

Original Article

Agile Project Management and Organizational Performance: A Case of Selected Non-Governmental Organizations in Nairobi County

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Abstract: This study investigated the influence of Agile Project Management (APM) practices on organizational performance among selected Non-Governmental Organizations (NGOs) in Nairobi County, Kenya. The study was guided by the following: to evaluate the level of adoption and implementation of agile project management practices among non-governmental organizations (NGOs) in Nairobi County, Kenya, utilizing agile project management practices. Anchored on the Theory of Constraints and the Kanban approach, the study emphasized process optimization, prioritization, and continuous learning. A descriptive research design combining qualitative and quantitative methods was used. The target population comprised NGO staff, with a sample size of 306 participants, including 30 interviewees from organizations like Ariane International NGO, Aga Khan Foundation, and LeaToto. Data were collected through questionnaires and interviews, and analyzed using SPSS version 26, employing means, medians, and standard deviations. Findings revealed notable gender disparities, with females (mean = 0.73) participating more actively in APM than males (mean = 0.27). Older professionals (aged 46 and above) were more engaged in agile practices compared to younger groups. Higher educational attainment (master's and PhD) correlated with greater APM engagement. Challenges included concerns about speed versus quality (mean = 2.66), employee resistance (mean = 4.14), and scepticism about agile effectiveness (mean = 3.34). The study recommends targeted agile training, capacity building, and fostering an organizational culture supportive of agile principles to maximize NGO performance and adaptability in changing environments.

Keywords: Adoption of agile project - Organization Performance.

I. INTRODUCTION

Agile Project Management (APM) has become an increasingly popular methodology across various industries due to its flexibility, adaptability, and focus on continuous improvement. Unlike traditional project management models that emphasize rigid planning and fixed deliverables, agile promotes iterative cycles, stakeholder engagement, and rapid feedback. These traits allow organizations to be more responsive to change, reduce waste, and better meet customer expectations (Smith & Johnson, 2022).

Initially gaining prominence in the software development sector, agile has expanded into broader industries and regions, including the United States, Australia, and parts of Africa. Countries such as the U.S. and Australia have found APM effective in enhancing employee productivity, reducing absenteeism, and increasing organizational commitment (Casper et al., 2018; Turner & Ellis, 2020). However, work-life balance remains a challenge even in developed regions, despite supportive policies (Roberts & Green, 2021; Brown & Lee, 2022). One of APM's core strengths lies in its use of "sprints", short, iterative cycles that allow for regular reviews, early course correction, and timely delivery of high-value results. These features help maintain project momentum and ensure relevance throughout its lifecycle (Wilson & Smith, 2023). The IT industry, in particular, has adopted agile methodologies to navigate rapidly evolving technologies since the mid-1990s (Alexander, 2019).

In transitioning from traditional to agile systems, project teams are required to shift behaviors and adopt greater adaptability. The agile model's flexibility has proven beneficial in resolving conflicts associated with balancing social obligations, job pressures, and family life (Ngugi & Kimani, 2019; Wambua & Onyango, 2020). Agile also fosters improved coordination and transparency between stakeholders through stand-up meetings, visual boards, and accessible documentation (Mwangi & Karanja, 2021). Its emphasis on innovation and prompt product delivery makes it appealing in dynamic work environments (Kimani & Njenga, 2022). Self-organizing teams, motivated by autonomy, tend to perform better (Otieno, 2023). Nevertheless, agile isn't universally suitable. Its successful implementation depends on the organization's structure, culture, and openness to change. In East Africa, particularly in countries such as Kenya, Uganda, Tanzania, Rwanda, and Ethiopia, agile has emerged as an innovative solution to address uncertainty, technological change, and socio-political instability (Chikodzi &



Mutasa, 2021). Agile's client-centric approach, adaptability, and iterative planning have enabled public and private sectors to improve responsiveness and performance (Adeyemi & Okonkwo, 2020).

In Nairobi, tech hubs such as iHub and Nairobi Garage have adopted agile frameworks like Scrum and Kanban to accelerate product development, minimize waste, and meet customer requirements more effectively (Mwangi & Wekesa, 2021). This trend illustrates how agile methodologies help small and medium-sized enterprises (SMEs) and startups innovate and thrive despite resource constraints. Organizations that have integrated APM report better project outcomes, including faster delivery, enhanced quality, and stronger team performance (Otieno et al., 2022). Agile promotes cross-functional collaboration and decentralized decision-making, which contrasts with the top-down hierarchy of traditional methods (Kamau & Mugo, 2020). This participatory approach strengthens accountability, fosters inclusivity, and leads to improved communication and creative problem-solving (Mutuku, 2023; Adeyemi & Okonkwo, 2020).

Non-governmental organizations (NGOs) in Kenya, such as Ariane International, the Aga Khan Foundation, and Lea Toto, have also embraced agile practices to address dynamic stakeholder expectations and evolving project demands. These NGOs benefit from agile's feedback loops and participatory systems, which contribute to improved project execution and stakeholder satisfaction (Mutua & Ndegwa, 2021). In alignment with Kenya's Vision 2030, which promotes a 24/7 economy, NGOs have become more responsive and adaptive in their operations. Agile practices have also helped mitigate challenges such as employee burnout, high attrition rates, and job dissatisfaction. This is particularly relevant as younger workers increasingly prioritize work-life balance and reject inflexible work demands. Agile frameworks provide the autonomy and flexibility needed to attract and retain such talent (Kibet & Mwangi, 2020). By encouraging creative problem solving and innovation, agile supports organizational resilience and long-term success (Nyagah & Obiero, 2022).

The adaptability, blistering speed, and customer-centeredness of agile project management (APM) have earned this method of operation global recognition in other sectors, including finance, technology, and non-governmental organizations (NGOs), among others (Ismail & Mansor, 2018). However, adoption of agile project management in NGOs, especially in Africa, remains not only slow and uneven. Constrained financial assets, cultural opposition, a lack of an adequately skilled workforce, and inadequate technological foundations remain the primary factors that still inhibit the full incorporation of APM (Wharton & Blair-Loy, 2020). These barriers question the ability of NGOs to utilise to the full the potential of agile concerning efficiency and innovation. Although agile methodologies aim at enhancing efficiencies and productivity, the correlation between agile project management practices and company performance is not always favorable and linear. In the context of long-hours culture encouraged by agile practices, Casper and Harris (2019) express their concerns about the possible occurrence of employee burnout and subsequent loss of job satisfaction that can lead to a decrease in the organizations overall performance. Similarly, Mohallel and Bass (2019) observed that poor sprint planning may undermine user satisfaction and project outcomes, which is likely to diminish the relation between agile practices and the hoped-for performance gains.

Mungania, Waiganjo, and Kihoro (2018) found that in Kenya. However, agile approaches and practices enhanced team collaboration and employee motivation; bureaucratic inertia and communication barriers, however, limited the participation of external stakeholders in the iterative processes. Thus, even though it is evident that agile practices may bring multiple beneficial outcomes, efficient execution, performance improvement, flexibility, and collaboration among stakeholders remain significant challenges that must be strategically addressed in NGOs in Nairobi County, Kenya. However, no study has been done specifically to determine the effect of agile project management on the performance of organizations in the Kenyan NGOs. This study, therefore, sought to fill that gap by examining how agile project management influences the performance of NGOs in Nairobi County, Kenya.

A) Objective & Questions:

a. Objectives of the study

- i. To evaluate the level of adoption of agile project management practices and performance of non-governmental organizations in Nairobi County, Kenya.

b. Research Questions

- i. What is the level of adoption of agile project management practices among non-governmental organizations (NGOs) in Nairobi County, Kenya?

II. CONCEPTUAL FRAMEWORK

A conceptual framework is a broad collection of ideas drawn from various structures of study and subsequent presentation. Diagrammatically, the conceptual framework narratively defines the themes investigated by factors in relationship to variables presumed. The conceptual framework is shown in Figure 1, explaining the relationship between agile project management and organization performance, in terms of dependent, intervening, and independent variables. Per the review of conceptual literature, theoretical literature, and empirical research, the proposed theoretical model shows organizational performance as the dependent

variable while the adoption and implementation of agile project management practices, on the performance of NGOs, is the independent variable.

In this study, agile project management is measured by the roles and responsibilities of agile teams, the use of agile practices, employee productivity, feedback and continuous improvement, and resource sharing, as well as performance outcomes. Organizational performance, on the other hand, is measured using financial and non-financial measures, which include organization profitability, market share, and organization efficiency. Intervening variables such as management effectiveness, regulations in the industry, policies of the government, and ICT Tool User training can influence the relationship between agile project management practices and organizational performance. For example, effective management can enhance the implementation of agile practices, resulting in improved organisational performance. Regulations and government policies can also influence the adoption and implementation of agile practices, which in turn affect organizational performance. Training employees on the use of ICT tools can improve their ability to work effectively in an agile environment, further enhancing organizational performance.

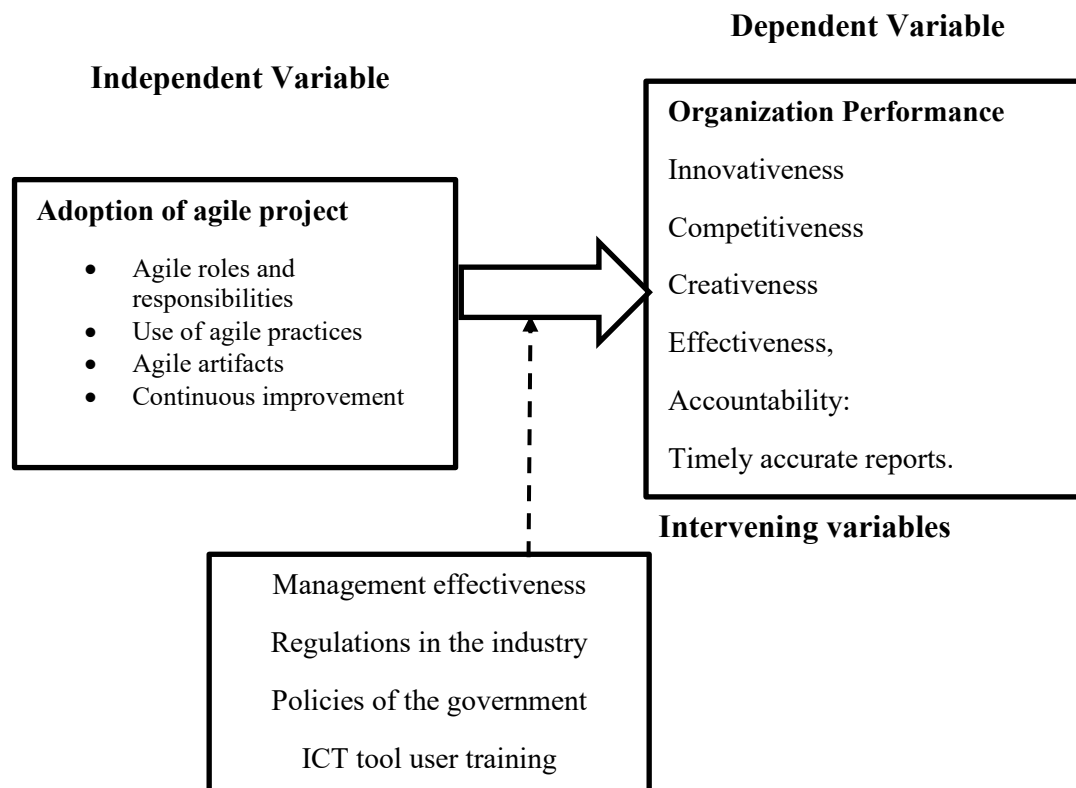


Figure 1: Conceptual Framework Source: Author, 2025

III. LITERATURE REVIEW

A) Theoretical Framework

a. Theory of Constraints (TOC)

The Theory of Constraints (TOC), introduced by Eliyahu Goldratt in the 1980s, provides a strategic framework for identifying and addressing the primary limiting factor— or "constraint"— that hinders an organization from achieving its goals. First presented in *The Goal* (1984), TOC emphasizes identifying bottlenecks, optimizing their use, subordinating other processes, and continuously improving (Parker et al., 2015). In Agile Project Management (APM), TOC is applied to detect constraints in development processes, streamline workflows, and increase project completion efficiency. Agile teams prioritise high-priority tasks, enabling better resource allocation and value delivery. Parker et al. (2015) emphasized that TOC helps minimize delays and improve the probability of meeting deadlines by understanding project limitations at each phase. Its application involves a cycle of identifying the constraint, optimizing it, deprioritizing less critical areas, and raising the constraint to improve the system as a whole.

Drum-Buffer-Rope (DBR) is one TOC tool that coordinates workflow and balances throughput, inventory, and operational expense (Parker et al., 2015). Tulasi and Rao (2012) highlight that TOC is widely adopted in various sectors to optimize operations, project management, and supply chains. It enhances project outcomes by eliminating inefficiencies,

allowing teams to reallocate efforts toward overcoming obstacles and increasing throughput. When integrated with Agile, TOC enables organizations to improve performance through iterative development and continuous improvement, reducing non-value-adding tasks. The Critical Chain method within TOC identifies the longest path of dependent activities that could delay a project. This concept is aligned with Agile's DBR pacing strategy and the broader goal of eliminating waste and aligning tasks with resource strengths (Tulasi & Rao, 2012).

Lean, Agile, and TOC can be merged for a more holistic project strategy. However, successful integration requires cultural adaptability and a willingness to change (Tulasi & Rao, 2012). TOC's strength lies in its focus on constraint-driven thinking, which complements Agile's client-focused, incremental delivery model. It allows teams to identify critical paths and prioritize accordingly, resulting in more efficient decision-making and enhanced performance. TOC also rests on the systems-thinking assumption that all components of an organization are interrelated and that at any given time, one or more constraints hinder overall success (Tulasi & Rao, 2012). Over time, the model has evolved to include problem-solving frameworks that drive organizational performance, aligning with Agile's collaborative and cross-functional team structures. While Agile aims to deliver value quickly, TOC aims to maximize throughput.

Despite the compatibility, the integration of TOC and Agile faces challenges, including philosophical differences, scalability issues, and measurement conflicts. For instance, Agile often functions within individual processes or small teams, while TOC may focus more broadly on optimizing entire systems. Cultural factors, particularly in Kenya, such as resistance to change and limited access to technology, financial, and human resources, further complicate implementation (Parker et al., 2015). Nonetheless, TOC provides a valuable framework to identify bottlenecks, foster learning, prioritize work, and improve project delivery within Agile methodologies. While integration requires adaptation, the hybrid model can be powerful when tailored to organizational needs and limitations (Parker et al., 2015).

b. Agile Project Management (Kanban Approach)

Agile Project Management, particularly through the Kanban approach, fosters dynamic, iterative workflows grounded in the Agile Manifesto (2001). It emphasizes teamwork, flexibility, customer satisfaction, and quick value delivery. Kanban is based on visualizing work processes, controlling Work-In-Progress (WIP), and optimizing task flow (Lei et al., 2017). According to Barke and Prchelt (2019), Agile frameworks like Kanban rely on self-organizing teams and shared responsibilities. Independence, cooperation, and effective communication are crucial to avoid bottlenecks and maximize the capacity of each team member. Kanban enhances performance through transparency, adaptability, reduced waste, and optimised resource utilisation. Its "just-in-time" delivery method enhances agility and enables quicker market response (Lei et al., 2017). The approach includes visual boards, WIP limits, and Kaizen (continuous improvement), ensuring that teams only tackle tasks they are equipped to handle at the right time and in the right sequence.

Santos et al. (2018) argue that Kanban also aligns with Agile by reducing risk and enabling focused delivery during each sprint. Tasks are sorted based on skill, value, and progress. This visual tracking helps eliminate unnecessary work and improve sprint effectiveness. Kanban boards, according to Ahmad et al. (2016), allow teams to visualize workflows, highlight bottlenecks, monitor progress, and manage time and costs efficiently. Cards move through stages from backlog to completion, reinforcing real-time awareness and value-stream mapping. Each card's progress informs resource use, ensuring workflow optimization and meeting deadlines (Lei et al., 2017; Santos et al., 2018).

Despite its advantages, Kanban faces challenges such as a lack of predictability, documentation gaps, learning curves, and scope creep. Additionally, team interdependence and resistance to change can hinder implementation (Ahmad et al., 2016). However, by identifying and addressing these pitfalls, teams can benefit from increased flexibility, quicker delivery, and customer satisfaction. Amstel et al. (2017) affirm that Kanban boards also help organizations meet project goals by revealing workflow gaps and allowing better planning. Compared to traditional methods, Kanban aligns better with modern needs by enhancing team performance through visual aids and real-time feedback mechanisms.

IV. EMPIRICAL REVIEW

A) Level of Adoption of Agile Project Management Practices and Performance of non-governmental Organizations in Nairobi County, Kenya

The application of agile project management has several advantages over the traditional model, as it makes project management more flexible, facilitates enhanced communication, delivers projects at a higher speed, and enables more precise risk management (Gupta et al., 2019). However, to be able to achieve those practices, NGOs must integrate agile practices with their objectives and organizational frameworks (Karam et al., 2021). Concerning Ariane International and Aga Khan Foundation, the incorporation of agile practices may dramatically lead to an increase in organizational performance on a large scale, as it promotes better collaboration between teams, better output on the project delivery, and positive resolutions to the issue of project complications.

This is especially important for NGOs relying on the grant-based funding cycle, which requires tangible outcomes of their work to maintain donor trust (Johnson et al., 2021). Nevertheless, despite the apparent benefits of agile project management, studies indicate that NGOs have to face unique challenges in implementing these practices. As an example, NGO teams might not easily make a transition between the hierarchical and bureaucratic approach to project management (which is often applied) and the more collaborative and flexible design of agile (Ahmed & Williams, 2020). Moreover, considering that NGOs operate in environments where resources and project scope often vary, agile frameworks provide a framework for adapting to changing environments.

In addition, several benefits of agile management approaches, such as increased employee engagement, project outcomes, and overall performance of the organisation apply, but several issues when adopting the concepts face the Kenyan NGOs. According to Karam et al. (2021), the issue of resistance to change is a widespread phenomenon. Work habits can be deeply entrenched among teams working within NGOs, and a shift towards an agile framework can be met with resistance, especially when new positions are created or existing ones are altered (Paasivaara et al., 2022). This opposition may hinder the full implementation of agile practices. Additionally, adapting agile methodologies requires an individual or the management to engage in training and development of the employees continuously in an effort to make the organization efficient in an agile system.

As an example, NGOs should redesign leadership roles in the project with the purpose of empowering the teams, creating a flatter organizational design and continuous feedback loops, and the experience of the Aga Khan Foundation demonstrates it. However, this transition requires financing as well as time constraints, which may pose a challenge since limited resources typically constrain NGOs. In summary, we can say that the performance of NGOs, based on both financial and non-financial measures, can be enhanced by using agile techniques. Agile ability to finish projects within set budgets and timelines can have a positive effect on financial indicators (e.g. the efficiency of operations and cost reductions in projects) (Almujaini et al., 2022). Moreover, non-financial indicators such as more satisfied employees, more involved stakeholders, and improved community outcomes may also be enhanced.

Karam et al. (2021) found that organizations using agile are more successful in terms of project outcomes and team morale, which is critical to the success of NGO causes to influence social change, but not in terms of financial payoff. One of the important lessons learned from the case studies of Ariane International NGO and Lea Toto is that agile project management leads to transparency, which is crucial in donor-funded projects where accountability is of great importance. Agile approaches facilitate more frequent reporting, iterative project assessment, and continuous feedback, which in turn brings project outcomes closer to donor expectations (Mugenda & Wanjiku, 2020).

Agile project management has a promising future of improving performance within NGOs; nevertheless, the proper implementation and application of this project approach in such organizations as Ariane International, Aga Khan Foundation, or Lea Toto require careful planning, overcoming cultural resistance, and sufficient training (Almujaini et al., 2022). Such organizations have to balance the benefits of agile methodologies, including the improved results of the projects, flexibility, and collaboration, against the drawbacks, including the changes in the management positions, which are often adopted, as well as the resistance to change and the lack of organizational support. The case study of these Kenyan NGOs shows that when advised and oriented on the same level, agile project management may become a transformational tool that will lead to efficiency in operations and the realization of their mission-oriented objectives.

B) Research Gap

Agile project management focuses on improving team productivity, creativity, and short-term deliverables while maintaining flexibility. However, methods like Scrum can be challenging and time-consuming to implement. Success depends on adaptability, the ability to handle ambiguity, and meeting customer expectations. In industries such as banking and entertainment, agile improves adaptability, speed to market, customer satisfaction, and teamwork.

Transitioning from traditional project management to agile requires cultural shifts and the establishment of necessary infrastructure. This study reviews key literature and proposes a theoretical model linking agile project management to organizational performance, with a focus on adoption. Supported by the Balanced Scorecard (BSC), organizational performance is measured through profitability, market share, and efficiency. Advantages of Agile methodologies implementation include team satisfaction and high-quality results. With the current need for agility and efficiency in business, further research is required, particularly on the impacts of Agile on non-governmental organizations (NGOs). This paper seeks to address that gap by conducting a case study on Ariane International NGO, Kenya, the Aga Khan Foundation, and Lea Toto in Nairobi County.

V. METHODOLOGY

Research Design: The study employed a descriptive survey research design to investigate the relationship between agile project management and organizational performance among selected NGOs in Nairobi County, Kenya, including Ariane International, Aga Khan Foundation, and Lea Toto. This design was chosen for its ability to systematically collect data without manipulating variables, offering insight into behaviors and attitudes through structured self-report instruments (Grinnell, 2019; Kothari, 2020). Nonetheless, focusing on "how," "what," and "who" questions, the design provided a robust platform for analysing the dynamics of agile practices across management levels within these organizations.

Study Site: The research was conducted in Nairobi City, the regional hub for many NGOs operating in East Africa, the Horn of Africa, and the Great Lakes region. The city was selected for its accessibility and the high concentration of NGOs practising agile project management, notably Ariane International, Aga Khan Foundation, and Lea Toto.

Target Population: The target population consisted of 1,500 staff members, including top, middle, and lower-level managers from the three NGOs. This population provided diverse perspectives on the adoption and impact of agile practices (Cooper & Schindler, 2019).

NGOs	Target Population	Percentage
Ariane International	400	26%
Aga Khan Foundation	620	42%
Lea Toto	480	32%
Total	1,500	100%
<i>(Source: HR Departments of the selected NGOs, 2025)</i>		

Sample Size and Sampling Procedure: Using the Yamane formula with a 0.05 margin of error, a sample size of 306 respondents was derived from the total population of 1,500 (Mugenda & Mugenda, 2022). Stratified sampling was adopted to ensure proportional representation across the three NGOs, while enabling fair inclusion of participants at different organizational levels (Abu-Bader, 2020; Cooper & Schindler, 2021).

NGOs	Target Population	Sample Size	Percentage
Ariane International	400	82	26%
Aga Khan Foundation	620	127	42%
Lea Toto	480	97	32%
Total	1,500	306	100%
<i>(Source: Author, 2025)</i>			

Data Collection Methods: The study utilized both quantitative and qualitative data collection methods, including structured questionnaires and semi-structured interviews. The questionnaire consisted of six sections covering demographic data, organizational performance, agile adoption and implementation. This ensured a comprehensive assessment of the impact of agile project management (Kothari, 2020). The interview schedule provided in-depth responses to complement survey data. A pilot test involving 10% of the sample validated the instruments, confirming feasibility and clarity.

Validity and Reliability: Instrument validity was confirmed through expert review and approval by the Department of Postgraduate Studies, Faculty of Arts and Social Sciences, at The Catholic University of Eastern Africa. This ensured alignment with research objectives (Kothari, 2019). Reliability was tested using Cronbach's Alpha, with values exceeding 0.7, confirming consistency and dependability of the tools (Creswell, 2021). Pilot testing further reinforced reliability, with necessary revisions made based on participant feedback.

Data Analysis: Quantitative data from the questionnaires were analyzed using SPSS version 26, employing descriptive statistics (mean, standard deviation) and inferential analysis through regression techniques to test relationships between agile project management and organizational performance. The variables were predominantly categorical, enabling the application of suitable statistical procedures.

Ethical Considerations: Ethical compliance was maintained throughout the research. Approval letters were obtained from The Catholic University of Eastern Africa, and research clearance from NACOSTI. Written permission was secured from the participating NGOs. Participants were informed of the study's purpose and provided voluntary consent. Anonymity, confidentiality, and academic integrity, including plagiarism checks were upheld throughout (Kothari, 2019). Instruments were administered at the respondents' convenience, ensuring that no participant was harmed or coerced during the study process.

VI. RESULTS

A) Level of Adoption and Implementation of Agile Project Management Practices and Performance of non-governmental Organizations in Nairobi County, Kenya

This section of the paper investigated the processes of adoption and implementation of agile project management in the non-governmental organizations (NGOs) in Nairobi County, Kenya, with special attention to the organizations such as Ariane International NGO, Aga Khan Foundation, and Lea Toto. It will be aimed to analyze how far these organizations have embraced the agile methodologies and the impacts that the practices have on the overall performance of their organizations. To retrieve information on this matter, a 1-5 scale was used, where 1 = strongly disagree and 5 = strongly agree. This scale was used to measure consent to a number of statements regarding adopting and implementing agile project management practices. Table 11 tabulates the responses provided by the participants, indicating the category in which each response was given. The table also provides the mean and standard deviation to illustrate the depth of knowledge on how agile practices were incorporated at these organisations.

Table 1: Level of Adoption and Implementation of Agile Project Management Practices and Performance of non-governmental Organizations in Nairobi County, Kenya

Statements(Adoption and Implementation of Agile Project Management Practices)	S D % F	D % F	N % F	A % F	S A % F	Mean	Standard Deviation
1. Agile project management practices promote adaptability and responsiveness to change, which can lead to more successful project outcomes.	6 (2.0%)	12 (3.9%)	86 (28.1%)	58 (19.0%)	144 (47.1%)	3.18	1.17
2. Agile practices emphasize collaboration and communication, fostering a more cohesive and motivated team.	0 (0.0%)	0 (0.0%)	96 (31.4%)	162 (52.9%)	48 (15.7%)	3.52	0.97
3. Agile practices can be challenging to implement in traditional, hierarchical organizations, leading to resistance and confusion among team members.	0 (0.0%)	31 (10.1%)	184 (60.1%)	28 (9.2%)	63 (20.6%)	2.95	1.22
4. Agile projects may lack comprehensive documentation, which can be problematic for regulatory compliance or knowledge transfer.	0 (0.0%)	0 (0.0%)	283 (92.5%)	23 (7.5%)	0 (0.0%)	2.08	0.28
5. Agile practices often lead to faster project completion due to iterative planning and shorter development cycles.	52 (17.0%)	67 (21.9%)	56 (18.3%)	43 (14.1%)	88 (28.8%)	3.39	1.03
6. Agile may not be suitable for all project types or industries, as some projects require a more structured and predictable approach.	0 (0.0%)	49 (16.0%)	196 (64.1%)	61 (19.9%)	0 (0.0%)	2.92	1.14
Overall composite Mean and standard deviation	-	-	-	-	-	3.01	0.97

Source: Author, 2025

Based on the findings from table 4.8, indicated the various statements related to agile project management practices, it was observed that the statement "Agile project management practices promote adaptability and responsiveness to change, which can lead to more successful project outcomes" garnered responses from 6 strongly disagreeing, 12 disagreeing, 86 neutral, 58 agreeing, and 144 strongly agreeing, resulting in, a mean of 3.18, and a standard deviation of 1.17, which indicates a generally positive perception of agile practices but with a notable number of neutral responses.

Moreover, the study on Agile practices emphasize collaboration and communication, fostering a more cohesive and motivated team" saw no disagreements, with 96 neutral, 162 agreeing, and 48 strongly agreeing, yielding a mean of 3.52, and a lower standard deviation of 0.97, reflecting strong consensus on the positive impact of collaboration and communication inherent in agile methodologies. Agile practices can be challenging to implement in traditional, hierarchical organizations, leading to resistance and confusion among team members" did not receive strong disagreement, but 31 disagreed, 184 remained neutral, 28 agreed, and 63 strongly agreed, producing a mean of 2.95, and a standard deviation of 1.22, indicating mixed feelings about the difficulties of adopting agile in traditional settings; in contrast, the statement "Agile projects may lack comprehensive documentation, which can be problematic for regulatory compliance or knowledge transfer" also faced no strong disagreements, but 283 responses were neutral, 23 agreed, and none strongly agreed, resulting in a mean of 2.08, and a very low standard deviation of 0.28, which suggests a significant concern regarding documentation practices within agile projects.

Additionally, Agile practices often lead to faster project completion due to iterative planning and shorter development cycles" was met with 52 strongly disagreeing, 67 disagreeing, 56 neutral, 43 agreeing, and 88 strongly agreeing, yielding a mean of 3.39, and a standard deviation of 1.03, indicating a generally favorable view of agile's impact on project timelines despite

some disagreement; finally, the statement "Agile may not be suitable for all project types or industries, as some projects require a more structured and predictable approach" saw no strong disagreements, with 49 disagreeing, 196 neutral, 61 agreeing. None strongly agreeing, resulting in a mean of 2.92, and a standard deviation of 1.14, indicating recognition of the limitations of agile methodologies in certain contexts while reflecting substantial neutrality on its applicability across various project types.

Finally, while there is widespread support for agile methods that promote adaptability, cooperation, and faster project completion, concerns persist about implementation obstacles in traditional businesses and potential documentation issues. Furthermore, the adoption and implementation of agile methodologies is fraught with danger. Low buy-in, developer resistance to pair programming, the risk of scope creep, the difficulty of evaluating and rewarding individual performance, the need for significant on-site customer involvement, management support, competent managers and developers, and extensive training are among the challenges. However, it is common for new system development approaches to experience some challenges (Paasivaara et al., 2018). This study aimed to identify the various procedures that firms follow before implementing an agile strategy, such as Scrum. The stages and processes of adopting and implementing are viewed as taking place due to the challenges inherent in implementing the agile methodology. On the use and practice of agile project management by the non-governmental organizations (NGOs). According to the participants, the following was indicated;

The adoption of agile project management (APM) practices among non-governmental organizations (NGOs) in Nairobi County, Kenya, varies significantly. Participants noted a growing awareness of the need for specialised training and understanding of agile principles, but they often struggle to apply these concepts in practice. Larger, established NGOs tend to implement agile methods more effectively due to their increased flexibility, while smaller organizations face challenges such as limited resources and training opportunities.

Common obstacles include financial constraints, cultural resistance, and a shortage of skilled agile practitioners. However, the successful implementation of agile methods has led to improved project outcomes, enhanced team collaboration, and better adaptability to changing conditions. Participants expressed mixed feelings about the benefits of APM, noting that while positive results, such as increased flexibility and faster delivery, are evident, initial challenges can cause temporary dissatisfaction. To enhance APM adoption in Nairobi County, participants suggested developing targeted training programs tailored to the unique challenges of NGOs, promoting local expertise through workshops and collaborations, and providing affordable tools and software. They also emphasised the importance of creating platforms for sharing knowledge and best practices, tailoring agile practices to local contexts, and implementing effective change management strategies to facilitate smoother transitions to agile methodologies. Source: Interviewers, (10 participants) 2025

VII. DISCUSSION

A) Adoption and implementation of agile project management practices on the performance of non-governmental organizations in Nairobi County, Kenya

The research focused on exploring the adoption and execution of Agile Project Management (APM) practices within non-governmental organizations (NGOs) in Nairobi County, Kenya. The study findings, in line with the first objectives, showed that while awareness of APM principles was increasing, the extent of their application varied significantly among NGOs. Bigger and established institutions had a better experience with adopting agile methods because they were more flexible, whereas smaller NGOs faced problems with limited resources and training opportunities. Reasons that scaled back adoption were finances, cultural barriers, and the absence of competent agile professionals.

Nonetheless, the effective execution of Agile Project Management (APM) led to improved project results, enhanced team member satisfaction, and increased ability to adapt. Interviewees expressed different views regarding the advantages of APM, acknowledging that some initial difficulties caused temporary dissatisfaction but ultimately resulted in increased flexibility and quicker delivery. Participants recommended personal training, supporting local knowledge, affordable equipment, and bespoke practices tailored to the specific demands of NGOs in the county of Nairobi to enhance APM adoption. This is to examine how agile project management practices are related to the performance of non-governmental organizations in Nairobi County, Kenya.

VIII. CONCLUSION

The study identified several factors of organizational performance, application of the agile project management (APM) practices, and the association of the stakeholders with the non-governmental organizations (NGOs) in Nairobi County, Kenya. The study also revealed that in spite of the possible benefits of Agile Project Management (APM) practice to NGOs in Nairobi County, increased flexibility, implementation faces challenges, such as resource constraints, cultural resistance and lack of expertise. Finally, the study highlighted the need to establish tailor-made agile practices and continuous improvement to address the unique challenges facing NGOs in Nairobi County, thereby making implementations more effective.

A) Limitations and Recommendations

The researcher encountered several challenges throughout the research process. The reluctance of the participants to give complete information about their organizations due to the fear of privacy and confidentiality was a major problem. Such a closed nature limited the study to its ability to have a full comprehension of the implementation and effects of the adoption of agile project management practices among non-governmental organizations (NGOs) in Nairobi County, Kenya.

Additionally, the researcher encountered challenges in engaging a high number of participants. Studies of this nature would benefit from a larger sample size to ensure that the outcome is effective and can be relied upon. To address these challenges, the researcher employed a combination of questionnaires and interviews, with specific questions designed to achieve the study's objectives. The interviews were conducted at the respondents' convenience to encourage participation. Additionally, the researcher assured participants that the study was purely academic and that their identities remained anonymous.

B) Recommendations

- 1) One of the recommendations of the study is that the NGOs in Nairobi must work on the design of their organizations to influence efficiency, productivity, and financial performance, which in the end will positively impact the overall productivity.
- 2) Agile methodologies increase responsiveness and productivity, yet can occasionally fail to deliver quality and can experience resistance from employees.

C) Suggestion for Further Studies

The present research was on Agile Project Management and Organizational Performance in Kenya, a case study of a Non-governmental organization in Nairobi County, Kenya. The research concentrated more on the employees of the following non-governmental organizations (NGOs) in Nairobi, namely, Ariane International NGO, Kenya, the Aga Khan Foundation and LeaToto. The same topic (Agile Project Management and Organizational Performance in Kenya) ought to be the subject of subsequent studies in regard to government undertakings, with the aid of quantitative research, but also qualitative research.

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