International Journal of Management and Commerce Innovations ISSN 2348-7585 (Online)
Vol. 8, Issue 2, pp: (102-113), Month: October 2020 - March 2021, Available at: www.researchpublish.com

FACTORS INFLUENCING PERFORMANCE OF STRATEGIC PARTNERSHIP PROJECTS: A CASE OF WORLD VISION KENYA

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Abstract: **Partnership collaboration is the joint activity by two or more parties working together with an aim of improving organizational performance, and also increases public value. In the private sector and non-profit sector, the need for inter-organization collaboration has increased significantly as a result of the growing complexity of social and economic problems. Growing significance of inter organizational collaboration in operations of enterprises and institutions mostly results from uncertainty of the environment, quest for competitive or cooperative advantage, and from the fact that today they are unlikely to act on their own. This study sought to examine the factors influencing the performance of strategic partnerships projects at World Vision in Kenya. Specifically, the study looked at project monitoring and evaluation, stakeholders' management, organization characteristics, and project funding and how they influence performance of Strategic partnership projects at World Vision Kenya. The target population comprised of 80 employees at World Vision Kenya and five (5) representing project partners, where census method was adapted. The study employed a descriptive research design. Data for this study was collected from the head offices of the organization by use of a questionnaire and interview for the partnership representative. The data was analyzed using a multiple regression model in order to test the effect of the independent variables factors affecting performance and the dependent variable performance of projects. To aid in analysis the researcher employed the use of SPSS version 22. The study found that project monitoring and evaluation, stakeholders' management, organization characteristics, and project funding significantly influence performance of Strategic partnership projects at World Vision Kenya. Both descriptive and inferential statistics were in agreement. The study also found significant positive correlation between project monitoring and evaluation, stakeholders' management, organization characteristics, and project funding and performance of Strategic partnership projects at World Vision Kenya. Finally, project monitoring and evaluation, stakeholders' management, organization characteristics, and project funding explained 66.7% influence performance of Strategic partnership projects at World Vision Kenya. The study further recommends a similar study to be done to affirm or critique the findings from this study.**

Keywords: **Strategic Partnerships Projects, Performance of Projects, Project funding, stakeholders' management.**

I. INTRODUCTION

Partnership collaboration is the joint activity by two or more parties working together with an aim of improving organizational performance, and also increases public value. Organizations engage in collaborations especially in activities or projects that affect a large number of the beneficiaries, to pool resources strategically, reduce cost of operations, and also to benefit from opportunities that lie in their different areas of specialization [1]. In essence, it is open-ended in its character, results from evolution of inter-organizational relations, and becomes widely applicable in the private, public as well as non-governmental sectors. Growing significance of inter organizational collaboration in operations of enterprises and institutions mostly results from uncertainty of the environment, quest for competitive or cooperative advantage, and from the fact that today they are unlikely to act on their own. In the private sector and non-profit sector, the need for inter-organization collaboration has increased significantly as a result of the growing complexity of social and economic problems. Quite a number of studies have been done in this field and their results suggest that for non-profit organizations, private institutions, public institutions and the government to meet their objectives, strategic collaborations and partnerships are very necessary. Complexities that face most profit-making organizations revolve around legal requirements, collaboration agreements, social problems such as lack of cooperation and support by beneficiaries. These factors form part of the main issues that make it difficult for most organizations to form effective collaborations hence affecting performance of projects [2]. In Kenya today the rate at which economic and social problems is growing is alarming. Nonprofit organizations have always been credit for the role they play in alleviating these problems. Despite this role the environment in which they operate in pose a lot of challenges that affect the delivery of services to different parts of Kenya. In spite of efforts in recent years by the central government, county government, non-g, community-based organizations and Non-Governmental organizations in alleviating this problems, specific incidences of acute proportions continue to rise. For example, poverty leads to neediness, withdrawal, estrangement, insecurity and disconsolateness. Poverty manifests itself in the form of malnutrition, high mortality rate, and illiteracy, lack of access to basic education, drinking water, main health facilities and shelter. This situation demands strategic partnership in finding a lasting solution [1].

A. Partnership Collaboration in Organizations

Studies have showed that collaboration is a management tool that has proven effective in yielding positive benefits and results irrespective of its scope, forms and intensity, and whether it is relevant to informal relations among organizations or tightly-knit correlations within a partnership collaboration, though these determinants do affect the character and scale of the benefits and their importance in meeting goals of collaborating organizations. Partnership collaboration can be looked at as the process of bringing together relevant stakeholders with an aim of sharing knowledge, ideas and mutual understanding for the successful completion of projects [3]. Other studies view partnership collaborations as a process that is an advantageous complex category, whose fundamental concept includes achievement of project objectives or organizational goals, which would otherwise not have been achieved without. Collaborative partnership and the process required to form formidable partnerships, is an element of modern management in the areas of public service both by public institutions and non-profit organizations. Successful collaboration in organizations can be recognized from different perspectives of project outcomes and perceived performance. One of the measures of partnership collaboration is substantive outcomes such as use of public funds, improving in public service provision and raised citizen awareness. Second measure is highly productive processes.

B. World Vision International

World Vision International is an Evangelical Christian humanitarian aid, development, and advocacy organization. It prefers to present itself as interdenominational and also employs staff from non-evangelical Christian denominations. It was founded in 1950 by Robert Pierce as a service organization to meet the emergency needs of missionaries. In 1975 development work was added to World Vision's objectives. It is active in nearly 100 countries with total revenue including grants, product and foreign donations of more than $2 billion. The organization has identified various specific areas that have received a lot of concern in regards to social wellbeing and economic wellbeing of people around the world. These areas include emergency relief, education, health care, economic development and promotion of justice. The organization supports community projects by enabling them to carry out their own development projects using resources within their reach and easily accessible such as agriculture production, water projects, education, micro-enterprise development, advocacy and other community programs. The organization has a policy in place known as the covenant of partnership deed that all collaborating partners must sign. It stipulates and states clearly that any collaborating partner must adhere to policies and decisions established by international board and must not engage in programs outside their own national boarders without the consent of world vision. Currently the organization (World Vision) affirms the legitimate and essential role of churches in promoting the wellbeing of the society and has them as one of its partners. World vision recognizes that working with the government at all levels is essential in all contexts where there is a legitimate, functioning state. Programming should align with and leverage government policy, planning and capacity. It must not take over or undermine the role of the government.

C. Statement of the Problem

[3] opined that, partnership can be looked at as the process of bringing together relevant stakeholders with an aim of sharing knowledge, ideas and mutual understanding for the successful completion of projects. Recent statistics indicate a 450 % increase in NGOs between 1990 and 2018. NGOs and for- profit corporations are also developing more collaborative relationships of potential mutual benefit as well as to provide corporations with access to different resources, competencies and capabilities that are otherwise available internally, or which they might acquire from alliances with other for-profit organizations [2]. "Partnerships collaborations have tremendous potential and as such are mandated by donors and funders, expected by local communities and assumed by policy makers to be the best way of working on social problems. NGOs play a vital role in human development ranging from poverty eradication to community empowerment, and resource mobilization which is vital in facilitating development hence the need for an approach that ensures identification of the available resources [4]. In spite of efforts in recent years by non-government, community-based organizations and Non-Governmental organizations in alleviating social and economic problems, incidences of acute poverty, illiteracy, injustice, crime, unemployment and hunger continues to rise. All these socio-economic problems lead to neediness, withdrawal, estrangement, insecurity and disconsolateness. These situations demand strategic partnership and collaboration in finding a lasting solution [1].

Despite their popularity, these partnerships prove to be complicated and problematic. In Kenya, the partnerships which subsist between the Government and NGOs have been deteriorating over the years. The poor relationship has been evidence by the withdrawal of some donors from Kenya. While others like USAID, Amnesty, CARE, World Vision, etc. reduce their scope in Kenya citing lack of transparency, corruption, poor governance, insecurity and political aspects as reported by the US embassy to Kenya March 2017. A study carried out by the BBC international (2013) indicated that most NGOs in Mombasa region have not only felt the heat of donor withdrawal but have also taken measures that will see them survive after the exit of the donor". The disappointment of beneficiaries of the project and other stakeholders has been a major issue which has resulted to poor performance of projects [5]. Most of donor funds have been directed towards donor dependent projects and consequently they have become non-operational and unsustainable once the donor supports ends. Most of NGOs have been under intense criticism for not realizing the impact on the targeted beneficiaries. Further, the projects have been found not to meet the satisfaction of the beneficiaries needs as most of the NGOs do not focus on the needs of the beneficiaries when undertaking those projects [5].

D. Objectives of the Study

The main objective was to determine the factors influencing performance of strategic partnership projects at World Vision organization in Kenya. Specifically, the study looked at the following objectives.

i). To determine the influence of Project Funding on the performance of strategic partnership projects at World Vision organization in Kenya.

ii). To determine the influence of stakeholders' management on the performance of strategic partnership projects at World Vision organization in Kenya.

II. LITERATURE REVIEW

A. Theoretical Review

The Agency Theory started amid the 1970s where financial experts investigated chance sharing among people or gatherings [6]. This literature depicts the risk-sharing issue as one that surface when alliances have distinctive dispositions towards risk. According to [7], Agency hypothesis broadened this risk-sharing evidence to include the supposed office issue that occurs when participating groups have individual goals and division of work. Specifically, organization hypothesis is incorporated at the universal agency relationship, in which one group; the principals delegate duty to agents, who performs the assigned duties. Office hypothesis endeavors to depict this relationship utilizing the illustration of an agreement. The important and the specialist may lean toward various activities because of the distinctive hazard inclinations. The organization structure is material in an assortment of settings, extending from large-scale level issues, for example, administrative approach to smaller scale level dyad phenomena, for example, accuse, impression administration, lying, and different articulations of self-intrigue. Most every now and again, office hypothesis has been connected to hierarchical wonders entomb alia remuneration, [8], procurement and expansion methodologies, board connections and possession and financing structures. In general, the domain of agency hypothesis, [6] is connections that reflect the essential agency structure of a principal and an agent, who is occupied with cooperative conduct; however, have contrasting objectives and varying interests toward risk. The two streams have a common goal, which is to contrast between the principal and agent. Furthermore, they share regular presumptions regarding people, organizations, and information. However, they contrast in their empirical thoroughness, subordinate variable, and style.

The Resource-Based Theory was named by Birger Wernerfelt in 1984. The asset-based view recommends that profitable firm assets are generally rare, incompletely imitable, and without in direct substitutes [9] [10]. Along these lines, the exchanging and collection of assets turns into a key need. At the point when a proficient market trade of assets is conceivable, "firms are more likely to continue alone" [8] and depend on the available market. In any case, in spite of the fact that market exchanges are the default mode, effective trades are regularly unrealistic on the spot showcase. Traditional strategy research suggests that firms need to seek a strategic fit between their internal characteristics (strengths and weaknesses) and their external environment (opportunities and threats). Considerable emphasis has usually been given, however, to a firm's competitive environment and its competitive position. In contradistinction to that external emphasis, the resource-based view embodies a different approach, which stresses the internal aspects of a firm. [9], for example, points out that strategy models based mainly on environmental and industrial scrutiny make the unrealistic assumption of firm homogeneity. Rather than being defined by the competitive environment, the parameters of a firm's competitive strategy are critically influenced by its accumulated resources. In other words, what a firm possesses would determine what it accomplishes. Accordingly, a firm should pay more attention to its resources than to its competitive environment. The contribution of the resource-based view is that it develops the idea that "a firm's competitive position is defined by a bundle of unique resources and relationships" [11].

[12] Stakeholders' theory identifies major stakeholder groups as customers, main shareholders, the general public and employees. [12] further define stakeholders as group of individuals whom without their support, the organization ceases its existence. Stakeholders' are those individuals that affect or affected by the performance or achievement of the organization as it gears towards its purpose. The stakeholders' theory is articulated on the purpose of the firm which entails at shared valued that works at bringing stakeholders' together; the responsibility of management towards stakeholders. Using the theory an in an attempt to deal with the various stakeholders', [13] (1999) identified stakeholders' approaches as normative, descriptive, and instrumental. [13] further explained the descriptive approach as the one that emphasizes the various stakeholders' and the organization on how they relate. Normative approach views the consideration the organization takes towards it's the stakeholders' as a moral responsibility. The stakeholders' approach has been described as a powerful means of understanding the firm in its environment [14]. This approach broadens the management's vision of its roles and responsibilities beyond the profit maximization function [15] and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. [16] elaborated that the stakeholder model proposes that all persons or groups with legitimate interests engaging in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another. Associated corporations, prospective employees, prospective customers, and the public at large, needs to be taken into consideration.

III. CONCEPTUAL FRAMEWORK

The study was guided by the following conceptual framework as shown in figure 1.

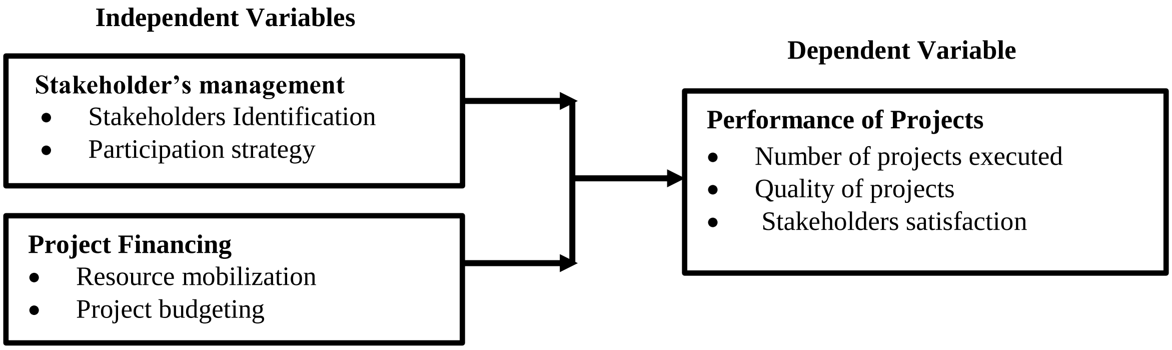

Figure 1

A. Review of Variables

i). Stakeholders' Management.

[17] argued that the organization should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. Stakeholder management is thought to be fulfilled by the managers of a firm. Lack of appropriate level of beneficiary involvement during the project lifecycle may lead to mismatch between the project output and needs of beneficiaries. Therefore, involving beneficiaries in the project helps to assure that the Non-Governmental Organizations (NGOs) provide the right solution to needs of beneficiaries as well as sustaining project results. Although beneficiary involvement is useful, the challenge is to determine how and when to involve beneficiaries in the stakeholders' involvement, such as cultural context and donors' influence and requirements. Appropriate level of stakeholders' involvement should be chosen depending on the project context. Regardless of these factors, research findings show that beneficiary involvement creates a sense of ownership, enhances project outcome and is useful in sustaining a project's results in the long term. Therefore, NGOs should endeavor to involve beneficiaries as much as possible to ensure that the projects being implemented are addressing community needs [18]. Although project stakeholders' may have little influence on the project, their involvement in project activities is important to ensure that the project is successful. To achieve positive transformation, the current development approach should enable those affected most to express their needs and priorities and empower them to hold accountable all involved actors. In[18] argued that inadequate stakeholder involvement especially beneficiaries may result in the identification and implementation of interventions that do not respond to the local needs. She argues that for NGOs to succeed, they should seek to implement projects which are addressing community needs as well as linked to their strategic goals. Many weak projects are characterized by superficial or non-existent pre-project appraisal, failure to undertake an analysis of community needs, and pressures to spend money quickly. Though monitoring and evaluation are now more common for projects run by larger NGOs, these tend to focus more on monitoring than on evaluation. Evaluation often still takes place only because donors require it, or when particular problems arise.

ii). Project Financing

Sustainability of a project has been considered as a great challenge in most of the developing countries in the world including Kenya. Projects that are found to use more resources, both financial and non-financial in implementation have been found to be experiencing great challenges when it comes to sustainability. Notwithstanding enormous sum of money and other non-monetary resources spent on execution of projects, the returns expected form these projects are deprived due to poor sustainability of these projects. International donors among them, the World Bank, United States Agency for International Development (USAID) and other donors have been expressing concerns with the sustainability of donor funded projects. Although there is significant improvement shown by the trend with project implementation, the sustainability after implementation is somehow disappointing due to very few projects being sustained. Several factors have been identified to be liable for poor sustainability of the projects. Some of them are simple while others are a bit involving since some have been classified to be under the project management control team, while others come as foreign menace [19]. [20] pointed out that, for sustainability of a project to be achieved, there is a need to implement it through a strategic approach.

Four main elements are incorporated by the strategic approach: future orientation; assumes that there were changes in the coming times and there has to be a plan to maximize benefits which can result from that change; being able to recognize the state of difference of the project operating environments together with several extents which impact on project outcomes, such as politics, new technology, economics and society. Environmental fit: being able to plan for a lasting adjustment between the project and the surrounding conditions in which it operates, including project objectives, mission, structures strategies, and funds. Process orientation; being able to learn from experiences as the reality changes due to evolutions experienced in planning and management priorities. In order to raise the standards of living of the people in the society, a lot of funds have been spent in the communities globally by the international bodies such us World Bank and United Nations through several development programs. There has been an increasing worry for the donor community especially on sustainability of the funded projects. For the years that have past, development agencies have focused mostly on the efficient aid delivery to proper training and education systems. [21] pointed out that the shift from project mode to Sector Wide Approaches and Medium-Term Expenditure Frameworks have reflected this concern for reducing the fragmentation of development systems and changes way assistance is given out by moving the balance of power. She further points out that while funds from the donors can be used as an impermanent boost for social change, it is quiet challenging to maintain the social change. Meanwhile, the initial uptake of innovative elements of project design may be threatened by unforeseen circumstances. Limited financing periods, time conflicts that is needed in stimulating social change; and possibly effort spent on healthy interpositions are at times no more financially feasible as soon as funds from the donors are stopped.

iii). Performance of projects

Project performance metrics focuses on the impact of the project at a point in time or over a fixed timeframe [22]. The value of the impact of the project should supersede the cost of the intervention. Project performance is directly related to the project potential success. A project is considered to be successfully implemented if it is carried on schedule; realizes the purpose the project was designed through achieving the goals and objectives identified; the project is completed within the budgets commonly known as the project Triangle [23]. Despite the many literatures educating the project managers on the various tools and techniques aimed at increasing the likelihood of the success of a project, 7 out of 10 projects are considered unsuccessful [24]. These projects are considered unsuccessful either because they were not completed or they are not seen as successful even though they were rolled-out as planned [25]. Project performance is evaluated differently by various stakeholders of the project based on their expectations in relation to the actual quality, cost and time. Project performance can be measured in terms of the qualitative value the project has to the implementing organization or quantitative in terms of the earned value systems for utility and large government projects [24]. For any of the approach used small elements of the project to indicate progress are identified and monitored throughout the project life cycle. The key project indicators should be pre-established. Involvement of the key project stakeholders in the identification and selection of the indicators to monitor increases the likelihood of smooth running and implementation of the project and hence success.

B. Empirical Review

i). Stakeholders' Management and Performance of Projects

[26] conducted a study on Stakeholder governance: how stakeholders influence corporate decision making, the paper used a population of 46 companies for the study in a multiple comparative case study analysis. The study results found that stakeholders are granted a voice regarding operational, managerial as well as strategic issues in organizations. Their influence varies from non-participation to decision making. The majority of engagements found are a combination of low power and low scope of participation, which are limited in their potential to align the views of those inside and outside the corporate boundaries. By seeing an array of different stakeholders' governance, managers can reflect on their own approach to stakeholders and see how other companies use stakeholders' engagement for scenario planning and innovation. [27] in their study aimed at addressing partnerships between corporations and NGOs dedicated to corporate community involvement, focused on how to measure both business and community benefits, especially stressing the need for developing indicators beyond the input level considering outputs and impacts. This paper followed a case study research strategy in a subsidiary of a multinational chemical and pharmaceutical company. Data collection was based on triangulation of data using interviews, action research, and documents. Based on the case study presented, it was found that, when CCI is an integral part of corporate strategy, it is also possible to develop advanced performance measurement systems for CCI. Such measurement systems include input, output, and impact level metrics for both community and business benefits. Community benefits are best developed and monitored in collaboration with the NGO partner. Researchers have analyzed the influence of stakeholders' management on project performance [25] [23] [24]). Stakeholder management has been agreed to be very key in project performance [25].

ii). Project Funding and performance of Projects

According to [28], several streams of project financing can improve its flexibility and also independence on executing, controlling and managing organizations projects thereby reducing over-reliance on foreign funding. Due to ever increasing competition for the few available resources, coming up with and creating alternative ways of funding can help an organization have an easy time in managing its projects thereby making its projects to be sustainable. Generating resources from the business activities in an organization can lead to increased financial resources in an organization. Insufficient financing to implement project prevents it from ability to be sustainable. However, the ability of a project to be sustained can be linked to numerous ways of funding. [29] suggested that most road projects constructed by the local firms perform poorly due to insufficient financial resources. [30] argued that, over depending on one source of financing has been a major mistake that most local organizations have been making. This makes an organization to start struggling to look for new resources in case the previous source terminates its funding or the source dries up, making its programs to be terminated. Future funding of organization faces a lot of uncertainty though they have been considered to be fortunate due to their ability to outsource new and additional resources to run their current operations. Most organizations don't know whether the donors will pull out of funding their projects and maybe project those funds to other needs that may be considered by the donors to be more pressing. There are also times that the donors may not be able to provide resources especially when business deteriorates. The discussed scenarios bring uncertainty over funding by donors hence making it very difficult for organizations to run or operate their projects as required.

IV. RESEARCH METHODOLOGY

This study adopted descriptive survey design because the focus is to describe relevant aspects of the phenomena of interest from an individual, organization, industry oriented, or other perspective i.e. factors influencing performance of strategic partnership projects at World Vision Kenya. Descriptive research gathers relevant information that can be used for statistical inference on the target audience through data analysis. This research design also enabled the researcher to obtain the correct information on the factors influencing strategic partnerships project at World Vision Kenya [31]. The method adopted in this study was designed carefully to work well with the area of enquiry. The credibility of findings and conclusions highly depend on the research design, data collection, data management and data analysis. this study, the population constituted all the 80 employees of the World Vision Kenya headquarters based in Nairobi –Kenya and 5 representatives of project partners as per World Vision project report of 2019. Since the population is less than 200 this study adopted census.

The regression model was as follows;

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \varepsilon$

Y = Project performance,

X1 = Stakeholders' Management

X2 = Project Funding,

V. RESEARCH FINDINGS AND DISCUSSION

A. Descriptive Statistics of Study Variables

In an attempt to identify the factors influencing performance of Strategic Partnerships projects at World Vision International Kenya as an NGO, the study looked at the statistics in relation to the study variables i.e. Performance of World Vision International Kenya, Stakeholders' Management, and Project Funding.

i). Status of Performance of Strategic Partnership Projects

To establish the main objective of the study, i.e. how performance of strategic partnerships projects at World Vision International Kenya have been influenced by the identified factors, the frequencies for the various responses from the study were recorded and analyzed. the study found that, World Vision Kenya implemented its projects within the agreed timeless and schedules in strategic partnership projects. The majority of the respondents agreed on this (56, 79.8%). Majority of the respondents (55, 70.5%) also agreed that Strategic partnership projects were of good quality and standards. Further, the majority of the respondents (53, 67.9%) believe that World Vision Kenya has shown a steady, measurable cost reduction in strategic partnerships projects. Thus, 64.7% of the respondents opine that the overall cost of projects has gone down. World Vision Kenya is also able to meet the project objectives within the agreed budgets as supported by the agreement of 75.5% (55) of the respondents. [32] explain that in measuring the project success and performance, soft performance indicators are considerable which in measuring the iron triangle criteria. Project deliverables are also achieved consistently in the entire life cycle of the projects which is all attributed to strategic partnership in the projects a majority of the respondents (53, 67.9%) are in agreement. According to [33] and as cited by [34] that, project performance is the extent at which results have been achieved which entails the number of deliverables achieved, number of satisfied customers, and the number of activities. The respondents (47, 60.3%) also have noticed increase in satisfactions level amongst the various partners in projects. Further, the communities as beneficiaries have also expressed their satisfaction with the services offered by organizations in delivering projects. A majority of the respondents (47, 60.3%) of are in agreement. According to [35], customer satisfaction has been the most obvious and general indicator of project performance and success. [36] further argues that, the project benefits ought to be for all the stakeholders of the project. The beneficiaries to humanitarian aid have also increased as affirmed by (45, 57.7%) of the respondents. Finally, majority of the respondents (48, 61.5%) have affirmed the increase in activities being implemented and it's attributed to the presence of a good strategic partnership in those projects. In general, the descriptive statistics the study provide significant statistical evidence that suggest a significant change in performance due to strategic partnerships in projects.

ii). Influence of Stakeholders' Management on Performance of Strategic Partnership Projects

The findings reveal that, respondents agreed that Stakeholders are experience in issues related to collaboration and partnerships. This is supported by agreement of (62, 79.5%) of the respondents. [37] argues that stakeholders have the ability to determine the outcome of the project through their actions and influence, thus they are important determinants of performance. The study also found a good conflict resolution mechanism between various stakeholders. This was supported by a majority of (59, 75.6%) of the respondents. Since conflicts in projects are inevitable, they may be caused by difference in expectation levels and needs. In projects the major cause of conflicts is communication breakdown among stakeholders. [38] opines that, a certain level of conflict is necessary in any project environment so as to increase its performance. If not well managed, conflicts affect the achievement of projects goals. However, constructive conflict is crucial in a project as it allows people to think of better solutions to issues raised and provides a learning environment. The study also found that sufficient time is provided during training of beneficiaries on how to operate and run NGO programs and projects as supported by a majority of (60, 76.9%) respondents. However, the study also found that beneficiaries lacked proper education which consequently affects projects implementation in the community. Majority of the respondents disagreed (50, 64.1%). Further, the study didn't provide significant statistical evidence to suggest the presence of stakeholder's plan for project stakeholders are involve in the implementation of the project. According projects were beyond schedule in Kikuyu constituency due to lack of plan for involvement and engagement of stakeholders. In conclusion, the study provided significant statistical evidence to suggest or explain how stakeholders' management influence performance on Non-government projects at World Vision Kenya. The findings also concur with the findings of [40] that stakeholders' management significantly affect performance of projects. The findings are further affirmed by [37], [39] and many others that stakeholder's management is a major determinant of project performance. Stakeholder management tools are crucial in supporting decision-making, to share knowledge, to reduce the level of subjectivity and to remain transparent for project-outsiders and facilitating understanding of expectations.

iii). Influence of Project Funding on Performance of Strategic Partnership Projects

The findings reveal that, there is adequate allocation of funds to projects. This is supported by majority of the respondents (56, 71.8%). [28] argue that, several streams of project financing can improve its flexibility and also independence on executing, controlling and managing organizations projects thereby reducing over-reliance on foreign funding. Insufficient financing to implement project affects its sustainability. Further, majority of the respondents (60, 76.9%) agreed that funds are release on time smooth implementation of projects. [41] suggest that local resources have to be developed for enhanced sustainability especially when the donors cease to support external funding, in case funding delays or even when the external funding is inadequate. The study also suggested that the funds for projects are well managed. This is supported by majority of the respondents (58, 74.4%). Funding decisions are made at an early stage of a project's life when uncertainty is substantial. Lack of information or poor-quality leads to inadequate project decisions [41] The study also suggested the presence of an effective system for ensuring effective utilization of resources. Majority of the respondents were in agreement (52, 66.6%). Majority of the respondents (52, 66.6%) believe that, project selected for partnership have a good return on investment. According to [41], organization performance is strongly associated with the realized benefits of a project. Organizations tend to undertake only projects that deliver benefits and also are supportive to the organization strategy.

Finally, majority of the respondents (52, 66.6%) also believe the projects undertaken by the organizations for partnership were sustainable. Project sustainability can be achieved through numerous funding. Insufficient funding affects project sustainability. [41] suggest that local resources have to be developed for enhanced sustainability especially when the donors cease to support external funding, in case funding delays or even when the external funding is inadequate Generally, the study provided significant statistical evidence to explain the influence of project funding on performance of Non-government projects at World Vision Kenya as shown by the descriptive statistics. [18] argues that, over depending on one source of financing has been a major mistake that most local organizations have been making. Consequently, organizations start struggling to look for new resources in case of termination of previous source thus, making the programs to be terminated. Although some organizations have been considered to be fortunate due to their ability to outsource new and additional resources to run their current operations, their future funding still faces uncertainty. Most organizations don't know whether the donors will pull out of funding their projects and maybe project those funds to other needs that may be considered by the donors to be more pressing. There are times when donors are not able to provide resources especially when business deteriorates. These scenarios bring uncertainty over funding by donors hence making it very difficult for Organizations to run or operate their projects as required. According to [41], project funding decisions made by top management of organizations have to put in to account the risk level of the projects, the estimated cost, the targets benefits and beneficiaries, as well as the duration of the project to its completion.

iv). Correlation Analysis

TABLE I: CORRELATION MATRIX

		Project performance	Stakeholders' Management	Project Funding
Project Performance	Pearson Correlation	1	.844**	.731**
	Sig. (2-tailed)		.000	.000
	N	78	78	78

As for stakeholder's management, the study shows that it has a positive significant correlation with performance of Strategic Partnership Projects at World Vision Kenya. The P-value is below the significant threshold of 0.05 and the variable also indicates a very strong magnitude since the Pearson Correlation coefficient (r) nears +1. The positive direction of the coefficient (r) also implies a direct relationship between the independent variable and the predictor variable. The finding concurs with [40] in their study of the role of stakeholder management on the performance of CDF projects where it was found to have a significant and strong correlation with performance. Study have also found that stakeholders' management through involvement of stakeholders in project implementation projects has a positive correlation with their performance. Finally, project funding also has positive significant correlation Strategic Partnership Projects at World Vision Kenya as the P-value is below the significant threshold of 0.05. The variable also strong magnitude as Pearson Correlation coefficient (r) nears +1. The positive direction of the coefficient (r) also implies a direct relationship between the independent variable and the predictor variable. [41] argue that, project funding is crucial and critical for that strategic organizational decision since there is a strong association of organization performance and projects benefits realization. This is due to the fact that resources to undertake projects are limited in nature thus, any organization has to carefully consider when selecting the project to undertake with projects benefits to the organization strategy being one of the major considerations. [42] in their study of effects of projects funding on performance of projects in Rwanda found that, project funding significantly affects the performance of projects, where specifically cost estimation, policies, and technical design negatively affects the performance of projects.

v). Regression Analysis

The model can be regressed as follows:

$y = \beta o + \beta 1X1 + \beta 2X2 + \varepsilon \dots\dots\dots\dots\dots\dots\dots\dots.(iii)$

Where;

Y = Performance of Strategic Partnership Projects (PSPP),

X1= Stakeholders' Management (SM),

X2 = Project Funding (PF)

Table II below shows the values of the coefficients.

TABLE II: REGRESSION RESULTS

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.724	.238		3.042	.000
Stakeholders Management	.210	.131	.224	1.601	.000
Project Funding	.328	.181	.364	1.810	.002

a. Dependent Variable: Performance of Strategic Partnership Projects at World Vision Kenya

VI. SUMMARY OF FINDINGS

i). Stakeholders' Management on Performance of Strategic Partnership Projects

The first objective of the study was to determine the influence of stakeholders' management on the performance of Strategic Partnership Project at World Vision Kenya. The study sought to find "What is the influence of stakeholders' management on the performance of Strategic Partnership Project at World Vision Kenya?" According to the descriptive statistics, the study provided significant statistical evidence to suggest or explain how stakeholders' management influences performance on Strategic Partnership Project at World Vision in Kenya. The study found that Stakeholders were experience in issues related to collaboration and partnerships. Stakeholders have the ability to determine the outcome of the project through their actions and influence, thus they are important determinants of performance. There was a good conflict resolution mechanism between various stakeholders. Conflicts in projects being inevitable they are most of the time as a result of unmet expectations, they may be caused by difference in expectation levels and needs. If not well managed, conflicts affect the achievement of projects goals though constructive conflict is crucial in a project to help in bringing better solutions. The study also found that sufficient time is provided during training of beneficiaries on how to operate and run NGO programs and projects. However, the study also found that beneficiaries lacked proper education which consequently affects projects implementation in the community. Further, the study did not provide evidence to of existence of stakeholder's plan on how stakeholders are involved in the implementation of the project. From the inferential statistics, the study found that stakeholder's management has a positive significant correlation with performance of Strategic Partnership Project at World Vision Kenya. Further the Regression analysis also found to have a significant beta coefficient.

ii). Project Funding on Performance of Strategic Partnership Project

The second objective of the study was to determine the influence of project funding on the performance of Strategic Partnership Project at World Vision in Kenya. The study was also guided by the research question "What is the influence of Project funding on the performance of Strategic Partnership Project at World Vision in Kenya?" Generally, the study provided significant statistical evidence to explain the influence of project funding on performance of Strategic Partnership Project at World Vision in Kenya as shown by the descriptive statistics. There was evidence of adequate allocation of funds to projects to improve on its performance because insufficient financing in implementation of project affects its sustainability. This was also further affirmed by timely release of funds for smooth implementation of projects which minimized delays. Further, the funds for projects were well managed. This was also made possible by the presence of an effective system for ensuring effective utilization of resources. The study also found that the project selected for partnership were associated with the realized benefits of a projects i.e. good return on investments and thus improving on the sustainability of the projects. The inferential statistics found a significant positive strong correlation between project funding and performance Strategic Partnership Project at World Vision in Kenya. The findings were further affirmed by the regression analysis which also proved to be significant. Thus, the inferential statistics supported the descriptive statistics in explaining how significantly project funding affects project performance.

VII. CONCLUSION

From the study we can conclude that Stakeholders' management plays a crucial and significant role as far as performance of projects is concerned. Stakeholders have the ability to determine the outcome of the project through their actions and influence, thus they are important determinants of performance. There was a good conflict resolution mechanism between various stakeholders. Conflicts in projects are inevitable thus a good conflict resolution mechanism is a necessity to manage conflicts. Training of beneficiaries on how to operate and run NGO programs and projects helps to improve performance. Lack of Stakeholder's plan on their involvement in the implementation of the project affects the performance. Project funding is one of the major determinants of good/bad performance of projects. Adequate allocation of funds to projects is plays an important role in improving its performance as it affects its sustainability. To minimize delays in projects, timely release of funds eminent. An effective system for ensuring effective utilization of resources is needed in dealing with project funds. Finally, the return benefit of a project is an important criterion to be used by organization for selecting the viability of projects.

ACKNOWLEDGEMENT

I would like to thank the Almighty God for this far he has brought me, the strength he has provided me, and the knowledge blessed to me to come up with this research project. My family, for their support and understanding as I worked to accomplish this important milestone in my life. I also acknowledge the support from my supervisor for his guidance in this journey till the completion of this research project.

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