

**INFLUENCE OF PROJECT MANAGEMENT ON PERFORMANCE OF NON-
GOVERNMENTAL ORGANIZATIONS FUNDED PROJECTS. A CASE OF
CATHOLIC RELIEF SERVICES**

BY

CAROLINE GACHERI KITHANGACHA

**A Research Project Report Submitted in Partial Fulfilment of The Requirements for the
Award of the Degree of Master of Arts in Project Planning and Management of the
University of Nairobi**

2018

DECLARATION

I declare that this research project is my original work and has not been submitted for a degree in any other university or college for examination or academic purposes.

Signature: í í í í í í í í í í í í í . Date í í í í í í í í í í í

Catherine Gacheri Kithagacha

L50/85247/2016

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

Signed í í í í í í í í í í í í í Date í í í í í í í í í í í í í

Dr. Stephen Luketero

School of Mathematics

University of Nairobi

DEDICATION

I dedicate my work to my family for their support, understanding and encouragement during the period of study, without which this hard work would not have been successfully accomplished.

ACKNOWLEDGEMENT

I would like to sincerely acknowledge the contribution and efforts of my supervisor, Mr. Amos Gitonga for his valuable guidance and effort in reviewing my work to ensure completion of the project. I thank the University of Nairobi and more the Meru Extra Mural for giving me a chance to take this study in the institution.

I appreciate Catholic Relief Services for providing me with the relevant information. My gratitude also goes to the sources of reference materials that have been used to build the literature review for this study.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
ABSTRACT.....	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	6
1.3 Purpose of the Study.....	7
1.4 Objectives of the Study.....	7
1.5 Research Questions	7
1.6 Significance of the Study.....	8
1.7 Delimitation of the Study.....	9
1.8 Limitations of the Study	9
1.9 Basic Assumptions of the Study	9
1.10 Definition of Significant Terms Used in the Study.....	10
1.11 Organization of the Study	10
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 Introduction.....	12
2.2 Performance of Projects.....	12
2.3 Project Planning and Project Performance	13
2.4 Monitoring and Evaluation and Project Performance	15
2.5 Communication and Project Performance	18
2.7 Theoretical Orientation.....	22
2.7.1 Institutional Theory	22
2.7.2 Management by Objectives (MBO) Theory	22
2.7.3 The Systems Theory	23
2.7.4 The Agency Theory	24

2.8 Conceptual Framework.....	24
2.9 Summary and Research Gaps	25
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.1 Introduction.....	27
3.2 Research Design.....	27
3.3 Target Population	27
3.4 Sampling Frame and Technique.....	28
3.5 Data Collection Methods	29
3.6 Pilot Study.....	29
3.6.1 Validity.....	29
3.6.2 Reliability.....	29
3.7 Data Collection Procedures.....	30
3.8 Data Analysis and Presentation.....	30
3.9 Ethical Considerations	31
3.10 Operationalization of Variables	32
CHAPTER FOUR.....	34
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.....	34
4.1 Introduction.....	34
4.2 Response Rate	34
4.3 Reliability Analysis	34
4.4 Demographic Information.....	35
4.4.1 Gender of the Respondent	35
4.4.2 Period Respondent has been Working With Catholic Relief Services.....	35
4.4.3 Highest level of Education.....	36
4.4.4 Age of the Respondent.....	36
4.5 Influence of Project Management	37
4.5.1 Project Planning.....	37
4.5.2 Monitoring and Evaluation	38
4.5.3 Communication	39
4.5.4 Risk Management	40
4.5.5 Performance of Catholic Relief Services Projects.....	41
4.6 Multiple Regression Analysis	41
CHAPTER FIVE.....	44

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....	44
5.1 Introduction.....	44
5.2 Summary of Findings	44
5.2.1 Project Planning.....	44
5.2.2 Monitoring and Evaluation	44
5.2.3 Communication	45
5.2.4 Risk Management	45
5.3 Discussions of the Findings	45
5.3.1 Project Planning.....	45
5.3.2 Monitoring and Evaluation	46
5.3.3 Communication	46
5.3.4 Risk Management	47
5.4 Conclusions.....	48
5.5 Recommendations	49
5.6 Recommendations for Further Research	50
REFERENCES.....	51
APPENDICES.....	58
Appendix I: Letter of Transmittal	58
Appendix II: Research Questionnaire	59
Appendix III: Research Work Plan for 2017.....	63
Appendix IV: Research Budget	64

LIST OF TABLES

Table 3. 1: Target Population	27
Table 3. 2: Sampling Frame	28
Table 3.3: Operationalization of variables	32
Table 4. 1: Response Rate	34
Table 4. 2: Reliability Analysis	34
Table 4. 3: Gender of the Respondent.....	35
Table 4. 4: Period Respondent has been Working with Catholic Relief Services.....	35
Table 4. 5: Respondents Academic Qualifications	36
Table 4. 6: Age of the Respondent.....	36
Table 4. 7: Extent Project Planning Influence Performance of Catholic Relief Services Projects	37
Table 4. 8: Project Planning Aspects Influencing Performance of Catholic Relief Services Projects	37
Table 4. 9: Extent Monitoring and Evaluation Influence Performance of Catholic Relief Services Projects	38
Table 4. 10: Monitoring and Evaluation Aspects Influencing Performance of Catholic Relief Services Projects	38
Table 4. 11: Extent Communication Influence Performance of Catholic Relief Services Projects	39
Table 4. 12: Communication Aspects Influencing Performance of Catholic Relief Services Projects	39
Table 4. 13: Extent Risk Management Influence Performance of Catholic Relief Services Projects	40
Table 4. 14: Risk Management Aspects Influencing Performance of Catholic Relief Services Projects	40
Table 4. 15: Trend of Performance of Catholic Relief Services Projects Aspects.....	41
Table 4. 16: Model Summary.....	41
Table 4. 17: Analysis of Variance.....	41
Table 4. 18: Regression Coefficients	42

LIST OF FIGURES

Figure 1: Conceptual framework	25
--------------------------------------	----

ABBREVIATIONS AND ACRONYMS

CRS	Catholic Relief Services
GDP	Gross Development Product
GOK	Government of Kenya
IPMA	International Project Management Association
MBO	Management by Objectives
MDP	Management Development Program
NGOs	Non-Governmental Organizations
PM&E	Participatory monitoring and evaluation
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PPI	Project Performance Indicators
SPSS	Statistical Package for Social Sciences
TPM	Traditional Project Management
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization

ABSTRACT

Project management has become increasingly important in the development of any nation. Various organizations have used project management techniques as a means of bridging the gap between failure and success in implementation of projects. Despite this increasing awareness of project management by organizations, projects still fail. The study seeks to determine the influence of project management on performance of Catholic Relief Services projects. The study was guided by the following objectives: to find out the influence of project planning, monitoring and evaluation, communication and risk management on performance of Catholic Relief Services projects. The study was grounded on the institutional theory, management by objectives theory, the systems theory and the agency theory. The study adopted a descriptive research design. The target population for this study was 148 senior, middle and lower level management staff of the Catholic Relief Services. A sample population of 107 was arrived at by calculating the target population of 148 with a 95% confidence level and an error of 0.05 using the formula taken from Nassiuma (2000). Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions covering issues associated to organizational performance. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 24.0). All the questionnaires received were referenced and items in the questionnaire was coded to facilitate data entry. After data cleaning which entails checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables. Inferential data analysis was done using Pearson correlation coefficient and regression analysis (multiple regression analysis). Data was presented in form of frequency tables. The study found that project planning, monitoring and evaluation, communication and risk management influence the performance of catholic relief services projects greatly. The study concluded that that project planning had the greatest effect on the performance of catholic relief services projects electricity transmission company limited, followed by communication then risk management then while monitoring and evaluation had the least effect to the performance of catholic relief services projects. The study recommends that there is a need to have more people with technical skills especially in information systems for monitoring and evaluation and that competent and experienced project managers should be hired to ensure that the right project leadership team is hired to lead a process of planning phase of the project. The study further recommends that there is need to increase training and awareness on monitoring and evaluation processes and procedures and that project managers should properly liaise between the project owners and the financiers to ensure that contractors are paid in time.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project management is a strategic competency that enables entities to link project outcomes to organization's goals (Project Management Institute, 2014). For organizations running several short-term customer projects, project management is designed to control company resources in a given activity within the constraints of time, cost, acceptable level of performance and good customer relations. Project management follows a specific sequence of phases which define the work to be done, the person to do the job, the milestones, and the person to approve and review the milestones as well as the control and monitoring of the milestones (Project Management Institute, 2013). Project Management involves the undertaking of routine tasks that constitute the project management phases of Initiating and Planning; Executing, Monitoring and Controlling; and Closing (Project Management Institute, 2013). Project Implementation entails activities that must be accomplished within competing constraints of time, budget, scope, quality, risks and resources. Organizations are increasingly investing more resources in projects such as new product development, process improvement and design of new services. However, studies show that these projects fail to meet the budget and time constraints, or they fail to satisfy customer expectations and company objectives (Sausser, Reilly & Shenhar, 2009).

Project management definitions are overwhelmed with different academic commitments. One of the fundamental downpours is by relationship of project director which characterizes project management as planning, sorting out, checking and controlling of all required to accomplish project objective securely and inside all around characterized time, cost and execution. Turner (2013) contends that project management is only planning, coordinating and controlling of association assets for a generally here and now project which has been built up for the finish of particular objective. A run of the mill project management life cycle comprises of start, planning, executing, and finishing stages (Maylor, 2009). In the commonplace project management life cycle, the periods of starting and planning may incorporate comparative exercises directed in expectation stage in a fiasco related open project management. Like exercises led in executing stage in the project management, cautioning, crisis alleviation, and restoration (here and now) exercises and also recreation (long haul) exercises are completed in the fiasco related open project management.

Along these lines, a private-open project management incorporates project life cycle periods of expectation, which incorporates the start and planning which are required for the predication stage. After onset of event, executing includes cautioning, crisis help, recovery, and remaking. Fulfillment assignments are done while finishing and exchanging reproduction yields to partners or customers. Project management is proficient through: Initiating: To approve and characterize the extent of another project that can bring about the continuation of accomplished project work. Planning: To characterize the develop the project scope, build up the project scope, build up the project management arrange, and distinguish and plan the project exercises that happen inside the project. Executing and controlling: To finish the work characterized in the project management plan to fulfill the project targets characterized in the project articulation. Real activities can be separated into sub- projects, and a program indicates a gathering of related tasks (Graham, 2009).

Project management, hence, requires real responsibility regarding both the contributor and the beneficiary nation. This is frequently missing, eventually leaving the greater part of the as of now began undertakings to dawdle from management and execution. In any case, tasks would be of more advantage to poor people if the poor were included from the begin, in recognizable proof and configuration to execution. Improvement accomplices progressively perceive the breaking points of tasks, and are trying to upgrade affect by supporting part wide methodologies, particularly in the private divisions. This includes budgetary financing, enhanced coordination among the funders, preferably driven by national governments and expanded trust between accomplices. Mosley, Hudson and Horrell (2010) unmistakably recognizes project usage and project management by belligerence that in project management, the gatherings required in are frequently from various associations under various orders and just meet up to accomplish project objectives for a period, the last is with the end goal that, they are from one association and just meet up under one pioneer who has add up to management. Clearer direction and expanded motivating forces for program administrators are in this manner required if these undertakings are to be mainstreamed' in giver offices. Nation programming could concentrate more on conveying advantages to poor people and real outcomes ought to be observed. Most project administrators, in this manner, require a more extensive scope of destitution significant abilities and move them in field workplaces, with the expert and adaptability to develop ace poor associations through exchange (Mosley, Hudson and Horrell, 2010).

Today, a large portion of the project directors get their official confirmation from the main expert affiliations, for example, Project Management Institute (PMI) or International Project Management Association (IPMA). These two comprehensively perceived and regarded global foundations teach a huge number of project directors around the globe consistently for the management of different businesses. An article distributed in *The Project Manager*, by Angela Lecomber, taken a gander at the dynamic test of planning in the realm of new and complex projects: The particular binding together trademark new and complex undertakings have is the powerlessness for all partners to 'be in agreement' keeping in mind the end goal to imagine a similar result. Great venture supervisors in this manner, will have recognized every one of the partners and guarantee, through great correspondence, that partners have lucidity of the project's goals and yields.

Navon (2015) characterized execution estimation as an examination between the coveted and the genuine exhibitions. Ugwu and Haupt (2015) grouped the key execution markers as site-particular and project particular. Cheung *et al.* (2004) distinguished venture execution classes, for example, individuals, cost, time, quality, wellbeing and wellbeing, condition, customer fulfillment, and correspondence. It is acquired by Navon (2015) that a control framework is a vital component to recognize variables influencing development project exertion. For each of the project objectives, at least one Project Performance Indicators (PPI) is required. Pheng and Chuan (2015) got that human variables assumed a vital part in deciding the execution of a project.

Ling *et al* (2015) stated that recognizable proof and the sharing of the vision evoke a promise from the general population to proceed with the procedure of group advancement to end up a reality. On the off chance that individuals are included in this procedure, they are probably going to possess the procedure as their own particular and accordingly oversee it successfully (Ford, 2003). At this level, partners distinguish and organize the centre of the issues and their circumstances and end results this procedure is trailed by gathering exchanges and examination. Such an exchange is gone for comprehension the issue, how it influences them and its degree. These variables were ordered into four gatherings specifically cost, calendar, quality and relationship execution (Ling *et al*, 2015).

The accomplishment of a project is generally measured by time, spending plan, and prerequisites criteria. In spite of the way that this way of measuring project achievement is at present subject to across the board feedback, this criterion is still regularly utilized as a part

of distributions on project accomplishment in IT anticipates (Royal Academy of Engineering, 2004). The feedback alludes to three focuses, which are identified with the suppositions that this definition depends on: the measure of time, the financial plan, and the venture's necessities can be set toward the start of the venture; the project prosperity is the same for each project partner; the project's prosperity can be resolved right now the project has created its expectations. Setting time and spending points of confinement and characterizing the prerequisites dependably occur toward the start of the project, when instability is at its most extreme (Pinto, 2015), and it is essentially difficult to set reasonable limits and objectives.

According to Chandra (2012), a project is said to succeed when it is in line within the trinity of time, budget and specification constrains. Success factors in a project include among other things, proper feasibility studies, and commitment to project methodology, planning, effective monitoring and evaluation. The primary focus is on the results, with time and cost overruns and project sickness (ability or inability of the project to deliver desired results) being the major performance indicators (Block & Davidson 2011).

According to Khakina (2015) the success of a project is defined by three transaction metrics: time, budget and quality. Success will not only focus on completion but completion within the time, budget and quality constrains. Most projects in Kenya face various challenges including delays in completion, upward revaluation of project costs, poor quality workmanships and premature termination of the projects. The numerous incidents of reported delays and increase in project costs for major public sector projects in Kenya is a major concern to researchers, clients, project sponsors, contractors and other stakeholders and cast a major doubt whether the government is able to guarantee value for money to the taxpayers (Khakina, 2015).

According to American Project Management Body of Knowledge (PMBOK® Guide), a project is a temporary group activity designed to produce a unique product, service or result. It has a defined beginning and end in time, and therefore defined scope and resources (Opel, 2015). As it is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. According to Opel (2015), in Canada, they are many critical factors that affect project success or performance in an NGO. According to Raul (2015) full support from the organization for the project helps to facilitate and implement strategies for the successful completion of the projects. According to Patel (2004) in India, lack of a comprehensive list or knowledge of the factors affecting projects makes it difficult

not only for project managers but also for other researchers to evaluate projects based on factual evidence. Getting the list of these factors in advance helps in the classification of the critical factors to be addressed, which will enable the description of the impacts of these factors on project performance and management, this often times is not the case but the direct opposite of the intended course (Khakina, 2015).

In third world countries especially Sub-Saharan Africa, NGO plays a massive role in community development through various project initiative. Copper (2015) affirms that there are many NGO with several projects in Africa that deals with all the factors affecting humanity which include, micro finance, health, education etc. Kaguta (2004) established that there are almost over 5000 NGO in Uganda and Tanzania and a similar number in Kenya. He further asserted that the rate of NGO project performance is very high, close to 35% of the many NGO projects fail in their early stages. Emphasis is given to the grouping of success factors and explaining the interaction between them, rather than the identification of individual factors affecting the success of projects. Closer home in Garissa County, slightly over seventy NGOs do exist (Schwartz, 2012). Many of them are working in refugee programs at Dadaab Refugee camps, others serve the local population outside the camp, and some have a mandate to work with the refugee as well as local host communities.

Kenya's Sessional Paper No. 10 of 1965 and subsequent development plans and policies by the Government of Kenya (GOK) have set out objectives and plans with intent to promote social development. The Kenya Government has collaborated with development partners and NGOs in promoting socio-economic development since independence. Non-governmental organisations (NGOs) are increasingly being recognized by governments as potent forces for social and economic development; important partners in national building and national development; valuable forces in promoting the qualitative and quantitative development of democracy and important contributors to the Gross Development Product (GDP). Non-profits have become a major economic force (Salamon *et al*, 2009), and non-governmental organisations have turned into important political actors (Meyer *et al*, 2015).

Jillo and Kissinga (2009) concur that NGOs have experienced economic importance as providers of social services. This has resulted in a paradigm shift in project implementation from direct implementation towards advocacy and capacity building of implementation partners. Changes in legislation including the promulgation of the Constitution of Kenya (2010) and the enactment of the Public Benefit Organisation Act (2013) imply a change in

the regulatory operations that NGOs previously thrived in. Presently NGOs in Kenya are regulated by the NGO Co-ordination Board.

Catholic Relief Services was founded in 1943 by the Catholic Bishops of the United States to serve World War II survivors in Europe. Its activities are spread across 101 countries of the world with its global headquarters located in Baltimore, Maryland; USA (www.crs.org). CRS has operated in Kenya for 50 years. It has a strategic plan developed during the 2012 calendar year that included extensive consultation, reflection and analysis. At a time of rapid change around the world, CRS continues to build on a strong foundation of Catholic teachings and values while leveraging deep experience, a breadth of relationships across the globe and a deeply committed staff.

The CRS Kenya 2013-2015 strategy lays out the steps to achieve its value proposition and fits within the global agency strategy: From Hope to Harvest: Agency Strategy 2014-2018, with the purpose of the being able to provide higher quality support to the country programs as they serve beneficiaries.

1.2 Statement of the Problem

As noted by Thomas, Delisle, Jugdev and Buckle (2011) that 30% of all projects are canceled midstream, and over 50% of completed projects end in up to 190% over budget and 220% late because of the poor handling of the initial process of identification, there is a link between the project identification process and the performance of the project. Key issues that arise during the identification process include; stakeholder analysis and involvement in the identification process, which if properly managed, enable projects to utilize the knowledge base of the stakeholders (Mitropoulos and Howell 2012), In addition, there is need to create integrated project teams which would have a positive influence on project outcomes (Lahdenperä, 2012; Cohen, 2010). Problem analysis process, risk management analysis and the identification of the right objectives form the other major areas of interest in the project identification process. Projects are meant to address problems. The identification of a wrong project will cause a waste of valuable time, energy and resources.

Globally, a number of project performances continue to fall below their targets. A lot of invested funds in these projects have gone down the drain with no tangible outcomes or results. The underperformance of these Catholic Relief Services projects terribly affects both NGO program operations. International NGO project evaluation teams like UNIDO have

found lack of quality documentary evidence across various projects and activities evaluated. For instance, many projects, such as Catholic Relief Services projects have a no monitoring or progress midterm or terminal evaluation reports to ascertain success of the projects.

Numerous Catholic Relief Services projects have failed mainly due to ineffective participatory monitoring and evaluation institution. The resources committed by Catholic Relief Services to the various projects were enormous but their impact was negligible. Various studies have addressed some of the factors that affect the performance of NGO projects on divergent perspectives.

Ondieki and Matonda (2013) observed that the monitoring systems, project planning process, in effective communication and inefficient project risk management are not performing satisfactorily in Catholic Relief Services. However, none of the researchers has studied influence of project management on performance of non-governmental organizations projects in Kenya. This study will therefore bridge this gap by answering the question; what are project management factors that impact on performance of Catholic Relief Services projects?

1.3 Purpose of the Study

The study sought to determine the influence of project management on performance of non-governmental organizations projects in Kenya with reference to Catholic Relief Services

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To establish the influence of project planning on performance of Catholic Relief Services projects.
- ii. To assess the influence of monitoring and evaluation on performance of Catholic Relief Services projects.
- iii. To evaluate the influence of communication on performance of Catholic Relief Services projects.
- iv. To determine the influence of risk management on performance of Catholic Relief Services projects.

1.5 Research Questions

The study sought answers to the following research questions:

- i. To what level does project planning influence performance of Catholic Relief Services projects?
- ii. What is the influence of monitoring and evaluation on performance Catholic Relief Services projects?
- iii. How does communication influence performance Catholic Relief Services projects?
- iv. What is the influence of risk management on performance Catholic Relief Services projects?

1.6 Significance of the Study

1.6.1 Catholic Relief Services

It is the expectation that this survey may enrich Catholic Relief Services' staff approach to programming. It would also be important as a guide to NGOs to enable them understand what they should expect while running projects in Kenya, because Internal and external environment were ever changing. Management of the organization would also draw useful insights on project management that is timely and responsive to the performance shift.

1.6.2 Researchers and Academicians

The study would help other scholars in mainly in the identification of factors that influence the performance of projects in Kenya. It would act as a reference document to more academicians carrying out research within and outside but related areas. This study may help researchers understand the influence of modern project management methodologies business objectives.

1.6.3 Government and Policy Makers

The finding may inform policies towards project planning, financing and execution as powerful management tools to improve the way organizations and stakeholders can achieve greater stakeholders' satisfaction and to further embed institutional capabilities. The study would be important to the government especially the NGO council of Kenya on policy issues relating to managing and enhancing projects in Kenya. The government and particularly policy makers, planners and program implementers would use the study findings to formulate policies and strategies that enhance the performance of NGOs.

1.6.4 Donor Agencies

Donor agencies project managers may use the finding to improve program/project success, ever increasing stakeholders' demands and provide valuable information in form of lesson

learnt for future programs. This information would enable customers to plan adequately for upgrades, migration from current service providers or budget sufficient funds. The suppliers and contractors would also apply the findings in planning for projects as key stakeholders. The findings may particularly be used to improve timely delivery of public services such as health, security and education. Agencies would also draw useful insights on project implementation that is timely and responsive to the performance shift.

1.7 Delimitation of the Study

This study is on the project management factors affecting performance of non-governmental organizations projects in Kenya with reference to Catholic Relief Services. The study would establish the influence of project planning monitoring and evaluation, communication and risk management on non-governmental organization project performance. The target population for this study would be senior, middle and lower level management staff of Catholic Relief Services. The study would be carried in a period of three months.

1.8 Limitations of the Study

One of the major limitations is that participants were reluctant to provide the information in fear of the info being used to intimidate or portray them negatively. This was handled by showing the respondents a letter from the University to win confidence of the participants. The researcher also emphasized that the results of the study would be applied only for used for learning purposes.

The other limitation that the study will be based in Catholic Relief Services the study may not include more NGOs around the Country owing to the amount of time and resources available. This study may therefore suffer from generalizability of the results if the nature of projects undertaken is significantly different from those in other donor funded and implemented projects. In addition, the findings of this study were limited to the extent to which the respondents were willing to provide accurate, objective and reliable information. The researcher checked for consistency and test the reliability of the data collected.

1.9 Basic Assumptions of the Study

One of the assumptions of the study was that the population make up would remain the same or unaltered which would greatly impact the accuracy or reliability of the sample study. Another assumption is that the participants would provide unbiased and honest responses and fully cooperate with the study as well as responding on time.

1.10 Definition of Significant Terms Used in the Study

The following are the definitions of terms that will be used throughout this study:

Monitoring and Evaluation is a continued process meant to add value to performance and the reaching of good results. The core objective of the process is to improve the management output and inputs and impact.

NGOS These are legal groups registered and operated naturally by people and remain separate entity and from government and at as the avenues for service delivery and access to resources.

Project Is a short time venture or undertaking with specific dates and schedules undertaken to meet the objectives mainly to bring added value to an area or a population.

Project Communication: engages the group individuals to perceive imperative issues and discover shared belief for activity. It likewise assembles a feeling of character and cooperation so as to execute their choices Ofori (2013).

Project Management: Is planning, directing and controlling of organization resources for a relatively short ó term project which has been established for the completion of specific goal (Wee, 2010).

Project Performance Refers to the merits used to assess and rate a project based on its output and impact in regard to its intended goals.

Project Planning: The process of planning project intervention structures through following various stages; from initiation to completion

Risks This denotes the hindrances that may occur during or when carrying out a project making it hard to achieve the objectives.

1.11 Organization of the Study

This study was organized into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the Study, delimitations of the study, limitations of the Study and the definition of significant terms. On the other hand,

chapter two reviews the literature based on the objectives of the study. It further looked at the conceptual framework and finally the summary. Chapter three covered the research methodology of the study. The chapter describes the research design, target population, sampling procedure, tools and techniques of data collection, pre-testing, data analysis, ethical considerations and finally the operational definition of variables.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides an extensive literature and research related to influence of project management on performance of Catholic Relief Services projects. The chapter is thus structured into theoretical, conceptual and empirical review. The study also presents the knowledge gap the chapter seeks to fulfill.

2.2 Performance of Projects

Project managers don't usually have any influence over who their project sponsor is. Sponsors either self-select, or they're chosen because of their position in the organization. However, you often have more influence over who is in your steering group. As such, if you know that your project sponsor lacks passion for the project, or if the sponsor doesn't like to say no to people who keep trying to expand the project scope, then the manager makes sure he balances this with tougher or more engaged steering group members to ensure the project objective is met (Bunnet, 2009). Governance refers to the leadership and direction of the group. Leadership involves articulation and maintaining the group's vision and mission which is shared by all the group members in all aspect of the organization activities. This is achieved when the group members work together with the management to articulate for the success of the project (Burnet, 2011). Management systems refer to the mechanism used to co-ordinate activities and facilitate process within the organization. These systems include organization structure and culture, planning, personnel, administrative procedures, risk management, conflict management and reporting. Management is a process of achieving an organizational goal through coordinated performance of 5 specific function planning, organization, staffing, directing and controlling; this meets the governance threshold which influences the outcome of a project (Schwartz, 2012).

Good governance transits to high chances of project success and bad high chances of it failing (Schwartz, 2012). In regards to projects that are managed by project managers, the role of the managers is to provide evidence to stakeholders that a project is effective and in conformity with planned results, legal and fiscal requirements. In organizations that promote learning, accountability may also be measured by the extent to which managers use

monitoring and evaluation tools and findings. Accountability will therefore send a picture to stakeholders that the project is either performing or not and this will influence the project either positively or negatively (Kent, 2015).

2.3 Project Planning and Project Performance

Cutting corners in project planning is a formula for calamity, regardless of what the reason is. The start stage is basic to the accomplishment of the project as it sets up its center establishments. Viable planning contemplates all parts of planning including partner engagement, benefits mapping, hazard appraisal, and in addition the genuine arrangement (plan) itself. The three most referred to variables for project disappointment are: absence of partner engagement, absence of correspondence, and absence of clear parts and duties (Schwartz, 2012).

These variables thusly, should be viewed as from the get-go in the creation and planning of any project. An article distributed in *The Project Manager*, by Angela Lecomber, taken a gander at the dynamic test of planning in the realm of new and complex projects: The particular binding together trademarks new and complex undertakings have is the powerlessness for all partners to 'be in agreement' keeping in mind the end goal to imagine a similar result. Great venture supervisors in this manner, will have recognized every one of the partners and guarantee, through great correspondence, that partners have lucidity of the project's goals and yields. Before itemized planning happens, partner assention for the project's yields are acquired (this has for quite some time been perceived as a huge element for project achievement). Itemized planning at that point initiates by separating the segments into sub-parts to create an item (expectations) breakdown structure the extent that breakdown is attainable. Here falsehoods a portion of the intricacy that the present projects confront. The following stage is to create additionally detail of the exercises, errands and conditions required (the work breakdown structure), together with the sequencing of exercises expected to deliver the many sub-expectations or part items. At long last, we accomplish a level of granularity expected to deal with the project on an everyday premise. This is ordinarily spoken to as a calendar (Lecomber, 2013).

The project planning stage starts with the yields of start and toward the finish of planning, the whole project has been thoroughly considered; what will be done, how, in what arrange and at what cost. The project planning process comprises of those procedures performed to build

up the aggregate extent of the exertion, characterize and rethink the destinations and build up the strategy required to accomplish those targets (Project Management Institute, 2013).

Duncan (2014) says that unless all gatherings to the planning procedure have an unmistakable comprehension of what it is the project is required to convey, planning is certain to be lacking or misinformed. The target of the extension definition is to characterize the time and cost required to finish the project to the customer's fulfilment (Project Management Institute, 2013). The venture arrange must be outlined such that the project results additionally meet the destinations of the parent association. It is urgent that the project's targets be obviously attached to the general mission, objectives and methodology of the association.

Since the arrangement is just a gauge of what and when things must be done to accomplish the extension or target of the project, it is constantly completed in a domain of vulnerability. Along these lines the arrangement must incorporate recompenses for hazard and elements that enable it to be versatile by being receptive to things that may upset its being completed. One such disturbance is the extension crawl which is an inclination of project destinations to be changed by either the recipient customer, senior administration or individual project specialists with almost no discourse with alternate gatherings effectively occupied with the work of the project (Larson, 2011). The project scope proclamation subsequently turns into the reason for future project choices by articulating the project limits of the project and in addition how the degree will be overseen all through the project execution. As indicated by Project Management Institute (2013), it is fundamental to do asset planning which is the way toward deciding the general population, gear, materials and different assets that are required, and in what amounts with a specific end goal to perform project exercises and enhance the utilization of accessible assets all through the project cycle. These assets are then assessed and the exercises planned for subject to the project budgetary planning cycle or financing limits for the specific time frames. These exercises are then booked over the planning time frame by the project group in discussion with the recipients (Schwartz, 2012).

According to Save the Children (2010), practice shows that institutions, NGOs, governments and donors are acknowledging the development, role and importance of stakeholder participation in development activities and are seeing the benefits. However, in many contexts and for different reasons, stakeholders tend to be more involved in implementing, monitoring and evaluating programs, and less involved in strategic planning and the design of programs. Save the Children, (2013) further states that each program and project should be planned and designed with a goal of increasing the realization of stakeholder's rights to

survival, protection, development and or participation. Stakeholder participation in project planning will thus influence the project design and the realization of their right to participation (Larson, 2011).

The top-down way to deal with advancement trusted that individuals were excessively unmindful and maybe primitive, making it impossible to adequately recognize and choose what was great and suitable for them and accordingly were not anticipated that would set up their own improvement needs, rank them and distinguish the most felt need (Mulwa, 2015). This recognizable proof and the sharing of the vision evoke a promise from the general population to proceed with the procedure of group advancement to end up a reality. On the off chance that individuals are included in this procedure, they are probably going to possess the procedure as their own particular and accordingly oversee it successfully (Ford, 2003).

At this level, partners distinguish and organize the centre of the issues and their circumstances and end results this procedure is trailed by gathering exchanges and examination. Such an exchange is gone for comprehension the issue, how it influences them and its degree. This common comprehension gives a strong establishment to distinguishing the issue and attempting to discover methods for settling it. It additionally elucidates the extent of the current issue and the asset accessible. The people group is likewise ready to set the targets, objectives and how the planned improvement will continue (Mulwa, 2015). In this way, for any advancement to prevail there must be investment by partners and recipients.

2.4 Monitoring and Evaluation and Project Performance

Project monitoring and evaluation is the process of collecting, consolidating performance information, and assessing measurements and trends to generate improvements (PMI, 2013). Monitoring is an ongoing process that assesses what has been achieved so far and what needs to be adjusted in the project plans. Regular reports from the project execution phase are the outcome of a monitoring process. Monitoring ensures any issues picked from the project execution are addressed to ensure they do not become unmanageable and to take corrective action before it is too late (Boddy, 2003). Monitoring checks whether the project is on the right track or if it has taken the wrong turn whose purpose is to find out whether the project and activities are effective and how strategies need to be adapted to ensure the best possible results (Tearfund, 2009).

For the project team to resolve issues adequately, issue identification, tracking, analysis, communication and control should be well coordinated through the use of the issues log.

Monitoring is very important to both the implementers and the beneficiaries of projects. Evaluation, on the other hand, is the systematic and objective assessment of an on-going or completed project, program, or policy, including its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (Görgens & Kusek, 2009).

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP, 2015). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, (2015). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Crawford and Bryce, 2003). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004).

Monitoring and evaluation should offer comprehensive and relevant data that will support decision making. Project evaluation serves various purposes; first, to inform decisions for project improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signaling need for additional personnel (Mulwa, 2015). Secondly, evaluation provides a process of learning. By learning from the past, one is able to improve the future. Further, evaluation helps project managers to develop new skills, open up to the capacity of constructive self-criticism, to objectivity and to improve on future planning as a result (Y,ld,z & Arsan, 2011).

World Bank (2011) asserts that M&E creates a good environment for interaction between stakeholders and bring on board resources available, use and monitor and evaluate impact brought by the resources. In this case, all stakeholders are able to improve on mitigation factors by engaging in development matters with the government, resource audit, identification of gaps and suggesting the way forward. According to Chikati (2010),

monitoring encourages continuity of projects with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan. Monitoring and Evaluation is aimed at drawing lessons that can be used in future projects (Rossman, 2012). The purpose of evaluation is to help the stakeholders of a project to better understand whether their hard work is having the impact they desire. In addition, evaluation aims to analyze the past to understand the future of the project (Gaventa & Blauert, 2015).

The World Bank (2009) argues that the need for good governance, sustained and rapid development in Africa led to recognition of Monitoring and Evaluation as a profession and as a result the first African Monitoring and Evaluation association was formed in 1998. According to the World Bank, putting up an effective M&E system is of enormous value for it makes processes more transparent as well as providing clear regulatory framework to achieving high quality of building construction projects (World Bank, 2012).

South Africa being one of the African countries that are practicing monitoring and evaluation in improving quality of building construction projects which has borrowed best practices from developed countries like Canada, United Kingdom and United States among others. This was done by the department of Monitoring and Evaluation in full support of the government (World Bank, 2012). In this case, the people are fully involved in Monitoring and Evaluation process hence enabling the stakeholders to analyse, reflect, develop strategies and draw common conclusion on corrective measures to be taken in future projects (Nuguti, 2009).

Borrowing a leaf from South African Government, the Kenya government has also started contracting method in to improve quality of building construction projects where outlines what they would want to do, indicators and expected outcomes (GoK, 2015). The Monitoring and Evaluation approach has been very effective in many social economic development projects in Africa and the world at large. Bayer and Bayer (2012) in their study in West Africa and Kenya reveal the importance of M&E in enhancing quality of building construction projects. According to the authors a project run by GTZ in development project (MDP), the need for M&E was highly emphasized so as to promote self-help capacity (Coupal, 2011).

2.5 Communication and Project Performance

Project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. It additionally engages the group individuals to perceive imperative issues and discover shared belief for activity. It likewise assembles a feeling of character and cooperation so as to execute their choices. Just with correspondence will the venture recipients turn into the key performing artists to make advancement programs effective? Advancement projects can just understand their maximum capacity if learning, data and innovation are adequately shared. Unless the group is the main thrust for their own particular advancement, no measure of ventures or arrangement of innovation and data sources will realize any enduring change in their expectations for everyday comforts. Correspondence is basic to this as it empowers organizers while recognizing and detailing advancement projects to counsel with individuals keeping in mind the end goal to consider their necessities, mentalities and conventional learning. Beneficiary participation is an important factor for donor funded projects. Since it gives many benefits and final product to the community, donors are always insisting the projects with beneficiary participation (Coupal, 2011).

A study by Ofori (2013) tried to distinguish and survey the nature of venture administration hones and in addition the basic achievement variables for activities in Ghana. The study received an exploratory approach and used an overview strategy to gather information on venture administration practices of Ghanaian associations. Purposive testing was utilized as a part of selecting the specimen which included 200 chiefs from various financial areas. Comes about because of the study demonstrate that the basic variables that add to the accomplishment of a venture incorporate top administration bolster, compelling correspondence, clarity of venture reason and objectives, and partner contribution.

The current organization has an expanded and more effective communication between and among its numerous offices or customers. It used to be that diverse workplaces inside organizations had little to do with each other. On the off chance that they needed to cooperate, their directors would generally meet and work out any issues, at that point report back to their separate office. It has been contended that there has been an inadequacy of writing with respect to project partners and interchanges: the administration of the delicate abilities as the way to project achievement (Bourne, 2015). This is additionally upheld by Wideman (2012) and enables the specialist to battle that the present and recorded worldview

of project accomplishment in the project administration industry for so long has been founded on what Wideman says is "on time and spending plan.

Conventional records of organization and institutional change have regarded communication as a discovery (Suddaby, 2011). The immediate outcome of this disregard has been that when communication is remembered, it is to a great project expected to work as a conductor or channel through which subjective substance, (for example, data or semantic significance) is scattered and spread over an institutional setting or field (Beckert, 2010). Effective communication is critical for the project group in the organizations in order to play out the essential elements of administration, that is, Planning, Organizing, Leading and Controlling. Communication projects group to play out their occupations and duties. Communication fills in as an establishment for planning. All the basic data must be imparted to the project chiefs who thusly should convey the planning to actualize them (Coupal, 2011).

Newton, (2015) argues that a nitty gritty communication plan is vital for the powerful spread of data. Aside from counselling with the group, coordinate nearby inclusion is a key component for project achievement. Given the moderately high unemployment rates in Kenya, thought must be given to inhabitants. This could incorporate sourcing materials from nearby providers and utilizing occupants. It is prudent to utilize effective group role as a contact between the project administrator and the group (Teo, 2010).

At long last, legitimate handover methodology should be produced. This is a critical thought, given that the development business is as a rule progressively seen as an administration industry (Karna, Junnon & Sorvala, 2009). communication in projects is trying, best case scenario and regularly prompts misconstruing about what could possibly be done when it is to be finished, or conveyed. A standout amongst the most troublesome circumstances that can lead is the absence of concurrence on a guarantee to per-frame an errand or assignments, this is not the how to or specialized part of undertakings, yet the straightforward "what" and "when" of project work. Regularly, "duty" is accepted to be acquired by the project director from others while the genuine conveyance of the consequence of the assignment is postponed through absence of planning or disregarding the undertaking. By what means would this be able to happen? The project chief is the single expert in the project and in charge of work getting proficient (Yang, Shen & Ho, 2009). Project Risk Management a project is an impermanent attempt embraced to make an exceptional item, management or result Project management includes starting, arranging, sorting out and overseeing assets keeping in mind the end goal to accomplish extend objectives and destinations (PMBOK, 2014

Miles and Wilson (1998) and Mullins *et al.* (2009), contend risk similar to an introduction or a likelihood of event of a misfortune. The enthusiasm on how chance management adds to extend achievement backpedals similarly as the 1970's with Alter and Ginzberg (1978), whose article recommends that the probability of 12 fruitful project usage can be expanded by distinguishing the key instabilities at each phase of the advancement procedure and contriving systems for adapting to the scope of conceivable outcomes" (Alter and Ginzberg, 1978). Nonetheless, the utilization of the word propose demonstrates, the impacts of risk administration are difficult to set up. Various different investigations have been done in PRM and PM particularly incorporate; Bakker *et al* (2009) in an examination on whether risk administration adds to IT anticipate achievement infers that that risk management must be powerful in particular project circumstances and that learning of the dangers alone is insufficient to add to extend achievement (Yang, Shen and Ho, 2009).

Besides, it is intriguing to consolidate the connection found by Cooke-Davies (2010) between chance management arranging and a convenient conveyance of the project with the work of Weick and Sutcliffe (2015), who talk about mindfulness creation and consideration forming as conditions for partner conduct in questionable circumstances. As indicated by Kutsch and Hall (2015) learning of the dangers does not naturally suggest that this information is utilized for dealing with those dangers. That less is thought about what occurs inside the risk management handle; what chance management rehearses are utilized inside a project, which partners are taking part in these practices, how these risk management hones impact partners, and how these practices impact extend achievement. These are important inquiries, to which the risk management approach so far has not given palatable replied, and neither does it give a honest portrayal of how partners really carry on (Yang, Shen and Ho, 2009).

Different investigations analyzed, for the most part concentrate on the risk administration forms in project. For example, Scgismundo and Miguel (2009) looked to explore Failure Mode and Effect Analysis (FMEA) with regards to chance management in new item improvement. Raz *et al* (2012) in their investigation on opportunity management, extend achievement and innovative vulnerability in Israel inferred that risk management was still in its early stages in project management and the since there are different risk management apparatuses, additionally inquire about was expected to discover what works best in what conditions and situations. Dey (2015) considered overseeing of activities in a most optimized plan of attack, a contextual investigation of open area associations in India. Kululanga and Kotcha (2010) in their investigation on measuring project risk management forms for

development contractual workers with proclamation pointers connected to numerical scores reasoned that in the Sub-Saharan Africa, there is generally low usage of formal risk administration techniques by and by the lion's share of development temporary workers, particularly those in the little and medium-sized class, which could prompt the development business reliably experiencing poor project execution (Dey, 2015).

risk and instability can possibly have harming results for progressing advancement project (Flanagan, Norman and Chapman, 2015). Consequently, chance examination and management keep on being a noteworthy component of the management of undertakings trying to bargain successfully with instability and surprising occasions and to make the required project progress. Relieving risk by reducing their effect is a basic segment of risk administration. Executed effectively, a fruitful risk assessment system ought to lessen unfavorable effects. Generally a wellplanned and legitimately directed risk moderation system is a substitution of unverifiable and unpredictable occasions with a more unsurprising or controlled risk reaction being developed tasks (Chapman and Ward, 2015).

A choice is made under states of risk if the chief in a project can evaluate sanely or instinctively, with a level of assurance, the likelihood that a specific risk occasion in the venture will happen, utilizing as a premise his data about comparable past risk occasions or his own involvement in project. With powerful project chance administration as an indispensable and required piece of viable project administration, we can not just foresee conceivable future results, we can make a move to move the chances for extend accomplishment to support us. The arranging stage gives the best open door in the project life cycle to administer and control scope, costs, consumer loyalty and timetable through sound and viable project chance administration hones. The venture chance examination and administration apparatuses and strategies have been portrayed in detail by many creators (Ahmed, 2015). A commonplace venture risk administration prepare incorporates extend chance recognizable proof; extend chance evaluation; extend chance relief; and project chance checking. project chance recognizable proof process endeavors to distinguish the source and sort of project dangers. Project chance distinguishing proof is the reason for investigation and control of risk administration and guarantees extend chance administration adequacy (Cretu, 2011)

2.7 Theoretical Orientation

This section discusses the theoretical foundation on which the study is anchored. The study will be grounded on the institutional theory, management by objectives theory, the systems theory and the agency theory.

2.7.1 Institutional Theory

Initially, before looking at facilitate the theory, it is vital to comprehend what a foundation is. In spite of no concurred meaning of an establishment, the investigation receives one definition by Scott, (2001) who states that Institutions are social structures that have achieved a high level of strength." He says facilitate that foundations are made out of social intellectual, standardizing, and regulative components that, together with related exercises and assets, give solidness and importance to social life. Establishments are transmitted by different sorts of bearers, including typical frameworks, social frameworks, schedules, and curios.

Rowan (2012) analyzed the development of three managerial administrations in development industry from the point of view of institutional theory. To characterize the develop the venture scope, build up the venture scope, build up the venture administration arrange, and distinguish and plan the venture exercises that happen inside the venture. Executing and controlling: To finish the work characterized in the venture administration plan to fulfill the venture's goals characterized in the venture articulation. Real ventures can be separated into sub-ventures, and a program means an accumulation of related tasks (Graham, 2009). He found that when there is an abnormal state of agreement and collaboration inside the institutional condition, dissemination of inventive structures is consistent and durable. Be that as it may, when the institutional condition is combative and unfocused, appropriation of imaginative structures is moderate and speculative (Dey, 2015)

2.7.2 Management by Objectives (MBO) Theory

The theory of Management by Objectives was created by Peter Drucker (1954). The idea of MBO is firmly associated with the idea of arranging. The way toward arranging infers the presence of destinations and is utilized as a device/procedure for accomplishing the goals. Current administrations are properly portrayed as 'Administration by Objectives' (MBO). The MBO idea recommends that destinations ought not be forced on subordinates but rather ought to be chosen all in all by all worried with the administration (Gerry-Johnson, 2015). This gives well known help to them and the accomplishment of such goals turns out to be simple

and fast. Unrivalled subordinate interest, joint objective setting and support and consolation from better than subordinates are the fundamental elements of MBO (Gerry-Johnson, 2015).

According to the theory, different chains of importance inside organizations should be coordinated; requirement for Commitment, duty and development; and requirement for a typical test. A MBO framework requires each level of supervisors to recognize their objectives for each region they are in charge of. These objectives are imparted then to their individual units. Shared targets direct people in satisfying their part. The part of the administration now is to screen and assess execution. The attention is on future as opposed to on past (Gerry-Johnson, 2015). They check advance much of the time and over a set timeframe. There is outer and inside control in this framework with routine evaluations. An assessment is done to comprehend as to which degree the objectives have been met. In connection to this investigation, staffs were given the destinations to accomplish. An essential part of the MBO approach was that there is assent amongst workers and administrators with respect to extend measures which is interested in assessment. The rule was that when workers are included with the objective setting for ventures and picking the game-plan to be trailed by them, they will probably satisfy (Dey (2015).

2.7.3 The Systems Theory

The frameworks theory has significantly affected administration science and understanding associations. A framework is an accumulation of part bound together to fulfill a general objective. In the event that one a player in the framework is expelled, the nature of the framework is changed also. A framework can be taken a gander at as having inputs (e.g., assets, for example, crude materials, cash, innovations, and individuals), forms (arranging, sorting out, propelling, and controlling), yields (items or administrations) and results (e.g., upgraded personal satisfaction or profitability for clients/customers, efficiency). Frameworks share criticism among each of these four parts of the framework.

The Systems Theory may appear to be very fundamental. However, many years of administration preparing and hones in the working environment have not taken after this theory. Just as of late, with enormous changes confronting associations and how they work, have instructors and supervisors come to confront this better approach for taking a gander at things. The impact of frameworks theory in administration is that it anticipates group pioneers to take a gander at the venture bunches all the more extensively.

2.7.4 The Agency Theory

Agency theory develops the investigation of the firm to incorporate partition of possession and control and administrative inspiration. In the field of cooperation in ventures, administration agency issues have been appeared to impact administrative mentalities toward investment (Wollack, 2010). The theory discloses how best to plan connections in which one group decides the work and the other party take the necessary steps. Thusly, organization theory suggests that characterized supporting approaches can have critical impact on firm esteem (Wollack, 2010).

Mosley, Hudson and Horrell (2010) clearly distinguishes between project implementation and project management by arguing that in project management, the parties involved in are often from different organizations under different commands and only come together to achieve project goals for a period, the latter is such that, they are from one organization and only come together under one leader who has total management. This study examines the support of management in project success.

2.8 Conceptual Framework

It shows the relationship between independent variables; project planning, monitoring and evaluation, communication and risk management while the dependent variable is projects performance. Furthermore, it also shows other factors, moderating and intervening variables that can play in and affect both independent and dependent variables in this study. The conceptual framework of the study can be summarized in the figure 1.

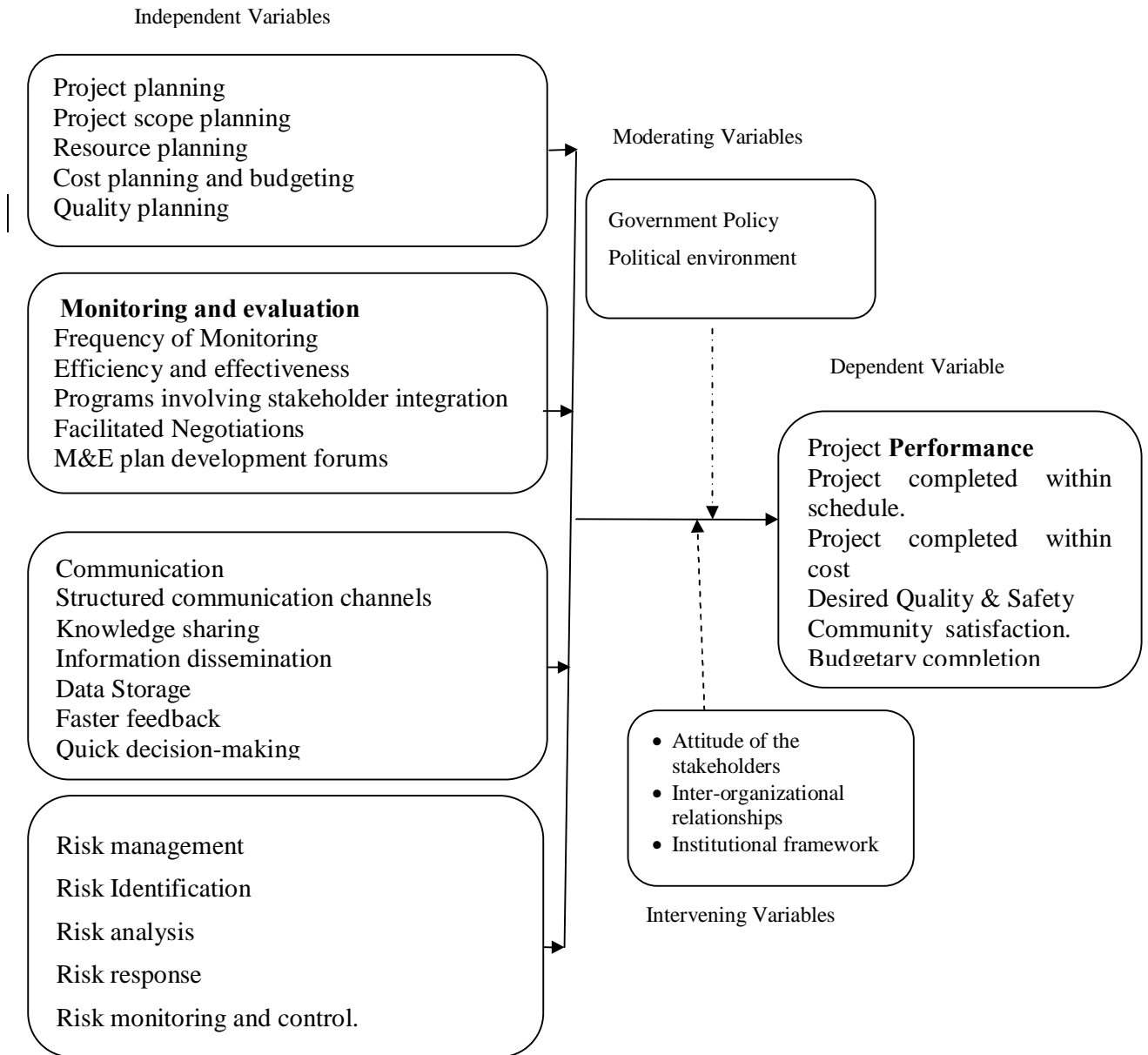


Figure 1: Conceptual framework

2.9 Summary and Research Gaps

This literature review has presented some of the latest academic thinking and theories on the contribution project management make in the performance of projects. Many of these sources strongly support the importance of project management in project performance. However, few of these sources show how genuine management in project cycle bears direct positive impact in successful project. From the reviewed literature on project management in is evident that many questions remain unanswered. The study seeks to bring out how project management influences project performance. The contextual experiences of project

management in project performance and similar programs run by other organizations is not fully researched and documented. There is scant amount of research and critical analysis that has been undertaken in the field of project management in performance of projects.

However, there are many NGOs that are at the forefront of devising policies, processes and practices that support genuine proper management in their projects. Although significant progress has been made, further evidence is required to build NGO's understanding of the role of project management in influencing project performance.

Most of the reviewed studies in this chapter have been conducted in developed countries whose approach to project management could be different from that of Kenya. Further, the studies have been conducted on other types of projects other than the community based development projects. Again, most of the studies have focused on generally the factors affecting the implementation of the PM&E projects focusing on both the internal and external factors while this study narrows down to the project management factors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was adopted in the operationalization of the research and achievement of the study objectives. It involves a blueprint for the collection, measurement and analysis of data. This section is an overall scheme, plan or structure conceived to aid the researcher in answering the raised research question. In this stage, most decisions about how research was executed and how respondents were approached, as well as when, where and how the research was completed. Therefore, in this section the research identifies the procedures and techniques that was used in the collection, processing and analysis of data. Specifically, the following subsections are included; research design, target population and sampling, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

The study adopted a descriptive survey design. According to Zikmund (2013), surveys provide a fast, inexpensive, efficient and accurate way of investigating a population. Orodho (2013) argues that descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather and summarize information, present and interpret data for clarification purposes. This approach was suitable for this study, since the study collected comprehensive information through descriptions which was helpful for identifying variables. The advantage of this design over others is that data can be collected less expensively and within a short time.

3.3 Target Population

According to Pole and Lampard (2010), a target population is regarded as the total number of a particular group upon which a study or investigation is done. Accessible population refers to that segment of elements that is in reach within the target population. Based on the recommendations of Churchill and Iacobucci (2010) and Frankfort-Nachmias and Nachmias (2012) in defining the unit of analysis for the study, the target population for this study was 148 senior, middle and lower level management staff of the Catholic Relief Services as shown in Table 3.1.

Table 3. 1: Target Population

Category	Total Number	Percent
Top level managers	17	11
Mid- level managers	42	28
Lower level managers	89	60
Total	148	100.0

Source: Author (2017)

3.4 Sampling Frame and Technique

Sampling is a deliberate choice of a number of people who are to provide the data from which a study drew conclusions about some larger group whom these people represent (Jankowicz, 2010). The sample size is a subset of the population that is taken to be representatives of the entire population (Onabanjo, 2010).

The study uses a sample population of 107 that was gotten by calculating the target population of 148 with a 95% confidence level. An error of 0.05 was also allowed by using the below formula by Nassiuma (2000).

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

Where

n = sample size;

N = population size; C = coefficient of variation which is 50%

e = error margin which is 0.05.

The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. The goal of stratified random sampling was to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Kothari, 2004). The method also involves dividing the population into a series of relevant strata which implies that the sample is likely to be more representatives (Saunders *et al.*, 2009).

Table 3. 2: Sampling Frame

Department	Population	Ratio	Sample
Top level managers	17	0.72	12
Mid- level managers	42	0.72	30
Lower level managers	89	0.72	64
Total	148		107

Source: Author (2017)

3.5 Data Collection Methods

A questionnaire is regarded as an appropriate instrument for data collection. Kirakowski (2009) defines a questionnaire as method of for the elicitation, and recording and collecting information. The questionnaires have featured close ended questions that provided quantitative data for statistical analysis. On the other hand, open ended questions pose generated qualitative data for content analysis. The researcher therefore opted for this instrument as a quick and cost-effective way to collect data. According to Saunders (2012), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form. Secondary data was gathered from records that has been collected and tabulated through graphs, charts and reports. Such data was collected from reference materials, which had key information and are helpful to this research study.

3.6 Pilot Study

The researcher carried out a pilot test to find out how well the questionnaire worked in practice. A questionnaire was the tool to be used for the pilot test. The questionnaire was used on 10 management staff of the Catholic Relief Services. The pilot group was done through random sampling. Sekaran and Bougie (2010) recommend that the questionnaire pre-tests be done by interviews so as to observe the participants take on the instrument.

3.6.1 Validity

According to Golafshani (2013), validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the questionnaire. The study used both face and content validity to ascertain the validity of the questionnaires. Content validity drew an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Gillham (2015) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills.

3.6.2 Reliability

Instrument reliability on the other hand is the extent to which a research instrument produces similar results on different occasions under similar conditions. It's the degree of consistency with which it measures whatever it is meant to measure (Bell, 2010) Reliability coefficient of

the research instrument was assessed using Cronbach's alpha () which was computed as follows:

$$=k/k-1 \times [1-\hat{U}(S^2)/\hat{U}S^2_{sum}]$$

Where:

= Cronbach's alpha

k = Number of responses

$\hat{U}(S^2)$ = Variance of individual items summed up

$\hat{U}S^2_{sum}$ = Variance of summed up scores

3.7 Data Collection Procedures

This section outlines the data collection procedures to be used. Prior to commencing data collection; the researcher obtained a letter of introduction from the university. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. Research assistants were trained on interviewing skills including developing rapport, convincing respondents to provide relevant data and seeking clarifications whenever necessary. Research assistants booked appointment with respondent organizations at least two days before visiting to administer questionnaires.

3.8 Data Analysis and Presentation

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 24.0). All the questionnaires received was referenced and items in the questionnaire were coded to facilitate data entry. Descriptive statistics were used because they enable the researcher to meaningfully describe distribution of scores or measurements using few indices (Mugenda & Mugenda, 2003). Based on Zina and OLeary (2010) recommendation on the analysis of qualitative data, collected data was organized, sorted out, coded and thematically analyzed, searching for meaning, interpreting and drawing of conclusions on the basis of concepts.

Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regressions were used because it is the procedure that uses two or more independent variables to predict a dependent variable. The study used multiple regressions analysis to analyze the collected data to measure the influence of project management on performance of Catholic Relief Services. Since there are four independent

variables in this study the multiple regression model generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:-

Y= Performance of Catholic Relief Services projects.

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients

X_1 = Project Planning

X_2 = Monitoring and Evaluation

X_3 = Communication

X_4 = Risk management

ε = Error term

In testing the significance of the model, the coefficient of determination (R^2) was used to measure the extent to which the variation in performance of Catholic Relief Services is explained by the variations in project management on. F-statistic was computed at 95% confidence level to test whether there was any significant relationship between project management and performance of Catholic Relief Services. This analysis was done using SPSS software and the findings presented in form of tables.

3.9 Ethical Considerations

The researcher observed the following standards of behaviour in relation to the rights of those who become subject of the study or are affected by it: First, in dealing with the participants, they were informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Once consent is granted, the participants maintained their right, which entails but is not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they have provided. Caution was observed to ensure that no participant is coerced into taking part in the study and, the researcher seeks to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher.

3.10 Operationalization of Variables

The operationalization of variables is shown in Table 3.3. Table 3.3: Operationalization of Variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Scale	Tools of analysis	Type of analysis
To find out the influence of project planning on performance of Catholic Relief Services projects.	Independent	Project planning	<ul style="list-style-type: none"> • Project scope planning • Resource planning • Cost planning and budgeting • Quality planning 	Interval Ordinal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis
To assess the influence of monitoring and evaluation performance of Catholic Relief Services projects.	Independent	Monitoring and evaluation	<ul style="list-style-type: none"> • Frequency of Monitoring • Efficiency and effectiveness • Programs involving stakeholder integration • Facilitated Negotiations • M&E plan development forums 	Interval Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis
To evaluate the influence of communication on performance of Catholic Relief Services projects.	Independent	Communication	<ul style="list-style-type: none"> • Structured communication channels • Knowledge sharing • Information dissemination • Data Storage • Faster feedback • Quick decision-making 	Ordinal Ratio Interval	Percentages Mean score	Descriptive statistics Regression analysis

To determine the influence of risk management on performance of Catholic Relief Services projects.	Independent	Risk management	<ul style="list-style-type: none"> • Risk Identification • Risk analysis • Risk response • Risk monitoring and control. 	Ordinal Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Regression analysis
	Dependent	Project management	<ul style="list-style-type: none"> • Project completed within schedule. • Project completed within cost • Desired Quality & Safety • Customer satisfaction. • Budgetary completion 	Interval Ordinal Ordinal Interval Interval	Mean score	Descriptive statistics Regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the findings obtained from the primary instrument used in the study. It discusses the characteristics of the respondents and their opinions on the influence of project management on performance of non-governmental organizations projects in Kenya with reference to catholic relief services. The researcher provided tables that summarized the collective reactions of the respondents.

4.2 Response Rate

Questionnaires that the researcher administered were 107 out of which only 82 fully filled questionnaires were returned. This gave a response rate of 76.6% which was within what Hussey and Collis (2009) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

Table 4. 1: Response Rate

		Response Rate
Response	82	76.6%
Non-response	25	23.4%
Total	107	100

4.3 Reliability Analysis

Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Malhotra (2015) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

Table 4. 2: Reliability Analysis

	Alpha value	Comments
Project Planning	0.709	Reliable
Monitoring and Evaluation	0.816	Reliable
Communication	0.702	Reliable
Risk management	0.773	Reliable

Cronbach Alpha was established for every objective which formed a scale. The findings in Table 4.2 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7, Malhotra (2015). This, therefore, indicated that the research instrument was reliable and therefore required no amendments.

4.4 Demographic Information

This section required the respondents to indicate their general information including gender, how long they have been working with catholic relief services, highest level of education and age bracket. This general information is presented in form tables.

4.4.1 Gender of the Respondent

The respondents were requested to indicate their gender. Their responses were as shown in Table 4.3.

Table 4. 3: Gender of the Respondent

	Frequency	Percent
Male	40	48.8
Female	42	51.2
Total	40	48.8

The results showed that majority of the respondents were female as shown by 51.2% while the rest were male as shown by 48.8%. This shows that the researcher considered all respondents irrespective of the gender to obtain reliable information concerning the subject under study.

4.4.2 Period Respondent has been Working With Catholic Relief Services

The respondents were also requested to indicate how long they have been working with catholic Relief Services. Their responses were as shown in Table 4.4.

Table 4. 4: Period Respondent has been Working with Catholic Relief Services

	Frequency	Percent
Less than 3 years	6	7.3
3 to 9 years	38	46.3
9 to 12 years	32	39.0
Above 12 years	6	7.3
Total	82	100.0

From the study findings, 46.3% of the respondents had been working with catholic relief services for 3 to 9 years, 39% had worked with catholic relief services for 9 to 12 years and that a combined 14.6% of the respondents had worked for catholic relief services for above 12 years and for less than 3 years. This shows that majority had worked with catholic relief services for long enough to comprehend and give reliable and accurate information on the subject under study.

4.4.3 Highest level of Education

The respondents were asked to indicate their highest level of education. Their responses were presented in Table 4.5.

Table 4. 5: Respondents Academic Qualifications

	Frequency	Percent
Certificate	7	8.5
Diploma	11	13.4
Degree	49	59.8
Masters	9	11.0
PhD	6	7.3
Total	82	100.0

From the findings the study found that 59.8% of the respondents had a degree and diploma holders were 13.4%. Further among the respondents there were those who had masters at 11%, certificate at 8.5% and PhD at 7.3%. This represents a pool of learnt respondents who could comprehend and give reliable information about the subject under study. It also shows that most of the respondents had enough qualifications to be in management of the catholic relief projects.

4.4.4 Age of the Respondent

The respondents were further asked to indicate the age bracket to which they belong. Their responses were as shown in Table 4.6.

Table 4. 6: Age of the Respondent

	Frequency	Percent
20-30 years	12	14.6
31-40 years	25	30.5
41-50 years	36	43.9
51-60 years	9	11.0
Total	82	100.0

The study results show that majority of the respondents were aged between 41-50 years as shown by 43.9%, between 31 and 40 years as shown by 30.5%, between 20 and 30 years as shown by 14.6% and 51 to 60 56 years as shown by 11%. This shows that majority of the respondents were mature enough which made them to be cooperative in giving reliable information concerning the subject under study. The advancement in years is positively related to amount of knowledge possesses and hence the respondents involved in this study gave valuable information about the study.

4.5 Influence of Project Management

Under this section the study sought to establish the influence of project management on performance of non-governmental organizations projects in Kenya with reference to Catholic Relief Services. The findings for project planning, monitoring and evaluation, communication and risk management were presented.

4.5.1 Project Planning

The respondents were asked to indicate the extent to which Project Planning influence performance of Catholic Relief Services projects. Their collective responses were presented in Table 4.7.

Table 4. 7: Extent Project Planning Influence Performance of Catholic Relief Services Projects

	Frequency	Percent
Low extent	7	8.5
Moderate extent	19	23.2
Great extent	36	43.9
Very great extent	20	24.4
Total	82	100.0

From the findings, the respondents indicated that project planning influence the performance of catholic relief services projects in a great extent (43.9%), in a very great extent (24.4%), in a moderate extent (23.2%) and in a low extent (8.5%). This shows that Project Planning influences the performance of catholic relief services projects greatly.

Further, the researcher asked to tell the extent to which various aspects of project planning influence performance of Catholic Relief Services projects. Their replies were shown in Table 4.8.

Table 4. 8: Project Planning Aspects Influencing Performance of Catholic Relief Services Projects

	Mean	Std. Dev.
Project scope planning	4.146	.931
Resource planning	3.842	.793
Cost planning and budgeting	3.415	.543
Quality planning	2.463	.592

From the findings, the respondents indicated that project scope planning as expressed by a mean of 4.146 and resource planning as expressed by a mean of 3.842 have a great effect on the performance of catholic relief services projects. Moreover, the respondents indicated that cost planning and budgeting as expressed by a mean of 3.415 also influences the performance

of Catholic Relief Services projects in a moderate extent. Nevertheless, the respondents indicated that quality planning as expressed by a mean of 2.463 have a low extent influence on the performance of catholic relief services projects.

4.5.2 Monitoring and Evaluation

The respondents were requested to indicate the extent to which monitoring and evaluation influence the performance of Catholic Relief Services projects. Their collective responses were presented in Table 4.9.

Table 4. 9: Extent Monitoring and Evaluation Influence Performance of Catholic Relief Services Projects

	Frequency	Percent
Low extent	19	23.2
Moderate extent	34	41.5
Great extent	16	19.5
Very great extent	13	15.9
Total	82	100.0

From the results, the respondents revealed that Monitoring and Evaluation influence the performance of Catholic Relief Services projects moderately as shown by 41.5%, lowly as shown by 23.2%, greatly as shown by 19.5% and very greatly as shown by 15.9%. This shows that monitoring and evaluation influences the performance of Catholic Relief Services projects moderately.

The respondents were also asked to indicate the extent to which various aspects of Monitoring and Evaluation influence the performance of Catholic Relief Services projects. Their answers were presented in Table 4.10.

Table 4. 10: Monitoring and Evaluation Aspects Influencing Performance of Catholic Relief Services Projects

	Mean	Std. Dev.
Frequency of Monitoring	4.049	.859
Efficiency and effectiveness	4.149	.815
Programs involving stakeholder integration	2.512	.502
Facilitated Negotiations	4.037	.808
M&E plan development forums	3.829	.843

The respondents indicated that efficiency and effectiveness as illustrated by a mean score of 4.149, frequency of monitoring as illustrated by a mean score of 4.049 and facilitated negotiations as illustrated by a mean score of 4.037 greatly influence the performance of catholic relief services projects. Further the respondents indicated that M&E plan development forums as illustrated by a mean score of 3.829 has a great influence on the

performance of catholic relief services projects while programs involving stakeholder integration as illustrated by a mean score of 2.512 moderately influences the performance of Catholic Relief Services projects.

4.5.3 Communication

The respondents were requested to indicate the extent to which communication influence the performance of catholic relief services projects. Their answers were presented in Table 4.11.

Table 4. 11: Extent Communication Influence Performance of Catholic Relief Services Projects

	Frequency	Percent
Low extent	8	9.8
Moderate extent	30	36.6
Great extent	32	39.0
Very great extent	12	14.6
Total	82	100.0

The respondents indicated that communication greatly influence the performance of Catholic Relief Services projects as shown by 39.0% and moderately as shown by 36.6%. The respondents further indicated that communication influence the performance of Catholic Relief Services projects very greatly as shown by 14.6% and lowly as shown by 9.8%. This reveals that Communication greatly influence the performance of Catholic Relief Services projects.

Further the respondents were asked to indicate the extent to which various aspects of communication influence the performance of catholic relief services projects. Their indications were presented in Table 4.12.

Table 4. 12: Communication Aspects Influencing Performance of Catholic Relief Services Projects

	Mean	Std. Dev.
Structured communication channels	4.148	.826
Knowledge sharing	3.671	.832
Information dissemination	2.427	.497
Data Storage	4.049	.859
Faster feedback	4.134	.812
Quick decision-making	2.866	.582

As per the findings, the respondents indicated that structured communication channels as shown by an average of 4.148, faster feedback as shown by an average of 4.134, data storage as shown by an average of 4.049 and knowledge sharing as shown by an average of 3.671 influence performance of catholic relief services projects to a great extent. Further the

respondents indicated that quick decision-making as shown by an average of 2.866 influence performance of catholic relief services projects in a moderate extent and that information dissemination as shown by an average of 2.427 influence performance of catholic relief services projects in a low extent.

4.5.4 Risk Management

The respondents were requested to indicate the extent to which risk management influences the performance of catholic relief services projects. Their reactions were presented in Table 4.13.

Table 4. 13: Extent Risk Management Influence Performance of Catholic Relief Services Projects

	Frequency	Percent
Low extent	14	17.1
Moderate extent	14	17.1
Great extent	36	43.9
Very great extent	18	22.0
Total	82	100.0

From the findings, the respondents indicated that risk management influence the performance of catholic relief services projects in a great extent as shown by 43.9%, in a very great extent as shown by 22% and in moderate and low extent as shown by 17.1%. This shows that risk management influences the performance of catholic relief services projects in a great extent.

The researcher further asked the respondents to indicate the extent to which various aspects of risk management influence the performance of catholic relief services projects. Their responses were presented in Table 4.14.

Table 4. 14: Risk Management Aspects Influencing Performance of Catholic Relief Services Projects

	Mean	Std. Dev.
Risk Identification	4.024	.831
Risk analysis	3.671	.832
Risk response	2.402	.518
Risk monitoring and control.	3.951	.981

The respondents revealed that risk identification as indicated by a mean of 4.024 and risk monitoring and control as indicated by a mean of 3.951 influences the performance of Catholic Relief Services projects greatly. The respondents also indicated that Risk analysis as indicated by a mean of 3.671 influences the performance of Catholic Relief Services projects greatly while risk response as indicated by a mean of 2.402 influences the performance of Catholic Relief Services projects lowly.

4.5.5 Performance of Catholic Relief Services Projects

The study also requested the respondents to indicate the trend of the various aspects of performance of catholic relief services projects for the last five years. Their responses are presented in Table 4.15.

Table 4. 15: Trend of Performance of Catholic Relief Services Projects Aspects

	Mean	Std. Dev.
Project completed within schedule.	2.539	.589
Project completed within cost	3.646	.636
Desired Quality & Safety	4.159	.808
Customer satisfaction.	3.939	.866
Budgetary completion	4.220	.770

As per the findings, the respondents indicated that budgetary completion as expressed by a mean of 4.220, flexibility for logistics operations as expressed by a mean of 4.204, desired quality and safety as expressed by a mean of 4.159, customer satisfaction as illustrated by a mean of 3.939 and project completed within cost as illustrated by a mean of 3.646 have improved for the last five years. However, the respondents indicated that project completion within schedule as illustrated by a mean of 2.539 had been constant for the last five years.

4.6 Multiple Regression Analysis

This was applied to determine the relative importance of project planning, monitoring and evaluation, communication and risk management with respect to the performance of catholic relief services projects. The findings were presented in Table 4.16, 4.17 and 4.18.

Table 4. 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.858	0.735	0.722	1.876

The outcome of Table 4.16 found that adjusted R-Square value (coefficient of determination) is 0.722, which indicates that the independent variables (project planning, monitoring and evaluation, communication and risk management) explain 72.2% of the variation in the dependent variable (performance of catholic relief services projects). This implies that there are other factors that influences the performance of catholic relief services projects attributed to 27.8% unexplained.

Table 4. 17: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	782.451	4	195.613	53.494	1.73E-21
	Residual	281.566	77	3.657		
Total		1064.017	81			

The results shown in Table 4.17 revealed that p-value was 0.000 and F calculated was 53.494. Since the p-value was less than 0.05 and F-calculated was greater than F-critical (2.4904), then the overall model was statistically significant.

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the study variables. The results are captured in Table 4.18.

Table 4. 18: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.864	0.112		7.714	.000
Project Planning	0.814	0.393	0.721	2.071	.042
Monitoring and Evaluation	0.683	0.244	0.612	2.799	.006
Communication	0.718	0.239	0.656	3.004	.004
Risk Management	0.596	0.278	0.489	2.144	.035

As per the SPSS generated Table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 0.864 + 0.814X_1 + 0.683X_2 + 0.718X_3 + 0.596X_4$$

The findings showed that if all factors (project planning, monitoring and evaluation, communication and risk management) were held constant at zero performance of catholic relief services projects will be 0.864. The findings presented also show that taking all other independent variables at zero, a unit increase in the project planning would lead to a 0.814 increase in the score of performance of catholic relief services projects. This variable was significant since the p-value 0.042 was less than 0.05.

The findings also show that a unit increase in the score of monitoring and evaluation would lead to a 0.683 increase in the score of performance of catholic relief services projects. This variable was significant since $0.006 < 0.05$. Further, the findings show that a unit increase in the score of communication would lead to a 0.718 significant increase in the score of performance of Catholic Relief Services projects since p-value (0.004) was less than 0.05. The study also found that a unit increase in the score of risk management would significantly lead to a 0.596 increase in the score of performance of catholic relief services projects since p-value (0.035) was less than 0.05.

Overall, it was established that project planning had the greatest effect on the performance of catholic relief services projects electricity transmission company limited, followed by communication then risk management then while monitoring and evaluation had the least effect to the performance of catholic relief services projects. All variables were significant since their p-values were less than 0.05.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Summary and discussion of the findings are presented in this chapter. The study also deduced conclusions and recommendations from the findings. The study sought to establish the influence of project management on performance of non-governmental organizations projects in Kenya with reference to catholic relief services.

5.2 Summary of Findings

This section presents the summary of the major findings of the study variables that the researcher came up with in chapter four concerning the influence of project planning, monitoring and evaluation, communication and risk management on performance of non-governmental organizations projects.

5.2.1 Project Planning

The study sought to establish the influence of project planning on performance of Catholic Relief Services projects. The study found that project planning influences the performance of catholic relief services projects greatly. The study further found that project scope planning and resource planning have a great effect on the performance of catholic relief services projects. Moreover, the study found that respondents indicated that cost planning and budgeting also influences the performance of Catholic Relief Services projects in a moderate extent. The study also revealed that quality planning has low extent influence on the performance of catholic relief services projects.

5.2.2 Monitoring and Evaluation

The study sought to assess the influence of monitoring and evaluation on performance of catholic relief services projects. The study also found that monitoring and evaluation influences the performance of catholic relief services projects moderately. The study found that efficiency and effectiveness, frequency of monitoring and facilitated negotiations greatly influence the performance of catholic relief services projects. Further the study found that M&E plan development forums has a great influence on the performance of catholic relief services projects while programs involving stakeholder integration moderately influences the performance of catholic relief services projects.

5.2.3 Communication

The study further sought to evaluate the influence of communication on performance of catholic relief services projects. The study found that communication greatly influence the performance of catholic relief services projects. The study found that structured communication channels, faster feedback, data storage and knowledge sharing influence performance of catholic relief services projects to a great extent. The study also established that quick decision-making influence performance of catholic relief services projects in a moderate extent and that information dissemination influence performance of catholic relief services projects in a low extent.

5.2.4 Risk Management

The study sought to determine the influence of risk management on performance of Catholic Relief Services projects. The study found that risk management influences the performance of catholic relief services projects in a great extent. The study found that risk identification and risk monitoring and control influences the performance of catholic relief services projects greatly. The study found that risk analysis influences the performance of catholic relief services projects greatly while risk response influences the performance of catholic relief services projects lowly.

5.3 Discussions of the Findings

This section gives a discussion of the findings by linking them to the literature. Discussions of the findings were for project planning, monitoring and evaluation, communication and risk management.

5.3.1 Project Planning

The study found that project planning influences the performance of catholic relief services projects greatly. These findings are in line with Larson (2011) who states that each program and project should be planned and designed with a goal of increasing the realization of stakeholder's rights to survival, protection, development and or participation. Stakeholder participation in project planning will thus influence the project design and the realization of their right to participation. The top-down way to deal with advancement trusted that individuals were excessively unmindful and maybe primitive, making it impossible to adequately recognize and choose what was great and suitable for them and accordingly were not anticipated that would set up their own improvement needs, rank them and distinguish the most felt need

The study further found that project scope planning and resource planning have a great effect on the performance of catholic relief services projects. Moreover, the study found that respondents indicated that cost planning and budgeting also influences the performance of Catholic Relief Services projects in a moderate extent. The study also revealed that quality planning has low extent influence on the performance of catholic relief services projects. These findings are in line with Duncan (2014) who says that unless all gatherings to the planning procedure have an unmistakable comprehension of what it is the project is required to convey, planning is certain to be lacking or misinformed. The target of the extension definition is to characterize the time and cost required to finish the project to the customer's fulfilment.

5.3.2 Monitoring and Evaluation

The study also found that monitoring and evaluation influences the performance of catholic relief services projects moderately. The study found that efficiency and effectiveness, frequency of monitoring and facilitated negotiations greatly influence the performance of catholic relief services projects. These findings concur with Mulwa (2015) who notes that monitoring and evaluation should offer comprehensive and relevant data that will support decision making. Project evaluation serves various purposes; first, to inform decisions for project improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signalling need for additional personnel.

Further the study found that M&E plan development forums has a great influence on the performance of catholic relief services projects while programs involving stakeholder integration moderately influences the performance of Catholic Relief Services projects. These findings. These findings are in line with World Bank (2011) asserts that M&E creates a good environment for interaction between stakeholders and bring on board resources available, use and monitor and evaluate impact brought by the resources. In this case, all stakeholders are able to improve on mitigation factors by engaging in development matters with the government, resource audit, identification of gaps and suggesting the way forward.

5.3.3 Communication

The study found that communication greatly influence the performance of catholic relief services projects. The study found that structured communication channels, faster feedback, data storage and knowledge sharing influence performance of catholic relief services projects

to a great extent. These findings agree with Ofori (2013) who noted that project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. It additionally engages the group individuals to perceive imperative issues and discover shared belief for activity. It likewise assembles a feeling of character and cooperation so as to execute their choices. Just with correspondence will the venture recipients turn into the key performing artists to make advancement programs effective? Advancement projects can just understand their maximum capacity if learning, data and innovation are adequately shared.

The study also established that quick decision-making influence performance of catholic relief services projects in a moderate extent and that information dissemination influence performance of catholic relief services projects in a low extent. These findings are in line with Bourne (2015) who noted that the current organization has an expanded and more effective communication between and among its numerous offices or customers. It used to be that diverse workplaces inside organizations had little to do with each other. On the off chance that they needed to cooperate, their directors would generally meet and work out any issues, at that point report back to their separate office. It has been contended that there has been an inadequacy of writing with respect to project partners and interchanges: the administration of the delicate abilities as the way to project achievement.

5.3.4 Risk Management

The study found that risk management influences the performance of catholic relief services projects in a great extent. The study found that risk identification and risk monitoring and control influences the performance of catholic relief services projects greatly. These findings are in line Coupal (2011) who noted that effective communication is critical for the project group in the organizations in order to play out the essential elements of administration, that is, Planning, Organizing, Leading and Controlling. Communication projects group to play out their occupations and duties. Communication fills in as an establishment for planning. All the basic data must be imparted to the project chiefs who thusly should convey the planning to actualize them.

The study found that risk analysis influences the performance of catholic relief services projects greatly while risk response influences the performance of catholic relief services projects lowly. These findings are in line with Newton (2015) who argues that a nitty gritty communication plan is vital for the powerful spread of data. Aside from counseling with the

group, coordinate nearby inclusion is a key component for project achievement. Given the moderately high unemployment rates in Kenya, thought must be given to inhabitants. This could incorporate sourcing materials from nearby providers and utilizing occupants. It is prudent to utilize effective group role as a contact between the project administrator and the group.

5.4 Conclusions

The study concluded that project planning positively and significantly influences performance of catholic relief services projects. The study deduced that project scope planning and resource planning have a great effect on the performance of catholic relief services projects. It was established cost planning and budgeting moderately influences the performance of Catholic Relief Services projects and quality planning has low extent influence on the performance of catholic relief services projects.

The study further concluded that monitoring and evaluation influence performance of Catholic Relief Services projects positively and significantly. The study deduced that efficiency and effectiveness, frequency of monitoring and facilitated negotiations have a great influence on performance of catholic relief services projects while programs involving stakeholder integration moderately influences the performance of Catholic Relief Services projects.

The study concluded that communication positively and significantly influenced performance of catholic relief services projects. The study established that structured communication channels, faster feedback, data storage and knowledge sharing greatly influence performance of catholic relief services projects. The study also deduced that quick decision-making moderately influence performance of catholic relief services projects and information dissemination lowly influence performance of catholic relief services projects.

The study concluded that risk management influence performance of Catholic Relief Services projects significantly. In this case the study deduced that risk identification and risk monitoring and control influences the performance of catholic relief services projects greatly. The study also deduced that risk analysis influences the performance of catholic relief services projects greatly but risk response influences the performance of catholic relief services projects lowly.

5.5 Recommendations

The study recommends that there is a need to have more people with technical skills especially in information systems for monitoring and evaluation. The NGOs should ensure that there is adequate early planning for project monitoring and evaluation activities including human resources and involvement of all stakeholders in development and implementation of the monitoring and evaluation system.

The study recommends that competent and experienced project managers should be hired to ensure that the right project leadership team is hired to lead a process of planning phase of the project. This must also guarantee proper program of works which should be followed by good supervision/inspection to ensure it is followed to the letter and all the amendments done at the right time and in an appropriate way to ensure successful building projects.

It is without a doubt that the concept of risk management being one of key knowledge areas in project management according to project management body of knowledge. Undoubtedly it is every projects managers desire to be able to execute and complete project within the set budget, time, quality and customer satisfaction requirements. In the real sense this reality is never achievable duet to impediments that come in their way infirm of uncertainties that hamper the set objectives. These are what are risks that need to be managed effectively in order to increase the chances of completing the projects within set requirements. That is why it is imperative to inculcate risk management in the process of managing projects and programs.

The study recommends that there is need to increase training and awareness on M&E processes and procedures. The M&E staff should have the M&E skills and knowledge as well as undergo in-service training to keep them updated in the field. There is also a need to include all stakeholders in project M&E in each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged.

Project managers should properly liaise between the project owners and the financiers to ensure that contractors are paid in time. This facilitation of payment helps overcome disputes and claims which leads to delays. This eats into the completion time of the project and may as well lead to poor cost management which may also compromise on the quality of the project. There should be continuous coordination and proper relationship management between all

stakeholders involved in the project. Proper channels should be used to solve problems during the project life cycle and develop performance of the project.

Communication between stakeholders to keep them updated on the project's progress is essential and should be encouraged. During planning consultants should be more interested in design cost by using multi criteria analysis and choosing the most economical criteria in order to improve performance and increase stakeholder satisfaction. Project activities need to be properly documented irrespective of the nature and magnitude of the project. This would provide information necessary for monitoring and evaluating various project challenges and hence prevent future recurrence of such project shortcomings.

5.6 Recommendations for Further Research

Since there are other factors that influence the performance of Catholic Relief Services projects attributed to 27.8%, the study recommends further studies to be done to explore other factors that influence performance of Non-Governmental Organizations funded projects.

Since this study was also limited to catholic relief services, the study suggests another study to be done to establish the influence of project management on projects performance. This study also recommends that another study needs to be done based on other projects apart from Non-Governmental Organizations funded projects.

The study also suggests a study on influence of project management practices on implementation of HIV and AIDS projects. The study recommends further research studies on monitoring and evaluation practices on organizations implementing NGOs funded projects.

This research recommends that more research is needed in this area to produce a comprehensive construction project-planning guide for use by developers and government departments. This research found a weak correlation between the architect and engineer selection process, which is contrary to the literature reviewed. There is therefore a need for further research on the effects of the architect and engineer selection process on project performance.

REFERENCES

- Al-Momani, A. H. (2000). Construction delay: a quantitative analysis. *International journal of project management*, 18(1), 51-59.
- Bakker, K., Boonstra A. & Wortmann, H. (2009). Does risk management contribute to IT project success? A meta -analysis of empirical evidence. *International Journal of Project Management*.
- Bayer, I. S. & Bayer, F. (2012). Advances in topódown and bottomóup surface nanofabrication: Techniques, applications & future prospects. *Advances in colloid and interface science*, 170(1), 2-27.
- Beckert, J. (2010). Institutional isomorphism revisited: Convergence and divergence in institutional change. *Sociological Theory*, 28(2), 150-166.
- Belassi, K. & Tukel, B. (1996). *Scoping Workshop on Future Activities of FISC on Food Security*: Paris.
- Bent, R. (2005). Quality control and due diligence in project management: Getting decisions right by taking the outside view. *International Journal of Project Management*, 31(5), 760-774.
- Block, A. E. & Davidson, J. R. (2001). *U.S. Patent No. 6,446,029*. Washington, DC: U.S. Patent and Trademark Office.
- Boddy, N., Watson, K. & Aubusson, P. (2003). A trial of the five Es: A referent model for constructivist teaching and learning. *Research in Science Education*, 33(1), 27-42.
- Bourne, L. (2006). *Knowledge management reflection*. Retrieved 16 June 2015 from http://www.mosaicprojects.com.au/Resources_Papers.htm.
- Bunnett, J. E. (2009). Endosomes: a legitimate platform for the signaling train. *Proceedings of the National Academy of Sciences*, 106(42), 17615-17622.
- Bunnett, N. W. (2001). Proteinase-activated receptor-2 and hyperalgesia: a novel pain pathway. *Nature medicine*, 7(7), 821-826.
- Cheung, S. O., Suen, H. C.H. & Cheung, K. K.W. (2004). PPMS: a Web based construction Project Performance Monitoring System, *Automation in Construction*, 13, 361-376.
- Chikati, U. (2010). A Practical use of key success factors to improve the effectiveness of project management. *International Journal of Project Management* , 17(3), 139-145.

- Cleland, D. I. & Kerzner, H. (1985). *A Project Management Dictionary of Terms*. (Van Nostrand Reinhold). New York, USA.
- Cohen, J. (2010.) *Integrated Project Delivery: Case Studies*, AIA National, AIA California Council, AGC California and McGraw-Hill.
- Copper, R. P. (2007). Plasmonic properties of copper nanoparticles fabricated by nanosphere lithography. *Nano Letters*, 7(7), 1947-1952.
- Coupal, D. (2011). *U.S. Patent No. 7,954,109*. Washington, DC: U.S. Patent and Trademark Office.
- Crawford, P. & Bryce, P. (2003). Project monitoring and evaluation: a method for enhancing the efficiency and effectiveness of aid project implementation. *International Journal of Project Management*, 21(5), 363-373.
- Dey, P.K. & Ogunlana, S.O. (2004). Selection and application of risk management tools and techniques for build-operate-transfer projects. *Industrial Management & Data Systems*, 104(4), 334-346.
- Duncan, M. J. (1994). The long-term dynamical behavior of short-period comets. *Icarus*, 108(1), 18-36.
- Falin, R. A. (2007). Acute downregulation of ENaC by EGF involves the PY motif and putative ERK phosphorylation site. *The Journal of general physiology*, 130(3), 313-328.
- Ford, W. K. (2003). Nanoscale thermal transport. *Journal of Applied Physics*, 93(2), 793-818.
- Gaventa, J. & Blauert, R. (2007). *Issues and Experiences in Participatory Monitoring and Evaluation*.
- GoK (2015). *Science, Technology and Innovation Policy and Strategy*. Nairobi: GoK Press.
- Gorgens, J. & Kusek, J. Z. (2010). *Making monitoring and evaluation systems work: a capacity development toolkit*. World Bank Publications.
- Illriegel, K., Jackson, J. H. & Slocum, M.P. (2009). *Organisation theory - a macro perspective for management*, Prentice- Hall, Englewood Cliffs, New Jersey (1978) pp 106-107
- Jin, N., Prell, C., Hubacek, K., Reed, M.S., Burt, T.P., Holden, J., Quinn, C.H., Sendzimir, J. & Termansen, M., 2007. If you have a hammer everything looks like a nail:

- ±traditional± versus participatory model building. *Interdisciplinary Science Reviews* 32, 1620.
- Juan, J. (2007). *Mastering project management: Applying advanced concepts to systems thinking, control & evaluation, resource allocation*. McGraw Hill Professional.
- Kaguta, Y. (2004, July). *Report on Political Commitment and Accountability*. In XIV International Conference on AIDS and Sexually Transmitted Diseases (STDs), Bangkok, Thailand.
- Kameri - Mbote, P.G (2002). *Property Rights and Biodiversity Management in Kenya*,
- Karna, H., Junnon, J., & Sorvala, T. (2012). Critical success factors influencing project success in the construction industry. *Acta Structilia*, 19(2), 90-108.
- Kent, M. S. (2007). Identification and analysis of functional elements in 1% of the human genome by the ENCODE pilot project. *Nature*, 447(7146), 799-816.
- Khakina, W. (2006). *Factors influencing NGO's Project success the managers' perspective: A survey of NGO's in Nairobi*. Unpublished MBA project, University of Nairobi.
- Kipyego, K. W. (2011). *The effect of performance contracting strategy on the Performance of state corporations in the Energy sector in Kenya*, Doctoral dissertation.
- Kumaraswamy, M. M. (2002). Risk assessment and management in BOT-type public-private partnership projects in China±with speed reference to Hong Kong. *PUBLIC-PRIVATE PARTNERSHIPS*, 263.
- Kuprenas, J. A. (2003). Implementation and performance of a matrix organization structure. *International Journal of Project Management*, 21(1), 51-62.
- Kutsch, E. & Hall, M. (2005). Intervening conditions on the management of project risk: dealing with uncertainty in information technology projects. *International Journal of Project Management* 23, pg. 591- 599.
- Larson, E. W. (2011). *Project management: The managerial process*. .ACTS Press, Nairobi.
- Lecomber, D. (2013). Debugging at Scale with Allinea DDT. In *Tools for High Performance Computing 2012* (pp. 3-12). Springer Berlin Heidelberg.

- Lehtonen, M. (2001). OECD environmental performance review programme: Accountability (f) or learning?. *Evaluation*, 11(2), 169-188.
- Ling, F. Y. Y., Low, S. P., Wang, S. Q. & Lim, H. H. (2007). Key project management practices affecting Singaporean firms. project performance in China, *International Journal of Project Management*
- Long, N.D., Ogunlana S., Quang T. & Lam K.c. (2004). Large construction projects in developing countries: a case study from Vietnam, *International Journal of Project Management*, 22(1), 553-561.
- Mackay, N. (2007). *M&E Fundamentals: A Self-Guided Minicourse*. United
- Meyer, M & Utterback J.M. (1995). Product development cycle time and commercial success. *IEEE Transactions on Engineering Management* , 42(4):2976304.
- Miles, F.M. & Wilson, T.G. (1998). Managing project risk and the performance envelope: Proceedings of the 13th Annual Applied Power Electronics Conference and Exposition, APEC, Singapore, February 15-19
- Mitropoulos, P. & Howell, G. A. (2002). Renovation projects: design process problems and improvement mechanisms, *Journal of Management in Engineering*, 18(4), 1796185.
- Mullins, J.W., Forlani, D. & Walker, O.C. (1999). Effects of organizational and decision-maker factors on new product risk taking. *Journal of Product Innovation Management*, 16, 282-94.
- Mulwa, K. (2009). *Organizing framework for a functional National HIV Monitoring and Evaluation System*. Geneva.
- Navon, R. (2005). Automated project performance control of construction projects, *Automation in Construction*, 14(3), 467-476.
- Newton, J. (2005). Determinants of tourism destination competitiveness in Asia Pacific: Comprehensiveness and universality. *Journal of travel research*, 43(4), 339-350.
- Nuguti, E. (2009). *Performance contracting in Kenya—A critical evaluation of the monitoring and evaluation system paper*.
- Ofori, G. (2013). International contractors and structural changes in host country construction industries: case of Singapore. *Engineering, Construction and Architectural Management*, 3(4), 271-288.

- Ondieki, M. G. & Matonda M. (2013). *Influence of participatory monitoring and evaluation approaches on the practice of quality assurance in Kenya secondary schools*. Doctoral dissertation. University of Nairobi.
- Onukwube, H., Iyagba, R. & Fajana, S. (2010). *The influence of motivational factors on job performance of construction professionals in construction companies in Nigeria*. In The Construction, Building and Real Estate Research Conf. of the Royal Institution of Chartered Surveyors.
- Onukwube, H.N., Iyabga, R. & Fajana, S. (2010). The Influence of Motivation on Job Performance of Construction Professionals in Construction Companies in Nigeria, *Construction, Building and Real Estate Research Conference of the Royal Institution of Chartered Surveyors*, held at Dauphine Universite, Paris.
- Opel, A. (2007). Structural change? Environmental documentary and globalization. *Environmental Communication*, 1(1), 111-118.
- Patel, V. (2004). Editorial: Treating depression in the developing world. *Tropical Medicine & International Health*, 9(5), 539-541.
- Pheng, L. S. & Chuan, Q. T. (2006). Environmental factors and work performance of project managers in the construction industry, *International Journal of Project Management*, 24(1), 24-37.
- Pinto, J. (2007). *Project Management - Achieving Competitive Advantage*. Pearson- Prentice Hall. Upper Saddle River (NJ).
- PMBOK (2009). *A Guide to the Project Management Body of Knowledge. Project Management Institute, Inc.* Fourth Edition.
- PMI (2004). *Guide to the Project Management Body of Knowledge - PMBOK Guide*, PMI, 3rd Edition.
- Project Management Institute. (2003). *A guide to the project management body of knowledge*:
- Public Procurement Oversight Authority (PPOA) of Kenya (2009). *Manual for Procurement and Management of Projects*, First Edition, pg 34.
- Raz, G., Tzvi, N. & Erez, M. (1999), Benchmarking the Use of Project Risk Management Tools, *Proceedings of the Project Management Institute Annual Seminars and Symposium* (October 1999).

- Rossmann, G. B. (2012). *Designing qualitative research*. Sage publications.
- Royal Academy of Engineering (2004). The Challenges of Complex IT Projects. Retrieved from <<http://www.raeng.org.uk/news/publications/list>> (19.06.07).
- Salamon, L. M., Anheier, H. K., List, R., Toepler, S., Sokolowski, S. W. & Associates (1999). *Global Civil Society: Dimensions of the Non-profit Sector*, Johns Hopkins University, Institute for Policy Studies, Baltimore, Maryland.
- Schwartz, A. B. (2002). Direct cortical control of 3D neuroprosthetic devices. *Science*, 296(5574), 1829-1832.
- Suddaby, R. (2011). Professionals and field-level change: Institutional work and the professional project. *Current Sociology*, 59(4), 423-442.
- Swartz, B. C. (2002). Toward a model of NGO media diplomacy in the Internet age: Case study of Washington Profile. *Public relations review*, 35(1), 47-55.
- Takim, R. & Akintoye, A. (2002). A conceptual model for successful construction project performance: paper presented at the Second International Postgraduate.
- Tearfund, J. (2009). Characteristics of a disaster-resilient community: a guidance note (version 2).
- Teo, T. S. (2010). Lessons from multi-agency information management projects: Case of the Online Business Licensing Service (OBLS) Project, Singapore. *International Journal of Information Management*, 30(1), 85-93.
- Thomas, H. (2002). *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.
- Thomas, J., Delisle, C., Jugdev, K. & Buckle, P. (2001) Mission Possible: Selling Project Management to Senior Executives. *PM Network*
- Ugwu O.O. & Haupt T.C. (2007). Key performance indicators and assessment methods for infrastructure sustainability - a South African construction industry perspective, *Building and Environment*, 42(1), 665-680.
- Viswesvaran, C. & Ones, D. S., (2010). Employee proactivity in organizations: A comparative meta-analysis of emergent proactive constructs. *Journal of Occupational and Organizational Psychology*, 83(2), 275-300.
- Weick, K. & Sutcliffe, K. (2007). *Managing the Unexpected*, second ed. Wiley, New York

- Wideman, L. (2002). Growth hormone release during acute and chronic aerobic and resistance exercise. *Sports Medicine*, 32(15), 987-1004.
- Williams, B. A. (2008). Engagement in multiple steps of the advance care planning process: a descriptive study of diverse older adults. *Journal of the American Geriatrics Society*, 56(6), 1006-1013.
- World Bank. (2012). *Statement from the World Bank on Kenya Youth Empowerment Project*. Retrieved in October 2016 from <http://www.worldbank.org>.
- Yang, J., Shen, G. Q., Ho, M., Drew, D. S. & Chan, A. P. (2009). Exploring critical success factors for stakeholder management in construction projects. *Journal of civil engineering and management*, 15(4), 337-348.
- Yildiz, Y. & Arsan, Z. D. (2011). Identification of the building parameters that influence heating and cooling energy loads for apartment buildings in hot-humid climates. *Energy*, 36(7), 4287-4296.
- Zwikael, O. (2009). The relative importance of the PMBOK® Guide's nine Knowledge Areas during project planning. *Project Management Journal*, 40(4), 94-103.

APPENDICES

Appendix I: Letter of Transmittal

Carolyne gacheri kithagacha

P.O Box 5848-00200.

Nairobi.

Dear Sir/ Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a Master of Arts in Project Planning and Management student at University Of Nairobi. I wish to conduct a research entitled influence of project management on performance of NGOS projects: A case of Catholic Relief Services. A questionnaire has been designed and will be used to gather relevant information to address the research objective of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject from your organization.

Please note that the study will be conducted as an academic research ant the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

Carolyne gacheri kithagacha

Appendix III: Research Work Plan for 2017

	Task/Activity Details	WORK SCHEDULE IN MONTHS					
		2017					
		April	May	June	Jul	Aug	Sep
	Problem Identification	↔					
	Literature review		↔				
	Proposal development			↔			
	Presentation			↔			
	Data Collection				↔		
	Data Processing					↔	
	Data Analysis					↔	
	Report Writing						↔
	Submitting the Report						↔

Appendix IV: Research Budget

Item description	Quantity/cost per item (Kshs)	Total Cost Ksh
1. Stationery	5 rims of foolscaps @ 400 each	2,000
	2 biro packets @ 200 each	400
	2 printer cartridges @ 2,500 each	5,500
	6 notebooks @ 80 each	480
2. Proposal writing and research	Internet research	5,500
	Fare	8,100
	Binding and photocopies 300 pages @ 3 per page	2,800
3. The project	Data analysis consultancy	7,900
	Binding and photocopies	3,700
4. Miscellaneous	Phones, meals, etc	5,500
	Total	41,880