



**PROJECT MANAGEMENT COMPETENCIES AND IMPLEMENTATION OF  
HEALTH-BASED NON-GOVERNMENTAL ORGANIZATION PROJECTS IN  
NAIROBI CITY COUNTY KENYA**

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**ABSTRACT**

**Purpose:** Public health is key to a nation's well-being; the national government only contributes about 30% while donor funding contributes to about 17% of the total share of public health financing. The recognition and significance of NGOs have increased as they are viewed by many official agencies and members of the public as more efficient and cost-effective service providers than governments, giving better value for money, especially in reaching poor people. The study sought to examine how project management competencies influence the implementation of health Non-Governmental Organization projects in Nairobi City County Kenya. Specifically, the study sought to examine the influence of Project Leadership Competence and also examine the influence of Project Team Management on the implementation of Non-Governmental Organization Projects Health in Nairobi City County Kenya.

**Methodology** This study adopted a descriptive survey design. The study's target population included 133 NGOs health projects in Nairobi City County. A census was used to collect data from the 133 respondents involved in health-based NGOs projects.

**Findings:** The study found that Project leadership competence had a strong significant correlation with project implementation of health-based NGOs projects in Nairobi City County while Project team management competence had a weak correlation with project implementation of health-based NGOs projects in Nairobi City County. The study also found project leadership competence and Project team management competence had positive significant relationships with implementation of Non-Governmental Organization Projects Health in Nairobi City County Kenya.

**Recommendations:** The study recommends projects to ensure the project leadership has the needed competencies for successful project implementation. The project leadership should also possess good communication skills to ensure the project teams clearly understand the objectives, mission, and vision of the projects.

**Keywords:** project team management competence, project leadership competence, project management competencies, project implementation, Health NGOs, Nairobi County.

## **Background of the study**

Public health is key to a nation's well-being, the national government only contributes about 30%. While donor funding contributes to about 17% of the total share of public health financing. This donor funding is either given as a grant, donation, or in-kind. (Obare, Odwe , & Liambila, 2018). Most donor-funded projects are implemented by Non-governmental organizations (NGOs) which aim at particular social interests through critical focus and advocacy on social, political as well as economic goals which include health, education, environmental protection, and even human rights (Omollo, 2017). Since the end of the 20<sup>th</sup> century, the call for NGOs to demonstrate their effectiveness in how they implement their strategies to achieve their desired goals (Lecy, Schmitz, & Swedlund, 2011) . Various factors determine the success of a project and the variation is based on the objectives of the project. Success is an ongoing review of the efficiency and importance of a given project. Performance management can be used to assess the performance of a worker or teams in a given project hence, a project may be affected negatively due to unequal workloads, poor communication, or lack of cooperation among team members (Kassim & Mutiso, 2019).

Despite heavily investing in primary healthcare projects(Kanda, Muchelule, & Mamadi, 2016) cost overrun and schedule slippage have seen a low contraceptive prevalence rate in Nairobi City County at around 47% among her six neighboring counties with Nyamira County having the highest at 68% in the region (Obare, Odwe , & Liambila, 2018). There are several studies to establish factors affecting NGOs project implementation but there are no studies on the effects of managerial competencies on the implementation of Non-governmental Organization projects in Kenya.

Project management competence is a demonstrated ability to perform activities exceptionally within a project's dynamic environment that leads to the expected outcomes based on defined and accepted standards (Chen, et al., 2019). The complexity of project management competence has placed a greater emphasis on the improvement of project management performance as organizations attempt to be relevant and competitive in this increasingly complex and competitive business environment, where the project management skill set is rapidly changing. To be able to improve project managers' performance it is essential to understand the concept of project management competence. Project management has gained significance in various industries including healthcare, non-governmental organizations, and even the service industries. Thus, there is a growing need for project managers who are trained and experienced due to the many emerging roles of the project manager that have made an impact b the labor market and rapidly increasing job growth and talent gap where more individuals are needed to work in project management job roles (Project Management Institute, 2017).

For the success of the project, a skilled project manager is inevitable. An experienced project manager knows how to lead the creation of a project strategy that is effective, develop plans, manage the daily activities of the project, and solve emerging problems to ensure the project is successfully delivered. Nine key critical competencies include decision-making, communication, team management, strategy development, business acumen, critical thinking, technical competence, leadership, and execution competencies (Integrated Project Management, 2018).

## **Statement of the Problem**

Health-based NGOs support the GOK and county governments to improve access to quality health services by strengthening aspects of the Kenyan health system, including human resource management and training, financing, and the supply and management of critical commodities such as drugs and medical equipment. Between 10% and 15% of all aid to developing countries (over \$6 billion) is channeled by or through Non-Governmental Organizations (NGOs) as highlighted in a briefing paper by the Overseas Development Institute (2015). Health-based NGOs also support the Ministry of Health to strengthen its health information system and to

carry out surveys on the health status of Kenyans, such as the Demographic and Health Survey, to better direct programs and investments where they are most needed (Wafula, Khayoni, & Omolo, 2017). According to KNBS (2019), Kenya has an estimated population of 45 million, with a total of 75% of the population in rural areas. Nearly 46% of Kenya's population lives below the poverty line.

Despite NGOs bringing to the country over Ksh 100 billion and providing about 45% of health services Globally, many NGO projects have failed in performance and also in attaining expected objectives and benefits. About 35% of donor-funded projects fail in their early stages while 50% of the projects are non-performing. Health-based NGOs projects have been characterized by inconsistencies in performance, cost overruns, delays, unmanaged risks, and also unsatisfied project stakeholders (Mbithi, 2020). In Kenya, 30% of projects undertaken by NGOs fail to achieve their objectives due to project management practices failure, poor project leadership, poor team management, and commitment (Njeri & Were, 2019). Project management is a complex job that apart from the technical skills, there is a growing need for leadership, business management, and strategic management skills to ensure successful implementation and success of projects (Amollo & Omwenga, 2017).

### **Objective of the study**

The general objective of the study was to examine how project management competencies influence the implementation of health Non-Governmental Organization projects in Nairobi City County Kenya.

Specifically, the study sought;

- i. To evaluate the influence of Project Leadership on the implementation of health Non-Governmental Organization projects in Nairobi City County Kenya.
- ii. To examine the influence of Project Team Management on the implementation of Non-Governmental Organization Projects Health in Nairobi City County Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

The researcher anchored this study on two theories namely: The Theories of Leadership, and the Human Capital Theory.

#### **Theories of Leadership**

According to Amanchukwu and Ololube (2015), different views of leadership and characteristics help to differentiate leaders from non-leaders. According to Avolio and Weber (2009), Situation Leadership theory is determined by leadership skills and leader's characteristics which is a shift from the traditional trait theory that viewed leaders regarding their personalities. Modern leadership theories are viewed regarding relationships, traits or personality characteristics; and behaviors which are best known as leadership skills. Predominant leadership theories believe that leadership is a process that involves influencing people to attain desired goals (Wolinski, 2010). According to Gehring (2007), the science of leadership does not have universal constants that can be measured, dissected, and evaluated thus making many aspects of leadership theoretical, debatable, and difficult to implement.

#### **Human Capital Theory**

This theory was proposed by Theodore Schultz in 1961. The theory was then developed in (1964) by Gary Becker and Jacob Mincer. The theory holds that through training the performance of employees improves since the training process instills the relevant skills for job performance to the working staff. This enables the employees to have a better income in the future all over their lifetime (Marginson, 2019). Chan, Ko, and Yeung (2018) hold that this theory helps describe human resources' influence on businesses and how they benefit the shareholders. It is indicated

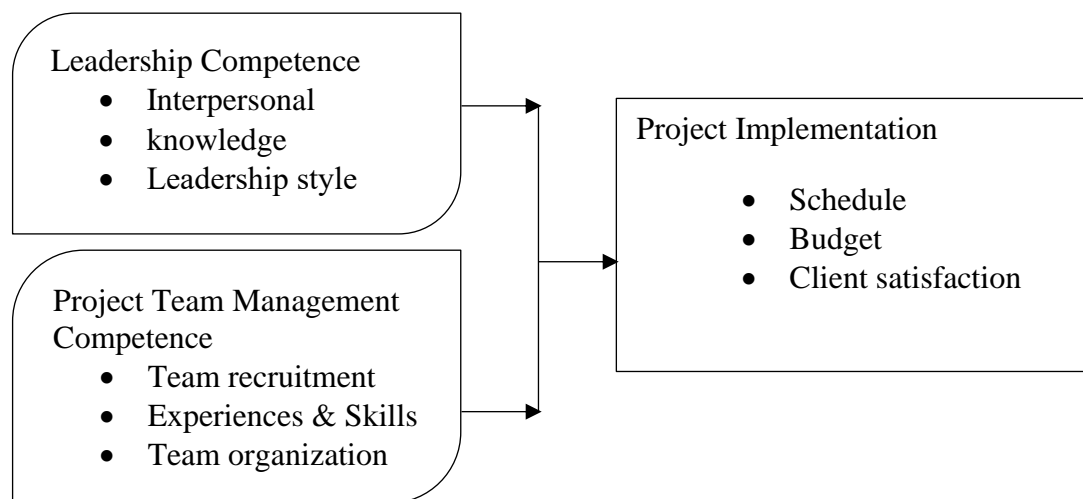
that through project team management there is production of the value for money which is created through return on investment. The theory also helps in guiding future project team management as well as business strategies and data for the formation of policies aimed at improving the productivity of human resources in organizations (Chan, Ko, & Yeung, 2018). The human capital theory was employed to examine the influence of project team management competence on project implementation. From an organization perspective provision of team training and education results in productivity, performance, and innovation which in turn leads to an improvement in project performance. The delivery of projects within budget and schedule depends on the project teams in terms of their skills, experience, capability knowledge, and level of education.

### Conceptual Framework

This study's conceptual framework sought to demonstrate the relationship between project management competencies and the performance of NGOs health projects in Kenya. Figure 1 below shows the conceptual framework.

#### Independent Variables

#### Dependent Variable



**Figure 1: Conceptual Framework**

### Leadership Competence

Leadership is the process where an individual influences a group to achieve a common goal. Leadership allows individuals in a social relationship to influence others toward organizational change (Ahmed & Anantatmula, 2017). Through leadership, discussions, and debates are encouraged to help guide individuals. Competence on the other hand is the ability, effectiveness, and sufficiency or even success. They are related to activities in a given occupation and are expressed as the minimum standards of competent performance (Elliot, Dweck, & Yeager, 2017). According to Ulbrich (2017), project leadership competencies positively and significantly affect the project's success as well as the success of the organization. The behavioral traits, leadership style, and competencies of the project manager are important determinants of the project's success. Lack of leadership competence has been identified as one of the main reasons for project failure (Ahmed & Anantatmula, 2017). There are 3 main leadership competencies which include: intellectual, managerial, and emotional competencies (Turner, 2016).

Leadership styles aim to transform and lead the project's success during implementation. The various leadership styles including transactional, transformational, autocratic, democratic, and laissez-faire, are considered to be viable methods for guidance that can be utilized during project implementation to attain varying degrees of project success. For example, the transformational leadership style utilizes emotional intelligence in motivating the project team

members in a given project, as well as creating a safe psychological environment to encourage better performance during project implementation. Thus, leadership is very important in providing inspiration, defining the project objectives, and guidance. Leaders have the crucial responsibility of engaging with the human resource aspect of projects more than the other resources in the project or organization. Exemplary leadership performance is vital in all the phases of project implementation. (Renzi, 2020).

### **Project Team Management Competence**

Project team management is the processes that are required to make effective use of the people involved in the project (PM4dev, 2019). The project team comprises the project staff that have been assigned responsibilities to work on a given project and a led by the project manager. There is a difference in managing a project team as compared to other types of staff. Team members bring aboard the project vast skills and experiences and most of the time it's their first time working together. The uncertainty in the project and ever-changing roles and responsibilities need the team members to be flexible enough to cope with the changes and due to time constraints it is stressful to work on a project due to the inherent nature of uncertainty and with new groups of stakeholders or in coming up with solutions that have never been explored before. The project team also has a start and end in terms of duties that they are assigned to the project.

During the initiation of the project, the team roles are not clear and thus the members need to adapt to the new environment, the organization's strategy, mission, vision, and values. The lack of availability of personnel that are key to the project leads to an increase in workload on the team members as they have to do more than originally planned. Team management isn't about hiring and reassigning staff after the project ends but it also involves proper planning to ensure the right people for the project are available at the right time and are also doing the right thing. The project team is still a major determinant of the success or failure of a project despite the revolution of IT (Ahmed, 2018). Successful project teams are highly dependent on the ability of the project manager or the team leader to effectively manage as well as influence people of mixed diversity. Team building is a must-learn for the project manager to integrate multidisciplinary and diverse project teams. The project manager must also build commitment to the project vision through communication, motivation, and participation in decision-making (PM4dev, 2019).

### **Project Implementation**

Project execution can be measured and evaluated against various performance indicators related to various dimensions such as time, cost, quality, customer satisfaction, customer change, business performance, health, and safety (Castro, Bouchaib, Andre, & Ronnie, 2021). However, time, cost, and quality are the three main aspects of performance evaluation (PMI, 2017). Another way to assess project performance is with metrics. Different project management metrics can be defined depending on the complexity and type of project. Planning and monitoring the success of most government-funded projects has been largely characterized by slow approaches (Kerzner, 2017). This has created a situation where planning, budgeting, reporting, and monitoring and evaluation functions are performed separately by different departments within the institution. As a result, plans are not always synchronized with project costs. Other challenges include lack of accountability, especially for monitoring and reporting performance information, unrealistic goal setting, and poor-quality performance information.

Project implementation is the phase of the project cycle during which the project management plan is put into action i.e. Work is done on the ground. The inputs of the project implementation process are a result of the project planning process and success or depend on the quality of the project management plan and the competence and efficiency of the project management team. The implementation phase converts the project plan into project activities. Project planning is an important part of project management. Effective planning allows project stakeholders to know who, when, and how the project will be done. During project implementation, good

planning helps minimize the use of project resources and limit the time required to resolve problems that may arise (Kerzner, 2017; PMI, 2017). A project manager plays a central role in overseeing the implementation of a project, leading a team of people with diverse skill sets and backgrounds who are responsible for overseeing specific aspects of the project.

## **Empirical Review**

### **Leadership Competence and Project Implementation**

A study by Ramadhani and Yusuf (2019) on project management practices in the implementation of National Government Constituency Development Funds (NG-CDF) projects in the Nyali constituency, focused on project leadership, project planning, project monitoring and project control and how they influenced the implementation of projects. The study established that project leadership had a direct but insignificant relation with the implementation of projects. This is because most of the NG-CDF projects are politically driven and thus the role of project leadership is limited. (Ramadhani & Yusuf, 2019).

According to Ahmed (2018), a study on how leadership competencies affect projects in the organization found that a greater level of leadership competencies is related to better project performance. Leadership is one key factor that affects the project's success. A project leader with requisite competencies in different organizational cultures has a high likelihood of delivering a project successful. The competencies include intellectual, managerial, and emotional competencies. However, the project environments determine the leadership competencies that need to be demonstrated by the project manager with the one that best suits the environment. Thus, a project manager as a project leader should be competent enough to manage people, manage projects, manage programs, and self-manage. (Ahmed, 2018).

### **Project Team Competence and Project Implementation**

Rogers (2019) did a literature review on project success and project team individuals. The study focused on the cause of success or failure in a project due to the project team. The lack of focus by the project team highly undermines the project manager's desire and need for a cohesive team to perform the work in the project. Rogers (2019) argued that the project manager aims to successfully achieve the project deliverables on time and within budget. However, the project manager needs the team to perform their projects since no individual has all the skills needed to complete the project, the project manager is dependent on the individuals in the project team to apply their skills for the success of the project (Rogers, 2019).

In another study by Bosibori and Otieno (2021) on the influence of project management practices on the implementation of environmental NGOs projects at the World Worldwide Fund for Nature in Kwale County Kenya, the study measured project design, stakeholder engagement, monitoring and evaluation, and project team competence. The study targeted 872 households and a sample of 90 respondents was drawn. The study established that project team competence significantly influences the successful implementation of environmental NGO projects by 72% (Bosibori & Otieno, 2021). Assaf, Hassanain, and Mughal (2018) researched project teams' effectiveness and how they influence project performance in Saudi Arabia. The study deployed two questionnaires for data collection. The study targeted 13 teams of large construction projects. Study findings revealed that there was a high correlation between project success and team effectiveness. It was further revealed that team leadership, role, and responsibility, as well as goal and responsibility, had a great influence on project success (Assaf, Hassanain, & Mughal, 2018).

## **RESEARCH METHODOLOGY**

This research employed descriptive survey design since the study to describe the state of affairs of NGOs health projects as it is at a particular time. The target population of the study included 133 NGOs health projects in Nairobi City County. The unit of observation comprised of project managers in the 133 health-based projects and a census was adopted. Primary data was collected

through semi-structured questionnaires in the form of a Likert scale. Simple random sampling was used to select the sample population.

## FINDINGS, ANALYSIS & DISCUSSION

### Response Rate

The study distributed 133 questionnaires to respondents for the health-based NGOs projects in Nairobi City County., where 115 were returned with a response rate of 86.5% which was excellent to make conclusions for the study.

### Pilot Results

A pilot study was conducted to test the reliability and validity of the research instruments and showed that leadership competence had the highest reliability of 0.821, followed by project implementation with a reliability of 0.756, and, finally, project team management competencies with a reliability of 0.736. From the findings, the Cronbach's alpha of all the variables was above the threshold of 0.7 thus implying that the instrument was reliable and valid. On validity KMO Sampling Adequacy test was used to test construct validity. From Table I below the construct validity has been achieved based on the values of KMO being greater than 0.5 and significance being less than 0.05.

*Table I: Reliability and Validity results*

Variable	Items No	Cronbach's Alpha	KMO	Bartlett's Test of sphericity
Leadership Competence	8	0.821	0.635	.000
Project Team Management Competence	8	0.736	0.677	0.012
Project Implementation	8	0.756	0.745	0.000

### Descriptive Statistics

The descriptive statistics aimed to provide summaries and patterns of the responses in the study based on the study objectives. The statistics captured the mean, percentages, and standard deviation based on the 5-point Likert scale. The findings are presented systematically based on the study variables.

#### Leadership competence

The first specific objective of the study was to evaluate the influence of project leadership competence on the implementation of health NGOs projects in Nairobi City County Kenya. The study sought to evaluate the influence of leadership knowledge, interpersonal skills, and leadership style. Respondents were requested to indicate their level of agreement with the statements relating to measuring leadership competence. The average technical mean (3.49) and standard deviation (.833) indicate that respondents agreed with the statements on leadership competence and had minimal variation in their responses due to the low standard deviation.

The study established that the project leader is competent enough to ensure successful implementation of the NGO's projects. About 40.9% of the respondents agreed while 20.9% were neutral with 38.3% disagreeing. However, the mean (3.14) and standard deviation (1.283) indicate that the statement doesn't positively influence the implementation of NGOs in Nairobi City County. The majority of the respondents (60.9%) agreed that the project leadership competence highly influences the project's success and the NGO's success. Contrary 28.7% disagreed while only 10.4% were neutral. The mean (3.54) and standard deviation (1.378) indicate that the statement slightly influences the implementation of health-based NGO projects positively. The study also established that the project leader can effectively communicate with the project team ensuring clear and consistent information on implementation of the NGO's project is received. This statement was agreed upon by the majority 46.1% of the respondents with 35.6% disagreeing and only 18.3% undecided. The mean of 3.17 doesn't support the

majority agreement since it doesn't positively influence the implementation of health-based NGO projects in Nairobi City County.

It was also agreed by the majority of the respondents (56.5%) that the project leader treats the project team with respect, and trust, and is good at solving problems and conflict management. A total of 20% disagreed while 26.1% were neutral. The mean (3.55) and standard deviation (1.110) indicate a positive influence on the implementation of health-based NGOs projects. The project manager has good knowledge of project management as agreed by 59.2% of the respondents with 1.7% being neutral and 39.1% disagreed. However, the mean (3.28) and standard deviation (1.684) indicate the statement doesn't positively influence the implementation of health-based NGOs. The study also established that the project leader has a good understanding of the project and its objectives. This was agreed by a majority of 74.8% and contrary to 13.1% of the respondents. The mean (3.99) and standard deviation (1.267) support that the statement positively influences the implementation of health-based NGO projects in Nairobi City County.

It was agreed by the majority of the respondents (68.7%) that the project leader is flexible in adopting a leadership style based on the situation of the project. However, 22.6% were neutral and 28.7% disagreed. The mean (3.87) and standard deviation (1.218) indicate the statement positively influences the implementation of NGOs in Nairobi City County. Finally, the study established that the project leader applies different leadership styles to the project team to encourage better performance during project implementation of the NGOs project. This was agreed by 48.7% and only disagreed by 28.7% while 22.6% were undecided. The mean (3.49) and standard deviation (.833) indicate the statement doesn't positively influence the implementation of health-based NGOs in Nairobi City County.

**Table II: Leadership Competence**

Leadership competence	SD %	D %	N %	A %	SA %	MN	STD
The project leader is competent enough to ensure the successful implementation of the NGO's projects.	8.7	29.6	20.9	20.9	20	3.14	1.283
The project leadership competence highly influences the project's success and the NGO's success.	10.4	18.3	10.4	28.7	32.2	3.54	1.378
The project leader can effectively communicate with the project team and thus, ensures he/she receives clear and consistent information on the implementation of the NGO's project.	10.4	25.2	18.3	29.6	16.5	3.17	1.270
The project leader treats the project team with respect, and trust, and is good at solving problems and conflict management.	2.6	17.4	26.1	30.4	23.5	3.55	1.110
The project manager has good knowledge of project management.	27.8	11.3	1.7	23.5	35.7	3.28	1.684
The project leader has a good understanding of the project and its objectives	9.6	3.5	12.2	27.8	47	3.99	1.267
The project leader is flexible to adopt a leadership style based on the situation of the project.	9.6	1.8	20	30.4	38.3	3.87	1.218
The project leader applies different leadership styles to the project team to encourage better performance during project implementation of NGOs project.	8.7	20	22.6	20.9	27.8	3.39	1.316
<b>Average Leadership competence</b>						<b>3.49</b>	<b>.833</b>



The contingency theory of leadership posits that projects require a different, contingent approach on each instance, simply because most variables have changed to some extent. Leadership in project management is crucial for successful implementation and improved performance. According to Ulbrich (2017), project leadership competencies positively and significantly affect the project's success as well as the success of the organization. Ahmed and Anantatmula (2017) observed that a lack of leadership competence has been identified as one of the main reasons for project failure. Project leaders should also possess the flexibility to respond to ambiguous situations with minimal stress and should be skilled enough to handle project teams and be very influential. Project management is a dynamic process, that entails, coordinating, leading, planning, and controlling a set of processes as well as people to ensure objectives are attained (Ramadhani & Yusuf, 2019).

Several studies have identified the significance of project leadership competence in the performance of projects. Ramadhani and Yusuf (2019) found project leadership to significantly influence the implementation of NG-CDF projects in the Nyali constituency. Mbulamaye (2022) found leadership competencies significantly influenced the performance of projects in Uganda. Gul et al (2022) also found leadership competencies of managerial, intellectual and emotional competencies helped improve project performance in Pakistan. Another study by Kimani and Mose (2022) also found leadership control, leadership skills, and leadership style are significant to the completion of road construction projects. Mwandoro and Yusuf (2024) also found leadership competence of team empowerment, team delegation, project communication, and decision-making significantly influence the performance of building construction projects in Mombasa County.

### **Project Team Management Competence**

The third objective of the study was to examine the influence of project team management competence on the implementation of health NGOs projects in Nairobi City County Kenya. The study sought to examine the influence of team recruitment, experience and skills, and team organization. Respondents were requested to indicate their level of agreement with the statements relating to measuring team management competence. The average team management mean (3.40) and standard deviation (.914) indicate that respondents agreed with the statements on technical competence.

The study established that the NGOs projects are managed by competent project teams that are committed to ensuring the success of the projects. The statement was agreed by a majority of 60.9%, 20% were neutral while 19.1% disagreed. The mean (3.63) and standard deviation (1.072) indicate the statement positively influences the implementation of health-based NGO projects in Nairobi City County. On whether the core teams comprised representatives from other departments and had an integral role in recruiting project team members, 44.4% agreed, 29.6% were neutral and only 26.1% disagreed. The mean (3.30) and standard deviation (1.230) indicate the statement doesn't positively influence the implementation of health-based NGOs in Nairobi City County. The findings also revealed that the project managers are responsible for assigning project team members their roles and responsibilities. The statement was agreed by a majority of 58.2% of the respondents against 30.4% who disagreed. The mean (3.54) and standard deviation (1.223) indicate the statement positively influences the implementation of health-based NGOs projects in Nairobi City County.

On project teams' recruitment, the findings revealed that the project teams are recruited based on the skills gaps after a careful staff planning process. This was agreed by 47.8% contrary to 31.3% of the respondents. However, the mean (3.25) and standard deviation (1.276) indicate the statement doesn't positively influence the implementation of health-based NGOs projects in Nairobi City County. The findings also established that the project team members have clear roles in ensuring the successful implementation of the NGO's project. This was agreed by 48.7% contrary to 22.6% of the respondents. The mean (3.59) standard deviation (1.235) supports that the statement positively influences the implementation of health-based NGOs

projects in Nairobi City County. The findings also revealed that the project leader for the health-based NGO projects has the vision and knowledge of the project team members to transform the ideas into reality through collaboration. The findings were agreed by 42.6% and disagreed by 36.5% with only 20.9% of the respondents are undecided. However, the mean (2.99) and standard deviation (1.472) indicate the statement doesn't positively influence the implementation of health-based NGOs in Nairobi City County.

On training and development, the findings revealed that there is training and development for the project team members to ensure the project team members have the needed skills and knowledge capacity for the project. This was agreed by 50.4% of the respondents and disagreed by 29.6%. The mean (3.23) and standard deviation (1.383) indicate the statement doesn't positively influence the implementation of health-based NGOs in Nairobi City County. Finally, it was agreed by 61.8% of the respondents that the project teams consist of multicultural members and cultural differences are considered during negotiations and conflicts. The mean (3.65) and standard deviation (1.132) indicate the statement positively influences the implementation of health-based NGOs projects in Nairobi City County.

**Table III: Project Team Management Competence**

Project team management competence	SD %	D %	N %	A %	SA %	MN	STD
The NGO's project is managed by a competent team that is committed to ensuring the project is a success.	1.7	17.4	20	38.3	22.6	3.63	1.072
There is a core team that is comprised of representatives from other departments who have an integral role in recruiting project team members.	8.7	17.4	29.6	23.5	20.9	3.30	1.230
The project manager is responsible for assigning project team members their roles and responsibilities	1.7	28.7	11.3	30.4	27.8	3.54	1.223
The project team is recruited based on the skills gaps after the careful staff planning process	10.4	20.9	20.9	28.7	19.1	3.25	1.276
The project team members have clear roles in ensuring the successful implementation of the NGO's project.	2.6	20	28.7	13	35.7	3.59	1.235
The project leader shares the vision and knowledge with the project team members to transform the ideas into reality through collaboration.	26.1	10.4	20.9	23.5	19.1	2.99	1.472
There is training and development for the project team members to ensure the project team members have the needed skills and knowledge capacity for the project.	18.3	11.3	20	30.4	20	3.23	1.383
The project team consists of multicultural members and cultural differences are considered during negotiations and conflicts.	3.5	15.7	19.1	35.7	26.1	3.65	1.132
<b>Average Project team management competence</b>						<b>3.40</b>	<b>.914</b>

Project team management is the process that is required to make effective use of the people involved in the project. There is a difference in managing a project team as compared to other types of staff. Team members bring aboard the project vast skills and experiences and most of the time it's their first time working together (PM4dev, 2019). Team management isn't about hiring and reassigning staff after the project ends but it also involves proper planning to ensure

the right people for the project are available at the right time and are also doing the right thing. The project team is still a major determinant of the success or failure of a project despite the revolution of IT (Ahmed, 2018). Successful project teams are highly dependent on the ability of the project manager or the team leader to effectively manage as well as influence people of mixed diversity. Team building is a must-learn for the project manager to integrate multidisciplinary and diverse project teams. The project manager must also build commitment to the project vision through communication, motivation, and participation in decision-making (PM4dev, 2019).

Several studies have established the relationship between project team management competence and project implementation or performance. Bosibori and Otieno (2021) found project team competence significantly influences the successful implementation of environmental NGOs projects. Assaf et al (2018) found project teams' effectiveness and how they influence project performance in Saudi Arabia. Team leadership, role, and responsibility, as well as goal and responsibility, had a great influence on project success. Rogers (2019) argued that the project manager needs the team to perform their projects since no individual has all the skills needed to complete the project, the project manager is dependent on the individuals in the project team to apply their skills for the success of the project. Scott-Young and Samson (2018) found that the effectiveness of projects was greatly influenced by team efficacy, selectiveness in team structure, and virtual office usage.

### **Implementation of NGO Projects**

The study sought to examine how project management competencies influence the implementation of health Non-Governmental Organization projects in Nairobi City County Kenya. Schedule implementation, budget, timeliness in implementation, and client satisfaction. Respondents were requested to indicate their level of agreement with the statements relating to measuring project implementation. The average project implementation mean (3.49) and standard deviation (.676) indicate that respondents slightly agreed with the statements on the status of implementation due to project management competencies.

Respondents agreed (49.5%) that the project implementation process was based on the objectives and scope of the project. However, 30.4% of the respondents were undecided while 20% disagreed. The mean (3.40) standard deviation (.925) indicates the statement doesn't positively influence the implementation of health-based NGOs projects in Nairobi City County. It was established that the projects were implemented within their timelines. This was agreed by a majority of 79.1%. The mean (4.19) and standard deviation (.760) indicate the statement positively influences project implementation. The findings also revealed that the health-based NGOs projects were implemented with their budgets as agreed by 60% of the respondents. The mean (3.41) and standard deviation (3.41) indicate the statement doesn't positively influence project implementation.

The findings also revealed that the overall project cost performance was met based on targets and expectations. The statement was agreed by 49.5% of the respondents while 30.4% were neutral with only 20% disagreeing. The mean (3.40) standard deviation (.925) indicates the statement doesn't positively influence the implementation of NGOs projects. It was also established that the overall project quality objectives were met based on expectations. This was opined by 70.5% of the respondents against 10.4% who disagreed. The mean (3.90) and standard deviation (.949) indicate the statement positively influences the implementation of projects. On whether the health-based NGOs projects meet the implementation standards, only 39.1% agreed 20.9% were undecided and 37% disagreed. The mean (3.09) indicates the statement doesn't positively influence project implementation.

On clients' satisfaction, the findings revealed that due to project management competence, the clients were satisfied with the implementation of the health-based NGOs projects. This was agreed by 60% majority of the respondents. The mean (3.50) and standard deviation (1.353) indicate that the stamen slightly positively influences the implementation of health-based NGOs

projects. Lastly, on whether stakeholders have positive feedback on the implementation of the project based on their expectations. A total of 40% agreed while 40% disagreed and 20% undecided. The mean (3.00) and standard deviation (1.177) indicate the statement doesn't positively influence implementation project implementation.

**Table IV: Implementation of NGO Projects**

Implementation of NGO projects	SD %	D %	N %	A %	SA %	MN	STD
Project implementation is based on the objectives and scope of the project.	0	20	30.4	39.1	10.4	3.40	.925
The project was implemented within their timelines	0	0	20.9	39.1	40	4.19	.760
The project implementation was within the budget	20	9.6	10.4	29.6	30.4	3.41	1.504
The overall project cost performance was met based on targets and expectations	0	20	30.4	39.1	10.4	3.40	.925
The overall project quality objectives were met based on expectations	0	10.4	19.1	40.9	29.6	3.90	.949
The project implementation meets the set implementation standards	9.6	30.4	20.9	20	19.1	3.09	1.288
Project management competence has ensured that the clients are satisfied with the implementation of the project	9.6	20	10.4	30.4	29.6	3.50	1.353
Stakeholders have positive feedback on the implementation of the project based on their expectations	9.6	30.4	20	30.4	9.6	3.00	1.177
<b>Average Implementation of NGO projects</b>						<b>3.49</b>	<b>.676</b>

### Correlation Analysis

Pearson Correlation analysis was used to determine the relationship between project management competencies and implementation of NGOs projects. Technical competence had a correlation coefficient of .448 which implies that the variable has a moderately strong correlation with project implementation of health-based NGO projects in Nairobi City County ( $r = .448$ ). The level of significance  $.000 < .05$  implies a significant correlation between Technical Competence and project implementation. Thus, it is worth noting that technical competence as a project management competence has a moderately strong correlation with the implementation of health-based NGOs in Nairobi City County. The findings coincide with Mwandoro and Yusuf (2024) who found a strong positive correlation ( $r = .901$ ,  $p$ -value = .000) between technical competencies as project management competencies and the performance of building construction projects in Mombasa County. Similarly, Wambua and Kiarie (2021) also found a strong positive correlation ( $r = .934$ ,  $p$ -value = .009) between project management skills and the performance of the NG-CDF project in Malindi constituency in Kenya.

Leadership competence had a correlation coefficient of .719 which implies that the variable has a strong correlation with project implementation of health-based NGOs projects in Nairobi City County ( $r = .719$ ). The level of significance  $.000 < .05$  implies a significant correlation between Leadership competence and project implementation. Thus, it is worth noting that leadership competence as a project management competence has a strong correlation with the implementation of health-based NGOs in Nairobi City County. The findings are in line with Ramadhan and Yusuf (2019) who found project leadership a significant correlation with the implementation of the NG-CDF project in Nyalı Constituency in Mombasa County, Kenya. In another study, Mwandoro and Yusuf (2024) found a strong positive correlation ( $r = .865$ ,  $p$ -value = .000) between leadership competencies as project management competencies and the performance of building construction projects in Mombasa County. Wang et al.'s (2021)

findings, also show a strong correlation between leadership competency and construction project success.

**Table V: Correlation Coefficients**

		Leadership Competence (X <sub>1</sub> )	Project Team Management Competence (X <sub>2</sub> )
Implementation of Health-Based NGOs Projects	Pearson Correlation	.719**	.409**
	Sig. (2-tailed)	.000	.000
	N	115	115

**Regression Analysis**

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. Table VI presents findings on regression coefficients which formed the model equation, and implementation of Health-based NGO projects in Nairobi City County, Kenya returning a constant value of 3.65 if the joint independent variables of Leadership competence and project team management competence were to be held to a constant of zero. From the findings, the beta coefficients (β) of the independent variables were Leadership competence (X<sub>2</sub>) = .590 and Project team management competence (X<sub>3</sub>) =.360; and Strategic & Business management competence (X<sub>4</sub>) = .485. All the β values were positive indicating a direct relationship between the variables representing project management competencies and project implementation of health-based NGOs in Nairobi City County. Consequently, it could be deduced that for every one-unit improvement in the independent variables, the dependent variable would improve by 0.590 and 0.360units respectively. Thus, the model was fitted as follows;

The regression model was as follows:

$$Y = 0.365 + 0.590X_1 + 0.360X_2 \dots\dots\dots(i)$$

**Table VI: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.365	.184		1.985	.050
Leadership Competence X <sub>1</sub>	.590	.045	.727	13.045	.000
Project Team Management Competence X <sub>2</sub>	.360	.085	.486	4.250	.000

Leadership competence had a positive significant relationship (p-value = .000< .05). It was also supported by the t-calculated (13.045) > t-critical (± 1.9). Leadership competence also significantly (p-value = .000< .05) influences project implementation of health-based NGOs in Nairobi City County by .727 indicating that holding other factors constant the variable is highly influential to project implementation of health-based NGOs by 72.7%. It was the second most highly influential variable in project implementation of health-based NGOs in Nairobi City County in this study. The findings are also in line with Mulewa et al (2019) whose study on project management practices for the implementation of youth projects in Mombasa County established project leadership to have a significant influence on the implementation of youth projects. The study found the leadership to be inspiring and motivating, communicated effectively, and also handled the challenges effectively during the implementation of the youth projects. Contrary to the findings, Ramadhan and Yusuf (2019) found project leadership to have a direct insignificant relationship with the implementation of NG-CDF projects in the Nyali

constituency owing to the political nature of the projects and thus limiting the role of project leadership.

Project team management competence had a positive significant relationship ( $p$ -value =  $.000 < .05$ ). It was also supported by the  $t$ -calculated ( $4.250 > t$ -critical ( $\pm 1.9$ )). Technical competence also significantly ( $p$ -value =  $.000 < .05$ ) influences project implementation of health-based NGOs in Nairobi City County by  $.486$  indicating that holding other factors constant the variable is highly influential to project implementation of health-based NGOs by  $48.6\%$ . It was to mostly highly influential variable in to project implementation of health-based NGOs in Nairobi City County. The findings correspond to Njoroge and Yusuf (2024) who established that team management skills as team management practices significantly ( $\beta = .222$ ,  $p$ -value =  $.039$ ) influenced the performance of water projects in Kiambu County Kenya. Team management skills that included technical skills, management of resources, and project prioritization and selection ensured a positive influence on the performance of water projects in Kiambu County. Similarly, Njue (2019) also found a strong correlation ( $.653$ ) between team management practices of team formation, team motivation, team communication, and dispute resolution with the performance of community-based value-addition projects in Embu County.

### CONCLUSION OF THE STUDY

The first specific objective of the study was to evaluate the influence of project leadership competence on the implementation of health NGOs projects in Nairobi City County Kenya. The study established that leadership competence as a project management competence has a strong correlation with the implementation of health-based NGOs in Nairobi City County. Leadership competence also significantly influenced project implementation of health-based NGOs in Nairobi City County. The study concludes that leadership competence as project management competence significantly influences the implementation of health-based NGOs in Nairobi City County Kenya. The second specific objective of the study was to examine the influence of project team management on the implementation of NGOs Projects Health in Nairobi City County Kenya. The study found that the project team management competence as a project management competence has a weak correlation with the implementation of health-based NGOs in Nairobi City County. Project team management competence also significantly influenced project implementation of health-based NGOs in Nairobi City County. The study concludes that project team management competence as project management competence significantly influences the implementation of health-based NGOs in Nairobi City County Kenya

### RECOMMENDATIONS

The study recommends projects should be managed by competent individuals who possess the all-round skills needed for effective and successful implementation of projects. The project leadership should also possess good communication skills to ensure the project teams clearly understand the objectives, mission, and vision of the projects. The study also recommends recruitment of project teams be well-planned and should also be based on skills gaps. The project leadership should ensure there is training and development of project team members to enhance their skills and knowledge capacities for the projects. Involvement of multi-departments in the recruitment of the project teams should also be encouraged to ensure there is diversification of skills and opinions.

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