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DETERMINANTS OF PROJECT IMPLEMENTATION IN NON GOVERMENTAL ORGANIZATIONS IN KENYA: A CASE STUDY OF UNITED NATIONS DEVELOPMENT PROGRAMME

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Abstract: **The general objective of the research project was to assess the determinants of project implementation in non-governmental organizations in Kenya, a case study of UNDP Kenya. The study specifically aimed to; determine the effect of employee competence on project implementation; assess how cost of outsourcing affected project implementation; establish how management support affected project implementation and to determine the effect of project monitoring and control techniques on project implementation. The study adopted a descriptive research with a study population of total of 169 staff working at UNDP Kenya offices in Nairobi. The study applied probability sampling design by using a stratified random sampling technique to select a sample size of 64 respondents. The main data collection instruments were the questionnaires containing both open ended and close ended questions which were pretested using a pilot study. Descriptive statistics data analysis method was applied to analyze data aided by Statistical Package for Social Sciences (SPSS) to compute response frequencies, percentage mean and standard deviation results. Finally Multiple Linear Regression model was employed to establish the significance of the independent variables on the dependent variable. The findings were presented using tables and charts. Findings from the study showed that employee competence, cost of outsourcing, management support and project monitoring and control techniques affected project implementation at UNDP Kenya. The study concluded that employee competence followed by project monitoring and control techniques; then management support and lastly cost of outsourcing affected project implementation in UNDP Kenya. The study recommended that the NGO management and the departments responsible for project implementation should train all the employees involved and affected by the project being implemented on how to undertake their job tasks effectively. The training should give emphasis on improving the management skills of the project managers and organization management; improving and sharing knowledge and expertise among project implementation team and organization staff and also give employees orientation on how to participate in project implementation activities in the organization.**

Keywords: **Project Implementation, Employee Competence, Cost of Outsourcing, Management Support and Project Monitoring and Control Techniques.**

1. INTRODUCTION

Project implementation involves putting all the project planning activities into action. Before the implementation of a project, the project management team should identify their strength and weaknesses including internal forces, opportunities and threats which include external forces (Chan, 2011). The strengths and opportunities are positive forces that should be exploited to efficiently implement a project. The weaknesses and threats are hindrances that can hamper project implementation (Klimas, 2010). The implementers should ensure that they devise means of overcoming project implementation challenges. In many organizations, the success of project implementation is determined by; achievement of project objectives; project outcome; project completion; project closure and project hand over (Chinn & Kramer, 2010). According to Ochieng (2009), many non-governmental organizations are unable to successively implement many projects due to lack of an effective implementation strategy. Most of the NGO projects experience many setbacks that affect project implementation process (Muli, 2008). Management commitment and failure to acquire the right knowledge regarding methodologies usually lead to poor implementation processes hence leading to delays in projects (Lysons & Farrington, 2006).

Worldwide, organizations are increasingly turning to outsourcing project implementation as an attempt to enhance their competitiveness and gain competitive edge in the target market (Lysons and Farrington, 2006). The critical areas for successful project implementation processes are; understanding company goals and objectives, a strategic vision and plan, selecting the right teams, ongoing management of the relationships, a properly structured project plan, open communication with project beneficiaries and involvement, careful attention to personnel issues and finally short-term financial justification (Riggs, 2007).

In earlier periods, cost of outsourcing was the most common factor affecting project implementation. In today's world the drivers are often more strategic and people oriented. Firms derive competitive advantage by engaging in a range of strategically relevant activities in implementing projects (Riggs, 2007). According to Shashi (2008), in many American firms monitoring projects using technology aimed at reducing unnecessary steps, and remove redundancies. Brown & Wilson (2007) noted that the adoption of evaluation tools helped many United Kingdom (UK) firms to use expertise and resources of dedicated employees to benchmark many of the vital project activities and this led to increased completion of projects.

In Africa, projects help many organizations to reduce operational costs and access of new technology since this provides quantifiable benefits through improved efficiencies, lower overhead, reduced payroll and benefit expenses, and fewer capital investments. Other benefits include assurance of best practices, skills, and technology. It is important to note that project implementation strategies like outsourcing provides access to proprietary workflow systems, process reengineering skills, and innovative staffing and delivery models, coupled with world-class technology delivered by experts (Saxena & Shah, 2007).

In Kenya, many non-governmental organizations have been adopting various strategies as a measure to improve on project implementation. However, about 30% of non-governmental organizations employing project implementation have been experiencing failure in their projects (Mathew, 2011). United Nations Development Programme is a leading non-governmental organization in Kenya however, most of the UNDP projects where they are responsible for implementing projects experience many setbacks (Muli, 2008).

In Kenya, UNDP undertakes over 40 projects annually, however only less than 30% of these projects are completed in time. In the year 2013, UNDP spent USD 56 million in 55 projects; in the year 2014, UNDP spent 27 million in 55 projects. In the year 2015, USD 23 million was spent in over 56 projects, yet less than 30% of these projects achieved the expected objectives in time (UNDP, 2016). For the last five years, over 30% of UNDP projects on renewable energy and sustainability sector were not competed in time. In addition, the projects budgets were increased with over Kshs 10,000,000 which was far against the budgeted projects implementation costs. In the year 2013, the cost of outsourcing increased by over Kshs 5,000,000 in other project sectors yet over 200 projects were not completed and handed over on the scheduled time (Mutahi, 2016).

Despite the significant influence on project implementation in Kenya, recent studies have covered project implementation in other types of organizations including corporate and public organizations. This background revealed that there lacked a specific recent study conducted regarding the determinants of project implementation in non-governmental organizations in Kenya. Therefore it is against this background that this study was undertaken to fill the missing knowledge gap in literature by assessing the determinants of project implementation in non-governmental organizations, a case study of UNDP Kenya.

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Objectives:

The general objective of the research study was to assess the determinants of project implementation in non-governmental organizations in Kenya, a case study of UNDP Kenya. The research specifically aimed to; determine the effect of employee competence on project implementation in non-governmental organizations in Kenya; assess how cost of outsourcing affected project implementation in non-governmental organizations in Kenya; establish how management support affected project implementation in non-governmental organizations in Kenya and to determine the effect of project monitoring and control techniques on project implementation in non-governmental organizations in Kenya.

2. THEORETICAL REVIEW

Employee Competence:

Knowledge-Based Theory of Project Management: States that there is no explicit theory of project management and as a result there is a general theory to underpin the discipline and is found in theories of management, planning, control and projects (Koskela & Howell, 2002). Knowledge-based project management is the systematic and optimal arrangement and coordination of knowledge and knowledge configurations over a period of time to achieve specific objectives within certain constraints. This means having a team with the required knowledge of the project. This includes but not limited to project cost management, project risk management, and project integration management (Onions, 2007). Core Competences Theory: The concept of core competences has been developed on the basis of the resource-based theory. Prahalad and Hamel (2005) defined the core competencies as the collective learning in the organization, especially how to coordinate diverse production skills and integrate multiple streams technologies. The application of concept of core competences in project implementation became very popular among researchers. The concept has been predominantly used to develop and test various decision frameworks arguing that the employee competence is key. Learning and communication premises of the concept also made it applicable in the Managing Relationship and Reconsideration phases. Vendor's competences are assumed to be one of the most important factors that influence project success since the knowledge of the individual in performing their role on the project will determine the outcome of how the project is implemented (Levina & Ross, 2003; Feeney et al., 2005).

Cost of Outsourcing:

Transaction Cost Economics (TCE) Theory of BPO: The theory has been the most utilized theory of business process outsourcing. TCE is perceived to provide the best decision making tools to help organizations deciding to outsource and to prepare themselves for forthcoming outsourcing arrangements. Though TCE has not been utilized explicitly for studying the vendor selection phase, its sub-theory; the theory of incomplete contracting, has been applied in studying the structure and contents of outsourcing contracts, and related preparation and contract management activities. Even though it has been exercised extensively in outsourcing applications, the TCE has several indulgencies. Lacity and Willcocks (1995) found that the original mapping to the TCE framework only explained few ICT sourcing decisions and generated much more anomalies in their sample. Another critique could be that TCE relies on a single transaction as a unit of analysis, neglecting the contemporary industrial collaborative arrangements. Finally, TCE is static, which doesn't correspond to dynamism of current business environment.

Alaghbari, Kadir, Salim and Ernawati (2007) stated three categories projects outsource based on cost namely; contractor, consultant and owner. As far as causes related to contractor actions are concerned, financial problems, shortage of materials and poor site management were ranked among the top three. Owner causes included delayed payments, slow decision-making regarding procurement and related costs and contract scope changes. The top three consultant causes were poor supervision, administrative costs and lack of experience.

Management Support:

Agency Theory of BPO:Agency theory is concerned with relationships. Two parties have an agency relationship when they cooperate and engage in an association where in one party (the principal) delegates decisions and / or work with another (an agent) to act on its behalf (Eisenhardt, 2009). If management is the principal and the project team the agent, there need to exist a relationship between the two otherwise there will be communication barriers and instructions will not be implemented.

The focus of the agency theory originally was on the relationship between managers and stakeholders but had spread over the time, on explaining the relationship between two inter-firm subjects. In that context we associate the agency theory to understanding the relationship between the project team and shareholders. Sources of the agency problem, moral hazards and adverse selection should be resolved by monitoring and bonding. Consequently, the application of the theory in the project implementation process research was in the Preparation Phase when screening for vendors and defining its own attitude towards the type of the relationship. Naturally, the Managing Relationship Phase has also been explored, and to a very small extent the Reconsideration Phase, (Barney and Hesterly, 1996).

Sharon (2008) noted that if employees decide to carry on project implementation process without senior management support, they are left on their own when project implementation fails, most senior managers fail to cooperate and also fail to implement new systems or processes. Most project implementation initiatives with any impact require cross-functional cooperation. It is much harder to get that cooperation without the bosses of other functions being on board. Senior management can enable that support.

Stakeholder theory: According to Freeman (2007), stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. In the traditional view of the firm, the shareholder view, the shareholders are the owners of the company, and the firm has a binding financial obligation to put their needs first, to increase value for them. However, stakeholder theory argues that there are other parties involved, including governmental bodies, political groups, trade associations, trade unions, communities, financiers, suppliers, employees, and customers. Sometimes even competitors are counted as stakeholders; their status being derived from their capacity to affect the firm and its other stakeholders. There have been many definitions of stakeholders.

Stakeholder theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, executives must keep the interests of employees, communities and shareholders aligned and going in the same direction. Successful delivery of services is determined by the commitment of the employer towards the employed (Christopher, 2005).

Project Monitoring and Control Techniques:

Resource Based Theory: The theory argues that firms possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance. Resources that are valuable and rare can lead to the creation of competitive advantage and hence superior performance.

That advantage can be sustained over long time periods to the extent that the firm is able to protect against resource imitation, transfer or substitution, (Barney, 1991). The tangible resources include skilled personnel, efficient procedures, machinery, capital and so on. The intangible resources include among others technological know-hows, trade contacts, and proprietary technologies. The use of effective project controlling and monitoring systems such as projects in controlled environments (PRINCE2) gives NGOs a competitive edge.

Program Evaluation and Review Technique Model: The Program Evaluation and Review Technique, commonly abbreviated PERT, is a statistical tool, used in project management that is designed to analyze and represent the tasks involved in completing a given project (Lewis, 2002). PERT is a method to analyze the involved tasks in completing a given project, especially the time needed to complete each task, and were to determine the minimum time needed to complete the total project.

The first step to scheduling the project is to determine the tasks that the project requires and the order in which they must be completed. The order may be easy to record for some tasks such as when building a house, the land must be graded before the foundation can be laid, while difficult for others. Additionally, the time estimates usually reflect the normal, non-rushed time. Many times, the time required to execute the task can be reduced for an additional cost or a reduction in the quality (Dragan, 2003).

3. CONCEPTUAL FRAMEWORK

According to Orodho (2009) a conceptual framework describes the relationship between the research variables. Sekeran (2003) argues that a variable is a measurable characteristic that assumes different values among subjects. Figure 2.1 shows the conceptual framework adopted by the research study. In the conceptual framework, the independent variables are; employee competence, cost of outsourcing, management support and project monitoring and control techniques while the dependent variable is project implementation.

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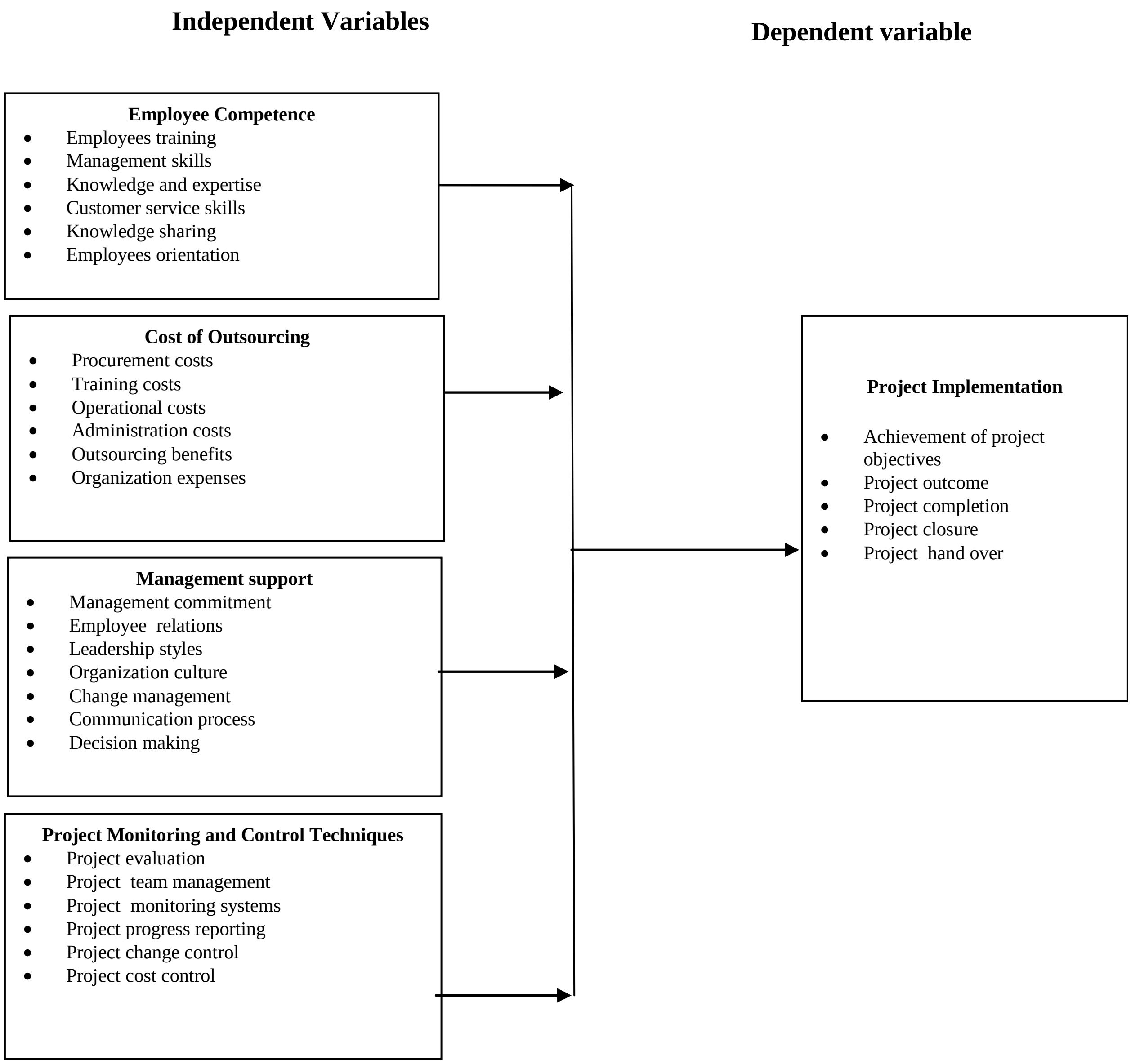

Figure 2.1 Conceptual Framework

Employee Competence:

Employee competence is the combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success (Turnbull, 2007). Successive implementation of projects requires an organization to have competent employees who are able to understand and assist in execution of projects. Armstrong (2008) notes that employee competency is determined by level of employees training, management skills, knowledge and expertise, customer service skills, knowledge sharing amongst employees and suppliers and employees orientation.

Cost of Outsourcing:

Cost of outsourcing involves all the costs incurred during the project up to its completion (Hassan, 2009). Before making outsourcing decisions, organizations are required to undertake the cost benefit analysis in order to establish that the value of outsourcing benefits is higher than internal costs. Successful project implementation is determined by procurement costs, training costs, operational costs, administration costs, outsourcing benefits and organization expenses (Ronald, 2009).

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Management Support

Management support is the willingness of the high level management staff in an organization to execute the job task functions (Domberger, 2008). The high level management staff includes, chairman, chief executives, directors and other senior management staff in the organization. During execution of activities, management support is influenced by factors such as management commitment, employee relations, leadership styles, organization culture, change management, communication process and decision making involvement (Colley, 2007).

Management commitment and failure to acquire the right knowledge regarding project implementation methodologies usually lead to poor project plans and processes hence leading to delay in project implementation (Lysons & Farrington, 2006).

Project Monitoring and Control Techniques:

Many projects fail due to lack of or application of poor project monitoring and control techniques. According to Klimas (2010) project monitoring is an ongoing process that keeps track of project implementation process. Project monitoring and control process consists of those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The effectiveness of Project monitoring and control techniques are determined by; project evaluation methods; project team management; project monitoring systems; project progress reporting; project change control and project cost control (Chan, 2011). Lack of effective project monitoring and control techniques affects delivering of projects within the defined constraints and the organization lacks clean indicators for monitoring and measuring project success. Project managers are not clearly informed about project progress when there are no effective project monitoring systems in place and this makes it difficult to effectively coordinate all project activities collectively (Mantel, 2012).

Project Implementation:

Project implementation is the phase where the vision and plans of the project becomes a reality. The implementation phase involves putting the project plan into action. It's here that the project manager coordinates and direct project resources to meet the objectives of the project plan (Hassan, 2009). As the project unfolds, it's the project manager's job to direct and manage each activity, every step of the way. The project implementation phase is where project managers and the project team actually do the project work to produce the deliverables. Project implementation is determined by; achievement of project objectives; project outcome; project completion; project closure and project hand over (Chinn & Kramer, 2010).

4. EMPIRICAL REVIEW

Employee Competence:

Globally, project implementation requires all organizations to have qualified and skilled employees with capacity to effectively execute project implementation task functions. Ndirangu (2008) undertook a study on determinants of power projects performance in the Kenya Power and Lighting Company limited. The study revealed that project management skills, political interference, socio economic factors and government bureaucracy play a major role in project success realization in the KPLC. On ranking, project management skills had the highest effect on project performance while government bureaucracy had the least impact. These factors continue affecting KPLC future projects under similar implementation environment thus the need for the organization to embrace mitigating actions that will enhance project success. Findings from a study by Chinn and Kramer (2010) showed that, the required project management skills can include communication and feedback systems, quality, safety, risk and a conflict management system, supervisory skills, experience, coordination and leadership, communication skills, organizational structures, control mechanisms of subcontractors' works, and the overall managerial actions in planning, organizing, leading and controlling.

A study by Phillip (2007) revealed that in Africa, many public organizations have not yet managed to succeed in implementation projects within their scope. A study by Patrick (2010), in Kenya, many non-government organizations are still in the process of embracing project implementation and only few organizations that have managed to effectively employ it. Studying the significant factors that caused delay of construction projects in Malaysia, Alaghbari, Kadir, Salim and Ernawati (2007) stated poor site management and poor supervision as a result of lack of experience.

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Cost of Outsourcing:

According to Hassan (2009) cost of outsourcing involves all the costs incurred during the project up to its completion. Therefore, before making decisions, organizations are required to undertake the cost benefit analysis in order to establish that the value of outsourcing benefits is higher than internal costs. Successive outsourcing in project implementation is determined by procurement costs, training costs, operational costs, administration costs, outsourcing benefits and organization expenses.

Assaf & Al-Hejji (2009) did a study on causes of delay of construction projects. Findings from the study showed that lack of proper outsourcing strategy led to increased project cost and this affected project implementation process. Klimas (2010) undertook a study on Methodological Aspects of Implementation of Business Process Outsourcing in South Africa where he found out that lack of proper cost reduction strategy hindered successful implementation of Business Process Outsourcing in many organizations.

A study by Domberger (2008) found out that in 1996 it was estimated that American companies spent roughly $100 billion on outsourcing; the projected growth rate will take that spending to $300 billion by 2001. The statistics for corporate use of outsourcing implies substantial opportunities for future growth. A survey previously done by a recognized financial institution found that while nearly 32% of the companies studied were involved in outsourcing, 68% were not. A study by Ochieng (2013) on an analysis of effects of outsourcing strategies on organizational performance using a case of the Kenya Revenue Authority revealed that, the decision to outsource part of KRA functions or activities was prompted by Potential cost savings, access to technological innovations and strategic considerations. The study found that compliance, counterparty, access and contractual risk were perceived before the organization undertakes an outsourcing decision. The study also revealed that outsourcing through joint venture reduces cost, enables the company to focus on core competencies, and improves services. In addition, outsourcing strategies has an effect on the company performance and it pays off at the firm level hence is a viable management decision.

Management Support:

Domberger (2008) showed that in many organizations, management support is demonstrated by the willingness of the senior management staff involved with making key organization decisions to cooperate with the project teams and stakeholders. Carden (2008) suggested that the high level management staff includes, chairman, chief executives, directors and other senior management staff in the organization. According to Nohara (2007) during execution of project activities, management support is influenced by factors such as management commitment, employee relations, leadership styles, organization culture, change management, communication process and decision making involvement.

Lam (2008) states that the management needs to be involved in the up-front planning efforts and effectiveness of communication, control system, management system and organizational culture. Jason (2016) argues that for every project to be successful, senior management support is required since absence of senior management support affects mobilization and directing on appropriate use of organization resources towards achievement of the aimed project goals. The most common and show-stopping consequence is little or no budget allocated to do a particular project or initiative. If senior management doesn't truly support a particular initiative, they won't give sufficient, if any, money to do it. This will lessen the chances of project success or else prevent it from going forward altogether.

Riggs (2007), notes that senior management wants and requires their goals and objectives for the projects to be implemented. If a project management staff initiative doesn't support or clearly fit into senior management goals and objectives, then they might fail to meet those goals because in their minds they are focusing on unrelated activities. Members of senior management do not want to miss their goals or they will be in trouble (Saxena & Shah, 2007).

According to Carson (2009), the level of management support is mostly determined by management commitment, employee’s relations and the applied leadership styles. Lack of top management commitment and application of ineffective leadership styles leads to poor working relations and this affects the morale of project implementation team. It becomes difficult for the project implementation team initiatives to be accepted and supported by the senior managers and this is a key obstacle to project implementation. In some organizations, organization culture plays a key role in determining the level of top management support, other factors such as senior management resistance to change, existence of poor organization structure affects communication process which hamper effective decision making process hence affecting of key project implementation processes (Lepak, 2010).

A study by Pearson (2009) identified that in the United States, the management of many organizations supports project implementation strategies in order to gain competitive advantage in the target market. For instance, in 1993, an estimated 85% of projects implemented were conducted in the United States for U.S. based companies. Much of the remaining implemented projects were provided in Canada. But that situation has changed. Today, nearly half of all project implementation is conducted beyond U.S. borders.

Bolat & Yilmaz (2009) did a study to investigate empirically the impacts of outsourcing, and to examine the relationship between the outsourcing process and organizational performance in hotels in Nigeria. Data for the study were obtained from 80 hotels in the city of Antalya in Turkey through questionnaires. A paired-sample t - test, and correlation and regression analysis were used to analyze the data. The study findings showed that outsourcing positively impacts on organizational performance. Cooperation with a vendor by the organization management had a significant improvement in organizational effectiveness, productivity, profitability, quality, continuous improvement, quality of work life, and social responsibility levels.

Gichohi (2011) on a framework for implementation of business process outsourcing in Kenya revealed that many firms lacked effective framework for guiding business process outsourcing implementation. Findings from a study by Ochieng (2009) on business process outsourcing implementation challenges in Kenya showed that top management involvement and lack of employees commitment affected business process outsourcing in many organizations.

Ogola (2013) did a study on the relationship between project implementation and organizational performance in Kenya and the results yielded that many government organizations are still in the process of embracing project implementation and only few organizations have managed to effectively employ due low level of management support. A study by Maku and Iravo (2013) investigated the project implementation activities outsourced by Delmonte Kenya Limited during project implementation, to determine the link between project implementation and accessibility to modern technology and expertise at Delmonte Kenya Limited, to investigate whether outsourcing has contributed to cost savings in project implementation at Delmonte Kenya Limited. The study findings showed outsourcing helped improve the organizations performance through improved focus on core activities during project planning and eventually project implementation.

Awino & Mutua (2014) did a study on the relationship between project implementation and firm performance. The study was a census study focusing on all the 144 Kenyan State corporations in existence by December 2012. The study employed a combination of both descriptive and inferential statistics, to establish the degree of association among the variables while simple and multiple regression analysis was used to establish the cause and effect, degree and direction of the relationship between the variables. The findings of this study confirmed that Kenyan State corporations were involved in project implementation and that management support and outsourcing had a positive contribution to the projects' overall performance.

Project Monitoring and Control Techniques:

Goldstein (2006) noted that lack of effective monitoring and controlling systems during project implementation are hard to detect in some service related projects. What will generally happen is that a disgruntled customer will just simply give up seeking help however, overall customer satisfaction is reduced greatly over time. One way around this risk is for the buyer of the outsourced services is to constantly conduct customer satisfaction surveys. There are ways through which a buyer of outsourced services can reduce risks, such as signing a service level agreement (SLA) with the supplier. Abdulwahed (2003) did a study of a case analysis of project failure and implementation problems in a large organization in developing nations. The study findings showed that lack of funds and poor project monitoring led to failure of implementation of business projects.

Mwai and Karanja (2014) undertook a study to assess the determinants of housing projects implementation in Kenya. The study aim was to assess project planning, project control, motivated project team and project management competency, on housing project implementation in Kenya. The study found that project planning, project control, motivated project team and project management competency have a great influence on housing project implementation in Kenya. Project Control measures were found to be the most significant with correlation coefficient of 76.6% element influencing implementation housing projects in Kenya. The study therefore recommends that project managers should take adequate control measures over every aspect in the project which requires attention during its implementation process to adequately ensure project success.

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Kimutai (2014) did a study on implementation costs of the business process outsourcing strategy in the Ministry of Transport in Kenya and found that lack of investment in monitoring techniques and high costs of implementing the same, hindered successful implementation. A study by Phillip (2007) revealed that in Africa, many public organizations have not yet managed to realize the benefits of project implementation due to lack of effective monitoring and control measures during implementation of projects.

A study by Zwikael & Sadeh (2007) found out that implementation of many projects fail due to lack of effective project monitoring and controlling system. They argued that large scale contractors are able to adopt effective project monitoring and controlling systems than small scale contractors. Jeffry (2009) argued that project monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Critical Review:

Many previous studies had been undertaken on project implementation but there lacked a specific study, that had managed to address the determinants of project implementation in the non-governmental organizations in Kenya. Toor & Ogunlana (2009) found out that in developed nations such as in Europe, USA and Japan, many organizations have effective project controlling and monitoring systems such as projects in controlled environments (PRINCE2). UNDP in Kenya operates in the same environment however no studies have been conducted on the efficiency of this monitoring system. Jeffry (2009) argued that project monitoring is a continuing function that uses systematic collection of data, on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. A need to conduct a more effective study was hence required on the determinants of project implementation. Based on the reviewed studies, it was evident that both the theoretical and empirical literature failed to give much emphasis on the determinants of project implementation.

Research Gaps:

The literature review demonstrated that a number of studies had been carried out on outsourcing but there lacked a specific study to link the determinants of project implementation in the non-governmental organizations in Kenya. Previous studies on project implementation includes Chinn and Kramer (2010) who did a study on factors affecting project implementation. Ndirangu (2008) undertook a study on determinants of power projects performance in the Kenya Power and Lighting Company limited. However, the study failed to explain how employee competence affected project implementation.

Assaf & Al-Hejji (2009) did a study on causes of delay of construction projects. Ochieng (2013) analyzed effects of project implementation strategies on organizational performance using a case of the Kenya Revenue Authority. Bonner (2005) did a study on the effect of top management support on organization performance. Pearson (2009) study focused on reasons of using project implementation strategy. Bolat & Yilmaz (2009) did a study to investigate empirically the costs of outsourcing, and to examine the relationship between the outsourcing costs and project performance in hotels in Nigeria. Abdulwahed (2003) did a study of a case analysis of project failure profile and implementation problems in a large organization in developing nations and finally Mwai and Karanja (2014) undertook a study to assess the determinants of housing projects implementation in Kenya. Tonnquist (2010) showed that in many organizations project monitoring and control involves; project scope control, project quality control, project schedule control, project performance reporting and project cost control.

5. METHODOLOGY

The study applied probability sampling design by using a stratified random sampling technique to select a sample size of 64 respondents. The main data collection instruments were the questionnaires containing both open ended and close ended questions which were pretested using a pilot study. Descriptive statistics data analysis method was applied to analyze data aided by Statistical Package for Social Sciences (SPSS) to compute response frequencies, percentage mean and standard deviation results. Finally Multiple Linear Regression model was employed to establish the significance of the independent variables on the dependent variable. The findings were presented using tables and charts.

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The multiple regression model applied was if the form;

$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon_i$

Where:

Y = Project Implementation (Dependent Variable)

X_1 = Employee Competence (Independent Variable)

X_2 = Cost of Outsourcing (Independent Variable)

X_3 =Management support (Independent Variable)

X_4= Project Monitoring and Control Techniques (Independent Variable)

$\acute{\varepsilon}$. = error term

B_0 = constant of regression

6. RESULTS AND DISCUSSION

Employee Competence:

The study sought to determine the effect of employee competence on project implementation in non-governmental organizations in Kenya. Respondents were requested to indicate how they agreed on various factors in relation to how employee competence influenced project implementation in the organization. The employee competence factors included; employee training; management skills; knowledge and expertise; customer service skills; knowledge sharing and employees orientation.

Descriptive statistics results showed that, employee training had a mean score of 4.000; management skills had a mean score of 4.137; knowledge and expertise had a mean score of 4.206; customer service skills had a mean score of 4.000; knowledge sharing had a mean score of 4.206 and employees' orientation had a mean score of 3.758. On average, all the human resource factors had an average mean of 4.0517 and an average of standard deviation and variance of 0.8850 and 0.787 respectively. Standard deviation and variance are both measures of variation for interval-ratio variables. They describe how much variation or diversity there is in a distribution (Sekeran, 2003). Standard deviation provides an indication of how far the individual responses to a question vary or deviate from the mean. It tells the researcher how spread-out the responses are from the mean, and explains if the respondents' responses are concentrated around the mean, or scattered far & wide (Graham, 2002). If the standard deviation and variance are each greater than 1 it means that the respondents had divergent views and if they are each less than 1, then this means that the respondents had similar opinions on the issues concerned (Ramsey, 2003).

The study findings implies that majority of the respondents agreed that all the employee competence factors notably; employee training; management skills; knowledge and expertise; customer service skills; knowledge sharing and employees orientation influenced project implementation in the organization. These findings concurred with Phillip (2008) that employee competence in terms employee training, management skills, knowledge and expertise affects implementation of various project in an organization. The findings also corroborates findings by Hassan (2011) where he confirmed that the reasons why many organizations fail to achieve project implementation goals is as result of lack of proper orientation of project implementation teams, and lack of knowledge sharing amongst project implementation teams.

Cost of outsourcing:

The study aimed to assess how cost of outsourcing affected project implementation in non-governmental organizations in Kenya. Respondents were requested to indicate how they agreed on various factors in relation to how cost of outsourcing influenced project implementation in the organization. The cost of outsourcing factors included; procurement costs; training costs; operational costs; administration costs; outsourcing benefits; organization expenses. Descriptive statistics results showed that, procurement costs had a mean score of 4.241; training costs had a mean score of 4.069; operational costs had a mean score of 4.069; administration costs had a mean score of 4.000; outsourcing benefits had a mean score of 4.137 and organization expenses had a mean score of 3.827. On average all the cost of outsourcing factors had an average mean of 4.057 and an average of standard deviation and variance of 0.8915 and 0.801 respectively. These findings imply that majority of the respondents agreed that all the cost of outsourcing factors notably; procurement costs; training costs; operational costs; administration costs; outsourcing benefits and organization expenses influenced project implementation in the organization. The findings are in agreement with Ayugi (2009) where he found out that outsourcing of implementation of various projects leads to high procurement costs, increases organization staff training costs and leads to increased operational costs and these if not effectively managed leads to project implementation failure.

Management Support:

The study aimed to establish how management support affected project implementation in non-governmental organizations in Kenya. Respondents were requested to indicate how they agreed on various factors in relation to how management support influenced project implementation in the organization. The management support factors included; management commitment; employee relations; leadership styles; organization culture ;change management; communication process and decision making. Descriptive statistics results showed that, management commitment scored a mean of 4.241; employee relations scored a mean of 4.000; leadership styles scored a mean of 4.413; organization culture scored a mean of 4.000; change management scored a mean of 4.379; communication process scored a mean of 4.034 and decision making scored a mean of 4.137. On average all the management support factors had an average mean of 4.172 and an average of standard deviation and variance of 0.8264 and 0.702 respectively. These findings imply that majority of the respondents agreed that management support factors notably; management commitment; employee relations; leadership styles; organization culture ;change management; communication process and decision making affected project implementation in the organization. According to Chandra, (2008) low level of top management commitment, change management methods and poor communication channels are key major hindrances of implementation of projects by outsourced staff in many organizations. The findings support findings by Hellen (2012) where she noted that poor relationship between the outsourced staff and the organization staff, and use of poor leadership styles by top managers affects decision making and negatively affects successful project implementation in an organization.

Project Monitoring & Control Techniques:

The study aimed to determine the effects of project monitoring and control techniques on project implementation in non-governmental organizations in Kenya. Respondents were requested to indicate their agreement or disagreement on how monitoring and control techniques determined project implementation in the organization using a scale of 1-5 where; 1= strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree, 5 = strongly agree. The project monitoring and controlling techniques included; project evaluation; project team management; project monitoring systems; project progress reporting; project change control and project cost control. Descriptive statistics results showed that, project evaluation scored a mean of 4.275; project team management scored a mean of 4.137; project monitoring systems scored a mean of 4.413; project progress reporting scored a mean of 4.034; project change control scored a mean of 4.448 and project cost control scored a mean of 4.224.

On average all the project monitoring and control techniques had an average mean of 4.224 and an average of standard deviation and variance of 0.7920 and 0.639 respectively. These findings implies that majority of the respondents agreed that project evaluation; project team management; project monitoring systems; project progress reporting; project change control and project cost control are the major project monitoring and control techniques that affected project implementation in the organization. These findings confirmed findings by Chinn and Kramer (2010) that project monitoring and controlling techniques such project evaluation techniques; project team management methods and project monitoring systems determines how projects are implemented in many organizations. According to Christopher (2005), the use of effective project reporting systems, effective change management strategies and application of effective project cost control helps in enhancing successful project implementation in an organization.

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Project Implementation:

The study aimed to determine the factors that determined successful implementation of projects in the organization. Descriptive statistics results showed that, achievement of project objectives had a mean score of 4.344; project outcome had a mean score of 4.379; project completion had a mean score of 4.620; project closure had a mean score of 4.241 and project hand over had a mean score of 4.448. On average all the factors determining successful project implementation had an average mean of 4.406 and an average standard deviation and variance of 0.6768 and 0.462 respectively.

The findings thus indicated that achievement of project objectives; project outcome; project completion; project closure and project hand over are the major factors determining successful project implementation in the organization. According to Christopher (2005), achievement of project objectives, project outcome and project completion are some of the major factors that indicates the success of project implementation. Klimas, (2010) argued that project closure and project hand over to the stakeholders shows that the project implementation was a successful.

Regression Analysis

The summary of regression model results in 4.8 shows that the coefficient of determination (R2) is 0.851 and R is 0.923 at 0.05 significance level. This therefore implies that all the four independent variables notably; (X_1) employee competence, (X_2) cost of outsourcing, (X_3) management support and (X_4) project monitoring and control techniques significantly affected the dependent variable (Y) which was project implementation. The coefficient of determination (R2, 0.851) indicates that 85.1% of the variation in project implementation at UNDP is determined by employee competence, cost of outsourcing, management support and project monitoring and control techniques. The remaining 24.9% of the variation in project implementation is determined by other variables not included by the study model. This shows that the model has a good fit since the value of R2 is above 75%. This concurred with Graham (2002) that (R2) is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and100% indicates that the model explains all the variability of the response data around its mean.

Table 1 Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923	.851	.826	.20892
a. Predictors: (Constant), X1, X2, X3, X4				

The study further applied Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green & Salkind (2003) postulates that one way Analysis of Variance helps in determining the significant relationship between the research variables. Table 2 indicates that the high value of F (34.293) with significant level of 0.00 which is less that 0.005 is large enough to conclude that all the independent variables employee competence cost of outsourcing, management support and project monitoring and control techniques significantly determined project implementation in UNDP Kenya.

Table 2 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.987	4	1.497	34.293	.000
	Residual	1.048	24	.044		
	Total	7.034	28			

a Predictors: (Constant), X1, X2, X3, X4

b Dependent Variable: Y

To show the extent to which each independent variable affected dependent variable. Table 3 further presents the results of the test of beta coefficients for each independent variable. As presented in table 3, (X_1) employee competence had a beta coefficient of 0.558 which was found to be positive at 0.000 significant level. (X_2) cost of outsourcing had a beta coefficient of 0.093 which was found to be positive at 0.005 significant levels. (X_3) management support had a beta coefficient of 0.094 which was found to be positive at 0.004 significant level and (X_4) project monitoring and control techniques had a beta coefficient of 0.137 which was found to be positive at 0.003 significant level.

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The results in table 3 showed that the results of coefficients of all the four independent variables; X_1, X_2, X_3 and X_4 are all significant. The respective calculated t-statistics for the coefficients are 7.029, 0.565, 0.566 and 1.032 with P-values of 0.000, 0.005, 0.004 and 0.003 respectively. These p-values are all less than 0.05 implying that all the independent variables significantly determined project implementation in UNDP Kenya. The regression model generated was thus expressed as;

$$Y=0.643+ 0.558X_1 + 0.093X_2 + 0.094X_3 + 0.137X_4 + e$$

Table 3 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.643	.408		1.573	.001
	X1	.558	.079	.735	7.029	.000
	X2	.093	.164	.095	.565	.005
	X3	.094	.165	.096	.566	.004
	X4	.137	.133	.119	1.032	.003

a. Dependent Variable: Y

The regression model implies that, a unit increase in employees competence leads to a 0.558 increase in project implementation; a unit increase in cost of outsourcing leads to a 0.093 increase in project implementation; a unit increase in management support leads to a 0.094 increase in project implementation and a unit increase in project monitoring and control techniques leads to a 0.137 increase in project implementation. The study results thus demonstrated that employee's competence followed by project monitoring and control techniques; then management support and lastly cost of outsourcing affects project implementation in UNDP Kenya. These findings relate to findings by Chinn and Kramer (2010) that the major factors that affects effective execution of project implementation activities in an organization includes the competence of project implementation team and the effectiveness of the applied project monitoring and control techniques.

7. SUMMARY, CONCLUSION AND RECOMMNDATIONS

The study drew conclusions that employee competence, cost of outsourcing, management support and project monitoring and control techniques affected project implementation in non-governmental organizations in Kenya. The study also concluded that employee competence followed by project monitoring and control techniques; then management support and lastly cost of outsourcing affected project implementation in UNDP Kenya. Lack of employees training, poor management skills, lack of knowledge and expertise on project implementation and lack of knowledge sharing amongst employees and outsourced project implementation team affects effective execution of project implementation functions.

Higher procurement costs, training costs, operational costs, administration costs, outsourcing benefits and organization expenses increases the total cost of outsourcing and this hinders successful project implementation.

Lack of management support leads to lack of management commitment; poor employee relations with the top management; use of poor applied leadership styles by the managers; use of ineffective change management strategies; poor communication process and decision making process and these negatively affects project implementation in the organization.

The study finally concluded that lack or application of poor project monitoring and control techniques negatively affected project implementation process. Project monitoring and control process consisted of those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project.

To manage the determinants of project implementation and enhance realization of successful project implementation in non-governmental organizations in Kenya, the study suggested the following recommendations:

To improve on employee competence, the NGO management and the organization responsible for project implementation should train all the employees involved and affected by the project being implemented on how to undertake their job tasks effectively; with an emphasis on improving the management skills of the project managers and organization management and sharing knowledge.

To manage the cost of outsourcing and ensure that the final project implementation cost was within the budgeted costs, the organization management should employ strategic sourcing in order to minimize procurement costs; recruit trained staff to minimize training costs.

To ensure that the management supported project implementation in the organization, the top management should be committed and support the projects that are to be implemented; good employee relations and better communication channels should be enhanced with the top management and participative leadership styles should be employed by the managers.

Lastly, to improve on project monitoring and control techniques, the project managers should employ effective project evaluation techniques such as Project Evaluation Review Technique (PERT); effective project team management methods should be employed; project progress reporting methods should be applied; project change control and project cost control techniques should be improved .

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