

Journal of  
**Entrepreneurship and  
Project Management**  
(JEPM)



**CARI**  
**Journals**

## **Influence of Project Management Practices on The Implementation of Environmental Non-Governmental Organizations' Projects: A Case of World-Wide Fund for Nature- Kenya, Kwale County**

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### **Abstract**

**Purpose:** Non-Governmental Organizations are faced with project implementation challenges specifically 70% of environmental projects fail to meet their estimated timeline, budget and objectives. These factors have led researchers to look for possible solutions to pilot smooth execution of projects. The study's drive was to institute the effect of Project Management Practices on Implementation of environmental Non-Governmental Organizations' projects: A Case of World-Wide Fund for Nature- Kenya-Kwale County. The study measured Stakeholders' Engagement, Project Design, Project Team competence and Monitoring and Evaluation to establish their influence the execution of environmental projects of Non-Governmental Organizations.

**Methodology:** Descriptive research design was adopted for the study. The target population was 3,486 drawn and a sample of 90 respondents was arrived using purposive sampling. Data collection was carried out using questionnaires and analyzed using Statistical Package to develop descriptive statistics and draw inferences.

**Results:** The findings clearly showed that all the factors were present in environmental NGOs projects since they had high average means of 4.45, 4.22, 4.37 and 4.5 for the independent variable while the dependent variable Y had a mean of 4.35. Hypothesis was tested after each alternative as per the objective of the researcher using the Chi-Square test and it was determined that all the factors have significant influence on successful implementation of environmental donor-funded projects since they had a significance P value of less than 0.05. The findings further showed that all the four factors; Stakeholders' Engagement, Project Design, Project Team competence and Monitoring and Evaluation have a positive influence on implementation of environmental Non-Governmental Organizations' projects. The study established that Stakeholders' Engagement, had the highest influence on successful implementation of environmental Non-Governmental Organizations' projects with a significant positive change of 77% if a unit of it is increased, followed by Project Team competence with 72%, Monitoring and Evaluation had an influence of

63% and lastly Project Planning process, had a 47% influence on sustainable implementation of environmental Non-Governmental Organizations' projects

**Unique contribution to theory, policy and practice:** The study recommended improved stakeholder involvement and project team competence and improving the monitoring and evaluation function for better performance of environmental Non-Governmental Organizations' projects.

**Keywords:** *Environmental Non-Governmental Organizations' projects implementation, Stakeholders' Engagement, Project Design, Project Team competence, Monitoring and Evaluation.*

## 1.0 INTRODUCTION

### 1.1 Background of the Study

Management of projects is one of oldest and most appreciated endeavors of manhood with contributions from constructors, designers and masons according to Ogunde, et al (2017). This is demonstrated by the successful building of the pyramids, prehistoric cities, monuments and other wonders of the world. This has led to development of the project management practices which are applied to ensure smooth implementation of projects. However, there is no documentation on methodologies or techniques that were used until the mid-1950s that saw the emergence modern project management practices tools. Since then, the concept of has gained much admiration and wide acceptance in all over the world. Project objectives can be accomplished in terms of size, scope and industry thus the completion is anticipated within the shortest time possible, using minimal resources and production of quality results (Mkutano & Sang, 2018). In this regard, for a firm to achieve performance objectives it should implement effective project management practices. According to the authors, proper project control can be achieved using project management tools which include project design planning, identification of stake holders, choosing a competent team and establishing monitoring and evaluation procedures. This creates a focused approach and deliberation between stakeholders leading to successful completion of the project.

Mavuti, Kising'u and Oyoo (2019) noted that having new strategies in theory may not help in achievement of project objectives thus proper implementation is key. Various studies have shown that in developing countries, the failure rate in implementations of projects in an organization is very high. The study by Reilly (2015), on project management practices in the public sector, reveal, poor management practice contributes approximately 30% towards public sector projects failure. Due to the high failure rate in developing countries, the scenario has increased the need for organizational accountability of the projects monies. Although the concept has infiltrated in some organizations, there is need for an understanding in application of the principle of project management practices in developing countries.

In Africa, donor-funded NGOs are organizations who provide essential humanitarian help and protection in war prone areas since the 1980s. Western donors who had become frustrated by bureaucracy and ineffectiveness of government-to-government projects saw NGOs as an alternative with more chance for successful implementation of project objectives for the organization (Turner & Muller, 2015). In East Africa poverty is still rampant despite the increase

in NGOs poverty eradication funding streams (Wanyoike & Omwaka, 2016). Gitau, (2015), found that projects in Africa either delay or cost more than anticipated which was confirmed by findings of Diallo and Thuillier, 2014. In Kwale County, there are NGOs which engage in sectors of fisheries, agriculture, human rights and environment. WWF-Kenya began its operations in Kwale County with focus on forestry, freshwater, policy, innovation marine and fisheries. The organization has a bold and inventive approach in achievement of objectives by overcoming challenges facing these fields in cooperation with its diverse partners and stakeholders. It taps into the vast power of all the concerned stakeholder to safeguard biodiversity and direct the country to sustainability.

### **1.2 Statement of the problem**

NGOs' projects have become in every country and are more involved in development agenda both locally and internationally. Nevertheless, their implementation continues to be a disappointment of project as stated by (Gregg & Ana, 2016). Almost 70 % of such projects as stated by Ochieng (2018)) fail to meet the estimated timeline, quality and budget. Project failure has become monotonous with the majority working under difficulty and unforeseen complexities, limitations and inefficient resources. Consequently, project may face delays and money flow problems because of improper planning. The inefficiencies may lead to project discontinuation as a result of increased cost and unaccountability of the managers. Kerzner (2015) opines that projects may fail to achieve targets and objectives due to low morale, de-motivation, poorly managed project team relations and commitment. These factors are considered harmful to a projects' accomplishment in NGOs as reflected by Ika, Diallo and Thuillier (2012). Project teams within NGOs are confronted with day-to-day complicated tasks associated to project implementation as per the study by (Achieng, 2016). These encounters are associated with the unnecessary capacity to perform. Additionally, NGO staffing has become an issue due to hiring on short term contracts resulting to high turnover and limited diversity in sources of funds by NGOs.

NGOs continue facing deepened adversity from most governments, hence need to steady their operation. The NGOs role is protecting the vulnerable population and there is absolute need to address social issues and environmental issues. The move has seen NGOs being able to provide avenues for development to transform communities faced with structural inequalities. The establishments are therefore overwrought with how best to take care of community issues/needs. This has required the NGOs to forge and foster stronger relationships with the local communities as well as engaging the private sectors to collaborate in driving the same agenda. Inadequate capacity building on project sustainability by the residents of Kwale County compounds the problems encountered. In Kwale County for example, WWF-Kenya has operated for over two decades in tackling environmental issues in the area endowed with rich biodiversity. However, little investigations have been done to establish the project management practices they undertake that ensure environmental sustainability. This results to the justification of the study on Project Management Practices on the Implementation of environmental donor-funded projects of Non-Governmental Organizations: A Case of World-Wide Fund for Nature- Kenya, Kwale County.

### **1.3 The purpose of the study**

The purpose of the study was to assess the influence of project management practices on the implementation of environmental Non- Governmental Organizations' projects: a case of World-Wide Fund for Nature- Kenya, Kwale County.

### **1.4 Objectives of the study**

The study was guided by these specific objectives:

- i. To establish stakeholders' engagement, influence the implementation of environmental non- governmental organizations' projects in Kwale County, Kenya
- ii. To determine influence of project design on the implementation of environmental non- governmental organizations' projects in Kwale County, Kenya
- iii. To examine effect of project team commitment on the implementation of environmental non- governmental organizations' projects in Kwale County, Kenya
- iv. To assess how monitoring and evaluation tools influence the implementation of environmental non- governmental organizations' projects in Kwale County, Kenya

## **2.0 LITERATURE REVIEW**

### **2.1 Implementation of Environmental NGOs' Projects**

Project management practices are vital aspects in the project implementation, that have to be maintained for an efficient and effective completion of the project (Dissanayaka & Kumaraswamy, 2013). According to Ohara (2015), project management is considered as the proficiency to complete with thoroughness, a project outcome that fulfills a given mission. This can be done by the organization of a devoted project team, using the most effective management methods and technical abilities through proper planning of resources as well as monitoring and evaluation processes. Ahmed, Mohamad and Ahmad (2016) observe that leadership is effective for application by the project manager as it influences project outcome while vice versa is directly associated with project failure. Top management support in project success is vital it must empower the teams and provide required resources (Haque & Anwar, 2012). Lester (2017), acknowledges effective communication as a vital factor in success any project. Open communication in projects give information exchanges which lead better understanding of project stakeholders needs (Ruuska, 2016). Though this is dependent on the quality of communication channels, which are evaluated as the point to which suitable persons receive the info in a timely manner for action/decision.

Allocation of resources leads to review and modify the project plan, revise stages, project completion dates (Selaru, 2012). Meredith and Mantel (2010) perceive that the resource allocation will improve the start and finish of a project. Project design gives a probable start and completion date for a project, the schedule of activities which gives a basis for performance evaluation necessary for the monitoring and evaluation process (Selaru, 2012). Stakeholders are parties that maybe affected by the project start and completion, bringing in a variety of experiences, expertise and skills to the project and can assist in project success (Bourne, 2016). Stakeholders can adversely affect the project outcome and thus identification of relevant stakeholders as well as

their involvement in the project cycle is key in successful implementation of the project (Maina, 2013). Involvement of the stakeholders from the onset of the project may help the project managers to avoid future problems or clashes with the stakeholders who may put off the project.

### **2.2.1 Stakeholders' Engagement and the Implementation of Environmental NGOs' Projects**

Stakeholders are persons or clusters of persons that are either directly or indirectly affected by the operations of a body, it (group) can also have a stake in the program (Infragate, 2014). The stakeholders can aid in deliberation of issues/challenges that could be experienced during the project planning and execution cycle (Wanjiru, 2013). This distinctive character, therefore requires projects to engage stakeholders early in project development and operation (Kwak, 2013). NGOs in a global context, should manage the stakeholders' adversities and needs to develop vulnerable people or address their needs (Higgs, 2013). In a study by Njogu (2016) it was discovered that stakeholders' contribution to project monitoring has a helpful and substantial influence on project implementation. Nyandika and Ngugi (2014) further show that, success in construction of road projects is done by proper project communication, achieved through consultations, practicability analysis and roundtables meetings, this establishes a critical mode of effective communication when implementing projects. Mavuti, Kising'u and Oyoo, (2019) as well, concludes that absence of stakeholders' participation leads to lack of project responsibility and support which can lead to the boycott/ignorance of project issues; low perceived benefits, project sustainability, and loss of resources and lastly failure of the project.

Additionally, Silvius & Schipper, (2014); and Project Management Institute (2013), opine that although deeper participation comes with more costs, it enhances the competitive advantage of an organization. The efficiency of project implementation depends on connection/communication/engagement of crucial stakeholders which means making joint decisions for implementation (Vanessa & Gala, 2011). Stakeholders should fully support objectives and vision of the project to ensure successful implementation and avoid failure (Ochieng, 2018). In his study, findings indicated that the stakeholders can have an implication the plan, and development and also survival of a firm's operations.

### **2.2.2 Project Design and the Implementation of Environmental NGOs' Projects**

Project design is defined in the way resources, employees, technical expertise, materials and finances are organized to undertake a project within described outputs constrained by time, budgets plus quality to achieve perceived benefits. Project design is, therefore, extensively believed to be a significant backer of project accomplishment within defined parameters in terms of time and cost (James, 2014). Various reviews have been provided with regard to planning and design. They indicate that having an efficient project design leads to successful implementation of projects in an organized manner as found these studies by Agheneza, 2013 and Khang, & Moe, 2014.

While undertaking project implementation, it is eminent to know that project designs' role in successful project management and how each resource is interlinked during project design. Furthermore, project design leads to effective allocation and utilization of resources that would lead to maximum output. A study found that project design can resolve inherent challenges that may hinder the project moving towards achievement its preset purposes as stated by Mavuti, et al,

(2019). Zwikael, (2014) noted that a successful project employs limited resources and maximizes output and effectiveness.

### **2.2.3 Project Team Commitment and the implementation of Environmental NGOs' Projects**

Project team commitment is an important implementation factor thus a carefully selected team will improve the chances of project accomplishment. Project team selection needs to be done in an unbiased way for sake of the project success which may be a hard task to accomplish (Carson, 2009). Human resources should have proper structures, job description that match their technical knowhow. The ability to conduct evaluation of performance can also impact performance of project (Vanessa & Gala, 2011). A study by Jhuthi and Kisimbii (2015) affirms that team competence is key in project management. Through training and multi-skill development leadership of managers can be sharpened and value of the employee to the project improved (Munchers, 2015). Firms should be consistent in these kinds of training because employees acquire the requisite skills to work and lead, according to Obisi (2011). Training also means development and enhancement of the skills that are available in the firm (Lytras, De Pablos & Avison, 2010). Chaudhry, Kalyar and Rehman, (2012) established that for a project to succeed proper direction and management of employees is important for success of the project. Thus, leadership skills in an important competence trait of the manager as he/she should be able to interpret objectives of the project and divide them into actionable activities and clearly communicate the same to employees with the right ability to execute them (Jing & Avery, 2011).

### **2.2.4 Monitoring and Evaluation Tools and the Implementation of Environmental NGOs' Projects**

Stakeholders of a project should be appraised of the project objectives and thus this forms a basis for monitoring and evaluation. This tool is therefore important for project management as it ensures proper management and account of the project. The continuous review and management of project activities is referred to as Project monitoring while project evaluation is the measure of the degree to which the perceived benefits of the project was achieved while incorporating an aspect of project sustainability (Njonje, Mulwa, & Kyalo, 2012). Evaluation helps to document benefits as well as challenges during and after the project plus providing a basis to address them in future endeavors.

Phiri (2015) further determined that M&E should be incorporated as part of the organizations' structures. Further in a study by Waithera and Wanyoike (2015) it was recommended that managers and staff involved in a project should be trained on application of M&E for better results. In another study by Ngatia (2016) it was established that monitoring and evaluation exercises faced numerous weaknesses so a need for training employees on it was noted. Thus M&E can provide crucial information which can be used for improvement of a project performance and decision making (Ochieng & Tubey 2013). Management of M&E is an important sustainability of the project (Gitonga, 2013).

## **2.3 Theoretical Framework**

The two theories underpinning this study are; Stakeholder Theory and The Theory of Constraint

### **2.3.1 Stakeholder Theory (ST)**

The Stakeholder theory denoted by (ST) was developed Freeman (1984). The theory proposes that as a matter of ethical issue a business must consider that needs of different individuals and groups which maybe directly or indirectly affected by the company operations (Gibson, 2000). The ST usually evaluates how the firm will relate with both the micro and macro environment and how its activities will affect both (Filippone, 2012). Use of stake holder theory in this study is crucial as established by Hill and Jones (2012) for successful implementation of a project requires the buy in of the project by the stakeholders. Walumbao (2011) established the ST provides an avenue in which community issues are identified and addressed. If this is done then project success is almost guaranteed according to Danny (2014). Stakeholder theory is used to clarify the stakeholder engagement in any setting.

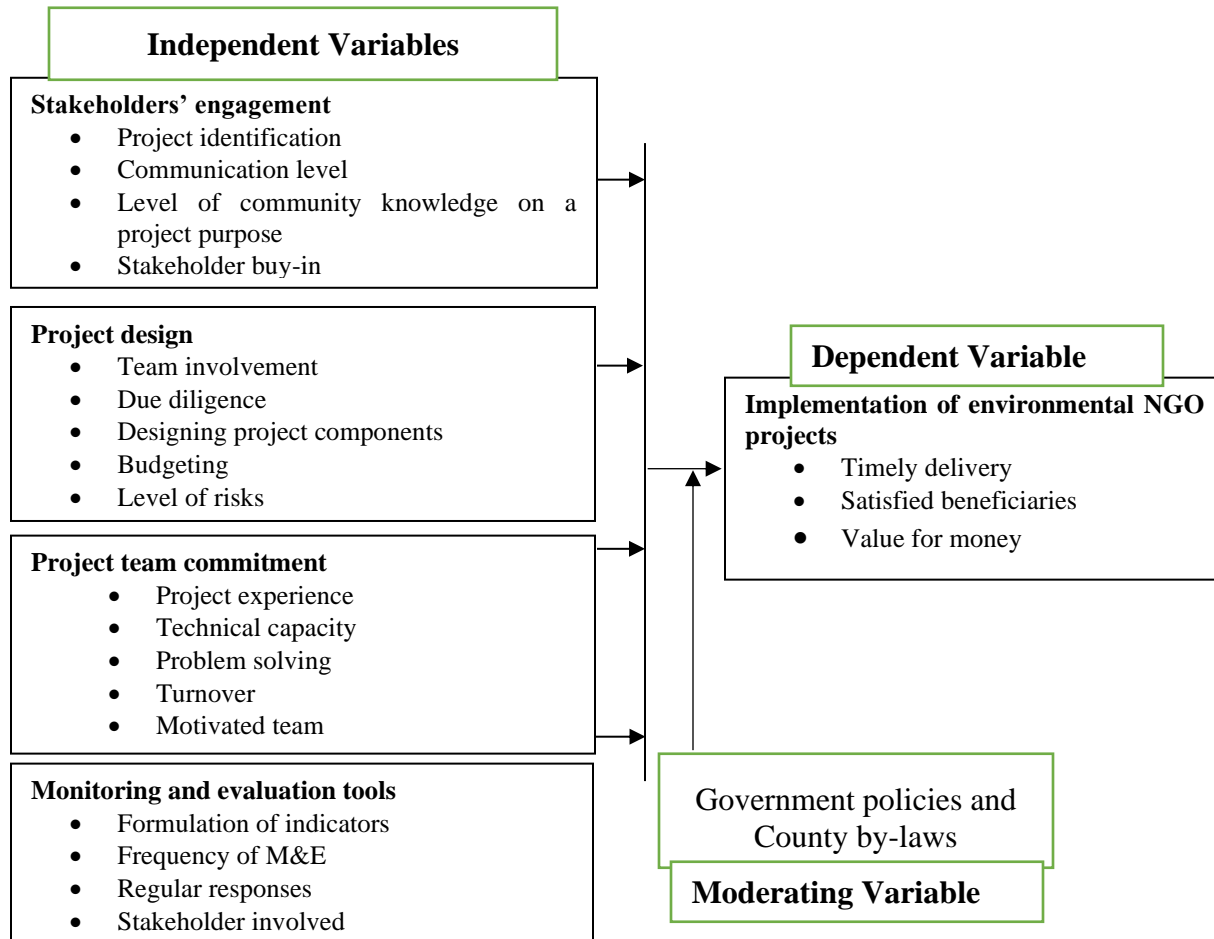
### **2.3.2 Theory of Constraints**

Theory of Constraints (TOC) was developed by Goldratt (1990). He aimed to help to identify constraints and more importantly how to address the same. The TOC helps managers to identify possible challenges and develop mechanisms to mitigate them or make them less harmful. This way firms are able to analyze factors that may limit achievement of project objectives and apply possible solutions. A study by Blackstone (2010), indicates that TOC has been used in many areas and that have the focus to project best practices norms. In the case of NGOs' projects implementation, the process of project planning and efforts to deliver tasks are marred with challenges. The tasks and activities are set to be completed within set expected timelines; the projects would be delivered onset date or before that date.

## **2.4 Conceptual Framework**

The literature review provided a basis for presentation of the influence of project management practices against implementation of environmental NGOs' projects in figure 2.1. The dependent variable of this study is the Implementation of Non- Governmental Organizations' Donor Funded Projects whereas the independent variable is: Project Management Practices (Stakeholder's engagement, Project design, Project team competence and Monitoring and Evaluation). The moderation variables were government policies and the county government by-laws.





**Figure 1: Conceptual Framework**

**Source: (Author, 2020)**

## 2.5 Knowledge Gap

This level the study discussed research knowledge gap as illustrated in table 1.

**Table 1: Knowledge Gaps**

Objective	Author	Findings	Knowledge Gap	How Gap was Addressed
1. To examine how stakeholders' engagement influences the implementation of environmental NGOs' projects in Kwale County.	Njogu (2016)	The study discovered stakeholder that contribution in project monitoring and evaluation has an influence on project implementation	There was a knowledge gap on what level the stakeholders were involved in the project monitoring and evaluation.	This research focused on all-inclusiveness of all project actors including donors and community implementation.
2. To determine how project design influences the implementation of environmental NGOs' projects in Kwale County.	Novo, Landis and Haley (2017)	The study results revealed that the planning activity is directly related to the manager proficiency. Equally, the manager's leadership helps in efficacious conclusion of the project.	Typically, the process of planning is not a one-person task. The study was biased singling out project manager.	This study will be on inclusivity and collective responsibility to the project team in the design on project implementation
3. To examine how Project Team Commitment influences the implementation of environmental NGOs' projects in, Kwale County.	Jhuthi B, and Kisimbii J (2015)	The findings were indicative that competence of the team, stakeholder engagement and having management system have a positive influence on implementation performance.	The study dealt with the competence of the management team and general findings that community participation was effective. However, the study was conducted five years down the line. Hence the dynamics have changed.	This study was done in Kwale County and where the community will be key decision-makers as they will be fully involved together with other key actors in the implementation of projects.
4. To assess how Monitoring and Evaluation Tools influences the implementation of environmental NGOs' projects in Kwale County.	Ngatia (2016)	The study established that monitoring and evaluation of project have numerous challenges which need to be addressed and incorporated in the organization structure.	This study was biased as it stated and focused clear on the Weaknesses of M& E government projects. practices influence including M&E	This study, therefore, focused on NGOs' projects and see how best management can improve the M& E earlier in planning of development plans.

### 3.0 RESEARCH METHODOLOGY

#### 3.1 Research Design

The study used the descriptive survey design as helps in discovering solutions on certain problems when used in qualitative and quantitative data analysis.

#### 3.2 Target Population

The study focused on a target population for households in Dzombo ward, Lunga lunga constituency which was 872 (WWF, 2020).

#### 3.3 Sample Size

The sample was selected using the Yamane Formula of (1967). Hence

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = sample (required responses), e<sup>2</sup> = Margin of error= 95%, N = sample size

$$n = \frac{872}{1 + 872(0.05)^2}$$

Therefore, n = 273.54: approximately 274 people

#### 3.4.1 Sample Technique and Procedure

Systemic random sampling technique was used to select the research respondents to ensure that 4<sup>th</sup> every element of the households had an equivalent chance of being chosen. The sample size was 274 thus 69 respondents from the households was selected. The other significant stakeholders (officials) were selected from the affected agencies in Kwale County totaling to 22 experts this is sample was as follows WWF officials 6 Kenya Wildlife Service (KWS) 5, Kenya Forest Service (KFS) 4 and County Government of Kwale (CGK) 7 were also considered in the sample. Making a total of 91 respondents.

### 3.5 Data Collection

Data collection was done using primary data which was collected by use of questionnaires. The study had structured questionnaires using Likert scale questions were thus used for data collection since the responses would be easily identifiable and subjective to computation. This was pegged on Kothari (2004) asserting that survey was best suited for a descriptive study as it is easy to analyse and make conclusions

### 3.6 Data Analysis

The primary data from the field was first edited then coding done to condense data into practicable summaries. The researcher used multiple regression analysis to measure the relationship and significance between variables. The regression model was:

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

Where:

Y= Implementation of projects of NGOs,

$\beta_0$  = Constant

$\beta_1 - \beta_4$  = Beta coefficients

$X_1$ = Stakeholders Engagement

$X_2$ = Project Design

$X_3$ = Project Team Commitment

$X_4$  = Monitoring and Evaluation Tools

$\varepsilon$  = Error Term

## 4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### 4.1 Questionnaire Response Rate

The study targeted 91 respondents 82 responded to the questionnaires. This reflected a 90% response rate which according to Mugenda and Mugenda (2012), in any social survey, a response percentage of beyond 70% is considered adequate.

**Table 2: Response Rate**

STATUS	Frequency	Percentage (%)
Targeted	91	100%
Responded	82	90.1%
<b>Discrepancy</b>	<b>9</b>	<b>9.9%</b>

Table 2 confirmed 90.1% of response return rate a reflection that all respondents were sufficiently involved in the study.

## 4.2 Descriptive Statistics for the Implementation of Donor Funded Environmental Projects by NGOs'

The study set examine the dependent variable to determine the presence of the variable in donor funded projects in Kwale County.

### 4.2.1 Descriptive statistics for Implementation Donor funded Environmental Projects

The researcher developed descriptive statistics out of the responses given on the dependent variable. The results were presented in table 3.

**Table 3: Descriptive Statistics for the Implementation of Environmental Projects**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
Environmental projects are completed on time or earlier	4.65	0.82
The environmental improved the livelihood of target communities	4.32	0.673
The projects were beneficial to the community	3.85	0.92
Monitoring and evaluation keep programs on track and within budgets hence efficiency and cost effectiveness enhanced.	4.74	0.701
<b>Composite Mean and std dev.</b>	<b>4.39</b>	<b>0.779</b>

The table 3 reveal that the respondents agree that there was successful implementation of environmental projects by NGO's in Kwale County, which was shown by a composite mean of 4.39 thus further analysis can be made.

## 4.3 Project Management Practices and Implementation of Environmental Non-Governmental Organizations' Projects

Descriptive statistics and analysis were used to institute the level of project management practices in the implementation of environmental NGOs' projects.'

### 4.3.1 Descriptive Statistics on Stakeholders' Engagement influence in implementation of Environmental NGOs' projects

The table 4 shows the statistics in reference to the influence of stakeholders' engagement on the implementation of environmental NGOs' projects.

**Table 4: Descriptive Statistics for Stakeholders' Engagement Influence**

STATEMENTS	MEAN	STD.DEVIATION
Project Identification influence implementation of environmental NGOs' projects.	4.44	0.710
Communication level influences the implementation of environmental NGOs' projects.	4.60	0.554
Level of Community Knowledge on Project purpose influences the implementation of environmental NGOs' projects.	4.19	0.762
Mapping community concerns influences the implementation of environmental donor-funded projects of NGOs.	4.47	0.714
Stakeholders' buy-in influences the implementation of environmental NGOs' projects.	4.58	0.708
<b>Composite Mean and Standard Deviation</b>	<b>4.4532</b>	<b>0.42114</b>

Table 4 show majority of the respondents strongly support implementation of environmental donor-funded projects of NGOs have stakeholder involvement represented by a mean of 4.45. This is confirmed by a Standard deviation of 0.421 which is less than 1 indicating that majority of respondents responses were clustered along the strongly agree response.

### 4.3.2 Inferential Statistics for Stakeholders' Engagement influence in the implementation of Environmental NGOs' projects

The researcher used chi square to determine the rejection or acceptance of the hypothesis. The first objective was hypothesized that: **H<sub>1</sub>** There is a significant relationship between Stakeholders' engagement and the implementation of environmental Non- Governmental Organizations' projects.

**Table 5: Chi-square test in the results Stakeholders' Engagement influence in the implementation of Environmental NGOs' projects**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	102.472 <sup>a</sup>	9	.000
Likelihood Ratio	85.457	9	.000
Linear-by-Linear Association	32.115	1	.000
N of Valid Cases	82		

*a. 10 cells (72.5%) have expected count less than 5. The minimum expected count is .02.*

From the table 5 the results of the chi-square test statistic were 102.472 and the p Value of the asymptotic significance was 0.000, which is less than the alpha level of significance of 0.05.

Therefore, there assumption that there is a statistically significant association between Stakeholders' Engagement and in the implementation of Environmental NGOs'. Thus, the researcher accepts the alternative hypothesis.

#### 4.4 Project Design influence in implementation of Environmental NGOs' Projects

The researcher established the extent to which project design had an influence on the implementation of the projects.

##### 4.4.1 Descriptive Statistics on how Project Design influences the Implementation of Environmental NGOs' Projects

Descriptive statistics in Table 6 was used to measure the influence of project design on the implementation of environmental NGOs' projects

**Table 6: Descriptive Statistics for Project Design Influence**

STATEMENTS	MEAN	STD.DEVIATION
Funding provision influence the implementation of environmental NGOs' projects.	4.69	0.485
Team Involvement influences the operation of environmental NGOs' projects.	4.44	0.596
Project Scheduling influences the implementation of environmental NGOs' projects.	3.97	0.844
Organization tools concerns influences the implementation of environmental NGOs' projects.	4.01	0.737
Level of risks influences the implementation of environmental NGOs' projects.	4.02	0.812
<b>Composite Mean and Std Deviation</b>	<b>4.2274</b>	<b>0.44589</b>

Descriptions as specified from Table 6 had a composite mean of 4.2274 and Standard deviation of 0.44589 implying the majority of the respondent agree with the prepositions made in project design.

##### 4.4.2 Inferential Statistics for Project Design influence in the implementation of Environmental NGOs' projects

The researcher used chi square for testing the hypothesis and for the degree to which Project Design effect in the implementation of Environmental NGOs' projects.

**H<sub>1</sub>** There is a significant relationship between Project Design and the implementation of environmental Non- Governmental Organizations' projects.

**Table 7: Chi-square test Project Design influence in implementation of Environmental NGOs' projects**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	123.125 <sup>a</sup>	9	.001
Likelihood Ratio	73.33	9	.002
Linear-by-Linear Association	42.762	1	.001
N of Valid Cases	82		

a. 10 cells (72.6%) have expected count less than 5. The minimum expected count is .10.

From the table 7 the probability of the chi-square test statistic is 123.125 and the p Value was 0.001, which is less than the alpha level of significance of 0.05. Therefore, indicate an association between Project Design and implementation of Environmental NGOs' projects thus the study accepts the alternative hypothesis.

#### **4.5 Project Team Commitment influence the Implementation of Environmental NGOs' Projects**

The study sought to establish the how Project Team Commitment influences the implementation of environmental NGOs' projects.

##### **4.5.1 Descriptive Statistics on Project Team Commitment Factor**

In an effort to explain how project team commitment influences the implementation of environmental NGOs' projects, descriptive statistics was developed in table 8

**Table 8: Descriptive Statistics on Project Team Commitment Factor**

<b>STATEMENTS</b>	<b>MEAN</b>	<b>STD.DEVIATION</b>
Project Experience influences the implementation of environmental NGOs' projects.	4.20	0.752
Technical Capacity influences the implementation of environmental NGOs' projects.	4.34	0.612
Problem Solving influences the implementation of environmental NGOs' projects.	4.23	0.643
Team turn over influences the implementation of environmental NGOs' projects.	4.43	0.781
Employee motivation influences the implementation of environmental NGOs' projects.	4.69	0.464
<b>Composite Mean and Std Deviation</b>	<b>4.3723</b>	<b>0.6504</b>

The descriptive statistics showed a mean of 4.3723 and standard deviation of 0.6 indicating that the respondents agree that there is a strong element of project team commitment in the implementation of environmental NGOs projects.

##### **4.5.2 Inferential Statistics for Project Team Commitment influence in the implementation of Environmental NGOs' Projects**

The researcher sought to verify the impact of monitoring and evaluation on SICSP.

Objective three was hypothesized as follows: **H<sub>1</sub>** There is a significant relationship between Project Team Commitment and implementation of environmental Non- Governmental Organizations' projects.



**Table 9: Chi Square Test for Project Team Commitment and the implementation of Environmental NGOs' projects**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	115.543 <sup>a</sup>	9	.002
Likelihood Ratio	65.201	9	.000
Linear-by-Linear Association	33.103	1	.001
N of Valid Cases	82		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .03.

The findings on table 9 indicate the probability of the chi-square test statistic of 115.543 and the significance value was  $p=0.002$ , this is less than the alpha level of significance of 0.05. Thus from the findings the study accepts the alternative hypothesis that there is a strong statistical significant association between the two variables

#### 4.6 Monitoring and Evaluation Tools influence on Implementation of Environmental NGOs' projects

The researcher sought to institute the effect of monitoring and evaluation tools on the implementation of environmental NGOs' projects.

##### 4.6.1 Descriptive Statistics on Monitoring and Evaluation Tools

To establish the presence of monitoring and evaluation tools in the implementation of environmental NGOs' projects descriptive statistics was used. The descriptive statistics were presented in table 10

**Table 10: Descriptive statistics on Monitoring and Evaluation Tools**

STATEMENTS	MEAN	STD.DEVIATION
Availability of resources influences the implementation of environmental NGOs' projects.	4.80	0.428
M&E specialists influence the implementation of environmental NGOs' projects.	4.09	0.759
Formulation of indicators influences the implementation of environmental NGOs' projects.	4.45	0.580
Regular responses influence the implementation of environmental NGOs' projects.	4.57	0.647
Involvement of stakeholders influences the implementation of environmental NGOs' projects.	4.64	0.65501
<b>Composite Mean and Standard Deviation</b>	<b>4.5106</b>	<b>0.32609</b>

From the descriptive statistics, the mean for monitoring and evaluation was 4.501 which indicate a strongly agree response and the standard deviation of 0.326 which means that most repondents strongly agree that monitoring and evaluation tools are present in implementation of environmental projects.

#### 4.6.2 Inferential Statistics for Monitoring and Evaluation Tools and Implementation of Environmental NGOs' projects

The researcher used chi square to test the hypothesis for objective number four which was hypothesized that: **H<sub>1</sub>** There is a significant relationship between Monitoring and Evaluation Tools and implementation of environmental Non- Governmental Organizations' projects.

**Table 11: Chi square test in the result of relationship between inter-agency partnership and implementation of child safeguarding program**

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	105.008 <sup>a</sup>	9	.000
Likelihood Ratio	83.001	9	.001
Linear-by-Linear Association	53.378	1	.000
N of Valid Cases	82		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .03.

Findings on table 11 show that there is a significant the study concludes a sturdy relationship amid monitoring and evaluation tools and implementation of environmental NGOs projects which is shown by a chi-square test statistic = 105.008 and P value was p=0.000 which is less than the alpha level of significance of 0.05. Thus, the study rejects the null hypothesis and accepts the alternative hypothesis.

#### 4.7 Influence of Project Management Practices on the Implementation of Environmental NGOs' Projects

The researcher pursued to further analyze the extent of the association amongst project management tools and implementation of Environmental NGOs' Projects in Kwale County. The findings were presented in tables 12, 13 and 14

**Table 12: Model Summary**

Model	R	R <sup>2</sup>	Adjusted Square	RStd. Error of the Estimate	Change Statistics					
					R Change	SquareF Change	df1	df2	Sig. Change	F
1	.908 <sup>a</sup>	.845	.843	.36587	.845	264.462	1	56	.000	

a. Predictors: (Constant), X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub> and X<sub>4</sub>

The table 12 shows the adjusted R<sup>2</sup> as 0.843 meaning that 84.3% of the successful implementation of Environmental NGOs' Projects can be accounted by project management tools when holding other factors constant.

**Table 13 ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.132	3	1.783	9.416	.000 <sup>b</sup>
	Residual	13.635	79	.189		
	Total	20.767	82			

a. Dependent Variable: Implementation of Environmental NGOS' Projects

b. Predictors:(Constant), Stakeholders' Engagement, Project Design, Project Team competence and Monitoring and Evaluation

From the Analysis of variance (ANOVA) table 13 findings were used to deduce if their significant differences between the study variable means, the findings show that  $F(3, 79) = 9.416$ ;  $P$  value = 0.000, the  $F$  value was above 2 and  $P$  value less than 0.05 therefore the conclusion that there is a significant relationship between the variables under study.

**Table 14: Regression Coefficients**

Model	Unstdzed Coefficients		Stdzd Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.254	.031		1.101	.002
Stakeholders' Engagement (X1)	.567	.082	.202	1.102	.001
Project Design(X2)	.412	.080	.201	0.301	.000
Project Team Competence (X3)	.623	.084	.021	1.151	.001
Monitoring and Evaluation(X4)	.829	.090	.223	0.231	.000

*a. Dependent Variable: Implementation of Environmental NGOS' Projects*

Table 14 also shows the beta coefficients of constructs that constitute the four independent variables that predict the dependent variable (implementation of Environmental NGOs' Projects). The regression model equation was represented as shown in the following equation;

$$Y = 0.254 + 0.567(X_1) + 0.412(X_2) + 0.613(X_3) + 0.829(X_4).$$

The equation shows that all factors have an affirmative effect on the implementation of Environmental NGOs' Projects. The regression equation also established that holding all other factors constant (no determinants or factors) implementation of Environmental NGOs' Projects would be 0.254 meaning that there are other factors affecting implementation of e-procurement programs not considered in the model. The equation shows that all factors have a significant impact on the implementation of environmental projects in NGO's in Kwale. The regression equation shows a unit increase in stakeholders' engagement (x1) would lead to an improvement in implementation of environmental NGO's project of 0.567 while a unit increase in project design(x2) would lead to improved implementation of environmental projects by 0.412. Project team competence (x3) when increased would lead to improvement of implementation of environmental projects by 0.613 and lastly a unit increase in monitoring and evaluation(X4) would lead to improved implementation of Environmental projects by 0.829.

## 5.0 SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

### 5.1 Summary of Findings

The drive of the study was to assess the impact of project management practices in the implementation of environmental NGOs' projects with an emphasis on WWF-Kenya in Kwale County. The findings were provided in accordance to the objectives discussed throughout the study as follows: The first objective was to study the effect of stakeholders' engagement on implementation of environmental NGOs projects. Responses from respondents indicate a mean and a standard deviation of 4.4532 and 0.42114 correspondingly. The hypothesis was tested and chi square results at 0.05 level of significance showed that there is a substantial association between stakeholder engagement and implementation of environmental Non- Governmental Organizations'

projects at a p value of 0.00. The multiple regression model; showed that 56.7% of the variations in successful implementation of environmental projects in NGOs was as a result of stakeholder engagement.

The second objective was to determine how project design influence on the implementation of environmental projects in Kwale County. The study findings had a mean of 4.22 std deviation of 0.446 indicating that most of the respondents agree that project design is a present element in implementation of environmental Non- Governmental Organizations' projects. The findings concluded that a good project design will have a significant positive influence on successful implementation of environmental Non- Governmental Organizations' projects this was presented by a chi square results at 0.05 level of significance showed that there is a significant relationship between stakeholder engagement and implementation of environmental Non- Governmental Organizations' projects at a p value of 0.01. The multiple regression model; showed that 41.2% of the variations in successful implementation of environmental projects in NGOs was as a result of project design.

The third objective was to examine Project Team Commitment influence on the implementation of environmental projects in Kwale County. Most of the respondents, at a mean of 4.3723 and standard deviation of 0.6504 agreed that Project Team Commitment was crucial for successful implementation of implementation of environmental projects in NGOs. The findings further indicated that there is a notable connection between Project Team Commitment and implementation of environmental projects in NGOs. This clearly explained by the regression model results that show that 61.3% of the variations in implementation of environmental projects in NGOs was caused by project team competence.

The last objective was to assess how Monitoring and Evaluation Tools influences the implementation of environmental projects in Kwale County. Which produced a mean of 4.501 which indicate a strongly agree response and is affirmed by the standard deviation of 0.326 which is less than 1. The chi square test indicated a higher significant relationship with a p value =0.000 which is less than the alpha level of significance of 0.05. The findings further indicate that 82.9% of improvements in implementation of environmental Non- Governmental Organizations' projects were as a result of monitoring and evaluation tools.

## **5.2 Discussion of Findings**

The study revealed a positive connection between all the project management practices in the study and implementation of environmental Non- Governmental Organizations' projects. The first objective was to examine the influence of stakeholder engagement in implementation of environmental projects in NGOs in Kwale. The study found out that involvement of stakeholders is crucial for success of a project. If key stakeholders are engaged from the onset of the project then this will help managers determine their needs and hence meet them. This is consistent with findings by white 2011 who cited that 65% of projects meet expectations of the stakeholders.

The second objective sought to determine how project design influence on the implementation of environmental NGO projects. The project design indicators in the study showed that it is important to review and communicate the project plan through involvement of stakeholders and allocate

resources for monitoring and evaluation as observed by Selaru, (2012). The premise was also affirmed by Meredith and Mantel (2010) who found that resource allocation improves and boosts planned start and completion dates for each project activity and involvement of stakeholder was crucial for implementation of projects. Project design is, therefore, was found to be an extensively significant to project achievement. Project design if done well will ultimately lead to accomplishment of quality project done timely and economically as planned (James, 2014).

The third objective was to examine how Project Team Commitment influences the implementation of environmental Non- Governmental Organizations' projects. The study revealed that project team competencies have significant influence implementation of environmental NGOs projects. The findings indicate that many of the respondents strongly agree with the statement that having staff who are skilled and motivated leads to project implementation success. These findings are affirmed by Thuillier (2010) who indicate that competence of the monitoring team is fundamental for realization of project objectives.

The fourth objective was to assess how Monitoring and Evaluation Tools influences implementation of environmental projects. The study establishes an affirmative affiliation among the variables. This confirmed by Phiri (2015) where he concluded that M&E needs to be employed entirely to effect project performance. Findings indicate that Monitoring gives feedback on the regarding the project to stakeholders as concluded by Myrick (2013). The resulting information from the feedback can be used to improve performance or to overcome challenges (Ochieng & Tubey 2013). Monitoring and evaluation are key in the sustainable project management thus the study recommends increased incidence of M&E at all the project stages (Gitonga, 2013). Monitoring and evaluation also create a level field to ensure transparency and accountability of allocated resources

### **5.3 Conclusions**

In reference to the study objectives, it is evident existence of a significant correlation among Stakeholder engagement, project design, project team competence and Monitoring and evaluation tools and implementation of Environmental projects in NGOs in Kwale County. This means that project owners must ensure they identify the affected stakeholders, plan the project lifecycle well to ensure a proper management structure for proper accountability and transparency in utilization of allocated resources.

The study further concludes that project team competence can be enhanced through training and clear communication lines. Lastly, monitoring and evaluation is vital towards project implementation success. This will be easier if the project managers understand the three factors and plan for them well. Thus, this study concluded that the four independent variables are interlinked and achievement of the project objectives is reliant on how well they are all analyzed and structured.

### **5.4 Recommendations**

Following the findings from the respondent in the field and the literature review, the researcher makes the following recommendation: The project management tools considered in the study will all lead to successful implementation of environmental projects and thus should be well utilized

and planned during the project life. Firms should ensure that stakeholders of a project are well identified and properly engaged for success in implementation of projects. Project stakeholder help in management of key issues as well as achievement of project objectives and challenges

Project design is recommended for project success because if done effectually, project design will lead to the success of projects. Project design planning helps plan allocation of resources which will be required and the level of that requirement and planned cumulative expenditure incurred by the use of resources over time this will lead to smooth implementation as challenges are managed.

Firms should ensure they have effective project leadership skills which will lead to implementation success of projects which can be achieved through training. This will enhance team competence which helps employees to perform better. Selection of a competent team is recommended as a good team is able to brainstorm to offer solutions, put long hours in the project, respect for guidelines and the right expertise is key for successful implementation of environmental projects.

The study recommended that Monitoring and evaluation system need to be structured to ascertain accountability and transparency in utilization of allocated resources and improvement of existing systems. The study recommends improvement of technical capacity and expertise in conducting Monitoring and evaluation for better performance of projects.

### **5.5 Suggestions for Further Research**

The researcher suggests a study to authenticate findings using other types of projects other than environmental ones.

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