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**ABSTRACT**

*This study sought to determine the effect of project management practices on the implementation of NGOs' projects in Nairobi County. It narrowed down to education projects that were funded by NGOs in Nairobi County. The study was guided by the following objectives; to examine the influence of resource mobilization on the implementation of donor funded education project in Nairobi County; - and to determine the influence of team management on the implementation of donor funded education projects in Nairobi County. It was anchored on the resource dependency theory and contingency theory of organizational structure. It used a descriptive survey methodology. The total target population was 105 which comprised of; 17 project managers, 30 project supervisors from the 17 donor funded education projects in Nairobi County, 3 government representatives and 55 project committee members from beneficiary organizations. Primary data was used, where the questionnaires were administered to the respondents through the drop and the pick method and once collected the data were analyzed using both descriptive and inferential statistics to calculate the frequency percentages mean score as a measure of central tendency and standard deviation as a measure of data dispersion. Statistical Package for Social Science (SPSS) version 26 was used to perform correlation analysis to establish the degree of relationship between respondents' opinions on the two research objectives and the implementation of education projects. The information collected was handled with the utmost confidentiality. From multiple regressions, it was inferred that resource mobilization contributes most to the implementation of donor funded education projects followed by team management. The study concluded that most organizations had adequate resources in terms of human labor and funds. In terms of team management, it was concluded that proper communication channels and coordination from top managers to junior staff plays a big role in project implementation. The study recommended that management of organizations need to allocate more resources to foster successful project implementation. On team management, it recommended for a seamless and a comprehensive strategy in management practices that incorporate inclusivity of all stakeholders in the implementation process.*

**Key Word:** Resources Allocation, Team Mobilization

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## INTRODUCTION

NGOs have done a lot in many countries for instance from 2004 post tsunami reconstruction in Indonesia, India Thailand and Sri Lanka to the year 2005 when there was a campaign of to finish poverty and reform developing country debt cancellation. These shows that NGOs are known for service delivery and public campaign towards social transformation (Lewis, 2009). Other activities where NGOs have been involved include democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research, and information provision. NGOs have existed in various forms for centuries, but they rose to high prominence in international development and increased their numbers dramatically in the 1980s and 1990s.

Blokdijk, (2007) defines Project Management as the act of consolidating and handling resources in a disciplined way so that there will be timely completion of the project in question. The performance of the project is measured in two ways. It can be in terms processes and people doing the project, in this case it's measured by organization people and completion of the project in time. The second way it can be measured is through product orientation where project management specify and create the projects product. Barriere (2003) explains that of recent times, project management practices have become essential tools to for any organization seeking optimal performance of projects

Due to different environments presented in different countries, Ofori (2007) argues that there is need to be vigilant on the environment when design these measures, identify current advancements and use new concept appropriate in each country where the project is set. Loo, (2002) discovered that developing countries have unique challenges and therefore recommended the following to be observed for the projects to be successful; consider improvement on technical team, budget management, to improve standards

and integrate project control measures and projects reviews and review as well as proper staffing. Implementation is another phase of the project which project team needs to be keen on (Kezner 2002). The study identified that this process incorporates the project's product or services into the prevailing organization. The most widely applied approach to project success is the gratification of the golden triangle of cost, time and scope.

Globally, donor funding has increased but lacks ability to reach out to the poor. Concerns have been voiced about the impact of donor funding to NGOs. Although their funding has increased enormously, their visibility with the public has never been higher. Their legitimacy and relationship with funding agencies is in question. There is increasing debate that NGOs have become implementers of donor policies and their relationship with donors compromises their work (Gilles et al, 2006).

Donor funded projects are likely to have little or no substantial impact in poor sector policy environment and where projects are not well integrated. Donor agencies have really supported weak project implementations by coming in and reinforce. The study identified those NGOs involvement brings efficiency and effectiveness which in turn makes the projects meet the stakeholders' expectations in terms of quality, time and cost effectiveness. This can evidence by prosperity of projects owned by NGOs as compared to the state projects and even privately owned projects. Presumably, NGOs possess development capacities and capabilities that states and governments lack and are acceptable as a necessary part of the development process (Atack, 2009).

In Kenya projects are failing because of various reasons. For instance, the Norwegian Government initiated project in Lake Turkana failed after operating for few days. This was majorly because Turkana people are nomads and even consumption of fish is low in that region.

According to Mwega (2014), the project failure in Turkana is linked to how cost of operating freezers and inadequate clean water in the desert. For projects to be successful, the organization undertaking the project need to understand the critical success factors and assess them carefully and then choose the most suitable method. All these increase the chances of project prosperity (Dang et al. (2014).

According to PMI, (2017) project management techniques are used as the primary means by which functioning and tactical issues are managed in both for profit and not-for-profit organizations. Recently there has been continual increase in number of projects globally something that has prompted several bodies in the world to come up with appropriate project management practices. For instance Landoni and Corti, (2011) established that World Bank, USAID, the OECD's Development Assistance Committee, and the Canadian International Development Agency have developed their own standards and supported related training and education in developing countries directly or through training organizations. The Kenya Primary Education Development Project (PRIEDE) is a project under the Global Partnership Education (GPE) and was approved in May 2015 by World Bank and the Ministry of Education is the implementing agency (GoK, 2018).

Accordingly, the term NGO appears to be used in relation to foreign or developing country work, as its roots lies in the establishment of the United Nations (UN) in 1945, when the NGO designation was awarded for some consultative duties in UN activities. While the idea and practice of community development existed within the colonial period, voluntary bodies did not present themselves or their work in terms of development until much later when the US Government and international agencies began to distinguish half the world as underdeveloped and to describe development as a universal goal. Consequently, the role of NGOs in the early post-independence

period remained marginal as the state provided most of the social services. The study further observed that with most developing countries increasingly becoming indebted to the west, the neo-liberal policies became the political – economic ideology by the west over the developing countries demanding a minimalist role of the state in delivering social services, and rather concentrates on providing the enabling environment for growth.

### **Statement of the Problem**

According to Word Bank, (2007), project implementation recognizes all interested parties and involves them in each step. For effective implementation of projects, the study reveals that there must be participatory process involving all target groups, funding level and M&E in all stages. According to Belout and Gauvreau (2004), poor planning of donor funded projects and poor management of these projects as well as failure to monitor and evaluate the progress leads to delays and to some extent not sustainable. These findings were confirmed by Word Bank, (2007) which in its findings observed that studies that have explored the success of project implementation mostly rely on the technical constructs of project implementation thereby ignoring the structural and organizational behavioral constructs.

Most research that have been done have not looked at the factors for successful project implementation but instead looked at the factors affecting successful implementation. According to Baljkas (2000) projects managed by computer software had a 67.9% success rate in implementation while those without IT they have 45% chances of success. Integration of information and communication technologies (ICT) into the project management became almost an obligation for each organization.

The donor funded projects are related to risks, just as any other global industry project. Due to the complex nature and the participation of different parties in these projects, extra risk is

added to education projects (PMI 2004). The study identifies further that in the last few decades, education projects have become more challenging to the donors and clients due to tough budget and serious misappropriation of funds. Related research has been done which include Kelly & Magongo, (2004) on project implementation challenges which discovered that organizations face challenges such as deficiency in expertise and capacity in data collection skills, analytical as well as reporting skills. The study using descriptive survey looked at challenges facing project implementation. It also generalized all projects but did not look at the factors for timely completion of projects specifically education projects.

Olatunji (2010) identifies project finance as one of the constraints or circumstances which is outside the immediate control of parties to the contract agreement, but still affects the smooth flow of scheduled activities. Many observers agree that if payment by project owner is slow, the contractor may begin to commit fewer resources to a project and may even cease work if cash flows become a problem. The study did not look at other factors that influences project implementation which the current study seeks to explore.

Slevin and Pinto (2010) establishes that risk identification, assessment and management are major factors for successful project implementation but the study has not looked other factors such as monitoring and evaluation and resource mobilization which the current study will seek to do so. Other studies on project implementation challenges have established deficiency in expertise and capacity in M&E skills as well as reporting skills as the main challenges (Kelly & Magongo, 2004). However, it did not show how other factors such as team management and resource mobilization influence implementation of donor funded projects.

### **Objectives of the Study**

The general objective of the study was to examine the influence of project management practices on the implementation of donor funded education projects in Nairobi County. The study was guided by the following specific objectives:

- To examine the influence of resource mobilization on the implementation of donor funded education projects in Nairobi County.
- To determine the influence of team management on the implementation of donor funded education program in Nairobi County.

### **LITERATURE REVIEW**

#### **Resource Dependence Theory**

This theory was developed in 1949. It was based on the observation that trade in developed and undeveloped countries had a huge difference. In resource dependency theory, nations that are developed actively keep developing nations in alert position, often through economic force by instituting sanctions in a subservient position, often through proscribing free trade policies attached to loans granted by World Bank or by International Monetary Fund. This was viewed as the major factor to the origin of the Non-governmental organizations especially the ones operating in the third world countries. This theory recognizes that as time goes, developed countries are using their resources to develop undeveloped countries and this is what the NGO projects are meant to provide to its beneficiaries upon completion of the projects (Alkire and Santos, 2013).

The study further shows that the developed countries can protect themselves from being turned on by the developing nations, making their system more secure as time goes on more so when it comes to the educational facilities. In describing poverty, Alkire and Santos (2013) indicated that the level of poverty in Sub Sahara is evidence of the developing needs that the NGOs tend to bridge. The researcher borrowed the concept of resource mobilization theory to develop the variable of resource management and team management

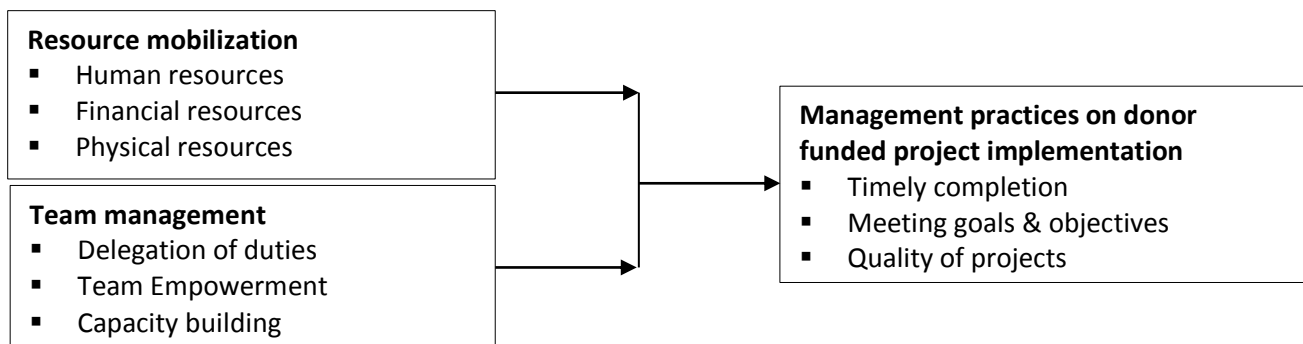


### Contingency theory of organizational structure

The contingency theory of organizational structure was developed by Donaldson, in 1995. This theory in the current economic situation, provides a framework which is useful in studying organizational design. According to this theory, organizational structure is considered effective if the structure itself accommodates the contingencies. Scott, (1992) established that this theory is a dominant and open system model to be used in structural level analysis. The study recognized that organizations have individual difference which calls for unique ways of dealing with those situations. This theory differs with the classic process and models designed by management theorists such as Taylor and Fayol. Mintzberg (1979) concluded that this theory is more effective in organizational design as it takes into consideration macro-environmental factors. It also includes other factors such as design of positions,

design of superstructure, design of lateral linkages and design of decision-making system as structural design parameters. The study recommended that management needs to be more flexible so that they can be a position to respond well to these factors.

The variables of resource mobilization and project financing are related to the contingency approach. Different organizations have different strategic plans grounded on accessible resources that are availability of funds and manpower. Therefore, they will require different methods to different levels of management to make the most out of the predominant economic, cultural, political and social business environment. By understanding the organizational structure, the researcher was able to link team management to project implementation and to understand how project monitoring and evaluation would be done. This supported the variable of team management.



#### Independent variables

**Figure 1: Conceptual framework**

#### Resource mobilization and implementation of donor funded projects

In project management, it's good to have resources ready. This ensures that all stakeholders are brought on board. According to the World Bank, (2008), to reduce poverty, there is a need for empowerment. Oakley, (2007) alludes that, to empower people one needs to involve them in day to activities which include decision making. This makes them have confidence and reduce dependency. Involvement also helps the target group to acquire new skills and abilities which could enable them to better defend and promote their

#### Dependent variable

livelihoods (Oakley et al., 2007). The findings were confirmed by Karl, (2010), where it appreciates that involvement helps in building up the capacity of people to generate and influence development at various levels, increasing their access to and influence over resources and institutions. World Bank, (2001) further maintains that the involvement of primary stakeholders in project implementation strengthens the poor's voice.

Resource mobilization especially human resources ensure that the best results are obtained. This becomes a key feature in project implementation since it is a core in Results-Based Management

(RBM) (Kusek and Rist, 2004). In particular, RBM involves bringing people at the grassroots and other stakeholders to actively participate in all stages of a project. RBM has emerged over the past 30 years based on the use of participatory methods in research and development. The recognition of the importance of RBM arose from the trend in many agencies towards transparency, performance-based accountability and the requirement to demonstrate success. Hence, participation has become a buzz word in development intervention (Kusek and Rist, 2004). The concept of involvement has become critical in assessing the needs of target groups and in the implementation of donor-funded projects by NGOs. The reasons for target group involvement in project implementation, therefore, include the desire to effect change in individuals, in projects, or organizations, and, in some cases, in society at large, as well as building the capacity of a group or an institution. (King, 2005). Besides, the participatory approach also constitutes a learning experience for the project stakeholders, increasing their understanding of the project strategy, and contributing to improved communication between project actors who are working at different levels of project implementation (Kusek and Rist, 2004).

#### **Team management and implementation of donor funded projects**

As part of team management, Project managers must establish a climate of open communication and maintain effective communication links across the organizational interfaces (Kloppenburg & Petrick, 1999). It further suggests that project leaders have a role in developing team characteristics into a collective set of virtues including ethics, respect and trust for others, honesty, prudence, courage, responsible use and sharing of power and these qualities must remain relevant to the projects of undertakings. Thus, from the preceding discussions, relevancy plays an important role in performance of the educational projects under the umbrella of the NGOs. It helps a team function as a well-knit unit as opposed to a group of individuals.

Project managers must also ensure that staff is actively involved in decision making. This makes implementation easier as they know they own the project. This can be well achieved by arming them with appropriate skills and technical knowhow (Vanessa & Gala, 2011). The study recognizes the importance of technical support to staff. This support keeps staff informed and able to know what is expected of them and at what time, hence ensuring efficiency among staff since they have adequate information. Gladys (2010) shared similar sentiments, where it concluded that implementation of projects is participatory and therefore recommended involvement of all staff in this process.

Ramesh, (2002) recommends constant and plenty of onsite support for those employees who work in the field. Constant checking up on them to know their needs and how they can be supported. The attention by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling enhanced output by the employee (Pearce & Robinson, 2004). Morgan (2007), suggests that, other than simple technical intervention in project implementation, there is need for behavior change among staff. This can be done through trainings and teaching of the stakeholders. Other than teaching, staff attitude must also be moderated. In many cases there is resistance to change which delays the implementation. Therefore, the aspect of motivation must be taken into consideration.

#### **Empirical Review**

Narayan, (2000) alluded that the involvement of human resources is best used to empower target groups in setting strategic objectives, defining a chain of expected results, and selecting appropriate performance indicators to measure progress towards the expected results. Developing a sense of ownership among project target group and a commitment to continuous performance self-assessment from the very beginning will pay dividends in terms of improved implementation

later in the project cycle and empowerment of the target group.

According to Gladys *et.al.* (2010), adequate and competent staffing for a project is essential for the implementation of donor funded projects. The study noted that there is need for both formal training and on-the-job experience for a pool of expertise on project management. Project management professionals with the necessary skill can also play a key role in providing functional advice and guidance on the design and development of appropriate results-based performance systems. This study looked at only one determinant of project implementation

Jayarathna and Weerakkody (2016) established a positive significant relationship between employee job satisfaction and performance of projects. The study surveyed the impact of decision making by randomly selecting employees to come up with that conclusion. However, the effects on job satisfaction were tested in a functional organization thus limiting their generalization to projects which are uniquely executed in the context of team diversity. The variables that were used in the study included team formation, team motivation, team communication and team dispute resolution.

Wambugu, (2013) concluded that inadequate supervision and inspection of work in projects led to rework in instances of poor workmanship and this led to delay in project timely completion. This also leads to project cost overrun and may result to project abandonment. Similar findings were found in Jagboro and Aibinu, (2002) where inadequate site inspection was established as one of the factors identified as causing project delays. According to a study conducted by Mojahed (2005) it was found that occasion of rework are mainly attributed to incompetent craftsmen because of insufficient working skills and knowledge or to incompetent supervisors because of lack of experience leading to deficient supervision. The study clearly emphasized the impact of management and supervision on the overall success of projects.

## **METHODOLOGY**

Descriptive survey design was used to carry out in-depth investigations that lead to the understanding of determinants of implementation of donor funded education projects in Nairobi County. The target population was 105, comprising of project departmental heads, middle level managers, project supervisors and government representatives from all the 17 NGOs operating under the DFID Kenya. All the individuals were purposively considered through a census approach to take part in the study as they were considered to be the main custodians of information of their organizations. Primary data for the study was collected by the use of a set of structured questionnaires that were distributed to all the respondents through a drop and pick method. These were preferred since they were efficient, uphold confidentiality, require less time and are less expensive to use. Data collected was checked for completeness and later analyzed using both qualitative and quantitative techniques. Qualitative data was analyzed through content analysis whereas; quantitative data was analyzed through the use of SPSS version 26.0. The researcher applied descriptive analysis which occasions the use of frequencies, percentages, mean and standard deviation. Additionally, inferential analysis involving correlation analysis and regressions was used. Multiple regression models were used to establish the influence of the independent variables on the dependent variable.

## **FINDINGS AND DISCUSSION**

A total of 105 questionnaires were administered and only 100 of the questionnaires were returned, which represented 95.2%. The response rate was above the 70% that is considered adequate for analysis Mugenda, (2008).

### **Descriptive Statistics of Study Variables**

#### **Resource mobilization**

The study sought to find out the respondent's level of agreement with the statements below on resource mobilization. The results were as shown in Table 1. Study findings revealed that there were



enough resources in general in the organization to implement the projects (mean = 3.15, SD = 1.094). With adequate resources the organization could plan and implement projects with ease. The findings further showed that there were enough employees (mean=3.26, SD=1.574). Projects plans can be easily implemented and eliminate delays. Therefore, it is important for organizations to ensure that projects department is well staffed for them to achieve their objectives. There were enough employees in the entire organization to help achieve the organization strategy (mean=3.03, SD=1.123). This shows that the organization is not strained meaning it works optimally which in turn makes project

implementation easier. As well, financial resources are adequate making project implementation easier (mean=3.56, SD=1.149). The project budget should provide a clear and adequate provision for project implementation. Implementation project can be clearly delineated within the overall project budget to give the implementation function the due recognition it plays in project management. In addition, there was shared knowledge between management and non-management staff (mean=3.18 SD=1.336). The organizations ensured that there is mutual understanding among the employees which made it easier for project implementation.

**Table 1: Resource mobilization**

Statement	1	2	3	4	5	Mean	SD
	%	%	%	%	%		
Availability of adequate resources affects the successful implementation of an organization's strategy	14	9	27	48	2	3.15	1.095
There are enough employees in my project	23	11	16	17	33	3.26	1.574
Our organization has adequate workforce to achieve all the plans that have been drafted to execute the ambitious strategies that they come up with	12	18	32	31	7	3.03	1.123
Financial resources facilitates project implementation	9	9	16	49	17	3.56	1.149
There is shared knowledge between lower-level management and non-management employees in my project	18	12	19	36	15	3.18	1.336
<b>Overall</b>						<b>3.236</b>	<b>0.731</b>

### Project team management

The second objective was to assess how project team management influences the implementation of non-governmental organizations' projects in Nairobi County. Study findings shown in Table 2, revealed that proper selection of managers plays a big role in project implementation (mean=3.20, SD= 0.817). This implied that managers with experience and skills about the projects should be selected to manage the projects. There was also adequate information sharing (mean=3.13, SD= 0.861). This shows that for successful project implementation, there must be a system of passing information within employees to avoid disconnect. Employees should be given details about the project and constant directions on the way forward as well as constant reviews of project progress. Furthermore,

the organization provides feedback on project implementation. This plays a big role in overall project implementation. (Mean = 3.04, SD = 0.764). However, the respondents disagreed with the statement that working for an organization power structure results in successful project implementation (mean=2.86, SD=0.921). They also disagreed with the statement that there was effective communication across the departments (Mean=2.53, SD= 0.784). This shows that communication across the departments is not clear. This leads to delays in the project implementation. These findings concur with Gladys (2010) which concluded that implementation of projects is participatory and therefore recommended involvement of all staff in this process.

**Table 2: Team management**

Statement	1	2	3	4	5	Mean	SD
	%	%	%	%	%		
Selection of managers can lead to superior performance of projects and the implementation of project strategies	-	22	39	36	3	3.20	0.817
Adequate information sharing results in successful implementation of project strategies	2	24	34	39	1	3.13	0.861
Working for the organizational power structure results in successful implementation of project strategies	5	33	35	25	2	2.861	0.921
Organizational communication plays an important role in the process of project implementation	-	26	45	28	1	3.04	0.764
Effective communication across organization departments influences strategy implementation	10	35	47	8	-	2.53	0.784
<b>Overall</b>						<b>2.952</b>	<b>0.408</b>

**Inferential Statistics**

The researcher conducted inferential analysis which included coefficient of correlation, coefficient of determination and multiple regressions to establish the relationship between the independent and dependent variables the researcher conducted.

**Coefficient of Correlation**

In trying to establish the relationship between the study variables, the researcher employed the Karl Pearson's coefficient of correlation ( $r$ ). According to the findings as indicated in table 3, resource mobilization has a positive and significant influence on implementation of education projects in Nairobi county, Kenya ( $r=0.298$ ,  $p= 0.003$ ). The association was significant since the  $p$  value (0.003) was less

than 0.01 which is the significant level. The findings agree with Narayan, (2000) who found that human resources positively influence project implementation.

Moreover, the results revealed that team management has a negative influence on implementation of education projects in Nairobi County ( $r=-0.237$ ,  $p=0.017$ ). The association was also significant since the  $p$  value (0.017) was less than 0.05 which is the significant level. The findings contradicted Jayarathna and Weerakkody (2016) which established a positive significant relationship between employee job satisfaction and performance of projects.

**Table 3: Correlation coefficients**

		Project implementation	Resource mobilization	Team management
Project implementation	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	100		
Resource mobilization	Pearson Correlation	.298**	1	
	Sig. (2-tailed)	.003		
	N	100	100	
Team management	Pearson Correlation	-.237**	.122	1
	Sig. (2-tailed)	.017	.225	
	N	100	100	100

**Regression analysis**

A multiple regression analysis was carried out with the aim of understanding better the relationship

between various study variables. The researcher used SPSS to enter and code responses from the respondent to assist in computing the extent to

which a unit changes in each independent variable cause a change to dependent variable. As per the SPSS generated, the equation,

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon_0$  where ; Y – Completion of NGOs funded education projects,  $\alpha$  – Constant

return that is earned after considering the determinants of completion of NGOs funded projects,  $X_1$  – coefficient of resource mobilizations,  $X_2$  – coefficient of team management, and  $\epsilon$  – Error term

**Table 4: Analysis of variance**

<i>ANOVA<sup>a</sup></i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.402	4	.601	5.693	.000 <sup>b</sup>
	Residual	10.021	95	.105		
	Total	12.424	99			

a. Dependent Variable: project implementation

b. Predictors: (Constant), resource mobilization and team management

The ANOVA was used to assess whether the model was a good fit for the data. As depicted in Table 4, the F calculated, 5.693 were higher than the F critical value which was 2.433. The p value (0.000) was less than the significant level (0.05) and hence the model could be used in explaining the influence

of independent variables (resource mobilization and team management.) on the dependent variable (implementation of education projects in Nairobi County). Hence, the model was a good fit for the data.

**Table 5: Model summary results**

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 <sup>a</sup>	.193	.159	.32479

a. Predictors: (Constant), resource mobilization and team management.

The researcher conducted coefficient of determination to assess the suitability of statistical model in forecasting future results. Adjusted R squared is coefficient of assurance which shows the changes in the dependent variable as a result of variations in independent variables. Results in Table 5, showed that the value of R squared was 0.193 which shows that there was change of 19.3%

on project accomplishment due to changes in resource mobilization and team management at 95% confidence level. R is the correlation coefficient which represents the connection between the investigating factors. Findings in Table 5, show a high positive connection between the examination factors as appeared by 0.440

**Table 6: Regression coefficients**

<i>Coefficients<sup>a</sup></i>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.272	.473		6.920	.000
	Resource mobilization	.127	.049	.262	2.568	.012
	Team management	-.278	.083	-.320	-3.339	.001

a. Dependent Variable: project implementation

As per the SPSS generated Table 6, the equation,

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon_0$  become:

$$Y = 3.272 + 0.127 X_1 - 0.278 X_2$$

The results show that, holding team management and resource mobilization at constant zero, project implementation would be at 3.272. The researcher found out that a unit change in resource mobilization would cause a change in project implementation by a factor of 0.127, unit variation in team management would contribute to variation in project implementation by a factor of 0.278.

### CONCLUSIONS AND RECOMMENDATIONS

In line with objective one the findings established that there is significant positive relationship between resource mobilization and project implementation (.298,  $P < 0.05$ ). This shows that resource mobilization is important for successful project implementation. It influences project implementation to a low extent. The staffs pointed out that there are adequate resources to effect project implementation, enough workforce to carry project implementation and at the same time funds are available and clear communication in all levels which make implementation easier.

In line with objective two: findings established that there is negative significant relationship between team management and project management (-.237,  $p < 0.01$ ). This shows that team management has inverse relationship with successful project implementation but it influences project implementation to a low extent. The staffs were satisfied that roles and responsibilities of each project team member were clearly defined, the organization environment was favorable to work on the project and there was top management support of this project team.

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The study concluded that the organizations had adequate resources which include employees and financial resources to implement the projects. The organizations have formal communication channels which connects top management and junior staff to ensure there is no disconnect in the process of projects implementation.

It was further concluded that the organizations needed to have communication mechanisms within the organizations that is crucial in passing of information about projects progress. It also concluded that proper selection of managers who are qualified and competent played a big role in successful project implementation.

NGOs funded projects should not only invest in technology, but also training of the project team on usage of the same technology. This will increase skills and their disposal and level of efficiency in increasing project implementation.

To sustainably implement NGOs projects beyond their timelines, there seem to be a need for a seamless and a comprehensive strategy in management practices that will incorporate all factors in implementation. This could therefore mean that all the implementing agencies, government bodies, private sector and the beneficiaries entirely participate in the whole project management cycle.

### Suggestions for Further Studies

The demographic information gathered in this research indicated a gender gap in the teams that are engaged in NGOs funded projects. There is need for a study to be undertaken on the gender and its effect on project implementation as well as gender disparities in project implementation teams.

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