

Influence of Sustainable Project Management Practices on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

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Abstract

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

that Monitoring should be done when the project is ongoing and evaluation should be periodic and within the process. Reviews should be able to identify areas of diversion from the plan and responsibility apportioned to ensure that such diversions do not occur in the future.

Key Words: Sustainable Project Management Practices, Project Communication Practices, Project Planning Practices, Stakeholder Involvement Practices, Non-Governmental Organizations Projects in Turkana West Sub-County

Introduction

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

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

The only way to address issues is through effective project management techniques since they improve the management of all the resources needed to deliver projects on time and within budget. The implementation of a successful and long-lasting management strategy is crucial in overcoming problems since it plays a vital role in fostering the competitive advantage of a firm. Cost, time, and quality are three of the most crucial project objectives, and it's crucial to take them all into account when assessing a project's success. Time, money, and deliverables all play a role in a project's success (Rao, 2001). According to Chua, Kog, and Loh (2013), a proper project plan must be created, taking into account both the time required and the important aspects that will determine the project's success.

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

According to Silvius, Schipper, Planko, van der Brink, and Kohler (2012), sustainability is the management of change in policies, assets, or organizations to ensure that the project's social, environmental, and economic implications are taken into account for both the present and the future. The necessity for project managers to assume sustainability responsibility is a significant development in the field (McKinlay, 2008). Sustainable project management was defined by Silvius, Kampinga, Tufinio, and Mooi (2017) as the planning, monitoring, and controlling of project delivery and support processes, taking into account the environmental, economic, and social aspects of the life-cycle of the project's resources, processes, deliverables, and effects, with the goal of realizing benefits for stakeholders, and carried out in a transparent, ethical, and moral manner that includes proactive stakeholder participation.

According to PMI, (2011) sustainability can only take off in businesses if project managers and their teams set environmental and social targets in the same way that they define project scope, cost, and schedule objectives. The ability of future generations to meet their own requirements is not compromised when sustainable development satisfies both present and future demands. Sustainable development is the development that meets the needs of both the present and the future without jeopardizing future generations' ability to meet their own needs.

According to Collins (2001), having a development process that can adapt to quickly changing economic situations is one method for firms to be competitive. According to the Institute of Project Management Ireland (2017), sustainable project management attempts to guarantee that the project benefits the stakeholders, is carried out in a transparent, equitable, and ethical manner, and includes proactive stakeholder involvement. To assure accuracy and relevance, the sustainable project management procedures of planning, monitoring, implementing, and assessing have also undergone a paradigm shift. According to Alvarez-Dionisi, Turner, and Mitra (2016), ensuring

good evaluation and implementation of each of the three sustainability pillars is necessary to achieve sustainability in project management.

Kenya's NGO industry has significantly influenced the country's progress. NGOs comprise a wide range of organizations and institutions that are totally or substantially independent of the government and that prioritize corporative or humanitarian goals over profit-making ones (DeMars, 2005). They are in a better position to comprehend, empathize with, and explain the needs and aspirations of the population's most vulnerable segment, and they have shown abilities to assist the underprivileged, labor in inhospitable locations, invent, or accomplish goals in other ways that are superior to those of official agencies. NGOs have been successful in their abilities to work at the community level, to operate in remote locations, or in industries with ineffective development activity.

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

Specific Objectives of the Study

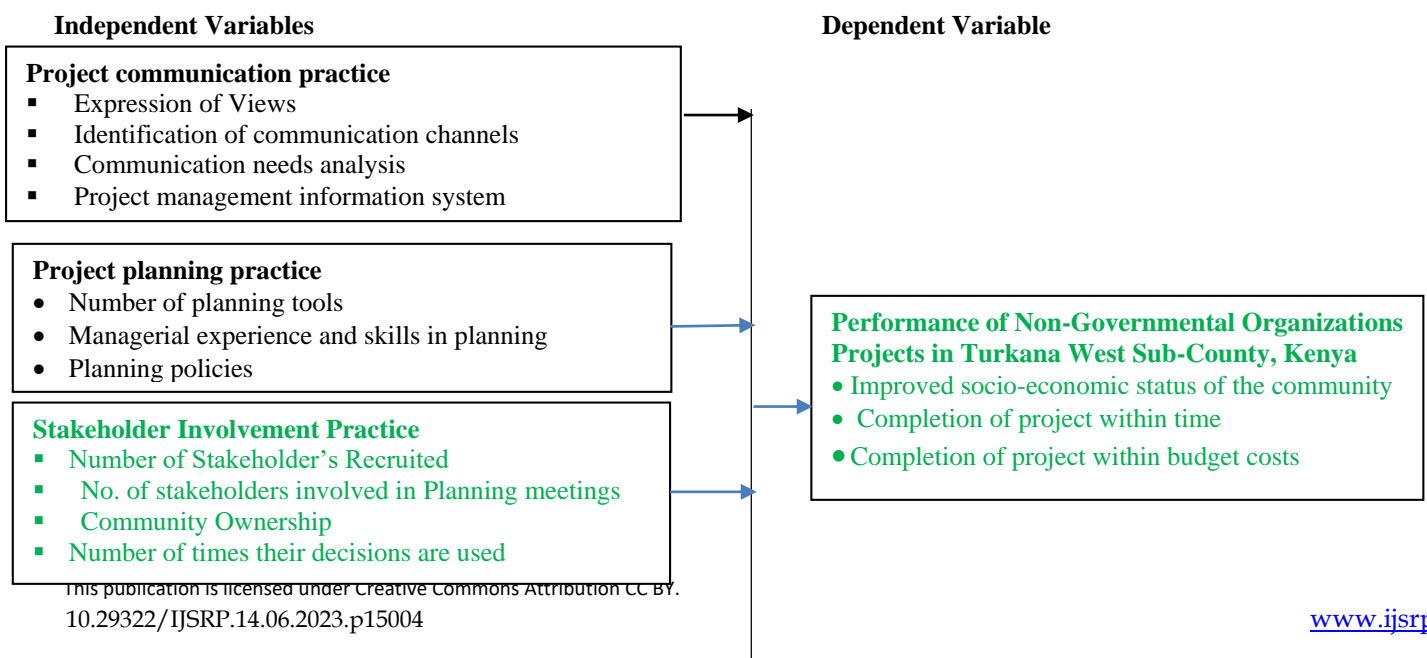
- i. To establish the Influence of project communication practice on the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya
- ii. To evaluate the Influence of project planning practice on the Performance of Non-Governmental Organizations Projects in Turkana West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

2.0 Literature Review


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

3.0 Conceptual Frame work

A conceptual framework is defined by Chandran (2004) as a logically constructed, explained, and elaborated network of interactions among variables that are thought to be essential to the dynamics of the situation under investigation. It is the collection of several concepts and ideas from related domains that are used to direct the investigation and arrangement of more data. The conceptual framework made the assumption that the Independent Variables, Project Communication Practice, Project Planning Practice, Stakeholder Involvement Practice, and Monitoring and Evaluation Practice, influence the Dependent Variable, which is the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The conceptual framework is provided in Figure 1



Monitoring and evaluation practice

- Feedback Mechanisms
 - Monitoring and evaluation Tools
 - Number of Monitoring and evaluation Reports
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Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

Information can be shared between people intentionally or accidentally through the process of communication. It is impossible to overstate the importance of communication in project management since it may be thought of as a metaphorical "pipeline" through which information is transported from one person to another. Poor or insufficient communication is the primary reason of project failure in most cases. According to McKinney et al. (2004), effective team performance depends on effective communication, which McKinney likens to blood flow in the body.

Affare (2012) conducted a study on the evaluation of project communication management on construction projects in Ghana and found that project communication is very important in the construction industry in Ghana and that poor communication led to project delays, project cost overruns, and project abandonment. The three primary phases of a project—initiation, execution, and conclusion—all have a significant role in communication. It is acknowledged that effective communication is essential to success and that poor communication contributes to the failure of many undertakings. For knowledge to be communicated efficiently within projects, communication must be supported and assisted by some type of media (de Carvalho, 2013).

To ensure the timely and suitable generation, gathering, dissemination, storage, and final disposition of project information, communication is necessary in project management. Poor communication is the cause of 95% of all project issues, according to Baker (2007), hence it should be given more weight in project management. According to Cervone (2014), the project team is in charge of making sure that effective communication occurs in order to complete the project successfully. Case studies were utilized by Slevin and Pinto (1987) to show how project managers might use communication as a tool to complete project management tasks. The capacity to influence through persuasion and negotiation was found to be the most crucial communication skill for a project manager in Sotiriou and Wittmer's (2001) study on the perception of the influence strategies of project managers. Even when there are large risks at the beginning of a project, effective and well-organized communications can transform the results (Mkutano & Sang, 2018). When examining the effects of communication methods on organizational performance, Kibe (2014) came to the conclusion that encouraging an open communication environment is essential for any organizational performance to be successful.

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

Planning, according to Rao (2001), is the unifying element that connects together every activity, from conceptualization to commissioning and turning over the clockwork to the client. According to Rosario (2000), project planning entails defining the process for planning, setting the scope, choosing the planning team, determining the deliverables, and developing the WBS. According to Williams (2008), the main goal of planning is to establish a set of guidelines that are specific enough to inform the project team of what needs to be done, when it needs to be done, and what resources will be needed to produce the project's deliverables successfully. According to Project Management Institute (2013), Resource planning, which is the process of determining the people, equipment, materials, and other resources that are needed, and in what quantities is crucial in order to complete project activities and maximize the use of available resources throughout the project cycle. According to Harold (2003, 2003), project management is the planning, directing, and control of corporate resources for a generally short-term project that has been developed for the accomplishment of a defined objective. Project planning is an essential exercise in project management process which should come before all other processes. This process involves conducting a community-wide needs assessment with a view to engage the community in identifying and prioritizing their goals and aspirations and devising means of averting the problems that may hinder the achievement of these goals (Burke 2013).

Stakeholder involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

A stakeholder is a person or group of people who could influence, are influenced by, or believe they are affected by a program's choice, activity, or result (Boddy, 2003). A sponsor is a person, group, or organization that contributes resources and assistance and is responsible for facilitating achievement. Since the 1970s, it has been widely accepted that involving stakeholders in programming is essential (Smith, 2002). Stakeholder participation, according to the World Bank (2006), is the process by which stakeholders have a say in and a shared sense of control over decisions and resources that have an impact on development projects.

An essential component of a successful project implementation was stakeholder involvement in project planning. Stakeholder management and involvement are crucial for the successful delivery of any project's deliverables (Chang, 2013). Integrative stakeholder

involvement theory contends that involving stakeholders in the decision-making process results in positive outcomes (Hendrick 2003). According to Hinton (2008), good project implementation can result from stakeholder participation at all stages of the project lifecycle. Stakeholder involvement increases commitment to and ownership of development activities (Van Beers, 2003). In projects where the stakeholders are well engaged, the project translates to satisfied users, contented project team, acceptance and support of the project by all the relevant people. Jepsen (2013) adds that most attention should be geared towards the stakeholder where organizations carrying out any project should ensure that they continually facilitate a meaningful, honest and productive engagement with the stakeholders who are key to the success of the project

According to CIDA (2011), integrating stakeholders during the project's beginning phase results in the discovery of project design flaws and the creation of implementation strategies that are more successful. A well-managed community engagement process helps the participants work toward increasing human wellbeing while reducing harmful environmental influences and scaling up the economic sustainability of projects, making stakeholder involvement essential to the successful delivery of project outcomes (Maina, 2013). Therefore, any project aimed at sustainable development should make stakeholder involvement a key component (Golicha, 2010). One of the requirements for project success is meeting the demands of the client, users, and other stakeholders, and project failure may result from inability to manage their needs and expectations (Smith, 2002).

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

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

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

3.0 Research Methodology

3.1. Research Design

The descriptive survey design was used for the investigation. According to Rice (2007), the main goal of descriptive research design is to discuss the particular characteristics of a certain population across a specific time period for comparison purposes. According to Lewis, Saunders, and Thornhill (2009), descriptive research designs are defined by the systematic collecting of data by questionnaire from subjects within a specified community.

3.2. Target Population

The target population, according to Mugenda (2013), is the group of people who the researcher is interested in studying in order to describe them or draw conclusions from their data. A population, according to Sekaran and Bougie (2016), is the total group of individuals or objects that the researcher is interested in studying. 250 people made up the study's target group, including top managers, middle managers, field officers, and members of the community leadership. The target population is described in Table 1.

Table 1: Target Population

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

Source: Turkana West UNHCR office (2024)

3.3. Sample and Sampling Procedure

According to Sekaran and Bougie (2010), sampling is a step in data gathering or the selection of a subset of a population for a research activity. Before any data are actually gathered, a plan for sampling is made in order to obtain a sample from a certain population (Orotho, 2005). To find and choose the appropriate respondents to be included in the study, the researcher employed the judgmental sampling methodology of purposive sampling. According to Sekaran and Bougie (2010), judgmental sampling entails selecting individuals who are in the best position to supply the necessary information or who are in the most beneficial placement. By using examples that include the necessary data for the study's goals, a researcher can apply purposeful sampling (Mugenda & Mugenda, 2013). Sample size refers to the precise number of things the researcher used to draw a sample from the entire population. A sample of 75 respondents, or 30% of the entire population, will be used by the researcher. According to Mugenda & Mugenda (2013), a sample size of between 10 and 30% is a good representation of the target population when the research population is smaller than 10,000. The Sample size is described in Table 2.

Table 2: Sample Size

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

Source: *Researcher (2024)*

3.4. Data Collection Method

The primary data for this study was gathered through questionnaires, while secondary data was gathered from journals, textbooks, and the internet. According to Mugenda & Mugenda (2013), data collection is the process of obtaining information from the chosen subject of a research. A systematic questionnaire and an interviewing guide were the major tools used for data gathering. By distributing questionnaires to individuals, the survey is introduced to the respondents and relationships are created (Alistair & Martin, 2012). According to Mugenda & Mugenda (2013), questionnaires are chosen because they guarantee confidentiality, save time, and are simple to administer. Because it restricts responses to a preset set of questions that directly address the study objectives, a structured questionnaire was used. In addition to having the capacity to quickly reach a large number of participants, a structured questionnaire gives participants a sense of secrecy. Additionally, it is a perfect methodology devoid of any bias related to an individual's character attributes (Kumar, 2018). Because structured questionnaires have the advantages of being affordable in terms of time and easy to administer and analyze, Cooper and Schindler (2018) advocate using them.

3.5. Validity and Reliability of Research Instrument

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

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

Table 3: Reliability Analysis

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

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

4.0 Data Analysis and Discussion

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

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

Table 4: Descriptive Analysis for Project Communication practice

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

From the findings in table 4 above, the respondents strongly agreed with the statement that project communication is essential for effective team performance with the mean of 4.54 and a standard deviation of 0.882. The respondents also agreed with the view that there are proper communication channels which enhance open communication with the mean of 3.92 and a standard deviation of 1.563. With the mean of 4.12 and a standard deviation of 1.668, the majority of respondents agreed with the statement that organizations consider strong communications among team members and other stakeholders. A mean of 3.86 and a standard deviation of 1.996 indicates that the respondents agreed with the statement that systems for obtaining feedback from stakeholders exist in organizations. Poor communication results in to projects delays, project cost overrun and projects abandonment with a mean of 4.36 and a standard deviation of 1.995 showing that majority of the respondents agreed with this view. In general, with an overall mean score of 4.16 and a standard deviation of 1.621 indicates that the Project Communication Practice influence the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

Table 5: Correlation Analysis of Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

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

Projects in Turkana West Sub-County, Kenya	N	74	74
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**Correlation is significant at 0.01 level (2-tailed)

The researcher aimed at establishing the relationship between Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. From the findings as shown in table 5, the results show a positive and significant relationship between Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with correlation coefficient ($r = 0.772, p = 0.025$). According to Shad (2019), communication in project management involves the exchange of ideas, information, feelings and thoughts which propel the execution of projects. Communication in project management takes three shapes; internal information exchange, project marketing and information management (Burke 2013).

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

The researcher in this section sought to find out the influence of Project Planning Practice on the performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya. The descriptive results are indicated in table 6. A 5-Point Likert scale was used, with denoting strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree:

Table 10: Descriptive Analysis for Project Planning Practice

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

From the findings as shown in table 6, majority of the respondents with overall mean score of **4.014** and standard deviation of **0.635**, agreed that Project Planning Practice Influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The results also indicate that the respondents agree with the statement that Project planning help in identification of potential resource constraints and effective allocation of resources in our organization with the mean of 4.02 and a standard deviation of 0.748. Similarly, the positive impact of planning on organizational performance was evident from the means of 4.16 and a standard deviation of 0.447 with the respondents agreeing with the sentiments. With the mean of 4.13 and a standard deviation of 0.326, the respondents agreed with the view that Planning gives direction to the activities to be performed in time and reduces mistakes. With the mean of 4.15 and a standard deviation of 0.992, majority of the respondents agreed that the project managers have the requisite experience and skills in planning for construction projects. The results also indicated that funding is done as per the project plan with the mean of 3.61 and a standard deviation of 0.661.

Table 7: Correlation Analysis of Project Planning Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

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

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

Table 7 shows that there is a positive and statistically significant correlation between the study variables, with ($r = 0.448, p = 0.025$). This correlation was found to be explained by Pearson's product moment correlation, which was used to determine the strength of the association between Project Planning Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The results show that project planning practice influence positively the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. Project planning is an essential exercise in project management process which should come before all other processes. This process involves conducting a community-wide needs assessment with a view to engage the community in identifying and prioritizing their goals and aspirations and devising means of averting the problems that may hinder the achievement of these goals (Burke 2013).

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

The researcher sought to know the influence of stakeholder involvement practice on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. The descriptive results are indicated in table 8. A 5-Point Likert scale was used, with denoting strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree:

Table 8: Descriptive Analysis for Stakeholder Involvement practice

Statement	N	Mean	Standard Deviation
Stakeholder's engagement in all stages of the project lifecycle can lead to effective project implementation	74	4.06	0.748
The successful delivery of any project deliverables majorly depends on stakeholder engagement and management	74	4.25	1.448
Stakeholder participation when adopted is a core ingredient in any sustainable development project	74	4.29	0.667
Stakeholder involvement is a prerequisite to a perfect delivery of project outcomes	74	4.64	1.056
Involvement Stakeholders will ensure they share control over development initiatives and the decision that affect them	74	3.82	1.529
Overall Mean score		4.212	1.089

From the descriptive analysis as shown in table 18, the majority of respondent with mean of **4.212** and a standard deviation of **1.089** agreed that stakeholder Involvement practice influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. With the mean of 4.06 and standard deviation of 0.748, majority of respondents agreed that Stakeholders' engagement in all the stages of project lifecycle is vital in project implementation. On the other hand, the respondents agreed with the view that successful delivery of any project deliverables majorly depends on stakeholder engagement and management with the mean of **4.25** and a standard deviation of **1.448**. The respondents also agreed with the statement that stakeholder participation when adopted is a core ingredient in any sustainable development project with mean of **4.29** and standard deviation of **0.667**. A mean of **4.64** and a standard deviation of **1.056**, Majority of the respondents agreed that stakeholder involvement is a prerequisite to a perfect delivery of project outcomes. The respondents were also on the affirmative that stakeholders will ensure they share control over development initiatives and the decision that affect them with a mean of **3.82** and a standard deviation of **1.529**.

Table 9: Correlation Analysis of Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

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

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

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

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

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

Table 10: Descriptive Analysis for Monitoring and Evaluation Practice

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

From the descriptive analysis as shown in the table 10, Majority of the respondents agreed that Monitoring and Evaluation Practice influence performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya with mean of **3.964** and standard deviation of **1.0344**. The respondents agreed with the statement that Monitoring and evaluation techniques and its adoption contributes to project performance with mean of **4.12** and a standard deviation of **1.206**. Also majority of respondents agreed their organizations has established Monitoring and evaluation tools to measure the project performance with mean of **3.64** and a standard deviation of **0.994**. Similarly, the respondents agreed with the statement that their organizations have has established a team that receives feedback as per how the project is fairing in relation to initial projections with mean of **3.83** and standard deviation of **0.861**. With mean of **3.95** and standard deviation of **1.114**, majority of the respondents agreed that monitoring and evaluation of project activities has helped their organizations to gain a better understanding of strengths and weaknesses of the activities they undertake and lastly the respondents agreed with the view that monitoring and evaluation help their organizations to ensure any issues picked from the project execution are addressed and corrective action taken before it is too late with a mean of **4.28** and a standard deviation of **0.997**.

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

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

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

The results show that there is a positive and significant relationship between Monitoring and Evaluation Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with ($r = 0.7250$, $p = 0.001$). This means that an increase in monitoring and evaluation influences the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. This periodic monitoring and evaluations are essential to facilitate internal reporting and auditing of procedures to ensure feedback in order to plan for future interventions (Carroll 2011). Evaluation majorly expedites the relevance and achievements of objectives, their effectiveness and efficiency as well as nature, distribution and sustainability of impacts (Andersen 2021).

Regression Analysis on Sustainable Project Management Practices

The researcher performed regression analysis to find out the influence of Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation on Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

Table 12. Regression Model Summary

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

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

Source: Field Data (2019)

From the regression analysis as shown in the table 12, The value of R-square was **0.681** and the adjusted R-square was 0.437. This implies that the variables used in the study that includes Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation significantly influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya to about 68.1%. The remaining variables that were not included in the study accounted for 31.9% of the difference.

ANOVA Analysis for Summary of Sustainable Project Management Practices

Table 13: ANOVAa (F-Test) Model Summary of Sustainable Project Management Practices

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

a). Predictors: (constant), Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation

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

From ANOVA test results as shown in table 13, Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation statistically significantly predict the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya ($F(4, 60) = 37.622$, $p < .05$, $R^2 = .681$). It should be noted that for any regression model to be considered as significant, the f-significance value (p) should not exceed 0.05. The model should give more than (95%) confidence level otherwise it would give the wrong prediction. From the analysis, ($p < 0.05$) shows that the regression model has a significance level that is above (95%), an indication of a high reliability of the results.

Table 14: Regression Coefficients of Sustainable Project Management Practices

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

a). Predictors: (constant), Project Communication, Project Planning, Stakeholder Involvement, Monitoring and Evaluation

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

The established regression equation was therefore formulated as below;

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

From the regression equation above, the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya will be (13.3%) when all the factors are kept constant. This factors include; Project communication, project Planning, stakeholder involvement and monitoring and evaluation, the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya would be (13.3%). All other factors held at zero level, a unit increase in project communication would lead to (53.6%) increase in performance of NGOs projects. On the other hand, aother factors held at zero level, project planning would contribute (11.4%) increase in performance of NGOs projects. Stakeholder involvement would contribute to (33.2%) while monitoring and evaluation would contribute (14.6%) increase in performance of NGOs projects, all other factors held at zero level. Therefore, from the model, the greatest contributor to performance of NGOs projects is project communication (53.6%), followed by Stakeholder involvement (33.2%) then monitoring and evaluation (14.6%) and lastly project planning (11.4%). Further Analysis showed that Stakeholder Involvement X_3 ($\beta = 0.964$, $p < 0.05$) has the strongest relationship with Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya followed by Project Communication X_1 ($\beta = 0.772$, $p < 0.05$). Monitoring and Evaluation X_4 ($\beta = 0.725$, $p > 0.05$) and Project Planning X_2 ($\beta = 0.448$, $p > 0.05$). It was found that all the independent variables had positive significant relationship with Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya

5.0 Summary of the findings.

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

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

Descriptive analysis revealed that Project Communication Practice influence the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with an overall mean score of **4.16** and a standard deviation of **1.621** and there is a positive and significant relationship between Project Communication Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with correlation coefficient ($r = 0.772$, $p < 0.05$). Majority of the respondents with overall mean score of **4.014** and standard deviation of **0.635**, agreed that Project Planning Practice Influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya and with ($r = 0.448$, $p = 0.025$), project planning practice influence positively the Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. Correlation results further showed that there is a positive and significant relationship between Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with ($r = 0.964$, $p = 0.001$) and the majority of respondent with mean of **4.212** and a standard deviation of **1.089** agreeing that stakeholder Involvement practice influence Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya. Majority of the respondents agreed that Monitoring and Evaluation Practice influence performance of Non-Governmental Organizations (NGOs) projects in Turkana West Sub-County in Kenya with mean of **3.964** and standard deviation of **1.0344** and Correlation results showed that there is a positive and significant relationship between monitoring and evaluation practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya with ($r = .7250$, $p = 0.000$).

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

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

The greatest contributor Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya is project communication (53.6%), followed by Stakeholder involvement (33.2%) then monitoring and evaluation (14.6%) and lastly project

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

6.0 Conclusion

On Project communication practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, It's worth noting that from the findings that project communication is regarded as a vital tool towards ensuring project success. From the respondent's views, the NGOs operating within Turkana West Sub-county appreciate the importance of communication. Stakeholders in any project need to be well versed with essential information about the progress of the project. For any communication to be complete, there must be feedback. However, the problem lies with the use of the information. It must be used for action and transparency purpose otherwise information without action is just regarded as mere public relations. Information is highly valued within Turkana West Sub-county as evident from the views of the respondents, however, it is not always used as the basis for action as it should be for the benefit of the organization and all the stakeholders in general which undermines its importance.

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

On Stakeholder Involvement practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, respondents agreed that Stakeholders are the most important drivers of any project. Internal stakeholders execute the project, while external stakeholders are the recipients of the project. From the findings, it's evident that the NGOs in Turkana west sub-county usually engage the stakeholders in all the stages of the project lifecycle. The respondents agreed that the success of any project is highly dependent on stakeholder engagement and management. It was also noted that the organizations appreciate the fact that the adoption of stakeholder involvement play a vital role towards in ensuring sustainable development. The findings also agree with the fact that stakeholder involvement in important towards delivery of project outcomes. Stakeholders' satisfaction is a determinant of its success and an indicator of project outcome. Another point to note is that organizations maximize stakeholder involvement in order to ensure that they share control over development initiatives and decisions. This underscores the important of stakeholders in any project both internal and external ones.

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

7.0 Recommendations

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

On Project planning Practice and Performance of Non-Governmental Organizations Projects in Turkana West Sub-County, Kenya, it was noted that any successful project lays its basis on the plan. Plans are the foundation of any undertaking. A good plan should encompass many views that should be drawn entirely from the stakeholders. Their input is important as both executors and recipients of the projects. Plans should be aligned to the vision, mission and objectives of the organizations in order to ensure direction and unity

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

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

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

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