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ABSTRACT

One of the critical problems concerning the projects by NGOs in Busia County is the frequent and lengthy delays that occur during implementation, the pace of change outstripping the original objectives of the project and balancing the competing project constraints which include, but are not limited to scope, quality, schedule, budget, resources, and risk. The current study seeks to establish the critical success factors in the implementation of NGO projects in Busia County, Kenya. The specific objectives of the study were to investigate the effect of communication; financing; local community involvement and staff training on the implementation of NGO projects within Busia County. A descriptive approach was adopted in which a target population of 96 participants was included in the study by answering to a structured questionnaire. The study found that there was a positive and significant relationship between communication; financing; local community involvement and staff training on the implementation of NGO projects. The findings indicated that communication had the most significant effect on implementation of NGO projects followed by financing, local community participation, and staff training. The study recommends for more communication with stakeholders at each of the project phases; sustainable financial practices for NGOs to be able to effectively implement projects in Busia County.

Keywords: *communication, financing, local community involvement, staff training, implementation of NGO projects.*

Background of the problem

Projects are referred to temporary undertakings which are put in place intending to meet set out purpose or time but the resulting benefits outlive them. An example is the construction of a classroom project that is set to take six months of constructing but may be used by pupils or students in a period that is over ten years of learning. The effectiveness of a project is essential to attaining the growth agenda to the recipients globally. Proper implementation of a project has been described in various ways to incorporate a hug variety of criteria (Horine, 2005).

Nonetheless, simply, successful implementation of a project can be perceived as including four fundamental facets. A project is basically regarded as successfully implemented in the event that it factors the time criterion, budget friendly (monetary criterion) and attains essentially all the aims initially set out for it (effectiveness criterion), and ends up being accepted and utilized by the recipients for whom it was intended or meant for (client satisfaction criterion) (Ruhara, & Moronge, 2016).

Numerous white elephant projects are all over which results from different reasons. Some of the reasons include the lack of adequate donor funding and funding withdrawal, lack of government support, lack of community and beneficiary support. There is widespread unsustainability of community projects and upon leaving a project area the community, the members can no longer sustain the projects. Arrowsmith (2003) in his review of the factors leading failure for projects by the Kenya Railways established that miscommunication, inexperienced team, not well trained project managers and inefficient methods of selection as the primary reasons for failure.

The major problems concerning the NGO projects in Kenya are the frequent and lengthy delays that

occur during implementation (Gichoya, 2005). Implementation of NGO projects face issues of economic governance and poor use of development aid which range from poor to absence of consultation with the intended beneficiaries, inadequate coordination between different government bodies and the problem of failing to harmonize policies.

Statement of the problem

Critical issues regarding the NGO projects in Busia County are the persistent and lengthy delays happening during implementation, the velocity of change surpassing the initial aims of the project and balancing the competing barriers that encompass though not limited to quality, risk, resources and schedule (Busia county government, 2013). Despite this being the case no study has clearly spelt out the critical success factors in to the implementation of NGO projects in Busia County leading to the current study. On the other hand the above studies have looked at the factors and causes of project implementation but none has looked at critical success factors in to the implementation of NGO projects in Kenya leave along in Busia County. Therefore to bridge this knowledge gap that the current study was on an assessment of success factors in the implementation of non-governmental organisation projects in Busia County, Kenya.

Research objectives

- To investigate the effect of communication on implementation of NGO projects within Busia County.
- To determine the role of financing on implementation of NGO projects within Busia County
- To examine how local community involvement affects implementation of NGO projects within Busia County.

- To investigate the effect of staff training on implementation of NGO projects within Busia County

Scope of the study

The study considered all the NGO projects in the education, health, environment, water and informal sectors in the inhabitants of Busia County. This study therefore involves collecting information from the project implementation committee of the NGOs in Busia County. The researcher worked closely with the relevant ministries at County government level. This was relevant in collecting the data required as time was the limiting factor that inhibited collecting the data from all the NGOs targeted across the country.

Review of Literature

Communication and Project Implementation

Christensen and Rees (2002) completed an examination on the significance of communication in the achievement of a project. They discovered that careful correspondence arranging and setting the correct desires with all the task partners is critical. Ruuska (2007) aimed to establish what communication process involves in project implementation. He argues that as a major aspect of the communication procedure, the sender is in charge of influencing the data to clear and finish with the goal that the recipient can get it accurately, and for affirming that it is appropriately comprehended. Brown (2011) aimed to establish the importance of communication in project implementation. He found out that successful communication stretches out the idea to require that transmitted data is gotten and comprehended by somebody in the way it was proposed.

Role of Financing in Project Implementation

Semboja and Therkildsen (2005) found that most local NGO financing originates from universal donors. They reasoned that to welcome the difficulties of monetary supportability it is

important to comprehend the potential sources of income for the NGO sector. Ruhara and Moronge (2016) did an investigation as to why funding is important for the survival and the improvement of NGOs. In his examination he discovered NGO effectiveness can be related with increases in the universal accessibility of financing and that lessening funds would mean the vanishing of a considerable lot of these NGOs. Omeri (2015) argues that it is extremely unlikely that each hazard can be completely and precisely ascertained or expected in this manner by accepting that the project may keep running over spending plan, firms can cushion against startling occurrences or cost overruns.

Local Community Involvement and Project Implementation

Onchoke (2013) established that local community involvement involves holding discussions between the NGO officers and the local community through the PIC on what, how and why they need such a project in the area of locality. Patton (2008) revealed that local community involvement should be managed with care such that it is neither too much nor too little. Too much local community involvement could lead to undue influence on the evaluation, and too little could lead to NGO officials dominate the process. Ondieki (2011) suggested that community contribution must be gotten at the initial stages of the assessment procedure, incorporate the help of prominent champions and attract political agents intrigued by learning or utilizing instruments to exhibit viability.

Staff Training and Project Implementation

According to Belout (1998), did an examination on the choice of technique for training need. The study found that the most well-known training techniques utilized by associations can be named either on-the-job or off-the-job. On-the-job training is the most broadly utilized strategy, as in contrast, this technique is straightforward and less exorbitant.

Waithera and Wanyoike (2015) pointed out that training is an essential instrument to implement innovations among other business transitions. Nabafu and Maiga (2012) showed that an entity may have employees with the ability and assurance, with the required hardware and administration help yet efficiency lags behind the set goals.

Research methodology

Research design

This study problem will be done using a descriptive research design. Cooper and Schindler (2003) define

Table 1: Target Population

Sector	Number of Projects
Education	36
Agriculture	15
Health	23
Culture and Social Services	9
Trade	6
Forestry and Natural Resources	7
Total	96

Source: Busia County records (2016)

Sampling techniques

Sampling is the way toward choosing an adequate number of people or items from a populace with the end goal that the chose bunch contains components illustrative of the attributes found in the whole gathering (Orodho and Kombo, 2002). The study used purposive sampling where all the Project Implementation Committee (PIC) members participated in the study.

Data collection methods

This study adopted quantitative data collection methods. A questionnaire was used to collect the data from the participants. Questionnaires were effective for the study as they obtain information that can be indirectly observable and review on the attitudes and motivations of people (Hol, Vorst, & Mellenbergh, 2008). The quantitative part of the instrument made use of both scale format to

a descriptive study is concerned with learning the what, where and how of an issue. This research in this way could sum up the discoveries to every one of the NGOs in Busia.

Target population

The target population was 96 NGO projects in Busia County whereas the participants were all the members of the Project Implementation Committee (PIC) as shown in Table 1.

identify every variable. A 5 point Likert scale from 1 to 5 was employed as responses and it allows the application of statistical methods used to test hypotheses. The drop and pick method was used to administer the questionnaire. The study used Cronbach's Alpha which is broadly utilized to review internal consistency reliability and was employed and achieved a 0.7 Cronbach Coefficient which means the instrument was reliable (Tavakol & Dennick, 2011).

Data Analysis and Presentation

The data was analysed using the Statistical Package for Social Sciences (SPSS) Version 22. Descriptive statistics entailed the application of percentages, measures of central tendency. Tables and graphs were used to present quantitative data. The research employed inferential statistics on an assessment of success factors of project implementation on NGO projects in Busia County. In

particular, the study used regression model to establish the cause effect between the independent variables and the dependent variable. The researcher used 95% confidence level to help in describing the uncertainty associated with a sampling method in this study.

The multiple regression equation was used to find out what relationship, if any, exists between the independent variables and the dependent variable.

$$Y = \beta_0 + \beta_1Co + \beta_2Rf + \beta_3Lc + \beta_4St + \epsilon$$

Dependable variable Y = Implementation of Non-Governmental Organisation projects in Busia County.

Independent variable Co = Communication,

Independent variable Rf= Financing

Independent Variable Lc = Local Community Involvement

Independent Variable St = Staff Training

While β_1 , β_2 and β_3 are coefficient of each independent variable ($i=1, 2, 3, 4$) and ϵ is the error term.

Ethical Consideration

The researcher sought permission to carry out research was sought from the relevant authority which included Busia County Government and Kenyatta University. A consent letter was presented to the respondents before commencement of any data collection and each respondent signed a consent form to ensure confidentiality of any information given. The researcher accurately analysed and reported the study findings.

Demographic company

The results show that 50 male respondents participated representing 53% against 44 female respondents at 47%. In terms of education, 34% had a degree as their highest level of education. The study results indicate that 30% of the participants were masters' degree holders whereas 20% of the respondents were diploma holders. On the other

hand 11% of the respondents were certificate holders while 5% of those that responded had other educational qualification including PhD and post graduate diplomas.

Correlation analysis

The results of the Pearson's correlation coefficient show that there is a significant positive relationship between communication and implementation of projects ($\rho=0.773$, p -value <0.05); local community involvement and implementation of projects ($\rho=0.618$, p -value <0.05); financing and implementation of projects ($\rho=0.652$, p -value <0.05); and a weak significant relationship between implementation of projects and staff training ($\rho=0.463$, p -value <0.05) was observed.

Regression analysis

The study used the regression analysis to estimate the relationships among variables. The focus of the study was on the relationship between a dependent variable implementation of projects by Non-Governmental Organisation and one or more independent variables: in communication, financing, local community involvement and staff training.

Model Summary

The model summary provides information about the regression line's ability to account for the total variation in the dependent variable as gotten from the study findings (Table 2). This shows that the independent variables (communication, role of financing, local community involvement, and staff training) accounts for 84.5% of the variations in implementation of NGO projects. In other words 84.5% of the variation to Y can be attributed to variation in the independent variables of communication, role of financing, local community involvement, and staff training.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.849	.845	.04131

Dependent Variable: implementation of NGO projects

Predictors: (Constant), communication, role of financing, local community involvement, and staff training

Table 3: ANOVA of the Regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.223	4	48.892	9.44956	0.000817935
Residual	460.486	89	5.174		
Total	472.709	93			

Dependent Variable: implementation of NGO projects

Predictors: (Constant), communication, role of financing, local community involvement, and staff training

The ANOVA study results were as presented in Table 3 which shows that the regression model has a margin of error of $p = .0008$. The indication

of this is that the model has a probability of 0.08% of giving false prediction thus it was appropriate. From the results it is therefore clear that the survey results are significant.

Table 4: Regression coefficients

	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	3.77	0.451		8.359202	0.004
Communication	0.782	0.121	0.146	6.46281	0.003
Staff training	0.463	0.079	0.126	5.860759	0.001
Local community involvement	0.473	0.073	0.045	6.479452	0.005
Financing	0.532	0.073	0.142	7.287671	0.004

The study findings show that communication, staff training, and local community involvement and financing at constant implementation of NGO projects will be 3.77 coefficients. The findings further show that there were positive and significant influence of communication ($\beta = 0.782$, $p = 0.003$), staff training ($\beta = 0.463$, $p = 0.001$), local community involvement ($\beta = 0.473$, $p = 0.005$), and financing ($\beta = 0.532$, $p = 0.004$). The findings suggest that communication has the highest effect on implementation of NGO

projects followed by financing, local community involvement, and staff training.

Discussion

The findings from the study indicate that communication is a significant factor in implementation of projects. This finding supports Brown (2011) results that found out that successful communication stretches out the idea to require that transmitted data is gotten and comprehended by somebody in the way it was proposed. In terms of financing, This study

findings agree with Ruhara and Moronge (2016) who carried a study on the reasons why funding is necessary for the survival and the development of local NGOs and found out NGO success may be connected with increases in the international presence of financing that reducing funds would mean the disappearance of many of these NGOs.

The findings show that training is also a determinant in NGOs projects implementation which agrees with Waithera and Wanyoike (2015) findings that strongly pointed out that training is an essential instrument to implement innovations among other business transitions. The importance of local community participation was also found to be significantly and positively related to project implementation. This finding, confirms, Chambers (1997) finding that local community participation is very critical in any project to guarantee successful implementation. It ensures that at the initial stages the road map is clearly set since foreseen obstacles can be given adequate provisions and thus the implementation process follows a smooth flow

Conclusion

The study concludes that information is an important component of project implementation. Communication process involves in project implementation, failure in communication can negatively impact the project and careful communication planning and setting the right expectations with all the project stakeholders is extremely important. The study concludes that funding is necessary for the survival and the development of local NGOs, NGO success may be connected with increases in the international presence of financing that reducing funds would mean the loss of most the

NGOs and to embrace the setbacks of fiscal sustainability it is essential to comprehend the possible revenue sources for the NGO. The study concludes that local community participation is very critical in any project to guarantee successful implementation. It ensures that at the initial stages the road map is clearly set since foreseen obstacles can be given adequate provisions and thus the implementation process follows a smooth flow. In terms of staff training, the study concludes that there is a missing connection by and large is the absence of sufficient abilities, and learning, which is achieved through training, reason for preparing training to enhance knowledge and skills, and to change states of mind or conduct.

Recommendations

First, the study recommends that organizations need to have in place effective communication which was witnessed to miss from the study findings. This is so because implementation teams need to be on the lookout for effective communication mechanisms so as to improve on the success of the projects. Second, that organizations need the ability to understand financial information and make effective decisions so as to affect implementation of NGO projects positively. This is in addition to ensuring that they do not misuse finance provided. Third, that full engagement of all the stakeholders involved in a project and more especially the local communities is necessity for the success of projects. Lastly, that organization need to embrace staff training at all times so as to improve on their success owing to the fact that most firms rarely have continuous training of their employees.

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