project's objectives within the allocated time, financial constraints, and performance indicators (Turner, 2016). This is done through planning, organizing, monitoring, and controlling the numerous activities that go into a project.

The only way to address issues is through effective project management techniques since they improve the management of all the resources needed to deliver projects on time and within budget. The implementation of a successful and long-lasting management strategy is crucial in overcoming problems since it plays a vital role in fostering the competitive advantage of a firm. Cost, time, and quality are three of the most crucial project objectives, and it's crucial to take them all into account when assessing a project's success.

Time, money, and deliverables all play a role in a project's success (Rao, 2001). According to Chua, Kog, and Loh (2013), a proper project plan must be created, taking into account both the time required and the important aspects that will determine the project's success.

Sustainability is becoming more important in project delivery due to stakeholders' concerns about ethical behavior, environmental friendliness, and financial effectiveness throughout the project life cycle, according to Kivilä, Martinsuo, and Vuorinen (2017). The public is becoming more aware of companies that behave unethically by harming the environment, so organizations are placing more emphasis on sustainability and making this emphasis clear in their project specifications in an effort to protect the environment and ensure that they implement environmentally-friendly processes (Silvius, Schipper, and Nedeski, 2012).

Sustainability is the management of change in assets, policies, or organizations to make sure that the project's social, environmental, and economic ramifications are taken into account for both the present and the future, according to Silvius, Schipper, Planko, van der Brink, and Kohler (2012). The necessity for project managers to assume sustainability responsibility is a significant development in the field (McKinlay, 2008). Silvius, Kampinga, Tufinio, and Mooi (2017) defined sustainable project management as the process of planning, observing, and managing project delivery and support activities while considering the environmental, social, and economic aspects of the life-cycle of the project's resources, activities, deliverables, and outcomes. The ultimate goal of this approach is to maximize benefits for stakeholders while ensuring that the process is

transparent, morally and ethically sound, and involves proactive involvement from stakeholders.

Sustainability in business can only become a reality, according to PMI (2011), if project managers and their teams establish social and environmental goals in the same manner that they establish scope, budget, and schedule objectives. When sustainable development meets the needs of both the present and the future, it does not jeopardize the ability of future generations to meet their own needs. Development that is sustainable is one which satisfies current demands without endangering the capacity of future generations to satisfy their own.

According to Collins (2001), having a development process that can adapt to quickly changing economic situations is one method for firms to be competitive. Sustainable project management aims to ensure that the project benefits the stakeholders, is executed in a transparent, equitable, and ethical manner, and involves proactive stakeholder involvement, according to the Institute of Project Management Ireland (2017). The processes of planning, monitoring, implementing, and evaluating sustainable project management have also undergone a paradigm shift in order to ensure accuracy and relevance. To achieve sustainability in project management, Alvarez-Dionisi, Turner, and Mitra (2016) contend that each of the three sustainability pillars must be carefully evaluated and implemented.

Kenya's development has been greatly impacted by its NGO sector. NGOs are a broad category of institutions and organizations that favor corporate or humanitarian objectives over profit-making ones and are entirely or largely autonomous of the government

(DeMars, 2005). They are in a better position to comprehend, empathize with, and explain the needs and aspirations of the population's most vulnerable segment, and they have shown abilities to assist the underprivileged, labor in inhospitable locations, invent, or accomplish goals in other ways that are superior to those of official agencies. NGOs have been successful in their abilities to work at the community level, to operate in remote locations, or in industries with ineffective development activity.

Kakuma camp and Kalobeyi settlement refugee communities are situated in Turkana West, an arid and semi-arid sub-county of Turkana County. The economy of the largest cluster of human settlements in Turkana West, Kakuma-Kalobeyi, which is home to this region's inhabitants dominated largely by refugee population from different war torn countries and marginalized host community dependent on aid for humanitarian and development purposes. The host community's primary source of income is pastoralism, with the majority of the Turkana people living as nomads (UN-Habitat, 2022).

## **1.2 Statement of the Problem**

The advancement of Kenya has been greatly impacted by its NGO sector. Non-governmental organizations (NGOs) encompass a diverse array of establishments and groups that operate entirely or largely outside the government and give precedence to humanitarian or cooperative objectives over profit-driven ones (DeMars, 2005). They are in a better position to comprehend, empathize with, and explain the needs and aspirations of the population's most vulnerable segment, and they have shown abilities to assist the underprivileged, labor in inhospitable locations, invent, or accomplish goals in other ways that are superior to those of official agencies. As suppliers of health, educational, social,

and environmental services, NGOs have contributed to Kenya's improvement in economic position, according to Jillo and Kisinga's (2008) research.

Despite making a significant contribution to the welfare of the community, the majority of them face the possibility of collapsing due to the effects of the donor countries' shifting economic environments, necessitating effective management and governance practices to ensure survival, if not stability or growth (Anan, et al., 2008). Non-governmental organizations occasionally could have constrained strategic horizons and shaky connections to other development actors.

Few studies have been done in Turkana West Sub-County, Kenya, regarding the effectiveness of projects undertaken by non-governmental organizations in terms of sustainable project management practices. In Kiambu County, Kenya, Gathoni and Ngugi (2016) researched factors influencing effective project performance in constituency development-funded projects and found that stakeholders receive scant updates on the status of various CDF initiatives. According to Buba and Tanko's (2017) study on the effect of project planning on the performance of construction projects, a project manager's capacity to offer direction is the best leadership style and enhances the quality of the project. Considering the aforementioned, the goal of this research is to assess the impact of sustainable project management techniques on the success of non-governmental organizations' initiatives in Turkana West Sub-County, Kenya.

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

The purpose of this study was to assess the Influence of Sustainable Project Management Practices on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

#### **1.4 Specific Objectives**

- i. To establish the Influence of project communication practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
- ii. To evaluate the Influence of project planning practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
- iii. To assess the Influence of stakeholder involvement practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
- iv. To determine the Influence of monitoring and evaluation practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

#### **1.5 Research Questions**

- i. What is the Influence of project communication practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?
- ii. Do what extend does stakeholder involvement practice Influence the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?
- iii. What is the Influence of stakeholder involvement practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?
- iv. What is the Influence of monitoring and evaluation practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?

#### **1.6 Importance of the Study**

##### **1.6.1 Academicians and other Researchers**

This study offered further information on Sustainable Project Management Practices within Non-Governmental Organizations Projects, which may be useful to academics and

other researchers. During the course of this study, gaps may be found that need to be filled by more research.

### **1.6.2 NGO Donors and Sponsors**

As a result of the study's findings, non-governmental organization donors and sponsors were able to accept contributions of sustainable project management techniques for their projects, ensuring the longevity and success of their initiatives.

### **1.6.3 NGO Management**

The management were helped by the study's conclusions and recommendations in comprehending the strategy and dealing with any areas of weakness. It increased managerial expertise for NGOs to enhance sustainability initiatives in their programs.

## **1.7 Scope of the Study**

The purpose of this study was to evaluate the impact of sustainable project management techniques on the accomplishment of non-governmental organization projects in Turkana West Sub-County, Kenya. Kakuma and Kalobeyei refugee communities are situated in Turkana West, a sub-county of Turkana County that is arid and semi-arid. The study focused on 250 individuals, including top managers, middle managers, field officers, and community leadership who are involved in NGO projects in Turkana West Sub-County, Kenya. The study was conducted in March through April of 2024.

## **1.8 Limitation and the Delimitation of the Study**

Reaching all respondents who live in rural places was this study's biggest practical restriction. To get around this, the researcher found seasoned research assistants who were familiar with the topography of the target regions.

The study was restricted to projects undertaken by non-governmental organizations in Kenya's Turkana West Sub-County. This scope was regarded as sufficient for the collecting of data and for drawing conclusions on sustainable project management techniques in non-governmental organization projects.

### **1.9 Operational Definition of Key Terms**

**Project management:** It is the process of providing people with something of value by using particular knowledge, skills, tools, and processes.

**Project Planning:** It involves organizing its intervention structures through a series of stages, from conception to completion.

**Stakeholder Participation:** It is the process of including those with an interest in a project in its ongoing operations.

**Sustainability:** is the control of change in organizations, assets, or policies to ensure that the project's social, environmental, and economic implications are taken into account for both the present and the future.

**Sustainable development:** is defined as meeting current demands without compromising the capacity of future generations to meet their own needs.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The literature review, comprising the theoretical foundation, conceptual framework, and research gap on the performance of projects carried out by non-governmental organizations while utilizing sustainable project management techniques, was the main focus of the chapter.

#### **2.2 Theoretical Framework**

The following theories about sustainable project management practices were examined by the researcher, including: Stakeholder Theory by Freeman (1994), the Contingency Theory, and the Empowerment Evaluation Theory

##### **2.2.1 Empowerment Evaluation Theory by David Fetterman (1994)**

It is an evaluation strategy intended to assist communities in tracking and assessing their own performance. Its emphasis is on actual problem resolution as well as on results and programmatic enhancements. A stakeholder involvement technique called empowerment assessment was developed to provide organizations with the tools and data they need to evaluate their own performance and accomplish their goals. People can learn skills that will enable them to become autonomous problem solvers and decision-makers through the process, which is empowering (Zimmerman, 2000). Empowerment outcomes relate to the operationalization of empowerment so that we may examine the effects of community-wide citizen initiatives to increase local control or the outcomes of interventions that aim to empower participants.

### **2.2.2 Stakeholder Theory by Freeman (1994).**

Freeman's (1994) stakeholder theory served as the basis for this investigation. Freeman (1994) asserts that this idea is founded on organizational management and corporate ethics, which demonstrate organizational culture in organizational management. The idea demonstrates that when making decisions and achieving organizational goals, companies must consider the concerns of individuals and groups that may have an impact on their actions (Gibson, 2000).

According to Filippone (2012), stakeholder theory looks at how an organization interacts with the micro and macro contexts in which it operates and how those interactions impact the way the company does business. As per Bourne (2009), stakeholders may originate from within or outside the organization. For example, a given project may involve clients, staff, vendors, contractors, NGOs, the government, and the community.

Hill and Jones (2012) claim that stakeholder theory can be used to gain public support for a project. This viewpoint is supported by Walumbao (2011), who claimed that stakeholder theory gives principles in which community interests as a stakeholder are identified, evaluated, and can be satisfied. Danny (2014) argues that depending on how the community interests are determined and looked at, a corporation can take steps that help the community or at the very least prevent harm from happening. These choices could be to follow the law, abide by contracts, or respond to complaints or pressure put on the company. In the study, the stakeholder involvement variable is explained using the stakeholder theory.

### **2.2.3 Contingency Theory**

The contingency theory of organizational structure offers an important starting point for the study of organizational design (Donaldson, 2001). According to this theory, the best organizational structure is one in which the structure is tailored to the circumstances. The contingency technique is regarded as a well-known, theoretical, logical, open system model at the structural level of analysis in organization theory (Scott, 1992). Each company is unique, has its own set of contingency elements, and needs a unique strategy for dealing with them. Companies utilize this for monitoring and assessment, depending on how they are configured. Supervisors have multiple ways to monitor employee performance and provide feedback, which can be given top-down or bottom-up.

Monitoring and assessment can be automated in certain business settings. Additionally, companies use different technologies for monitoring and assessment at different stages of a project's life cycle. Stakeholders are influenced by the surroundings and actions of an organization. The success of project endeavors is largely dependent on how well an organization maintains connections with key groups, including consumers, employees, suppliers, communities, donors/financiers, and other stakeholders that can affect the fulfillment of its aims. This hypothesis relates to the variable of project planning.

## **2.3 Empirical Review**

### **2.3.1 Project Communication Practice and Performance of Non-Governmental Organizations Projects**

Information can be shared between people intentionally or accidentally through the process of communication. It is impossible to overstate the importance of communication in project management since it may be thought of as a metaphorical "pipeline" through

which information is transported from one person to another. Poor or insufficient communication is the primary reason of project failure in most cases. Effective communication is essential for a team to function well, as stated by McKinney et al. (2004). McKinney compares this communication to blood flow in the body.

In a study on the assessment of project communication management on construction projects in Ghana, Affare (2012) discovered that inadequate communication resulted in project delays, project cost overruns, and project abandonment. Project communication is crucial in Ghana's construction industry. Project inception, execution, and conclusion are the three main stages, and each is crucial to communication. It is well known that successful communication is necessary for many endeavors to fail, and that ineffective communication exacerbates these failures. Media of any kind must promote and aid communication in order for information to be shared within projects in an effective manner (de Carvalho, 2013).

In project management, communication is essential to guaranteeing the appropriate and timely generation, collection, distribution, storage, and ultimate disposal of project information. According to Baker (2007), poor communication is the root of 95% of project problems, hence it should be given more importance in project management. In order to effectively complete the project, Cervone (2014) states that it is the responsibility of the project team to ensure that effective communication takes place. Slevin and Pinto (1987) used case studies to demonstrate how project managers may use communication as a tool to finish project management duties. According to Sotiriou and Wittmer's (2001) study on how people perceive project managers' influence methods, the ability to persuade and negotiate is the most important communication skill for a project manager.

Even when there are large risks at the beginning of a project, effective and well-organized communications can transform the results (Mkutano & Sang, 2018). When examining the effects of communication methods on organizational performance, Kibe (2014) came to the conclusion that encouraging an open communication environment is essential for any organizational performance to be successful.

The importance of communication in project management cannot be overlooked since good communication planning coupled with setting the right expectations with all the project stakeholders is very important. This guarantees that project information is gathered, shared, stored, and eventually disposed of in a timely and suitable manner. This can effectively be achieved through the institution of effective and efficient communication tools and techniques. Communication need analysis is one of the best communication tools available. Meetings, information management systems, communication models, communication techniques, communication technologies, reporting, and expert judgment (Albuali 2021).

From the findings in this research, the respondents agree with the fact that effective communication with all the stakeholders is a major enabler and a success factor in project management. This is because efficient project communication makes sure that information is sent to the appropriate person at the appropriate time and in the most economical way possible. Armed with the right information, the stakeholders and the projects managers are kept focused on the project objectives as well as identifying the risks and challenges that may hinder the project completion in the right timeframe and within the right budget estimates. For the project to be successful, there must also be open

and honest communication between the planners, implementers, and all organizational levels.

### **2.3.2 Project Planning Practice and Performance of Non-Governmental Organizations Projects**

Planning, according to Rao (2001), is the unifying element that connects together every activity, from conceptualization to commissioning and turning over the clockwork to the client. According to Rosario (2000), project planning entails defining the process for planning, setting the scope, choosing the planning team, determining the deliverables, and developing the WBS. Planning's primary objective, according to Williams (2008), is to provide a set of instructions that are detailed enough to tell the project team what has to be done, when it needs to be done, and what resources will be required in order to effectively generate the project's deliverables.

Resource planning, defined as identifying the people, equipment, materials, and other resources required and in what quantities, is essential to completing project activities and making the most use of available resources throughout the project cycle, according to Project Management Institute (2013). According to Harold (2003, 2003), project management is the planning, directing, and control of corporate resources for a generally short-term project that has been developed for the accomplishment of a defined objective. Project planning is an essential exercise in project management process which should come before all other processes. In order to involve the community in identifying and prioritizing their aims and ambitions and developing strategies to avoid any obstacles in the way of achieving these goals, a needs assessment that is conducted on a community-wide basis is part of this process (Burke 2013).

A project plan's assistance in identifying possible resource restrictions and the organization's efficient and effective resource allocation is one of its most significant goals. The value of any project is determined by the satisfaction that the recipients derive from the project and this can only be achieved through proper planning (Albuali 2021). It should be noted that planning as a step in project management has a great input on the ultimate organizational performance. All other factor remaining constant, planning has a direct relationship with the final outcome of the project. A project that aborts along the way starts to fail right at the planning stage. Another essential role of project planning is determination of order of activities to be undertaken. This majorly ensures allocation of duties and responsibilities as well as reporting channels. Successful projects usually ensure the allocation of duties and responsibilities according to one's expertise or area of specialization. Everyone's input and complementarity of activities and efforts brings about synergy hence success of the project.

Any project plan must have a vision, mission and objectives. The vision is the wide-scope objective of any organization and where it wants to be in the future, usually not below a period of five years. The vision gives direction and what needs to be done towards the achievement of this long term goal. The vision of the organization can only be achieved through breaking down the wide plan in to short term actionable goals that act as phases which ultimately help the organization to reach the intended goals. Project mission helps the organization to understand the reason for the existence of the plan. Mission gives the purpose and it's usually the need to accomplish the intended project. For instance, the non-governmental organizations operating in Turkana west Sub-county are there to offer humanitarian aid and therefore their mission is to offer assistance to the communities within that area and who feel that they have been marginalized for a long period of time

and those that have sought asylum having flown from their countries of origin due to conflicts. The population that receive different interventions from non-governmental organizations are traumatized and vulnerable but they play a key role in project performance when they are involved in project planning.

Objectives are short term goals that usually do not exceed 6 months. They are the actionable parts that determine whether the organization is still in the right track towards the achievement of the vision. Here, personnel in the organization are given duties and responsibilities in areas that they have skills and expertise in. Timeframes are therefore set for the execution of these duties. It's also important to use these objectives to identify areas of funding and also the source of these funds. Non-governmental organizations usually get funding from bodies that support their operations and therefore, the financiers need a plan or budgets that support the expenditures as well as accountability on the use of these funds. Therefore, project planning plays a core role on the success of the projects. Prior to assigning responsibilities and starting the team's execution of the plan, project planning entails a thorough mapping and arranging of the project's objectives, tasks, schedules, and resources. With careful project planning, almost all of the issues that cause projects to fail may be avoided.

Proper planning usually helps to avert wastages, gives direction and are also used by financiers to ascertain whether the projects are worth financing or beneficial to the recipients. Planning also involves assigning of duties and responsibilities to individuals in the process of project execution. The NGOs operating in Turkana West sub-county need to have well laid plans in order to remain on course with their goals as well as ensuring conformity to their mission given the nature of diverse multinational and

multicultural population that are benefiting from the non-governmental organizations' interventions.

### **2.3.3 Stakeholder involvement practice and Performance of Non-Governmental Organizations Projects**

A stakeholder is an individual or group of individuals who may have the ability to influence, be influenced by, or feel that they are impacted by a program's decision, action, or outcome (Boddy, 2003). A sponsor is an individual, team, or institution that provides funding and support and is in charge of making accomplishments possible. Since the 1970s, it has been widely accepted that involving stakeholders in programming is essential (Smith, 2002). The World Bank (2006) defined stakeholder involvement as the process by which interested parties have a voice in and a shared sense of control over choices and resources that affect development programs.

An essential component of a successful project implementation was stakeholder involvement in project planning. The effective delivery of any project's deliverables depends on the management and involvement of stakeholders (Chang, 2013). According to the integrative theory of stakeholder participation, including stakeholders in the decision-making process produces favorable consequences (Hendrick 2003). According to Hinton (2008), good project implementation can result from stakeholder participation at all stages of the project lifecycle. Stakeholder involvement increases commitment to and ownership of development activities (Van Beers, 2003).

According to CIDA (2011), integrating stakeholders during the project's beginning phase results in the discovery of project design flaws and the creation of implementation

strategies that are more successful. Stakeholder involvement is crucial to the successful delivery of project outcomes because a well-managed community engagement process aids participants in their efforts to improve human wellbeing while lowering detrimental environmental influences and boosting the economic sustainability of projects (Maina, 2013). Therefore, any project aimed at sustainable development should make stakeholder involvement a key component (Golicha, 2010). Meeting the demands of the client, users, and other stakeholders is one of the requirements for project success; failing to do so may result in an inability to control their expectations and needs (Smith, 2002).

Project management is today viewed as an important organizational component that embraces innovation and creates value in order to turn visions into reality (Pisarski 2013). Despite the high importance attached to these projects and their process of management, there lies high risks of project challenges and failures. Among the major causes of projects failures that have been identified is lack of stakeholder involvement. The major mission of any project is to ensure and deliver benefit to the stakeholders. These stakeholder benefits are for the project; hence the achievement of stakeholders' objectives is usually regarded as the driver of success. An individual, organization, or group that has the potential to influence, be affected by, or perceive themselves to be affected by a decision, action, or project outcome is considered a stakeholder (Andersen 2021).

Globally, stakeholder management in projects process has gained much appreciation in governments and humanitarian organizations since this process enhances project implementation (Pisarski 2013). It should be noted that stakeholders are not only the community or the recipients of the project but also those internal to the organization carrying out the projects, therefore, stakeholders are both internal and external. These

stakeholders have the power to promote or derail the functionality of the project. Consequently, Carroll (2011) contends that the link between the organization and the key stakeholders is the most potent lever for enhancing capital project performance. The stakeholders approve deliverables and therefore can stop or attract funding for the project. On the other hand, project success and performance is measured through stakeholder satisfaction and project reception.

According to Burke (2013), stakeholder's engagement ensures stable direction of the project through implementation, execution, monitoring and controlling and expediting of the whole process. It's worth noting that stakeholders also need to be managed since they harbor different vested interests and therefore they need to be brought into one general thinking cup. Before the start of any project, all the stakeholders should be in agreement and move together in tandem, failure to which there will be sabotage and limited goodwill. It's the work of the project manager to monitor closely the relationship between the project and all the involved stakeholders in order to ensure constructive participation especially the external environment which is highly prone to political infiltration which pits organizations against the community. The political goodwill ensures harmony since political leaders carry immense influence within the external stakeholder and hence can skew public perception especially in projects where they don't take credit in. therefore it's equally important to keep the political class well versed with the projects. According to Burke (2013), stakeholder's engagement ensures stable direction of the project through implementation, execution, monitoring and controlling and expediting of the whole process. It's worth noting that stakeholders also need to be managed since they harbor different vested interests and therefore they need to be brought into one general thinking

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In projects where the stakeholders are well engaged, the project translates to satisfied users, contented project team, acceptance and support of the project by all the relevant people. Jepsen (2013) adds that most attention should be geared towards the stakeholder where organizations carrying out any project should ensure that they continually facilitate a meaningful, honest and productive engagement with the stakeholders who are key to the success of the project. After stakeholders have been involved adequately in the project, it's expected that they reciprocate through ensuring the success of the project. Stakeholders' importance and support of the project depends on the prevailing circumstances and therefore, stakeholders' support cannot be underestimated. The project manager should therefore continually aim at maintaining if not increasing stakeholders' support. According to Burke (2013), stakeholder's engagement ensures stable direction of the project through implementation, execution, monitoring and controlling and expediting of the whole process. It's worth noting that stakeholders also need to be managed since they harbor different vested interests and therefore they need to be brought into one general thinking cup. Before the start of any project, all the stakeholders should be in agreement and move together in tandem, failure to which there will be sabotage and limited goodwill. It's the work of the project manager to monitor closely the relationship between the project and all the involved stakeholders in order to ensure constructive participation especially the external environment which is highly prone to political infiltration which pits organizations against the community.

### **2.3.4 Monitoring and Evaluation Practice and Performance of Non-Governmental Organizations Projects**

Monitoring and evaluation are two different processes but very much related. Both of them are control tools but monitoring is done when the process is ongoing while evaluation can be done at the end of the project or at different intervals or phases of the project. Monitoring involves gathering pf information routinely which aids in making informed decisions for project management whereas evaluation entails periodic assessment of designs, implementation, outcomes and the impact of a development intervention. Evaluation majorly expedites the relevance and achievements of objectives, their effectiveness and efficiency as well as nature, distribution and sustainability of impacts (Andersen 2021).

The various stakeholders and sponsors place a high value on project evaluation and monitoring since it assures that if identical projects are copied elsewhere and taken on by the same financial sector, they will focus on the same areas (Marangu, 2012). Muchelule (2018) aimed to determine the impact of monitoring procedures on Kenya State Corporations' project performance. The study discovered that the application of monitoring and evaluation approaches, as well as monitoring plans and instruments, greatly adds to project performance. The project control processes, according to Pinto & Slevin (2007), are monitoring and feedback. At each stage of implementation, a team should be present to receive feedback on how the project is faring in comparison to early projections.

Monitoring and evaluation being tools of control should enable the management to identify and initiate corrective measures before it's late. However, if any monitoring and

evaluation is undertaken and the results obtained are swept under the carpet, then this translates into wastage of resources. Ongoing processes of monitoring and evaluation is a good management practice which ensures control and recommends improvements as well as ascertaining the efficiency and effectiveness of projects. This periodic monitoring and evaluations are essential to facilitate internal reporting and auditing of procedures to ensure feedback in order to plan for future interventions (Carroll 2011). Monitoring and evaluation of projects in their initial processes gives project managers the opportunity to change the designs or reconstitute the plans before everything gets out of control leading to wastages.

Ronoh (2020) investigated the performance and management of residential development projects in Nairobi City County, Kenya. According to the study's findings, using the right monitoring tools and supporting M&E operations helps manage project time and costs effectively. In the Bagamoyo district of Tanzania, Mrangu (2018) did a study on the factors affecting the sustainability of community-based programs. The study found a strong link between sustainability, monitoring and evaluation, and community involvement. This periodic monitoring and evaluations are essential to facilitate internal reporting and auditing of procedures to ensure feedback in order to plan for future interventions (Carroll, 2011). Monitoring and evaluation of projects in their initial processes gives project managers the opportunity to change the designs or reconstitute the plans before everything gets out of control leading to wastages. This periodic monitoring and evaluations are essential to facilitate internal reporting and auditing of procedures to ensure feedback in order to plan for future interventions (Carroll, 2011). Monitoring and evaluation of projects in their initial processes gives project managers the

opportunity to change the designs or reconstitute the plans before everything gets out of control leading to wastages.

## 2.4 Conceptual Framework

According to Chandran (2004), a conceptual framework is a network of interactions among variables that are rationally created, explained, and elaborated and are believed to be crucial to the dynamics of the situation under inquiry. It is the collection of several concepts and ideas from related domains that are used to direct the investigation and arrangement of more data. The performance of non-governmental organizations' projects in Turkana West Sub-County, Kenya, is the dependent variable. The conceptual framework assumed that the independent variables, project communication practice, project planning practice, stakeholder involvement practice, and monitoring and evaluation practice, influence the dependent variable. In Figure 1, the conceptual framework is presented.

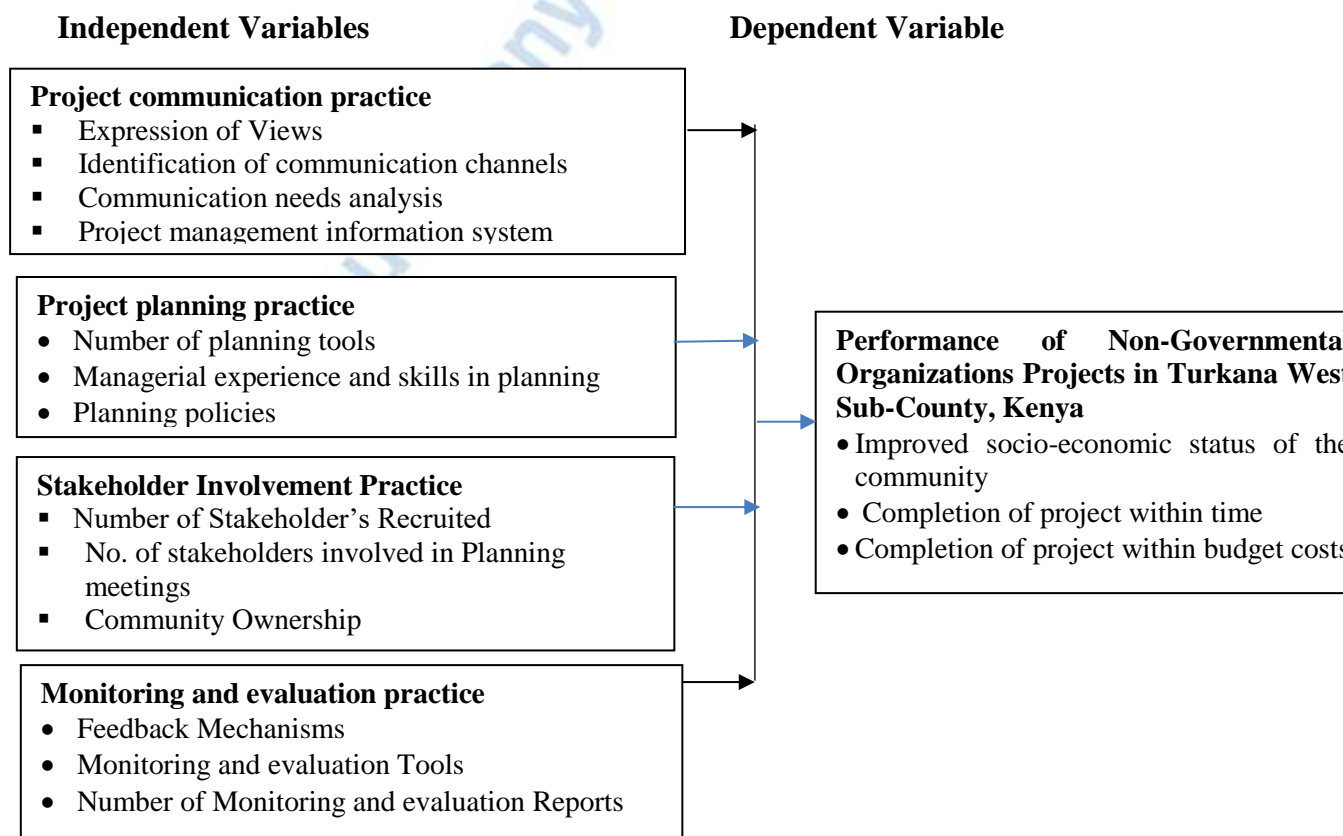


Figure 1: Conceptual Framework  
Source: Researcher (2024)

## 2.5 Research Gaps

In their 2016 study, Gathoni and Ngugi explored the factors that influence the performance of projects that are funded by constituency development programs by the Kenyan national government and found that the stakeholders receive scant updates on the status of the various CDF projects. Rogito (2010) conducted research on the impact of monitoring and evaluation on YEDF projects and discovered that projects are poorly implemented due to a lack of M&E training among implementers and a poorly conducted baseline survey study that ultimately causes the project to fail. Afroze and Khan examined the effects of project complexity and well-executed communication methods on the performance of international development projects in their 2017 study. The impact of communication techniques and project complexity on project performance was measured using a survey method. 60 international organizations engaged in such projects received questionnaires. The results of the study showed that these practices significantly and favorably affect project performance, although project complexity has a negligible impact on the relationship between communication and performance.

Ronoh (2020) conducted an investigation into the management and performance of residential development projects in Nairobi City County, Kenya. According to the study's findings, using the right monitoring tools and supporting M&E operations helps manage project time and costs effectively. In the Bagamoyo district of Tanzania, Mrangu (2018) did a study on the factors affecting the sustainability of community-based programs. The study found a strong link between sustainability, monitoring and evaluation, and community involvement.

As a result, there is a knowledge vacuum about how sustainable project management techniques affect the performance of projects run by non-governmental organizations in Turkana West Sub-County, Kenya. This study therefore seeks to fill this gap by establishing the role of Project communication practice, Project planning practice, Stakeholder Involvement Practice and Monitoring and evaluation practice on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research instruments for the study, the target population, sample size and sampling techniques, data collection procedures, data processing, and data presentation, as well as ethical considerations, are all covered in this chapter.

#### **3.2 Research Design**

Throughout the inquiry, the descriptive survey design was applied. Rice (2007) states that discussing the unique features of a given population throughout a certain time period for comparison's sake is the primary objective of a descriptive study approach. Lewis, Saunders, and Thornhill (2009) state that the methodical gathering of data from participants in a certain community using questionnaires characterizes descriptive research designs.

#### **3.3 Target Population**

The target population, according to Mugenda (2013), is the group of people who the researcher is interested in studying in order to describe them or draw conclusions from their data. Sekaran and Bougie (2016) define a population as the entire set of people or things that the researcher is interested in examining. The target group for the study consisted of 250 individuals, including field officers, middle managers, top managers, and members of the community leadership. Table 1 provides a description of the target population.

**Table 1: Target Population**

<b>Section</b>	<b>Target Population</b>
Top Level Manager	25
Middle Level Managers	55
Field Officers	120
Community Leadership	50
<b>TOTAL</b>	<b>250</b>

**Source: Turkana West UNHCR office (2024)**

### **3.4 Sampling Procedure and Sample Size**

According to Sekaran and Bougie (2010), sampling is a step in data gathering or the selection of a subset of a population for a research activity. Before any data are actually gathered, a plan for sampling is made in order to obtain a sample from a certain population (Orotho, 2005). To find and choose the appropriate respondents to be included in the study, the researcher employed the judgmental sampling methodology of purposive sampling.

According to Sekaran and Bougie (2010), judgmental sampling entails selecting individuals who are in the best position to supply the necessary information or who are in the most beneficial placement. By using examples that include the necessary data for the study's goals, a researcher can apply purposeful sampling (Mugenda & Mugenda, 2013). Sample size refers to the precise number of things the researcher used to draw a sample from the entire population. A sample of 75 respondents, or 30% of the entire population, will be used by the researcher. When the research population is less than 10,000, Mugenda & Mugenda (2013) state that a sample size of between 10 and 30% is a good representation of the target population. Table 2 provides details on the sample size.

**Table 2: Sample Size**

<b>Section</b>	<b>Sample Size</b>
Top Level Manager	8
Middle Level Managers	16
Field Officers	36
Community Leadership	15
<b>TOTAL</b>	<b>75</b>

*Source: Researcher (2024)*

### **3.5 Data Collection Methods**

In this study, questionnaires were used to collect primary data, and journals, textbooks, and the internet were used to collect secondary data. Data collection, as defined by Mugenda & Mugenda (2013), is the process of gathering information from the study subject of choice. A systematic questionnaire and an interviewing guide were the major tools used for data gathering. By distributing questionnaires to individuals, the survey is introduced to the respondents and relationships are created (Alistair & Martin, 2012).

According to Mugenda & Mugenda (2013), questionnaires are chosen because they guarantee confidentiality, save time, and are simple to administer. Because it restricts responses to a preset set of questions that directly address the study objectives, a structured questionnaire was used. In addition to having the capacity to quickly reach a large number of participants, a structured questionnaire gives participants a sense of secrecy. Additionally, it is a perfect methodology devoid of any bias related to an individual's character attributes (Kumar, 2018). Because structured questionnaires have the advantages of being affordable in terms of time and easy to administer and analyze, Cooper and Schindler (2018) advocate using them.

### **3.6 Pilot Study**

Pilot studies test the questionnaire on a small sample of respondents to find and fix any issues that might arise (Maria & Carmen, 2011). According to Cooper and Schindler (2013), a pilot test is typically carried out to identify design and instrumentation flaws and to offer proxies for data needed to choose a probability sample. In order to validate the questionnaire and address any potential problems, a pilot research was conducted on it. The pilot test should, as a general rule, comprise 10% of the sample. 10% of the study population was chosen by the researcher for the pilot study; they did not take part in the main study. The pilot research participants' feedback was utilized to enhance the main study participants' experience. It enhanced instructions and lessened the workload for participants.

### **3.7 Validity and Reliability of Research Instruments**

The researcher was able to assess the quality of the measurement variables by measuring the validity and reliability of a data instrument (Sekaran and Bougie, 2010). According to Barasa, Namusonge, and Iravo (2016), validity is the standard for how well the design makes use of measuring techniques that collect data in order to answer the study objectives. Validity is the standard for evaluating how well a design uses measuring techniques to gather data for the goal of answering the research questions. The instrument was upgraded using the opinions and feedback of various stakeholders. The utilization of supervisors' and experts' opinions improved the validity of the criteria and the content. Clear unambiguous testing of the research instruments was done in order to enable the researcher to modify an instrument based on the findings of the pilot study

The internal consistency of the variable measures, as determined by the Cronbach's Alpha coefficient was used to determine reliability. According to Barasa, Namusonge, and Iravo (2016), a measurement has high reliability if it consistently yields comparable measurement results. The internal consistency or reliability of the measuring scales employed in the questionnaire is evaluated by the reliability analysis. It displays the number of items that make up each variable as well as the Cronbach's alpha coefficient for each one. This analysis is crucial for ensuring the reliability of the data collected and the validity of subsequent analyses and interpretations. A tool is considered dependable by Collis and Hussey (2009) if it accurately assesses what it ought to and generates results that are constant after the same thing is measured repeatedly. The Cronbach Alpha criterion with an index of 0.7 (Nunnally, 1978) was applied to determine the dependability of the questionnaires. Cronbach's alpha coefficients, which range from 0 to 1, are deemed adequate when they are at least 0.70.

### **3.8 Data Collection Procedure**

Before starting the study, the researcher received the required approval and clearance from the appropriate authority. For the purpose of facilitating data collection, the researcher requested an Ethic Review Committee (ERC) certificate and an introduction letter from the postgraduate school at Mount Kenya University. The National Council for Science, Technology, and Innovation, or NACOSTI, granted the researcher a research authorization using the materials. A cover letter promising respondents that their answers will be kept confidential and anonymous was included with each questionnaire. The study employed two research assistants who were selected for the role based on their prior expertise collecting data, location of data collection, and familiarity with the topic matter.

### 3.9 Data Analysis Techniques and Procedures

The analytical tool for data analysis for quantitative items was the statistical package for social science (SPSS) version 24. Descriptive statistics were used to describe the characteristics of the collected data. Analysis of variance (ANOVA), multiple regression analysis, and Pearson's correlation were used to ascertain the relationships between the research variables. The researcher used numerous regression models to ascertain whether there is a relationship between the independent and dependent variables.

Listed below is the model:

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

Y = Performance of Non-Governmental Organizations Projects

$\beta_0$  = the constant term;  $X_1$  = Project Communication Practice;  $X_2$  = Project Planning practice;  $X_3$  = Stakeholder Involvement practice;  $X_4$  = Monitoring and Evaluation practice and  $\alpha$  = error term

### 3.10 Ethical Consideration

Research ethics, according to Kothari (2017), are the measures done to ensure that the study is conducted in a way that respects the rights and privacy of others. As the permission of information is necessary for the researcher to accurately tell participants about the goal of the study, the researcher requested that the respondents sign the consent form (Breiman, 2008). Respondents did not put their lives in danger by taking part in the study, and researchers did not save information that made it simple to identify them.

## CHAPTER FOUR

### RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

#### 4.1 Introduction

This chapter consists of all the results obtained from analysis of the collected data which is presented in form of tables. The information was analyzed in line with the study objectives. The analysis starts with the demographic information, then descriptive, correlation and regression analysis derived from the study variables.

#### 4.2 Response Rate

Two hundred and fifty (250) people made up the study's target group, including top managers, middle managers, field officers, and members of the community leadership. The researcher only sampled seventy-five (75) respondents that was 30% of the entire population. When the research population is less than 10,000, Mugenda & Mugenda (2013) state that a sample size of between 10 and 30% is a good representation of the target population. Only seventy-five (75) of the responders completed the questionnaires and sent them back. The response rate was 93.3% and only 6.7% did not respond. In a research study, a response rate of more than 70% was deemed excellent by Mugenda & Mugenda (2013). The reason for the 6.7% non-response rate was because respondents were reluctant to divulge information they deemed sensitive about the organization, even though they had been guaranteed that the data would be handled with secrecy.

#### 4.3 Pilot Study

Cronbach's alpha was used to estimate the internal consistency technique, which was used in this study to test reliability. Alvesson & Skoldberg (2017) state that reliability

coefficients of 0.70 or higher are deemed satisfactory, and this study employed this criterion. Sixteen respondents (N=10) with characteristics similar to the research sample but not involved in the main study participated in a pilot study to examine the reliability of the questionnaire.

**Table 3: Reliability Analysis**

<b>Variable</b>	<b>Cronbach Alpha</b>	<b>Items</b>	<b>Decision</b>
Project Communication Practice	0.898	10	Reliable
Project Planning Practice	0.930	10	Reliable
Stakeholder involvement practice	0.878	10	Reliable
Monitoring and Evaluation Practice	0.826	10	Reliable
Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya	0.854	10	Reliable
Overall	0.8772	10	Reliable

The table 3 above indicates the results of reliability test conducted that shows Project Communication Practice had a Cronbach's Alpha of 0.898; Project Planning Practice had a Cronbach's Alpha 0.930, Stakeholder involvement practice had a Cronbach's Alpha 0.878, Monitoring and Evaluation Practice had a Cronbach's Alpha 0.826 and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya had a Cronbach's Alpha 0.854. All the objectives had a Cronbach's Alpha 0.7 and above which is considered excellent (Mugenda & Mugenda ,2013). With a total Cronbach's alpha of 0.8772, all variables taken together show a high degree of internal consistency over the entire measuring tool. These findings imply that all of the variables are trustworthy indicators, boosting confidence in the accuracy and consistency of the data gathered for the research.

#### **4.4 Demographic Information**

This section comprises of the respondents' age, gender, designation, education level, name of the organization, duration worked with the organization and the number of years that the organization has been in operation in Kenya. All the questionnaires administered

by the respondent were dully filled and returned, this being 100% success rate. This is consistent with the opinion of Mugenda and Mugenda (2013), who stated that any response rate greater than 50% is typically regarded as sufficient.

#### 4.4.1 Respondents' Age Bracket

In this section, the researcher sought to know the various ages of the respondents. The results obtained are as per table 4 below;

**Table 4:** Age Bracket

Age Bracket	Frequency	Percentage
20-30yrs	23	31
31-40yrs	26	35
41-50yrs	14	18
51-60 yrs	10	13
61-70yrs	2	3
Above 70yrs	0	0
<b>Total</b>	<b>75</b>	<b>100</b>

The results showed that the respondents comprised of relatively young age with majority (35%) aged between 31-40 years of age. Those aged between 20-30 years accounted for (31%) while (13%) of the respondents were aged 51-60 years of age. A minority portion (3%) of the respondents comprised of those aged 61-70 years while none of the respondents was above 70 years of age.

#### 4.4.2 Respondents Gender

The respondents were requested to indicate their gender. The results obtained were as indicated in table 5below;

**Table 5:** Respondents' Gender

Gender	Frequency	Percentage
Male	47	63

Female	28	37
<b>Total</b>	<b>75</b>	<b>100</b>

From the findings in the table above, the male gender accounted for the greater proportion (63%) while the female gender accounted for (37%).

#### 4.4.3 Designation of Respondents

The respondents were requested to indicate their designation in the organizations that they work with. The results obtained are as per table 6 below;

**Table 6:** Designation of Respondents

<b>Designation</b>	<b>Frequency</b>	<b>Percentage</b>
Top Level Manager	4	5
Middle Level Managers	16	22
Field Officers	28	37
Community Leadership	27	36
<b>Total</b>	<b>75</b>	<b>100</b>

From the results in table 6 above, majority of the respondents (37%) were field officers. Those from community leadership accounted for (36%) while middle level managers constituted (22%). A minority (5%) of the respondents were top level managers.

#### 4.4.5 Education Level of Respondent

The respondents indicated their levels of education. Their analyzed results are indicated as per table 7 below;

**Table 7:** Education Level of Respondent

<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	18	24
	35	

Diploma	23	31
Undergraduate	28	37
Postgraduate	6	8
<b>Total</b>	<b>75</b>	<b>100</b>

From the findings, the respondents are relatively learned. Majority of them (37%) were undergraduates, (31%) were diploma holders, (24%) of the respondents were certificate holders while a minority (8%) were post graduates.

#### 4.4.6 Duration Respondents had worked with the Organization

The duration that the respondents had worked with their particular organizations was also required of them. The results obtained from the findings are as per table 8 below;

**Table 8:** Duration Respondents had worked with the Organization

<b>Duration</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 1year	7	9
1.0-5 Years	17	23
5-10 Years	34	45
Above 10 Years	17	23
	<b>75</b>	<b>100</b>

According to the data in the above table, the majority of respondents (45%) had been employed by their specific organizations for five to ten years, followed by those who had worked there for one to five years and more than ten years (23%) and those who had worked there for less than a year (9%).

#### 4.4.7 Duration the Organization has been in Operation

The respondents were required to indicate the number of years that the organizations that they work with have been in operation in Kenya. The results are as per table 9 below;

**Table 9:** Duration the Organization has been in Operation

<b>Duration</b>	<b>Frequency</b>	<b>Percentage</b>
1-10yrs	1	1
11-20yrs	4	5
21-30yrs	11	15
31-40yrs	13	17
41-50yrs	41	55
Above 50yrs	5	7
<b>Total</b>	<b>75</b>	<b>100</b>

From the results in the table above, majority of the respondents (55%) indicated that their organization had been in operation for a period between 41-55 years, (17%) indicated that their organization had been in operation for a period between 31-40 years, (15%) were of the view that their organization had been in operation for a period between 21-30 years, (7%) indicated that their organization had been in operation for a period above 50 years, (5%) opined that their organization had been in operation for a period 11-20 years while a minority (1%) indicated that their organization had been in operation in Kenya for a period of 1-10 years.

#### 4.5. Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

The researcher in this section sought to find out the influence of project communication practice on the performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya. The descriptive results are indicated in table 10. A

5-Point Likert scale was used, with denoting strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree:

**Table 10:** Descriptive Analysis for Project Communication practice

Statement	N	Mean	Standard Deviation
Project Communication is essential for effective team performance	74	4.54	0.882
There are proper communication channels which enhance open communication	74	3.92	1.563
Organizations consider strong communications among team members and other Stakeholders	74	4.12	1.668
Systems for obtaining feedback from stakeholders exist in organizations	74	3.86	1.996
Poor communication results to project delays, project cost overrun and project abandonment	74	4.36	1.995
Overall Mean Score	74	4.16	1.621

From the findings in table 10 above, the respondents strongly agreed with the statement that project communication is essential for effective team performance with the mean of 4.54 and a standard deviation of 0.882. The respondents also agreed with the view that there are proper communication channels which enhance open communication with the mean of 3.92 and a standard deviation of 1.563. With the mean of 4.12 and a standard deviation of 1.668, the majority of respondents agreed with the statement that organizations consider strong communications among team members and other stakeholders. A mean of 3.86 and a standard deviation of 1.996 indicates that the respondents agreed with the statement that systems for obtaining feedback from stakeholders exist in organizations. Poor communication results in to projects delays, project cost overrun and projects abandonment with a mean of 4.36 and a standard deviation of 1.995 showing that majority of the respondents agreed with this view. In

general, with an overall mean score of 4.16 and a standard deviation of 1.621 indicates that the Project Communication Practice influence the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

**Table 11:** Correlation Analysis of Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

		Project Communication Practice	Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
Project Communication Practice	Pearson Correlation	1	.772**
	Sig. (2-tailed)		.025
	N	74	74
Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya	Pearson Correlation	.772**	1
	Sig. (2-tailed)	.025	
	N	74	74

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

The researcher aimed at establishing the relationship between Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. From the findings as shown in table 11, the results show a positive and significant relationship between Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with correlation coefficient ( $r = 0.772$ ,  $p = 0.025$ ). According to Shad (2019), communication in project management involves the exchange of ideas, information, feelings and thoughts which propel the execution of projects. According to Burke (2013), there are three forms of communication in project management: information management, project marketing, and internal information exchange. Since effective communication planning and setting realistic expectations with all project stakeholders are crucial, the role of communication in project management cannot be understated. This guarantees the timely and proper gathering, sharing, storing, and, in the end, disposal of project data. The implementation of efficient and successful communication methods and techniques can effectively

accomplish this. Communication need analysis is one of the best communication tools available. Information management systems, meetings, communication models, communication techniques, reporting, and expert judgment are all examples of communication technology (Albuali 2021).

From the findings in this research, the respondents agree with the fact that effective communication with all the stakeholders is a major enabler and a success factor in project management. This is because efficient project communication makes sure that information is sent to the appropriate person at the appropriate time and in the most economical way possible. Armed with the right information, the stakeholders and the projects managers are kept focused on the project objectives as well as identifying the risks and challenges that may hinder the project completion in the right timeframe and within the right budget estimates. For the project to be successful, there must also be open and honest communication between the planners, implementers, and all organizational levels.

#### **4.6. Project Planning Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

The researcher in this section sought to find out the influence of Project Planning Practice on the performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya. The descriptive results are indicated in table 10. A 5-Point Likert scale was used, with denoting strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree:

**Table 12:** Descriptive Analysis for Project Planning Practice

Statement	N	Mean	Standard Deviation
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Project planning help in identification of potential resource constraints and effective allocation of resources in our organization	74	4.02	0.748
Planning has a positive and significant impact on our organization performance	74	4.16	0.447
Planning gives direction to the activities to be performed in time and reduces mistakes	74	4.13	0.326
Project managers have experience and skills in planning for the construction projects	74	4.15	0.992
Funding of the project is done as per the project plan	74	3.61	0.661
Overall Mean score		4.014	0.635

From the findings as shown in table 12, majority of the respondents with overall mean score of **4.014** and standard deviation of **0.635**, agreed that Project Planning Practice Influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The results also indicate that the respondents agree with the statement that Project planning help in identification of potential resource constraints and effective allocation of resources in our organization with the mean of 4.02 and a standard deviation of 0.748. Similarly, the positive impact of planning on organizational performance was evident from the means of 4.16 and a standard deviation of 0.447 with the respondents agreeing with the sentiments. With the mean of 4.13 and a standard deviation of 0.326, the respondents agreed with the view that Planning gives direction to the activities to be performed in time and reduces mistakes. With the mean of 4.15 and a standard deviation of 0.992, majority of the respondents agreed that the project managers have the requisite experience and skills in planning for construction projects. The results also indicated that funding is done as per the project plan with the mean of 3.61 and a standard deviation of 0.661.

**Table 13:** Correlation Analysis of Project Planning Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

Project Planning Practice	Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
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Project Planning Practice	Pearson Correlation	1	.448**
	Sig. (2-tailed)		.025
	N	74	74
Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya	Pearson Correlation	.448**	1
	Sig. (2-tailed)	.025	
	N	74	74

\*\*Correlation is significant at 0.025 level (2-tailed)

Table 13 shows that there is a positive and statistically significant correlation between the study variables, with ( $r = 0.448$ ,  $p = 0.025$ ). This correlation was found to be explained by Pearson's product moment correlation, which was used to determine the strength of the association between Project Planning Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The results show that project planning practice influence positively the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. Project planning is an essential exercise in project management process which should come before all other processes. In order to involve the community in identifying and prioritizing their aims and ambitions and in coming up with solutions to challenges that could impede the fulfillment of these goals, a needs assessment of the entire community must be conducted (Burke 2013). A project plan's assistance in identifying possible resource restrictions and the organization's efficient and effective resource allocation is one of its most significant goals. The value of any project is determined by the satisfaction that the recipients derive from the project and this can only be achieved through proper planning (Albuali 2021). Plans are the basis of any undertaking. A good plan encompasses many views that should be tired entirely from the stakeholders. Their input is important as both executors and recipients of the projects. Plans should be aligned to the vision, mission and objectives of the organizations in order to ensure direction and unity of purpose. Proper planning usually helps to avert wastages, gives direction and are also

used by financiers to ascertain whether the projects are worth financing or beneficial to the recipients. Planning also involves assigning of duties and responsibilities to individuals in the process of project execution. The NGOs operating in Turkana West sub-county need to have well laid plans in order to remain on course with their goals as well as ensuring conformity to their mission given the nature of diverse multinational and multicultural population that are benefiting from the non-governmental organizations' interventions.

#### **4.7. Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

The researcher sought to know the influence of stakeholder involvement practice on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The descriptive results are indicated in table 10. A 5-Point Likert scale was used, with denoting strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree:

**Table 14:** Descriptive Analysis for Stakeholder Involvement practice

Statement	N	Mean	Standard Deviation
Stakeholder's engagement in all stages of the project lifecycle can lead to effective project implementation	74	4.06	0.748
The successful delivery of any project deliverables majorly depends on stakeholder engagement and management	74	4.25	1.448

Stakeholder participation when adopted is a core ingredient in any sustainable development project	74	4.29	0.667
Stakeholder involvement is a prerequisite to a perfect delivery of project outcomes	74	4.64	1.056
Involvement Stakeholders will ensure they share control over development initiatives and the decision that affect them	74	3.82	1.529
Overall Mean score		4.212	1.089

From the descriptive analysis as shown in table 14, the majority of respondent with mean of **4.212** and a standard deviation of **1.089** agreed that stakeholder Involvement practice influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. With the mean of 4.06 and standard deviation of 0.748, majority of respondents agreed that Stakeholders' engagement in all the stages of project lifecycle is vital in project implementation. On the other hand, the respondents agreed with the view that successful delivery of any project deliverables majorly depends on stakeholder engagement and management with the mean of **4.25** and a standard deviation of **1.448**. The respondents also agreed with the statement that stakeholder participation when adopted is a core ingredient in any sustainable development project with mean of **4.29** and standard deviation of **0.667**. A mean of **4.64** and a standard deviation of **1.056**, Majority of the respondents agreed that stakeholder involvement is a prerequisite to a perfect delivery of project outcomes. The respondents were also on the affirmative that stakeholders will ensure they share control over development initiatives and the decision that affect them with a mean of **3.82** and a standard deviation of **1.529**.

**Table 15:** Correlation Analysis of Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

		Stakeholder Involvement practice	Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
Stakeholder Involvement practice	Pearson Correlation	1	.964**
	Sig. (2-tailed)		.001
	N	74	74
Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya	Pearson Correlation	.964**	1
	Sig. (2-tailed)	.001	
	N	74	74

\*\*Correlation is significant at 0.001 level (2-tailed)

The results show that there is a positive and significant relationship between Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with ( $r = 0.964$ ,  $p = 0.001$ ). This implies that an increase in stakeholder Involvement practice leads to a positive influence on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. In projects where the stakeholders are well engaged, the project translates to satisfied users, contented project team, acceptance and support of the project by all the relevant people. Jepsen (2013) adds that most attention should be geared towards the stakeholder where organizations carrying out any project should ensure that they continually facilitate a meaningful, honest and productive engagement with the stakeholders who are key to the success of the project.

According to Burke (2013), stakeholder's engagement ensures stable direction of the project through implementation, execution, monitoring and controlling and expediting of the whole process. It's worth noting that stakeholders also need to be managed since they harbor different vested interests and therefore they need to be brought into one general thinking cup. Before the start of any project, all the stakeholders should be in agreement

and move together in tandem, failure to which there will be sabotage and limited goodwill. It's the work of the project manager to monitor closely the relationship between the project and all the involved stakeholders in order to ensure constructive participation especially the external environment which is highly prone to political infiltration which pits organizations against the community.

#### **4.8. Monitoring and Evaluation Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

The researcher in this section sought to find out the influence of Monitoring and Evaluation Practice on the performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya. The descriptive results are indicated in table 10. A 5-Point Likert scale was used, with denoting strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree:

**Table 16:** Descriptive Analysis for Monitoring and Evaluation Practice

Statement	N	Mean	Standard Deviation
Monitoring and evaluation techniques and its adoption contributes to project performance	74	4.12	1.206
Our organization has established Monitoring and evaluation tools to measure the project performance	74	3.64	0.994
Our organization has established a team that receives feedback as per how the project is fairing in relation to initial projections.	74	3.83	0.861
Monitoring and Evaluation of project activities has help our organization to gain a better understanding of strengths and weaknesses of the activities we undertake	74	3.95	1.114
Monitoring and Evaluation help us to ensure any issues picked from the project execution are addressed and corrective action taken before it is too late	74	4.28	0.997
Overall Mean score		3.964	1.0344

From the descriptive analysis as shown in the table 16, Majority of the respondents agreed that Monitoring and Evaluation Practice influence performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya with mean of **3.964** and standard deviation of **1.0344**. The respondents agreed with the statement that Monitoring and evaluation techniques and its adoption contributes to project performance with mean of **4.12** and a standard deviation of **1.206**. Also majority of respondents agreed their organizations has established Monitoring and evaluation tools to measure the project performance with mean of **3.64** and a standard deviation of **0.994**. Similarly, the respondents agreed with the statement that their organizations have has established a team that receives feedback as per how the project is fairing in relation to initial projections with mean of **3.83** and standard deviation of **0.861**. With mean of **3.95** and standard deviation of **1.114**, majority of the respondents agreed that monitoring and evaluation of project activities has helped their organizations to gain a better understanding of strengths and weaknesses of the activities they undertake and lastly the respondents agreed with the view that monitoring and evaluation help their organizations to ensure any issues picked from the project execution are addressed and corrective action taken before it is too late with a mean of **4.28** and a standard deviation of **0.997**.

**Table 17:** Correlation Analysis of Monitoring and Evaluation Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

		Monitoring and Evaluation Practice	Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
Monitoring and Evaluation Practice	Pearson Correlation	1	.7250**
	Sig. (2-tailed)		.001
	N	74	74
Performance of Non-Governmental Organizations Projects in	Pearson Correlation	.7250**	1
	Sig. (2-tailed)	.001	

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\*\*Correlation is significant at 0.001 level (2-tailed)

The results show that there is a positive and significant relationship between Monitoring and Evaluation Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with ( $r = 0.7250$ ,  $p = 0.001$ ). This means that an increase in monitoring and evaluation influences the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. Monitoring and evaluation being tools of control should enable the management to identify and initiate corrective measures before it's late. However, if any monitoring and evaluation is undertaken and the results obtained are swept under the carpet, then this translates into wastage of resources. Ongoing processes of monitoring and evaluation is a good management practice which ensures control and recommends improvements as well as ascertaining the efficiency and effectiveness of projects. Evaluation majorly expedites the relevance and achievements of objectives, their effectiveness and efficiency as well as nature, distribution and sustainability of impacts (Andersen 2021).

This periodic monitoring and evaluations are essential to facilitate internal reporting and auditing of procedures to ensure feedback in order to plan for future interventions (Carroll, 2011). Monitoring and evaluation of projects in their initial processes gives project managers the opportunity to change the designs or reconstitute the plans before everything gets out of control leading to wastages.

#### **4.9. Regression Analysis on Sustainable Project Management Practices**

The researcher performed regression analysis to find out the influence of Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation

on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

**Table 18.** Regression Model Summary on Sustainable Project Management Practices

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.527	0.681	0.437	0.284

a. Dependent Variable: Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

*Source: Field Data (2019)*

From the regression analysis as shown in the table 18, The value of R-square was **0.681** and the adjusted R-square was 0.437. This implies that the variables used in the study that includes Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation significantly influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya to about 68.1%. The remaining variables that were not included in the study accounted for 31.9% of the difference.

#### 4.10. ANOVA Analysis for Summary of Sustainable Project Management Practices

The researcher conducted ANOVA analysis and the results were presented in the table 19

**Table 19:** ANOVA a (F-Test) Model Summary of Sustainable Project Management Practices

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.97	4	0.681	37.622	.04(a)
	Residual	2.148	60			
	Total	10.118	64			

a). Predictors: (constant), Stakeholder involvement, project communication, Project planning, monitoring and evaluation

b). Dependent Variable: Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

From ANOVA test results as shown in table 19, Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation statistically significantly predict the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya ( $F(4, 60) = 37.622, p < .05, R^2 = .681$ ). It should be noted that for any regression model to be considered as significant, the f-significance value ( $p$ ) should not exceed 0.05. The model should give more than (95%) confidence level otherwise it would give the wrong prediction. From the analysis, ( $p < 0.05$ ) shows that the regression model has a significance level that is above (95%), an indication of a high reliability of the results.

**Table 20:** Regression Coefficients of Sustainable Project Management Practices

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std Error	Beta		
Constant	0.133	.22		0.416	.416
Project Communication	0.536	.051	.772	5.327	.011
Project Planning	0.114	.048	.448	2.446	.047
Stakeholder Involvement	0.332	.039	.964	2.016	.012
Monitoring and Evaluation	0.146	.016	.725	1.269	.004

- a). Predictors: (constant), Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation  
 b). Dependent Variable: Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

The established regression equation was therefore formulated as below;

$$Y = 0.133 + 0.536X_1 + 0.114X_2 + 0.332X_3 + 0.146X_4 + \varepsilon$$

From the regression equation above, the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya will be (13.3%) when all the factors are kept constant. This factors include; Project communication, project Planning, stakeholder involvement and monitoring and evaluation, the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya would be (13.3%). All other factors held at zero level, a unit increase in project communication

would lead to (53.6%) increase in performance of NGOs projects. On the other hand, aother factors held at zero level, project planning would contribute (11.4%) increase in performance of NGOs projects. Stakeholder involvement would contribute to (33.2%) while monitoring and evaluation would contribute (14.6%) increase in performance of NGOs projects, all other factors held at zero level. Therefore, from the model, the greatest contributor to performance of NGOs projects is project communication (53.6%), followed by Stakeholder involvement (33.2%) then monitoring and evaluation (14.6%) and lastly project planning (11.4%). Further Analysis showed that Stakeholder Involvement  $X_3$  ( $\beta = 0.964$ ,  $p < 0.05$ ) has the strongest relationship with Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya followed by Project Communication  $X_1$  ( $\beta = 0.772$ ,  $p < 0.05$ ). Monitoring and Evaluation  $X_4$  ( $\beta = 0.725$ ,  $p > 0.05$ ) and Project Planning  $X_2$  ( $\beta = 0.448$ ,  $p > 0.05$ ). It was found that all the independent variables had positive significant relationship with Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENTATIONS**

#### **5.0 Introduction**

This chapter provides a synopsis of the earlier chapters, discussions, and suggestions for additional study. Every conclusion, discussion, and suggestion is made in accordance with the goals of the study.

#### **5.1 Summary of the Findings**

This study sought to investigate the influence of sustainable project management practices on performance of non-governmental organizations projects in Turkana West Sub-county, Kenya. The gap that this study sought to fill is that despite much studies being done on the performance of Non-governmental organizations in marginalized areas in Kenya, the needed expectations have not been met. There is still need much investigations on the shortcomings that need to be addressed in order to get the desired outcomes.

The study objectives under investigation include; establishing the influence of project communication practice on the performance of Non-Governmental organizations Projects in Turkana West Sub-County, an evaluation of the influence of project planning practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, an assessment of the influence of stakeholder involvement practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County and determination of the influence of monitoring and evaluation practice on the Performance of Non-Governmental organizations Projects in Turkana West Sub-County.

Descriptive analysis revealed that Project Communication Practice influence the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with an overall mean score of **4.16** and a standard deviation of **1.621** and there is a positive and significant relationship between Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with correlation coefficient (**r = 0.772, p < .05**).

Majority of the respondents with overall mean score of **4.014** and standard deviation of **0.635**, agreed that Project Planning Practice Influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya and with (**r = 0.448, p = 0.025**), project planning practice influence positively the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. Correlation results further showed that there is a positive and significant relationship between Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with (**r = 0.964, p = 0.001**).

In addition, the results revealed that the majority of respondent with mean of **4.212** and a standard deviation of **1.089** agreeing that stakeholder Involvement practice influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya and Correlation results showed that there is a positive and significant relationship between Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with (**r = 0.964, p = 0.001**).

Majority of the respondents agreed that Monitoring and Evaluation Practice influence performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya with mean of **3.964** and standard deviation of **1.0344** and Correlation results showed that there is a positive and significant relationship between monitoring and evaluation practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with (**r = .7250, p = 0.000**).

The findings from regression showed that Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation Influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The value of R-square was 0.681 and the adjusted R-square was 0.437. This implies that the variables used in the study that includes Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation significantly influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya to about 68.1%. The remaining variables that were not included in the study accounted for 31.9% of the difference.

From ANOVA test results revealed that Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation statistically significantly predict the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya ( $F(4, 60) = 37.622, p < .05, R^2 = .681$ ). It should be noted that for any regression model to be considered as significant, the f-significance value ( $p$ ) should not exceed 0.05. The model should give more than (95%) confidence level otherwise it would give the wrong prediction. From the analysis, ( $p < 0.05$ ) shows that the regression model

has a significance level that is above (95%), an indication of a high reliability of the results.

The greatest contributor Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya is project communication (53.6%), followed by Stakeholder involvement (33.2%) then monitoring and evaluation (14.6%) and lastly project planning (11.4%). Further Analysis showed that Stakeholder Involvement  $X_3$  ( $\beta = 0.964$ ,  $p < 0.05$ ) has the strongest relationship with Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya followed by Project Communication  $X_1$  ( $\beta = 0.772$ ,  $p < 0.05$ ). Monitoring and Evaluation  $X_4$  ( $\beta = 0.725$ ,  $p > 0.05$ ) and Project Planning  $X_2$  ( $\beta = 0.448$ ,  $p > 0.05$ ). It was found that all the independent variables had positive significant relationship with Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

### **5.3 Conclusions**

On Project communication practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, It's worth noting that from the findings that project communication is regarded as a vital tool towards ensuring project success. From the respondent's views, the NGOs operating within Turkana West Sub-county appreciate the importance of communication. Stakeholders in any project need to be well versed with essential information about the progress of the project. For any communication to be complete, there must be feedback. However, the problem lies with the use of the information. It must be used for action and transparency purpose otherwise information without action is just regarded as mere public relations. Information is highly valued within Turkana West Sub-county as evident from the views

of the respondents, however, it is not always used as the basis for action as it should be for the benefit of the organization and all the stakeholders in general which undermines its importance.

On Project planning practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, it was noted that Planning is the most essential aspect of any project management process. Failure starts from the planning stage. From the findings, it's evident that the respondents agree that their particular organizations do proper planning for their projects. They agreed with the view that project planning has a positive and significant impact of their organizations' performance. This is an indication that the NGOs operating in Turkana West sub-county are actively concerned about the basis of the proposed projects which draw their success on the process of planning. The respondents also agreed with the view that planning gives direction on the activities to be performed in time and therefore reduces mistakes. This is usually in like with the vision, mission and objectives of the organization which act as the core values of the core values of organizations.

On Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, respondents agreed that Stakeholders are the most important drivers of any project. Internal stakeholders execute the project, while external stakeholders are the recipients of the project. From the findings, it's evident that the NGOs in Turkana west sub-county usually engage the stakeholders in all the stages of the project lifecycle. The respondents agreed that the success of any project is highly dependent on stakeholder engagement and management. It was also noted that the organizations appreciate the fact that the adoption of stakeholder

involvement play a vital role towards in ensuring sustainable development. The findings also agree with the fact that stakeholder involvement is important towards delivery of project outcomes. Stakeholders' satisfaction is a determinant of its success and an indicator of project outcome. Another point to note is that organizations maximize stakeholder involvement in order to ensure that they share control over development initiatives and decisions. This underscores the important of stakeholders in any project both internal and external ones.

Stakeholder management and involvement are crucial for the successful delivery of any project's deliverables. It is evident that involving stakeholders in the decision-making process results in positive outcomes. Good project implementation is a result of stakeholder of stakeholder participation at all stages of the project lifecycle. Stakeholder involvement increases commitment to and ownership of development activities.

On Monitoring and evaluation practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, it was noted that Monitoring and evaluation are control tools that ensure that the project remains on course and within the set parameters. From the findings, it's evident that the respondents agreed with the view that monitoring and evaluation contributes to project performance. However, structures have not been put into place monitoring and evaluation tools to measure the project performance. Similarly, there is no team to get feedback from the concerned stake holders after a monitoring and evaluation process. Therefore, the project managers do not understand the strengths and weaknesses of the process in order to correct or build on them. In this regard, from the monitoring and evaluation report, corrective measures are not taken since little regard is given on this. Therefore, from the findings, it can be

concluded that important issues are given little regard by the project management and this may limit the chances of project success.

#### **5.4 Recommendations**

On Project communication practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, the researcher note that Information is key in every undertaking because it forms the basis for action. Information flow should be upward, downward, horizontal and diagonal and should be used as a basis for action and benefit all the stakeholders. It's therefore recommended that proper channels of communication should be instituted so that information travels through formal channels in order to avoid grapevine which distorts useful information as well as causing tension within the organization.

On Project planning Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, it was noted that any successful project lays its basis on the plan. Plans are the foundation of any undertaking. A good plan should encompass many views that should be drawn entirely from the stakeholders. Their input is important as both executors and recipients of the projects. Plans should be aligned to the vision, mission and objectives of the organizations in order to ensure direction and unity of purpose. Proper planning usually helps to avert wastages, gives direction and are also used by financiers to ascertain whether the projects are worth financing or beneficial to the recipients. Planning also involves assigning of duties and responsibilities to individuals in the process of project execution. The NGOs operating in Turkana West sub-county need to have well laid plans in order to remain on course with their goals as

well as ensuring conformity to their mission given the nature of diverse multinational population that are being taken care of.

Regarding the Performance of Non-Governmental Organization Projects in Turkana West Sub-County, Kenya, and Stakeholder Involvement Practices. At both the recipient and management levels of the project, stakeholders are actively involved. They decide if the process is successful or unsuccessful. Stakeholders' goodwill is essential for the project. The organizations should ensure that stakeholders are fully involved in the project from inception up to the last stage which is final evaluation. Stakeholder satisfaction and appreciation are the main indicators of project success. Therefore, NGOs in Turkana west sub-county should always endeavor to involve all the required stakeholders in their plans and processes in order to ensure no one is left out become everyone should own the project. Lack of stakeholder involvement and satisfaction is an indicator of project failure.

Lastly, on Monitoring and evaluation practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, researcher note that Monitoring and evaluation are control tools that ensure that a project operates within the set parameters. Organizations should ensure that there are set mechanisms that monitor processes and receive evaluation reports. These reports act as the basis for corrective actions as well as ensuring low rates of project failure and wastages. Owing to the absence monitoring and evaluation committees in the NGOs operating in Turkana west sub-county it should be a matter of concern that should be addressed with much urgency otherwise corrective actions will not be taken as quickly as required. Monitoring should be done when the project is ongoing and evaluation should be periodic and within the process with a thorough evaluation and expediting of the whole process done at the end

of the process. Reviews should be able to identify areas of diversion from the plan and responsibility apportioned to ensure that such diversions do not occur in the future.

Stakeholder satisfaction and appreciation are the main indicators of project success and the researcher recommends that the NGOs in Turkana west sub-county should always endeavor to involve all the required stakeholders in their plans and processes in order to ensure no one is left out because everyone should own the project. The NGOs operating in Turkana West sub-county need to have well laid plans in order to remain on course with their goals as well as ensuring conformity to their mission and that proper channels of communication should be instituted so that information travels through formal channels in order to avoid grapevine which distorts useful information as well as causing tension within the organization. Finally, the researcher recommends that Monitoring should be done when the project is ongoing and evaluation should be periodic and within the process. Reviews should be able to identify areas of alteration from the plan and responsibility apportioned to ensure that such changes do not occur in the future.

### **5.5 Areas for Further Studies**

This was a comprehensive study about the influence project management practices on NGOs operating in Turkana West Sub-County in Kenya. However, this research study did not exhaust every aspect and therefore the researcher recommends that further studies be done on the following areas;

Similar studies should be done on other firms carrying out projects within Turkana West Sub-county. This study was limited to NGOs only and therefore there are firms that have their presence within the same region. Therefore, further studies should be carried out on

these other firms and ascertain their success and performance. It's worth noting that this study was limited to Turkana west sub-county but there is also presence of NGOs in other sub-counties within Turkana county. Therefore, other NGOs should also be studied. Turkana County is just one County among the 47 counties in Kenya.

The researcher also recommends that similar studies should be carried out in all the other 46 counties and obtain knowledge about the projects undertaken by NGOs in these counties. In Kenya, all the counties have the presence of NGOs and therefore similar studies should be extended to these areas. This will add much knowledge about these projects and their success. This study was limited to the influence of project management practices with special attention to NGOs projects in Turkana west sub-county. However, there are other factors that affect NGOs projects apart from project management practices. Therefore, it's worth noting that further studies will widen the existing body of knowledge.

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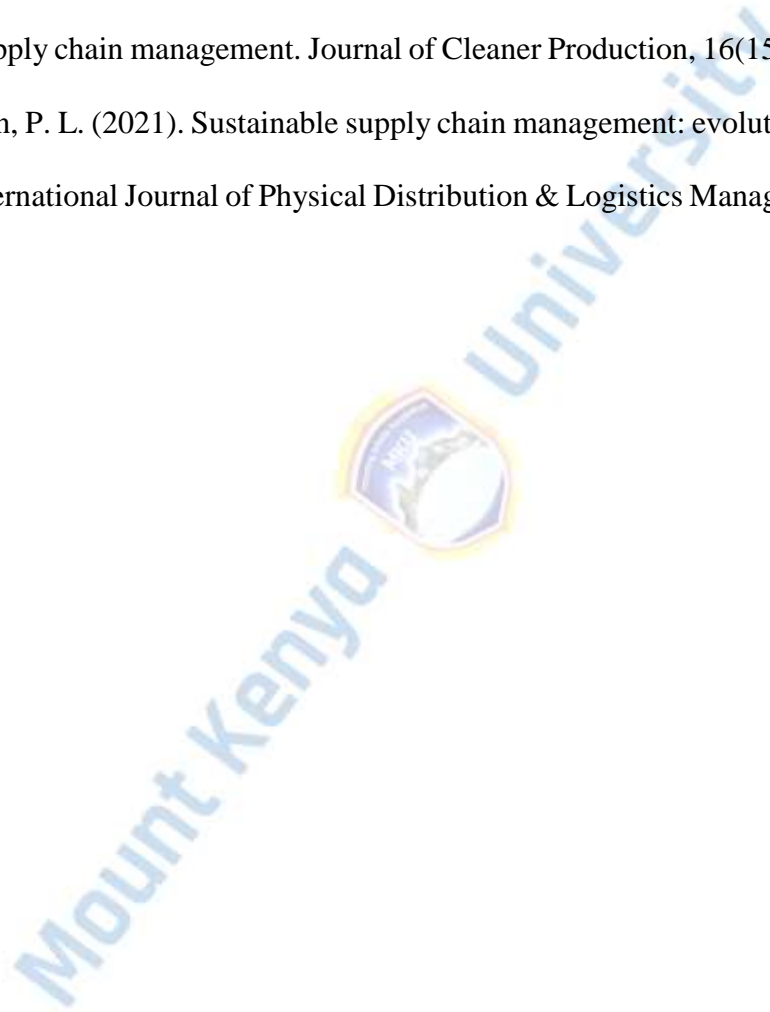
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## **APPENDIX I: INTRODUCTION LETTER**

**Dear Sir/Madam,**

Currently pursuing a master's degree in public management at Mount Kenya University, I am Mr. Joseph Wekesa Namaulula, a graduate student. I'm now researching on the "Influence of Sustainable Project Management Practices on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya." Therefore, I am asking you to take part in this research, which has primarily academic goals. To authorize us to use the information you will supply, you must first complete the consent form. Respondents won't put their lives in danger by taking part in this research because the information won't be stored in a way that makes it simple to identify them. Your name won't be on the questionnaire, and whatever information you give up won't be shared by the third party. You are always welcome to speak with the head of Mount Kenya University's Ethical Review Committee (ERC) if you have any complaints.

Yours Sincerely

Mr. Joseph Wekesa Namaulula

## APPENDIX II: CONSENT FORM FOR PARTICIPATION IN RESEARCH

### *INFLUENCE OF SUSTAINABLE PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN TURKANA WEST SUB-COUNTY, KENYA.*

Dear Participant,

I invite you to participate in a research study entitled *Influence of Sustainable Project Management Practices on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya*: I'm writing my master's project as I pursue a master's degree in public administration and management at Mount Kenya University. The purpose of the research is to determine: *to investigate the Influence of Sustainable Project Management Practices on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya*. The enclosed questionnaire has been designed to collect information on: *to investigate the Influence of Sustainable Project Management Practices on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya*.

Your participation in this study is entirely voluntary. You can choose not to participate at all or leave any questions unanswered. There are no additional recognized dangers associated with involvement other those present in daily living. We'll keep your answers private and anonymous. Data from this study will be kept confidential and will only be disclosed as a combined total. Your specific responses to this questionnaire won't be disclosed to anybody besides the researchers. You won't get anything directly from taking part in this study. However, you might find it fascinating to discuss the issues covered in the study, and it might be useful for the industry as well as for clients or people in the future who have had similar worries.

Please provide the most accurate responses you can to the questionnaire's questions if you accept to take part in this experiment. It should be finished in around 30 minutes. I need the questionnaire back as soon as possible so I can finish the project report.

Please feel free to contact the INVESTIGATOR, Mr. Joseph Wekesa Namaulula, at +254720876645, josephnwekesa@gmail.com, or Dr. Ibrahim Nyaboga at +254722469824 or email to inyaboga@mku.ac.ke. Please contact the Chairman of the Mount Kenya University Ethical Review Committee at P.O. Box 342-01000, Thika, if you have any inquiries about your rights as a study participant.

I appreciate your help with this crucial project.

#### CONSENT

I've had a chance to study and comprehend the material offered, as well as ask questions. I am aware that this is entirely optional and that I can stop participating whenever I want, for any reason, and for free. I am aware that this consent form will be copied and sent to me. I hereby give my consent to participate in this study.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

## APPENDIX III: QUESTIONNAIRE

### Instruction

*Please check the box (✓) next to the response you gave to the questions, and then fill in the corresponding spaces with your responses.*

### SECTION A: BACKGROUND INFORMATION

Please provide the most accurate responses you can to the questionnaire's questions if you accept to take part in this experiment. It should be finished in around 30 minutes. I need the questionnaire back as soon as possible so I can finish the project report.

The questionnaire is designed to gather data on how sustainable project management practices on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya.

Please CHECK the box next to the statement that most accurately captures how you feel about it.

### SECTION A: Personal Data

1. Please Tick [✓] your age bracket

20-30yrs	31-40yrs	41-50yrs	51-60 yrs	61-70yrs	Above 70yrs

2. Gender: Female  Male

3. Designation: -----

4. Name of the Organization: -----

5. What is your highest level of education?

Certificate [ ] Diploma Level [ ] Undergraduate [ ] Postgraduate [ ]

Any other, please specify .....

6. How long have you been in this organization? (Tick appropriately)

Less than 1year	1.0-5 Years	5-10 Years	Above 10 Years

7. Number of years the organization has been in operation in Kenya

1-10yrs	11-20yrs	21-30yrs	31-40yrs	41-50 yrs	Above 50yrs

**Section B: Influence of Project Communication Practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

To what extent do you agree with the following statement in regard to Influence of Project Communication Practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?

Kindly mark (√) just the number on the following five-point scale that most accurately represents your opinion: { 1 = Agree (A), 2 = Disagree (D), 3 = Neutral (N), 5 = Strongly Agree (SA) }

No.	Statements	1	2	3	4	5
	Communication is essential for effective team performance					
	There are proper communication channels which enhance open communication					
	Organizations consider strong communications among team members and other Stakeholders					
	Systems for obtaining feedback from stakeholders exist in organizations					
	Poor communication results to project delays, project cost overrun and project abandonment					

**Section C: Influence of Project Planning Practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

To what extent do you agree with the following statement in regard to Influence of Project Planning Practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?

Kindly mark (√) just the number on the following five-point scale that most accurately represents your opinion: { 1 = Agree (A), 2 = Disagree (D), 3 = Neutral (N), 5 = Strongly Agree (SA) }

No.	Statements	1	2	3	4	5
	Project planning help in identification of potential resource constraints and effective allocation of resources in our organization					

	Planning has a positive and significant impact on our organization performance					
	Planning gives direction to the activities to be performed in time and reduces mistakes					
	Project managers have experience and skills in planning for the construction projects					
	Funding of the project is done as per the project plan					

**Section D: Influence of Stakeholder Involvement practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

To what extent do you agree with the following statement in regard to Influence of Stakeholder involvement practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?

Kindly mark (✓) just the number on the following five-point scale that most accurately represents your opinion: { 1 = Agree (A), 2 = Disagree (D), 3 = Neutral (N), 5 = Strongly Agree (SA)}

No.	Statements	1	2	3	4	5
	Stakeholder's engagement in all stages of the project lifecycle can lead to effective project implementation					
	The successful delivery of any project deliverables majorly depends on stakeholder engagement and management					
	Stakeholder participation when adopted is a core ingredient in any sustainable development project					
	Stakeholder involvement is a prerequisite to a perfect delivery of project outcomes					
	Involvement Stakeholders will ensure they share control over development initiatives and the decision that affect them					

**Section E: Influence of Monitoring and Evaluation Practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

To what extent do you agree with the following statement in regard to Influence of Monitoring and Evaluation Practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?

Kindly mark (✓) just the number on the following five-point scale that most accurately represents your opinion: {1 = Agree (A), 2 = Disagree (D), 3 = Neutral (N), 5 = Strongly Agree (SA)}

No.	Statements	1	2	3	4	5
	Monitoring and evaluation techniques and its adoption contributes to project performance					
	Our organization has established Monitoring and evaluation tools to measure the project performance					
	Our organization has established a team that receives feedback as per how the project is fairing in relation to initial projections.					
	Monitoring and Evaluation of project activities has help our organization to gain a better understanding of strengths and weaknesses of the activities we undertake					
	Monitoring and Evaluation help us to ensures any issues picked from the project execution are addressed and corrective action taken before it is too late					

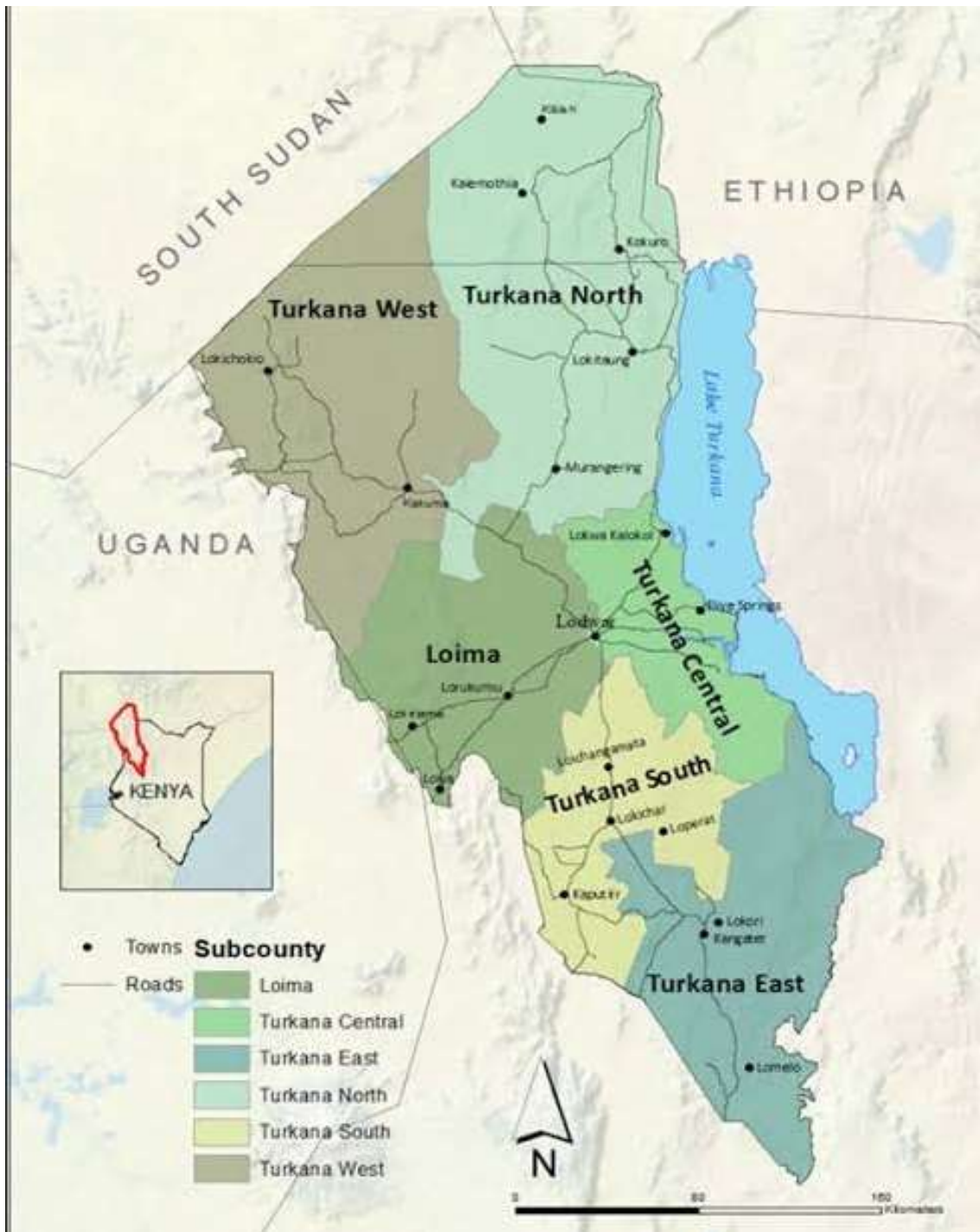
#### **Section F: Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya**

To what extent do you agree with the following statement in regard to the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya?

Kindly mark (✓) just the number on the following five-point scale that most accurately represents your opinion: {1 = Agree (A), 2 = Disagree (D), 3 = Neutral (N), 5 = Strongly Agree (SA)}

No.	Statements	1	2	3	4	5
	There is Improved socio-economic status of our community					
	All projects are completed within the planned timeframe					
	All projects are Completed within budget costs					

**APPENDIX IV: MAP OF TURKANA COUNTY**



## APPENDIX VI: ETHICS REVIEW CERTIFICATE

# Mount Kenya University



REF: MKU/ISERC/3571

Date: 04 April 2024

TO: JOSEPH WEKESA NAMAULULA

REG: MPAM/2019/58512

Dear Sir/Madam,

**RE: INFLUENCE OF SUSTAINABLE PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN TURKANA WEST SUB-COUNTY, KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2615**. The approval period is **04/04/2024 - 03/04/2025**.

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 obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

The Chairman  
Mount Kenya University  
Ethics Review Committee  
P.O. Box 342-01000 Thika

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

APPENDIX VII: POSTGRADUATE INTRODUCTION LETTER



## DIRECTORATE OF GRADUATE STUDIES

MPAM/2019/58512

4<sup>th</sup> April, 2024

*National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki, Upper Kabete  
P.O Box 30623- 00100  
NAIROBI, KENYA*

Dear Sir/Madam,


**RE: JOSEPH WEKESA NAMAULULA - REGISTRATION NO. MPAM/2019/58512**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the **Department of Management** in the **School of Business and Economics**.

The title of the research is **"Influence of Sustainable Project Management Practices on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2024 and June, 2024**.


Any assistance accorded to the student will be highly appreciated.


Thank you.

  
**Dr. Samuel M. Kafenga, PhD**  
**Director, Graduate Studies**  
Enc.

Mount Kenya University  
P.O. Box 342 - 01000, THIKA  
Office of the Director  
Graduate Studies


**APPENDIX VIII: NACOSTI LICENCE CERTIFICATE**

  
**REPUBLIC OF KENYA**  
National Commission for Science, Technology and Innovation

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

RefNo: **989530** Date of Issue: **17/April/2024**


**RESEARCH LICENSE**




**This is to Certify that Mr.. Joseph Wekesa Namanula of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Turkana on the topic: INFLUENCE OF SUSTAINABLE PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN TURKANA WEST SUB-COUNTY, KENYA for the period ending : 17/April/2025.**

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**989530**  
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Director General  
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## APPENDIX VII: PLAGIARISM REPORT

### INFLUENCE OF SUSTAINABLE PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS PROJECTS IN TURKANA WEST SUB-COUNTY, KENYA

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**7** Guangqian Peng. "Inter-organizational information exchange, supply chain compliance and performance", Brill, 2011  
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**9** Charbel José Chiappetta Jabbour, Vinicius Amorim Sobreiro, Ana Beatriz Lopes de Sousa Jabbour, Lucila Maria de Souza Campos et al. "An analysis of the literature on humanitarian logistics and supply chain management: paving the way for future studies", Annals of Operations Research, 2017  
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