INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH & DEVELOPMENT

ISSN 2278 – 0211 (Online)

Projects' Critical Success Factors: Empirical Study of Non-Governmental Organizations in Uasin Gishu County, Kenya

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Abstract
Projects remain to be universal in all entities of life, but then ironically, the poor performance of projects and the disappointment of projects appear to be a commonest scenario. Most projects failed to be delivered within the expected time frame, quality and budget. The study was aimed at investigating the projects' critical success factorsin Uasin Gishu County.A conceptual framework guided the study and a descriptive survey design was adopted. The target population consisted of the seven project managers and 29 Field Coordinators from the seven NGOs. All the 36 respondents were used in the study, hence forming a census study. A purposive sampling technique was used to select project managers. The questionnaires andinterview schedule were the instruments used for data collection. The research adopted the content validity while consistency of instruments was established through test re-test method.An alpha value of 0.797 was obtained.The data collected was analyzed through both descriptive and inferential statistics (Criticality Index and regression analysis).Results indicate that project leadership, planning, monitoring and evaluation affect positively and significantly ($p<0.05$) project success among NGOs.The study recommended that there is need to develop quality leadership among project managers and employees. Project plans should be accurately written and implemented to letter. Monitoring and evaluation should be reinforced in the organisations during projects management.The research findings will assist policy makers and stakeholders in the counties in enhancing successful completion of projects, taking in considerations of the critical factors that affect project success.

1. Introduction

The use and management of projects has risen to a new prominence, with projects seen as critical to economic in both the private and public sectors. The reason behind the expansion of project-based work typically arise due to the new challenging environment and opportunities brought about by technological developments, the shifting boundaries of knowledge, dynamic market conditions, changes in environmental regulations, the drive towards shorter product life cycles, increased customer involvement and the increased scope and complexity of inter-organizational relationships (Bredillet, 2005). The concept project management is often ascribed to the early works of Often it is attributed to the early spatial programs way back in 1960s, but its origin dates back much further. Vital entities of project management arose from past great works that were aligned with the major projects undertaken in the past years such as the Egyptian pyramids, construction of Great Wall of China as well as road construction in Rome. These vital concepts have been developed and upgraded over time thus increasing the likelihood of project performance. What is common to all projects through history is that they all require special organizations, workforces, facilities and resources for the single purpose of completing the job or the project; in this case, project management has evolved into a global generic profession.

Projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment aligned with pronounced risks and uncertainties. Consequently, it is paramount for the project manager and the team to be well conversant with relevant information about specific factors, critical to project success for the project objectives and goals to be realized optimally. The project managers essentially require the necessary tools to aid him or her focus attention on vital key areas and set different priorities across different project elements and the project life cycle. This articulates with Prabhakar (2008) who noted that lots of the projects are characterized by poor performance in relation with time, scope and the budget yet they are perceived as being successful as heard in the

media.Mobey & Parker (2002) quantified the fact that, to scale high the probability of project excellence, it is critical for the project team to familiarize themselves with the appropriate set of project fundamentals which govern project implementation throughout the cycle this denotes the critical success factors (CSFs). To increase the probability of project success, it is essential for the organization undertaking the project to substantially understand the mentioned set of factors or rather the critical success factors failure to which poor project performance will be forthcoming.

Project implementation is a complex process; the process normally requires an extensive and collective attention aligned with numerous project variables which entail human, budget and technical factors (Wai Kuen and Zailani, 2007). In addition, projects possess a specialized set of critical success factors which ought to be addressed to the project team to realize the proposed project's objectives at the same time ease in project implementation, failure to which, project failure is imminent. Startlingly, in project management literature, it is still somehow unclear what makes a successful project in terms of organizational context, in spite of the substantive efforts by numerous project practitioners, scholars and researchers since the 1960s; it has not led to the discovery of a definitive set of factors leading to project success (Hyvari, 2006)

Projects remain to be universal in all entities of life more so the policy makers with respect to both local and international development, but then ironically, the poor performance of projects and the disappointment of projects appear to be a commonest scenario. Most projects failed to be delivered within the expected time frame, quality and budget as noted by Ike, Diallo, & Thuillier (2012).This correlates with Hyvari (2006) set of findings which revealed that, substantive projects exceed the intended cost, running late or failing to meet the targeted goals and objectives. This has been observed consistently for the last 10 years among projects in Non-Governmental Organisations (NGOs) in Uasin Gishu County.Just as mirrored by Ika *et al* project failure has become a rule coupled with most projects operating under a high level of risks and uncertainties, external threats, unanticipated events, ever-growing requirements, varying constraints and inconsistent resource flows, all these have detrimental to project success in Uasin Gishu County.

Project teams among NGOs in Uasin Gishu County are confronted daily with difficult tasks related to project implementation. These challenges have been aligned with excessive workload, hectic activities, fragmentation, and superficiality.This has been affirmed by the World Bank's private arm and the International Finance Corporation (2013) who have foundout that only half of Africa's projects succeed. Therefore, coupled by the concerns of the pronounced and alarming rates of projects failures, this calls for a study to unearththe projects' critical success factors among these NGOs in Uasin Gishu County. Therefore, to achieve this, the study used the following research objectives:

- To determine the relationship between project leadershipand project success in non-governmental organizations in Uasin Gishu County.
- To examine the extent to which project planning influences project success in non-governmental organizations in Uasin Gishu County.
- To determine the association between monitoring and evaluation and project success in non-governmental organizations in Uasin Gishu County.

In relation to this study, the research hypotheses that guided this study were:

- $H_0$1: There is no significant relationship between project leadershipand project success in non-governmental organizations in Uasin Gishu County
- $H_0$2: Project leadership has no significant influence on project success in non-governmental organizations in Uasin Gishu County
- $H_0$3: There is no significant association between monitoring and evaluation and project success in non-governmental organizations in Uasin Gishu County.

The study used the following conceptual framework that shows the interactions of the key study variables. The independent variables were: project leadership, project planning, monitoring and evaluation while dependent variable was the project success. This relationship was moderated by the project life cycles. It was hypothesised that project leadership, project planning, monitoring and evaluation will not have a positive and significant influence on project success. The conceptual framework was adopted from the factors of the project implementation profile by Schultz & Slevin (1984) andPinto and Slevin (1988). Structural representation of this model is illustrated in Figure 1.

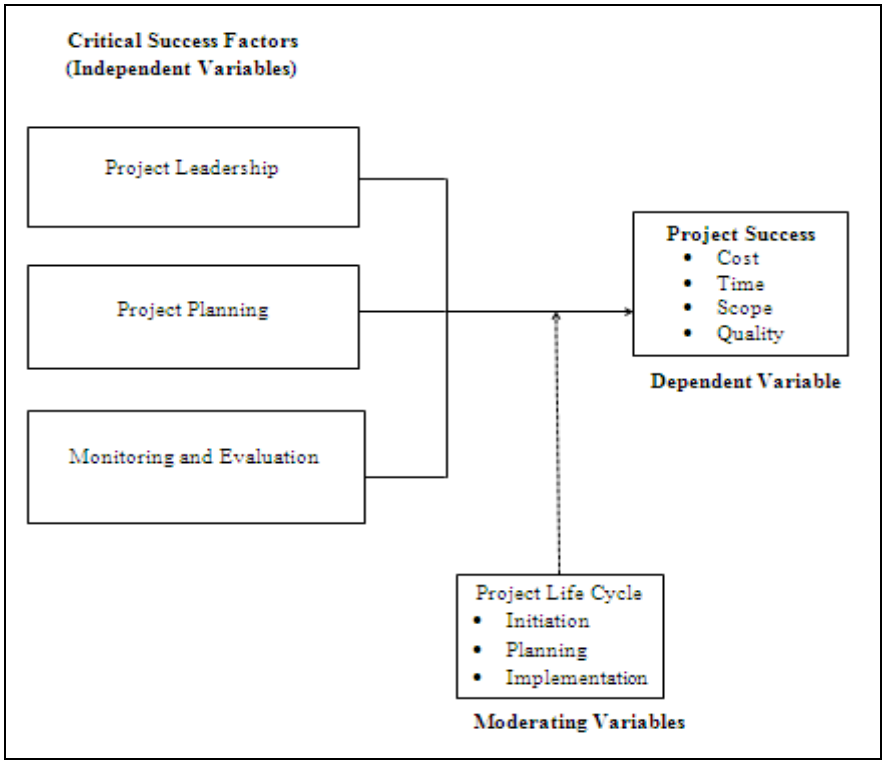


Figure 1: Conceptual Framework Showing Interactions of Study Variables
Source: Adopted and Modified fromSchultz & Slevin (1984) and Pinto & Slevin (1988)

2. Materials and Methods

A quantitative approach was utilized with special reference to descriptive survey design. The design was utilized in the study as it entails a surveys and fact-finding inquiries of different kinds. The study was conducted by utilizing the seven NGOs in Uasin Gishu County (see Appendix 1). These NGOs were USAID/Kaves, Heifer International, World Food Programme (WFP), Red Cross, Mercy Corps, Impact Research, Academic Model Providing Access to Healthcare (AMPATH) and Reformed Church of East Africa Organization. The target population consisted of the seven project managers and 29 Field Coordinators from the seven NGOs. All the 36 respondents were used in the study, hence forming a census study.A purposive sampling technique was used to select project managers. Data for this study was collected using a questionnaire and interview schedules that were distributed to the respondentsas shown in Table 1.

Institutions	Target Population	Sample
Project Managers	07	07
Field Coordinators	29	29
Total	36	36

Table 1: A Sample Frame
Source: NGOs Human Resource Management of Uasin Gishu County (2014)

The questionnaireswerestructured and detailed with varying five point Likert scale (strongly agree = 5, agree = 4, undecided = 3, disagree = 2 and strongly disagree = 1) this was aligned with critical success factors as adopted from Pinto's Project implementation Profile (Pinto, 1986).

Content validity was adoptedand the supervisors and the research experts in the School of Human Resource Development were used to evaluate the applicability and appropriateness of the research instrument. Validity was also checked during piloting through pretest and re-test method that was done before the actual research. The pre-test retest was carried out from the 10 employees from the Human Resource Department and three employees from the Finance Departmentof the seven NGOs. These respondents were notincluded in the actual research undertaking.

Internal consistency of questionnaire was established through test re-test method where research tools were administered twice to the 10 employees from the Human Resource Department and three employees from the Finance Department of the seven NGOs under identical conditions. Cronbach Alpha Reliability coefficient value was computed to determine how items correlate among themselves.

An alpha value of 0.797 was obtained. Therefore, on the basis of the results of piloting process, the instruments were modified to meet performance standards before being used for data collection.
Demographic characteristics of the study participants were analysed using descriptive statistics like frequencies, percentages and means and presented in cross tabulation and frequency tables. The Critical Success Factors were analyzed using Criticality Index and regression analysis. Regression analysiswas used to test null hypotheses at confidence interval level of 95% ($p<5\%$ or $p>5\%$).

3. Results and Discussion

3.1. Socio-Demographic Information
The study sought to find out the age brackets of the respondents. This was to enable in determining the age distribution for the respondents. The results in Table 4.1 show that, 50% of respondents were in the age bracket of 35-47 years, 27.8% of respondents were in the age bracket of 25-34 years, 16.7% in the age bracket of above 48 years while 5.5% in the age bracket of 18-24 years. Results indicated that there was a significant ($P<0.05$) difference in the variation among age groups since the expected uniform distribution across age groups of 25% in each age bracket was not achieved. This was an indication that the respondents had varied age distribution and therefore had different experiences as a far as projects' critical success factors were concerned.

Age bracket	Frequency	Percentage
18-24 years	2	5.5
25-34 years	10	27.8
35-47 years	18	50.0
Above 48 years	6	16.7
Total	36	100.0

Table 2: Age Bracket of Respondents

The results are recorded in Table 4.2. The results illustrated that there was a significant ($p<0.05$) variation in the gender distribution. There were more males 29(80.6%) than females 7(19.4%) who participated in the study. Therefore, gender equity among the respondents was not realised in this study.

Gender	Frequency	Percentage
Male	29	80.6
Female	7	19.4
Total	36	100.0

Table 3: Gender Distribution

Results on respondents' educational levels showed that there was a significant ($p<0.05$) difference in the levels of education of respondents, an indication of respondents' varied understanding of the projects' critical success factors in Uasin Gishu County. Results show that 61.1% of respondents had achieved that bachelor's education, 19.4% had master's education level, 16.7% had diploma education levels while 2.8% had attained PhD degrees. This shows that most of the respondents had acquired the necessary educational levels which enable them to understand the various factors affecting project success among the NGOs in Uasin Gishu County.

Level of Education	Frequency	Percentage
Masters	7	19.4
Bachelor's degree	22	61.1
Diploma	6	16.7
Others (PhD)	1	2.8
Total	36	100

Table 4: Respondents 'Level of Education

Results in Table 5 show that 61.1% of the respondents had worked for four and more years, 25% indicated that they have worked for 3 years, 11.1% for two years while 2.8% for one year. This signified the respondents' varied experiences in handling challenges in various projects in Uasin Gishu County.

Years	Frequency	Percentage
One year	1	2.8
Two years	4	11.1
Three years	9	25.0
Four or more years	22	61.1
Total	36	100.0

Table 5: Years of Experience

- **Objective 1: Relationship between Project Leadership and Project Success**
  This objective sought to establish the relationship between project leadership and project success.

Critical Success Factors	Total response*						
	1	2	3	4	5	Criticality index	Mean
	n, (%)	n, (%)	n, (%)	n, (%)	n, (%)		
Clarity of organisational goals & Objetives	0, 0	0, 0	6, 16.7	18, 50	12, 33.3	0.7917	4.2
Implementation of project activities as per organizational goals & objectives	3, 8.3	0, 0	3, 8.3	12, 33.3	18, 50	0.7916	4.2
Project personnel are conversant with organisation mision, vision & values	0, 0	3, 8.3	3, 8.3	18, 50	12, 33.3	0.7708	4.1

Table 6: Criticality Index for Project Leadership and Project Success

The highest critical success factor amongst the project leadership variables that influence the success of the projects among NGOs in Uasin Gishu wereclarity of organisational goals and objectiveswith the Criticality Index of 0.7917 (mean=4.2) while the variable on project personnel are conversant with organisation mision, vision & values had the Criticality Index of 0.7708 (mean=4.1) as shown in Table 6.

The results on the relationship between project leadership and project success are shown in Table 7. From the results, recruitment of project team had 0.778 with $p<0.05$. This implies that 77.8% of project success was attributed to the quality of personnel recruited having theright people at the right time to address the right issues and make the right decisions. All project personnel are conversant

with organizational mission, vision and values, had an r value of 0.693 with $p<0.05$. This implies that 69.3% of the project success was due to was attributed to employees being conversant withorganizational mission, vision and values. The project manager enforcing proper coordination of projects had ($r =0.592$, $b = 0.144$, $t =1.2389$, $p<0.05$).On overall, the results therefore, indicate that project leadership had a positive and significant effect on project success among NGOs in Uasin Gishu County ($r =0.640$, $b = 0.3776$, $t =2.277$, $p<0.05$).

Variables	Correlation coefficient (r)	Regression coefficient, b	Std. Error (Ɛ)	t-value	P-value at Sig. at 2-tailed
Project Leadership Recruitment of project team	0.778	0.392	0.227	2.010	p<0.05
Roles and Responsibilities	0.625	0.234	0.341	1.237	p<0.05
All project personnel are conversant with organizational mission, vision and values.	0.693	0.645	0.235	2.384	p<0.05
The organization goals and objectives are	0.592	0.419	0.218	2.947	p<0.05
There is right people at the right time to address the right issues and make the right decisions	0.676	0.406	0.221	3.677	p<0.05
The staffing management plan is aligned with project schedule	0.556	0.327	0.105	3.912	p<0.05
The Project team undergoes continual professional development	0.571	0.375	0.275	1.088	p<0.05
There are laid down methodologies of organizational motivation	0.679	0.4567	0.4917	2.001	p<0.05
There is proper coordination of projects	0.592	0.144	0.333	1.2389	p<0.05
Overall effect	0.640	0.3776	0.2719	2.277	p<0.05

Table 7: Relationship between Project Leadership and Project Success

Therefore, the hypothesis, $H_0 1$, which states that there is no significant relationship between project leadership and project success in non-governmental organizations in Uasin Gishu County was rejected since a positive and significant ($p<0.05$) relationship between project leadership and project success was established.

- **Objective 2: Influence of Project Planning on Project Success**
  The second objective of the research study was to find out to the extent to which project planning affects project success in Uasin Gishu County.The results are illustrated in Table 8.

Descriptive Statistics		
	Mean	**S. D**
Planning increases the organization's ability to adapt to future eventualities	4.8000	0.41404
Planning gives direction to the activities to be performed	4.4667	0.51640
planning supplies orderliness and avoids unnecessary pressures	4.7333	0.45774
Planning ensures adequacy of resource for use during projects	4.6000	0.50709
Planning reduces mistakes and oversight	4.3333	0.48795
Planning makes control easier	4.4667	0.51640
Planning ensures completion of projects on time	4.3467	0.43467
Planning sets up a clear working process	4.6667	0.61721
Estimating and planning ability is weakest point of project managers	1.9333	0.59362
Project managers lack knowledge and skills in planning, thus affecting project completion	4.0667	0.25820
Planning reduces cost of project variances compared with budgeted	4.1453	0.53794
Managers' experience level in planning of the projects is good	4.2431	0.43229
The managers' theoretical and methodological knowledge in projects is inadequate	1.8000	0.41404
The managers' practical experiences with implementation of projects is good	4.6132	0.50418
In the planning stage, delegates of the company functional departments (users, project sponsors, management and community) participate actively	4.7123	0.43474

Table 1: Influence of Project Planning on Project Success

The respondents responses were based on a five point Likert Scale and scored as: strongly agreed, SA (5), Agree, A (4), Undecided, U (3), Disagree, D (2), strongly disagree, SD (1).From the results, questions on the extent to which project planning affects completion of capital projects were scored as follows: planning increases the organization's ability to adapt to future eventualities had a mean of 4.8 and standard deviation of 0.41404; planning gives direction to the activities to be performed had a mean of 4.4667 and standard deviation of 0.50640; planning supplies orderliness and avoids unnecessary pressures had a mean of 4.7333 and standard deviation of 0.45774; planning ensures adequacy of resource for use during capital projects had a mean of 4.6 and standard deviation of 0.50709; planning reduces mistakes and oversight had a mean of 4.333 and standard deviation of 0.48795; planning makes control easier acquired a mean of 4.4667 and standard deviation of 0.51640; planning ensures completion of capital projects on time had a mean of 4.3467 and standard deviation of 0.43467; planning sets up a clear working process had a mean of 4.667 and standard deviation of 0.61721; estimating and planning ability is weakest point of project managers which was in the negative had a mean of 1. 933 and standard deviation of 0.59362; project managers lack knowledge and skills in planning, thus affecting project success had a mean of 4.0667 and standard deviation of 0.25820; planning reduces cost of project variances compared with budgeted had a mean of 4.1453 and standard deviation of 0.53794; managers' experience level in planning of the projects is good had a mean of 4.2431 and standard deviation of 0.43229; the managers' theoretical and methodological knowledge in capital projects is inadequate which was also in the negative, had a mean of 1.8 and standard deviation of 0.41404; the managers' practical experiences with implementation of projects is good had a mean of 4.6132 with standard deviation of 0.50418 while the last question on in the planning stage, delegates of the company functional departments (users, project sponsors, management and community) participate actively had a mean of 4.7123 and standard deviation of 0.43474.

In the test criteria based on the five point Likert Scale, 1= strongly disagree, 2= disagree, 3= not sure, 4= agree while 5= strongly agree. All the respondents agreed that project planning affects the implementation of projects except the two variables: estimating and planning ability is weakest point of project managers (1. 933 and standard deviation of 0.59362) and the managers' theoretical and

methodological knowledge in capital projects is inadequate (mean of 1.8 and standard deviation of 0.41404). From these analyses, it is observed that project planning affects the completion of projects to a greater extent. Given that the standard deviations were all less than 0.9, it further confirms that project planning is an integral part in completion of projects among NGOs in Uasin Gishu County.

Regression analysis conducted to establish the extent to which project planning affects successful completion of projects in among NGOs in Uasin Gishu County is illustrated in Table 4.9. The overall results between project planning and successful completion of projects, illustrate a strong positive and significant ($p<0.05$) association between these variables ($r = 0.672$, $b = 1.140$, $t = 2.010$, $p<0.05$). Results also indicate that 91.9% ($R^2 = 0.919$) of successful completedprojects was attributed to project planning. Indeed planning bridges the gap from where we are and where we want to be. It is an exercise in problem solving and decision making. Planning is determination of courses of action to achieve desired goals. Thus, planning is a systematic thinking about ways and means for accomplishment of pre-determined goals.

Variables	Correlation coefficient (r)	Regression coefficient, b	Std. Error (Ɛ)	t-value	P-value at Sig. at 2-tailed
Planning increases the organization's ability to adapt to future eventualities	0.301	0.16	0.014	1.143	<0.05
Planning gives direction to the activities to be performed	0.548	1.066	0.795	1.341	<0.05
planning supplies orderliness and avoids unnecessary pressures	0.856	1.393	0.548	2.543	<0.05
Planning ensures adequacy of resource for use during capital projects	0.676	1.546	0.030	1.086	<0.05
Planning reduces mistakes and oversight	0.772	1.570	0.476	3.296	<0.05
Planning reduces cost of project variances compared with budgeted	0.880	1.104	0.261	2.653	
Overall Association	0.672	1.140	0.354	2.010	p<0.05

Table 9: Influence of Project Planning on Project Success

Source: Field Data; n = 36; dependent variable : Successful Completion of Projects; Independent variable: Project Planning

- **Objective 3: Association between Monitoring-Evaluation and Project Success**

  The third objective was to estblish the relationship Monitoring-evaluation and project success among NGOs in Uasin Gishu County. To establish this relationship, simple correlation of the factors was done. All the questions were grouped into three categories namely C01-mean of questions on review of work plan, C02-mean of questions touching on identification of completed actions, C03-questions on monitoring the budget. The results are as indicated in the Table 10.

Correlations				
		C01	C02	C03
Monitoring & evaluating work plan(C01)	Pearson Correlation	1	0.743**	0.792**
	Sig. (2-tailed)		0.003	0.001
	N	36	36	36
Identifying & evaluating completed activities(CO2)	Pearson Correlation	0.743**	1	0.667*
	Sig. (2-tailed)	0.003		0.013
	N	36	36	36
Monitoring – evaluation of the budget(C03)	Pearson Correlation	0.792**	0.667*	1
	Sig. (2-tailed)	0.001	0.013	
	N	36	36	36

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

Table 10: Association between Monitoring-Evaluation and Project Success

From the results, monitoring and evaluating work plan had a statistically significant positive correlation with identification and evaluation of completed tasks ($r = 0.743$, $p<0.05$), while monitoring and evaluating work plans had another statistical significant positive correlation with monitoring and evaluating of budget ($r = 0.792$,$p<0.01$). Similarly, monitoring and evaluation of budget had also a statistically significant positive correlation with identifying and evaluating of completed activities ($r = 0.667$,$p<0.01$). Generally, the results indicate that there was a statistically positive correlation amongst the factors that built up monitoring and evaluation. This implies that when one of these has a positive effect on the successful completion of projects, the other factors have also a positive effect.

Moreover, the study had to establish the extent to which project monitoring and evaluation affectssuccessful completion of projects among NGOs in Uasin Gishu. Karl Pearson's moment coefficient correlation was used to ascertain if there exist any correlation. The mean of monitoring was correlated with the mean of successful completion of projects and the results are indicated in the Table 11.

Correlations			
		Monitoring	**Implementation of Capital Project**
Monitoring	Pearson Correlation	1	0.633**
	Sig. (2-tailed)		0.008
	N	36	36
successful completion of projects	Pearson Correlation	0.633**	1
	Sig. (2-tailed)	0.000	
	N	36	36
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 11: Association between Monitoring-Evaluation and Project Success

From the results in Table 11, monitoring and evaluation had a statistical significant ($p<0.05$) positive correlation on successful completion of projects ($r = 0.633$, $p<0.01$). These results imply that 63.3 % of the successful completion of projects can be attributed to project monitoringand evaluation. This also meant that 34.3% of the projects in Uasin Gishu County were not successful completed(stalled projects). This then follows that monitoring and evaluation was not effectively done to check and assess the implementation status of these projects during the implementation on a regular basis. This was because the system of watching/monitoring/evaluating the progress of a project implementation helps in the identification/analysis and removal of bottlenecks and expediting action where projects have stalled or fallen behind schedule. The hypothesis, $H_0$3, which states that there is no significant association between monitoring and evaluation and project success in non-governmental organizations in Uasin Gishu County was also rejected since a positive and significant ($p<0.05$) association between monitoring and evaluation and project success was established.

4. Discussion

The results indicate that project leadership had a positive and significant effect on project success among NGOs in Uasin Gishu County ($r =0.640$, $b = 0.3776$, $t = 2.277$, $p<0.05$).A competent project team entails project manager leading its members who are specifically selected, undergoes training and possess the right experience, knowledge and skills to handle the requirements or the demands of the project (Kuen, Zailani & Fernando, 2008). Pinto and Slevin (1988) indicated that, the availability of a team with relevant technical skills and the availability of the required technology are vital project's success. The role of different project management techniques to implement projects successfully has been widely established in areas such as the planning and control of time, cost and quality (Munns&Bjeirmi, 1996).

These study findings were in congruent with findings by Kuen *et al* (2008) who noted that project leadership is positively related to project success. Project is likely to be successful if visible support and obligation present from the top and executive management. Top management is normally in form of providing sufficient resources for the success of the project, sharing responsibilities with project team, communicating with the project team authorities and responsibilities and supporting the project team in times of crisis or at unexpected situations.

Hyvari (2006) established project leadership to be the most important entity in project success with a proportionate ranking of 5, this is further elaborated by Johnson, Boucher, Connors, & Robinson, (2001) who noted that, priority factor that leads to the project's success is the availability of the executive support. Lack of executive support can put at risk the projects. Promote the success of the project as

a customer and the highest authority of the organization. Through the transfer of official authority to the leader of the project and by influencing the project design team, the top management provides the organizational environment that allows successful completion of the project.

The overall results between project planning and successful completion of projects, illustrate a strong positive and significant ($p<0.05$) association between these variables ($r = 0.672$, $b = 1.140$, $t = 2.010$, $p<0.05$). Results also indicate that 91.9% ($R^2 = 0.919$) of successful completed projects was attributed to project planning. For example, Aladwani (2002) found the positive significant relationship between project planning and project success. Procaccino *et al.* (2006) also indicated the significant role of customer involvement and support from top management to the success of a project. The more customer involvement and top management support, the higher chance of project success.

There are two studies that examined planning in detail. First, the studies of Chatzoglou and Macaulay (1996 – 1998) considered the role of input factors such as people, management and technical methods in the requirements capturing and analysis (RCA) stage – an important task in planning. Their approach provides a comprehensive view of factors in planning that can affect the efforts during the RCA stage and throughout the whole development process. Second, the empirical study of Dvir, Raz, and Shenhar (2003) considered planning as composed of three major tasks: development of functional requirements; development of technical specifications and the implementation of project management. They examined the relationship between the performance of these tasks and the project results.

The results indicate that monitoring and evaluation had a statistical significant ($p<0.05$) and positive correlation on successful completion of projects ($r = 0.633$, $p<0.01$). These results imply that 63.3 % of the successful completion of projects can be attributed to project monitoring and evaluation. This also meant that 34.3% of the projects in Uasin Gishu County were not successful completed (stalled projects).McCoy, Ngari, & Krumpe (2005) and Hyvari (2006) they is a significant correlates founded on criticality index and relative rankings which proofed the fact, monitoring and evaluation is critical in realizing project success.Based on United Nations Development Program (2000) a well-functioning monitoring and evaluation system is a critical part of good project/program management and accountability. It has been concluded that, timely and reliable monitoring and evaluation provide information which integrate to project.

According to Shenhar, Tishler, Dvir, Lipovetsky & Lechler (2002) the triple constraint model as a criterion has been commonly used is since 1960s. It measures specifications (quality), cost and time as the standard success criteria. It is understood that if a particular project exceeds its completion date, expenses exceeding its budgets or outcome of the project do not satisfy the organizational pre-determined expectations, then the project is a failure. These are facts were replicated by Kuen *et al.* (2007) in their article where they noted that, thee very famous and well-known "Golden Triangle" or "Iron Triangle", have been traditionally used as criteria to measure project success. This "Golden Triangle" refers to the basic criteria of cost, time and quality. Project success will be accorded if it is completed within the budgeted cost, implemented on time and to quality parameters requested.

5. Conclusion

The following were the conclusions of the study derived from the study findings:

- Project leadership affects positively and significantly ($p<0.05$) project success among NGOs in Uasin Gishu County. This means that increasing the efficiency of leadership could directly lead to improved project success.Quality leadership is important not only for individual's career pursuits, but is also significant because it influences the whole project process.
- Project planning had a positively and significant effect on projects success. This signifies that effective planning ensures proper utilization of human and non-human resources, thus, also helping in avoiding confusion, uncertainties, risks and wastages.
- Monitoring and evaluation on project success had a statistical significant ($p<0.05$) positive correlation on successful completion of projects. This indicates that monitoring and evaluationhelps to predict deviations in projects before they actually occur, implying that efficient project monitoring and evaluation can result in successful completion of projects.

6. Recommendations

The following recommendations were made based on the findings and the conclusions of the study:

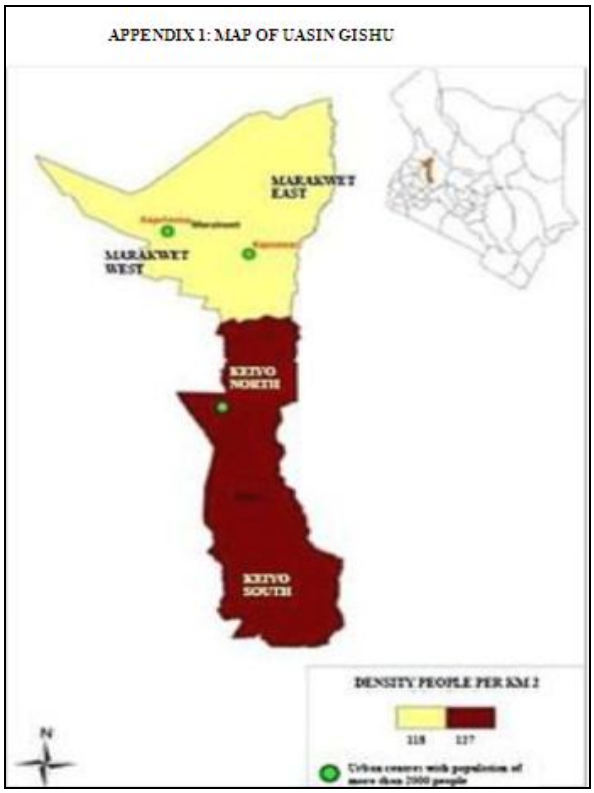
- There is need to develop quality leadership among project managers and employees. This is because;good leaders can make fair judgments toward themselves, and acknowledge both their strengths and weaknesses. They have goals and a vision, and effectively communicate their vision through words, mannerism, or actions.
- Since project planning is integral in organisations and pervades at all the levels of the organization, it should be accurately written and implemented to letter.
- Monitoring and evaluation have been noted to effectively and positively influence success of projects; therefore, it should be reinforced in the organisations during projects management.

7. Areas for Further Research

The following suggestions were made after research findings and discussions for they were not adequately underscored:

- A similar study should be conducted to establish the extent to which projects' success factors affect the successful completion of projects in other counties.

- A study should be carried out to determine the moderating effect of project life cycles on the relationship between projects' success factors and success of projects.



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