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**THE INFLUENCE OF MONITORING AND EVALUATION ON PROJECT SUCCESS
AMONG NON-GOVERNMENTAL ORGANISATIONS (NGOS) IN NAIROBI COUNTY,
KENYA**

PATRICK D. MBITHI

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF COMMERCE AT STRATHMORE UNIVERSITY**

**STRATHMORE UNIVERSITY BUSINESS SCHOOL
STRATHMORE UNIVERSITY
NAIROBI, KENYA**



JUNE, 2020

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Patrick D. Mbithi



June 6th, 2020

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ABSTRACT

The main objective of this study was to establish the influence of monitoring and evaluation on project success among non-governmental organisations (NGOs) in Nairobi County, Kenya. Specifically, the study sought to establish the influence of strength of monitoring and evaluation team on project success among NGOs in Nairobi County, Kenya. It also sought to determine the influence of monitoring and evaluation approach on project success among NGOs in Nairobi County, Kenya. Finally, the study sought to establish the influence of budgetary allocation for monitoring and evaluation on project success among NGOs in Nairobi County, Kenya. The study was based on program and evaluation theories. The study used a descriptive research survey design targeting 100 NGOs operating in Nairobi County as the sample. Further, the study used mixed sampling method sampling reaching out to program and project managers or coordinators and M&E officers or their designate. The primary data was collected using questionnaires either posted or hand delivered. The study made use of IBM SPSS Statistics (SPSS Version 24.0) for data analysis. The study used descriptive statistics and correlation analysis to show the relationship between the dependent and the independent variables. The findings of the study found that the M&E approach and budget allocation for M&E activities were statistically significant while M&E team had no statistical significance. Therefore, the study finds M&E approach and budget allocation for M&E activities in a project to influence the success of project success among NGOs in Nairobi County. Accordingly, the study concludes that monitoring and evaluation influences the success of projects in Nairobi County, Kenya. Thus the study recommends that non-governmental organisations allocate sufficient funds for monitoring and evaluation, use the most appropriate monitoring and evaluation approaches as well as have functional M&E team with competent monitoring and evaluation staff to improve the project success. The limitations of the study included the cross-sectional approach of research design and thus, the results are to be interpreted within such period. Therefore, future studies could consider longitudinal studies and results compared. Furthermore, the study focused on monitoring and evaluation factors that affect project success. Therefore, future studies could consider establishing and incorporating other factors that might have influence on project success.

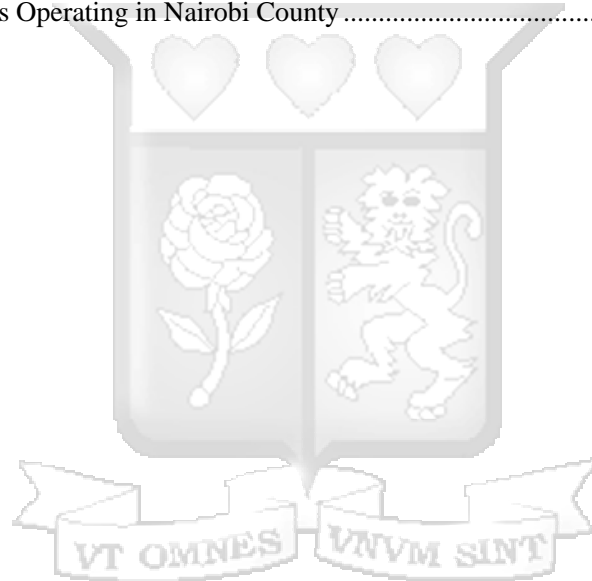
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LIST OF ABBREVIATIONS AND ACRONYMS

APM	Association of Project Management
CDC	Centers for Disease Control and Prevention
CDF	Constituency Development Fund
CSFs	Critical Success Factors
EPS	Earnings Per Share
EU	European Union
FAO	Food and Agricultural Organisation of the United Nations
GAO	United States General Accounting Office
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
IT	Information Technology
KMC	Kenya Meat Commission
M&E	Monitoring and Evaluation
MIS	Management Information Systems
NGO	Non-governmental Organisation
PBO	Public Benefits Organisations
PMI	Project Management Institute
SPSS	Statistical Package for Social Sciences
UNAIDS	The Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund

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DEDICATION

This research thesis is dedicated to my mother Mary K. M. Nguma for she is the foundation upon which I was able to be educated. I am privileged to graduate from Strathmore University but the honour belongs to my mother. All glory to the LORD GOD+.



CHAPTER ONE

INTRODUCTION

1.1 Background of the study

It has been a common belief that non-governmental organisations contribute immensely to community development through projects and programs over the years. However, despite their place in society they face myriad of challenges including lack of funds, lack of transparency, inability to account for resources and demand to demonstrate results. Kotze (2017) noted that financial constraints are the most often top challenge reported by grassroots-level NGOs. The grassroot-level NGOs also struggle to demonstrate effectively that their projects are making impacts (Kotze, 2017). Faced with financial constraints and demand to demonstrate impacts, NGOs are urged to adopt best practices to achieve and demonstrate results to win funding from donors. To demonstrate results, the World Bank Group has demanded inclusion of monitoring and evaluation (M&E) in all projects it funds (FAO, 2010). As noted by FAO (2010), M&E is an important element in cycle of the projects among development agencies. Patton (1997) sums it up that project M&E practices form a fundamental part of all successful projects.

The non-governmental sector in the world continues to be a major contributor to national socio-economic development. Roy, Raquib and Sarker (2017) affirms this by noting that NGOs continue to offer the saving hand to many people with no basic health services, food, education and clothing in times of emergency. In addition, Non-governmental organisations continue to promote economic development achievement and growth in countries such as Bangladesh (Roy et al., 2017). NGOs in Kenya are depicted as indispensable shareholders providing services and common basic necessities (Oyugi, 2004). Devex, an employment bureau, notes that as of 2013, NGOs employed more than 290,000 full-time employees and volunteers. It further alludes to that the NGO sector brings to Kenya more than KSh100 billion and provides about 45% of all health services.

Non-governmental organisations deliver services and goods to the beneficiaries through projects. Project has been defined by PMI (2008) as a unique temporary endeavour undertaken to deliver a specific product or service. To know if these services were achieved, NGOs do assess if they were

successful in achieving what they planned from the commencement of the project. Such success is important for the implementing NGOs, beneficiaries, policy makers and the funding agencies. This is because funding agencies require value for money, beneficiaries need transparency in provision of services and other stakeholders need to assure themselves no illegality or injustice in society emanating from these services. Many factors influence project success though there are variations from one industry to another. Key among these factors are project planning, monitoring, prompt payments, stable leadership, good communication among others (Damoah et al., 2015), user involvement, management support, clear statement of requirements, proper planning and realistic expectations (Shadish Group, 1995), communication (Mwangi, 2012) and project scheduling (Njeri & Were, 2017). Ika et al. (2012) in their empirical investigation of critical success factors for World Bank projects listed monitoring, coordination, project design, training and institutional environment as influencing project success. They ranked monitoring and design as most influential of all listed critical success factors.

There has been an exponential growth of NGOs in Kenya reaching over 10,000 as of 2016 according to Report of Auditor General on NGO Board 2016. Majority of these NGOs rely on donor funds yet more than 35% of their projects fail in early stages (Kaguta, 2004). Closer home, more than 50% of projects have been declared non-performing or non-satisfactory (Falin, 2007). Many general reasons have been advanced in response to the question of how NGOs resolve colossal failure in projects, but there seems to be no much improvement. Recent studies point to M&E as a critical factor that if not well-tackled, leads to project failure.

To resolve the current eminent struggles to the success of projects, researchers and scholars have undertaken numerous studies on how the monitoring and evaluation affect the same. The majority of these studies have established a positive relationship between project success and M&E. Kamau and Mohamed (2015) in their review of literature on the efficacy of monitoring and evaluation in achieving project success in Kenya found that monitoring and evaluation team's strength, the project lifecycle stage as well as the approach the monitoring and evaluation team applied to evaluating projects had impact on project success. Hwang and Lim (2013) identified M&E as a leading factor among other factors in project success in their study using analytic hierarchy process (AHP) method to identify critical success factors (CSFs) for project key players and objectives in

construction industry in Singapore . Ika et al. (2012) in empirical literature review of critical success factors for World Bank rated monitoring and evaluation higher than any other project CFSs such as the environment of the institution, design, coordination, and training. Similarly, monitoring and evaluation had been cited as a critical component for managing and controlling project by Hughes and Nieuwenhuis (2005) in their book entitled A project Manger's Guide to Evaluation.

To gain success in projects, then there has to be reverse in M&E factor in every project that NGOs undertake as advocated by the World Bank Group (2007). Monitoring and evaluation, studies have shown, is critical in decision making, guiding policy-making, performance management, accountability, organisational learning and measuring project impacts. Additional study established a correlation between success criteria for projects, management effort and project success were sensitive to the use of M&E tools as opposed to project planning efforts intensity (Ika et al., 2010). This would suggest that more effort would be needed towards monitoring and evaluation use to overcome most challenges faced by NGOs in achieving project success. This is also confirmed by World Bank Group (2007) who argue that both M&E as critical, accountability and learning tool. M&E will help measure achievement while managing project outputs, short-term objectives and impacts.

The current study was guided by two main theories most significant to it: program theory and evaluation theory. Program theory offers the underlying foundation for the design of the project, defines how the interventions work and expected results under specific assumption. It is, therefore, the determinant of the monitoring and evaluation for measuring the project success. On the other hand, the evaluation theory acts as the guide for the evaluation. It therefore prescribes to M&E teams on how to conduct monitoring and evaluation adequately and sufficiently in measuring project success.

In summary, monitoring and evaluation has been shown to help in identifying the most valuable and efficient use of resources to aid successful project implementation. Additionally, it provides key data and information for strategic decision making, designing as well as implementation of projects, allocation and accountability of resources and in demonstrating the impacts of projects. Monitoring and evaluation acts as a compass direction to navigate project successfully as it

measures and tracks implementation always giving implementers, donors, recipients and the community the basis for modifications to achieve the planned activities and outcomes (Gage & Dunn, 2009; Frankel & Gage, 2007). It offers internal governance and accountability even before external audit by funding organisation (Naidoo, 2011; Gumz & Parth, 2007).

1.1.1 Monitoring and Evaluation

Project monitoring is closely related to project evaluation but they have separate definitions and applications. Project monitoring has been defined by UNDP (2002) as an ongoing task that aspires to give the key stakeholders as well as management of an ongoing intervention programme, project and or a policy with early progress signs or lack of them, in the attaining of the expected results.

Evaluation has been defined by World Bank (2010) as the assessment of completed or on-going policy, program or a project systematically and objectively concerning its implementation, results as well as its design. The objective is to establish the development effectiveness and efficiency, relevance and achievement of objectives, impact notwithstanding sustainability. This definition champions those interests of funding partners as well as beneficiaries. In assessing development efficiency, accountability becomes the essence of resource audit.

Boerma (1991) observed evaluation as being a process for systematic and objective determination, as much as imaginable, the relevance, effectiveness, and influence of the project activities based on their purposes. Such definition considers the relevance of the intervention employed to solve the existing problem (relevance) if the activities and process involved achieved the planned results (effectiveness) and the degree of the project's influence to the long-term goal (impact). It leaves out critical characteristic of evaluation which is knowledge generation and managerial function of accountability in that does not assess the use of resources in the best way possible. Additionally, it does not consider the current trend desirable of every project, sustainability. Sustainability focuses on future enjoyment of the same benefits after the closure of a project. Identify clarify

Fitzpatrick, Sanders and Worthen (2004) described evaluation as a process of establishing, making clear and use of defensible criteria to make a judgement on the object. This definition is a robust

one but limited to judgement. It simply stops at assessing if intervention succeeded or failed. Project evaluation is the process of obtaining, delineating, and providing useful information for judging decision options as defined by Stufflebeam (1973). Stufflebeam's definition is much better compared to Boerma's (1991) and Fitzpatrick et al.'s (2004) definitions in that acknowledges decision-making and alternatives to managing projects. Such is the critical purpose of evaluation especially formative and midterm, which determines if the organisation continues to employ the same strategy or makes changes to meet the desired objectives of the project which define quality and success.

Evaluation has further been defined by Rossi, Freeman and Lipsey (2004) as the use of social research methods to systematically investigate the effectiveness of social intervention projects/ programs in ways that are adapted to their political and organisational environments and are designed to inform social action to improve social conditions. The definition by Rossi et al. (2004) captures intermarriage of scientific research methods applied to the social conditions of the environment and the organisation. In this view, the study adopts Rossi et al. (2004) definition since it broadly covers social interventions of which non-governmental organisations (NGOs) are majorly involved in society across the globe. It also encompasses and foresees that evaluation endears itself to both scientific methods and social sciences. It, therefore, will cover the information needs of stakeholders while adopting various methods contextually and characteristically.

From the outgoing definitions and descriptions by various authors, thus monitoring can be said to concern itself with tracking the progress of ongoing interventions, programs, policies, interventions and projects. In contrast, evaluation would be understood assessing the worth and value of the ongoing or completed intervention, policy, project and or program systematically and objectively. Monitoring and evaluation are intertwined in that monitoring is continuous and progressively done alongside the implementation of intervention activities providing routine information for managing and controlling project to achieve results. Evaluation comes at predetermined intervals to systematically and objectively assess project progress as well as provide the information needed for policy formulation and strategy planning towards sustainable outcomes. Monitoring information is crucial in good evaluation. Both may be used to measure

achievement while managing intervention outputs, expected outcomes and intended impacts thereof. World Bank (2007) places high value of M&E in managing, learning as well as for accountability.

Monitoring and evaluation has been measured differently in previous studies. Most of the M&E constituent variables have been studied independently but were grouped under the current study according to those related to M&E personnel as strength of M&E team, those related to the process and tools as M&E approach and those related to funding M&E activities as budget allocation for M&E. Strength of M&E team has been studied before as M&E planning (Ndagi, 2016), planning and team – resources (Alexandrova & Ivanova, 2012), number of M&E staff and training (Kaburu, 2012), information systems (Phiri, 2015), strength of monitoring team (Wachiayu, 2016), M&E staffing and capacity building (Chaplowe, 2008). M&E Approach was studied as techniques, tools and adoption of monitoring practices (Muchelule, 2018), tools, methods and project indicators (Kaburu, 2012), selection of tools and techniques (Wachiayu, 2016), frameworks used and evaluation types (Tesfahun, 2017), M&E framework (World Bank, 2016), M&E approaches (Stem et al., 2005), M&E utility evident (Naidoo, 2011), and utilization focused evaluation (Cousins & Leithwood, 1986). M&E budget allocation was studied as level of funding (Kaburu, 2012), budgetary allocation (Wachiayu, 2016) and budgeting for M&E (Chaplowe, 2008). For the purpose of this study, monitoring and evaluation was conceptualized as an independent variable. Monitoring and evaluation was measured as the M&E team strength, M&E approach in addition to budgetary allocation for M&E activities.

1.1.2 Project Success

Project management continues to evolve as a distinct discipline and discussion of what forms a project success is still debatable. Project is a temporary endeavour that is undertaken by an organisation to create a unique service, product or a result as defined by Project Management Institute (2008). Temporary in that it is carried out or implemented within a specified time. Its resources and scope are also known at the start. Project is also unique in that it is not a routine activity or operation by an organisation but only done to achieve a specified objective. Association for project management (APM) in its body of knowledge book, a project may be understood as a

transient endeavour undertaken to achieve a predetermined objective. Project is based on set criteria, within specified timescale as well as resources.

ISO 10006:2017 – Quality Management Systems (QMS) for ISO 10006:2017 in its guidelines for Quality management in projects defines a project as a distinctive process consisting of a set of synchronized and controlled activities having start and finish dates. Such is carried out to achieve an objective compliant to specific requirements, namely cost, time, and resources constraints. All these definitions (PMI, 2008; APM; ISO 10006:2017) agree on elements of a project that it is a temporary undertaking to achieve a specified result within a known timeframe. The resources to be invested in a project are also known in advance. Results to be delivered or achieved by the project are also clearly defined upfront. It is therefore against such known elements of schedule, resources, the methodology of applying those resources to achieve given results that the monitoring and evaluation come in as a management control, measurement, learning and decision-making tool.

Some of the projects are social as they are implemented to address social-economic issues. NGOs implement many social projects and are often interchangeably referred to as projects and programs. Social programs (here meaning project) refer to a varied array of programs whose objective is to make better the living standards' quality through increasing the citizens' capacity to fully take part in social, political and economic activities within their locality or nation (Valadez & Bamberger, 1994).

Bannerman (2008) notes that project success may mean completion to specification, within budget and on time, success in attaining predetermined project business goals or product success. The classic criterion for project success in project management is given by Gaddis (1959) who noted this means successfully completing a product of developmental within the cost, on time, and, in compliance with the predetermined specifications of performance. This criterion is identified as, the triple constraint, the iron triangle or the three-legged stool of project management. This definition is most commonly agreed upon by the majority of practitioners and scholars as three elements of project success being time, cost and scope (quality). This approach is simple and takes care of the interests of all project stakeholders.

The iron triangle, however, stops at the completion of the project and thus may not adequately capture definition to the business community or even after project closeout. Therefore it may be able to cover net benefits, acceptance by clients, service quality, user satisfaction among others (DeLone & McLean, 2003). This is so often to information systems, buildings and other such developments. Project success definition was further modified by Kerzner (2003) who added to triangle measurements (time, cost, and quality) the user or client accepting the product and incorporation of project scope changes as agreed. Kerzner (2003) definition would be a preferable to others especially in the measurement of product success among for profit companies.

Business investments and entrepreneurship are just but in part agree to the preceding project success view and measure as theirs in return on investment, net profits, earnings per share (EPS), increase in market share among other parameters. Thus, a reason to look at project success from a business view. If a project was initiated to enable increase profit and does not lead to profits, such a project may be said to have failed. Additionally, success may be seen by considering those gains that the participating community stands to benefit by after the exit of investing and or implementing organisation Atkinson (1999) while Shenhar (2001) look at success as including those benefits that put the organisation strategically or competitively ahead of other organisation in future. This kind of success mirrors that of developmental projects such as drilling a borehole for the community to improve hygiene, sanitation and shorten distance covered to fetch water. This is the view supported by Stufflebeam (1973).

Project success and failure have been given a thin line as noted by Baker (1997) who holds that definition of failure was a situation of instability which was also supported by O'Brochta (2002) who notes there exists a challenge in precisely measuring project success. The United States General Accounting Office (GAO) in 1997 noted that the majority of project run past time schedules, don't meet objectives and overrun budgets by hundreds of millions.

The Standish Group CHAOS (1994) reported that 83.9% were challenged or failed totally with only 16.1% out of 8,300 projects in 365 organizations' studied. Forward to 2015, the statistics remained very discouraging, as only 36% of more than 25,000 projects studies between 2011 and

2015 were successful. This is no different from other socio-economic projects implemented by governments and NGOs. M&E is none among the listed factors for project success or failure in this report but project success is measured in time, quality, and cost constraints.

The Standish Group (1994) highly rank distinct responsibility and accountability, schedule (time) control in addition to good planning variables in its Top Ten Recipe for Project Success (1999), similar to PMI (1991) findings. Although there is no mention of M&E, it is arguably true that the three directly refer to M&E variable functionally. Therefore, the current study looks at the influence of M&E on project success measured in cost, time cost and quality constraints.

Project success is tied to monitoring and evaluation at all stages since project teams have to monitor and control time schedules, budget and cope. In the project management cycle, one phase is monitoring and control. M&E has been enlisted by several studies as key tool of the successful projects (Patton, 1997; Ika et al., 2012; Damoah et al., 2015). It would, therefore, be objective to significantly link project success to proper management and control of project implementation through robust monitoring and evaluation. Solomon and Young (2007) concurs and argues that M&E helped teams to know if projects are progressing as scheduled and or if they are in line with inputs, activities and objectives as planned. These would give light on quality, time and cost elements defining project success.

The current study adopted project success as measured by cost, time, and quality similar to previous studies by Atkinson (1999), Bannerman (2008), and Wanjala (2018). The same measures were also recommended by Gaddis (1959) and have been agreeable to project management professions such as PMI (1991) and global standards - ISO 10006 (2017).

1.1.3 Overview of NGOs in Kenya

NGOs Co-ordination Act, 1990 defines a Non-Governmental Organisation (NGO) as a private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organised themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, education, industry and supply of amenities

and services.

Non-Governmental Organisations in Kenya are regulated by state corporation - NGOs Co-ordination Board as enshrined in Non-Governmental Organisations Act 19 of 1990 CAP 134 Laws of Kenya. The board is tasked with registration, coordination and facilitation humanitarian organisations operating within Kenya. It is a requirement that NGOs annually file reports with the board for assessment on compliance. There is also NGO Council of Kenya established in 1993 under section 23 of NGO Act of 1990 Laws of Kenya. This is a self-regulating membership body fostering the affairs of NGOs in Kenya. In 2013, the government came up with the Public Benefits Act (PBO) Act 2013 that would replace the NGO Act (CAP 19) of 1990. The new PBO Act of 2013, when implemented, would grant the board more regulatory powers than it is now.

The Kenyan NGO sector comprises national and international NGOs working with local NGOs, CBOs and community groups. There are over 10,000 registered NGOs in Kenya as at June 2016 according to the vice-chairpersons statement in Auditor General's Report on financial statements for the year 2015/2016. Additionally, the NGO Board alludes more than 16,000 NGOs to have been registered under different legal regimes and thus not regulated (NGO Board Strategic plan 2014-2017).

The Auditor General's Report on Financial statements for 2015/2016 notes that the NGO sector contributed more than 100 billion shillings to the Kenyan economy. It was also pointed out a large number of people employed directly or indirectly by the NGO sector surpassing 290,000. NGO sector contributes 45% - 50% of all healthcare services in Kenya and the picture is no different in other key sectors such as education, agriculture, governance and democracy (NGO Board Strategic Plan 2014-17).

NGOs are faced with numerous challenges despite the exponential increase and substantial contribution to the Kenyan economy and world in general. From about 4,000 NGOs in the 1990s to over 10,000 in 2016, the competition for funding has been shifting leading to lack of funding as the greatest challenge NGOs face to date. Worse still, NGOs have been struggling in vain to account for funds donated to them and also unable to demonstrate results and impacts of their

work. Majority of these NGOs rely on donor funds yet more than 35% of their projects fail in early stages (Kaguta, 2004). The high rate of project failure has necessitated NGOs to adopt both project management practices as well as incorporate M&E in a bid to increase the success rate of projects. M&E, additionally, is expected to assist NGOs to document evidence for projects done, use results for sourcing additional funding, and strengthen organisations.

1.2 Problem Statement

Monitoring and evaluation for programs/projects has been and continue to be undertaken by many organisations such as NGOs and governments just to fulfill donor requirements and demands as opposed to management tool (Babbie & Mouton, 2006; Kusek & Rist, 2004). This is despite implementing projects successfully in the NGO world being viewed as a way of fulfilling organisational goals and part of growth. Kahihu (2010) noted that project coordinators should pursue M&E for projects meticulously in addition to constructing frameworks and guidelines for measuring project impact. This is because NGOs implement many socio-economic projects of which the majority are funded by donors. As such, achieving project objectives and impacts might have also been understood as a way of fundraising. Monitoring and evaluation helps to track and measure such success. Patton (1997) posits that monitoring practices form an integral part of all successful projects.

Therefore, monitoring and evaluating projects would be expected to be given adequate attention, resources and support if organisations are to deliver successful projects. Kohli and Chitkara (2006) support the management role of M&E in projects and its critical component by allowing control over the primary success parameters for the project. These are quality, scope, cost, completion time and resources.

Literature available indicates several studies related to project success and M&E. An empirical investigation by World Bank (Ika, Diallo, & Thuiller, 2012) on review of its critical success factors (CSFs) in international development projects found that more than 50% of its international projects fail. The same project success and failure rates were reported by IFC (2010). Additionally, Ika et al. (2012) found project designing and monitoring as enhancing project success. Ika et al. (2012) did not however specify how monitoring and evaluation enhance success of projects. Another

study in Ethiopia by Tesfahun and Shete (2017) to assess project success determinants for projects implemented by PACT (an international NGO) found that 22% of projects studied had moderate success while 11% had challenges. The study used examined 36 projects implemented from 2004 to 2016. However, the study did not specify how or what M&E elements contribute to project success among NGOs. Additionally, Tesfahun and Shete (2017) limited its scope to one organisation negatively impairing its generalizability to the NGO sector. The researchers did not state their relationship with study organisation (PACT) which creeps in bias to give favourable rate. A similar study by Damoah, Mouzughi and Akwei (2015) in Ghana indicated that the leading cause of government programs (projects) failure in developing countries was absence of M&E. The same could be assumed for non-governmental organisations as well.

Additional studies on project success and M&E have also been carried out in Kenya. These include a case study by Wachaiyu (2013) on monitoring and evaluation factors influencing development projects in Starehe Sub-county Nairobi. This study revealed that the M&E plan, monitoring team strength, budget allocation for M&E activities, techniques as well as tools selection had a major role in influencing development projects' success. Wachaiyu (2013) did not state if M&E as a factor affects projects success in NGOs in addition to limitation of the study geographical area to a sub-county. Sub-county seems too small area to sufficiently and accurately represent Nairobi county leave alone a developing country like Kenya. Starehe sub-county does not represent many NGOs who work in Nairobi. A similar case study by Phiri (2015) on the influence of M&E on project performance on African Virtual University projects found a positive relationship between project success (performance) and M&E. The case study narrowly conceptualised M&E system as plan, ICT and baseline survey omitting role of M&E teams, M&E approach and the budget allocated for M&E. Moreover, Phiri (2015) was a case study of one institution and which was neither NGO thus limiting generalizing of its findings to NGOs. Further research by Barasa (2014) on the influence of M&E tools on project completion in Kenya evidenced a substantial association between the project completion and project M&E tools. Further, a case study by Mwangi and Iravo (2015) on how monitoring and evaluation affect the outcome of the constituency development fund (CDF) projects in Kenya revealed that projects performance was impacted positively by M&E. A most recent study showed that best practices in M&E positively affected projects' performance in Kenya state corporations (Wanjala, 2018). It would then be concurred that indeed success of projects is significantly impacted positively by M&E.

Non-governmental organisations play the important role of essential service provision to poor communities, are in first line in responding to emergencies such as floods, disease outbreaks just to mention a few, provide employment to many people, provide foreign exchange to Kenya and contribute to economic growth directly or indirectly. Additionally, NGOs are government development partners in health, agriculture, education, governance and national security among others. They continue to support the most poor and vulnerable people and are defenders of human rights and justice for the minority groups. Notwithstanding NGOs' contribution to development in the world, Kenya and her people, there lacks consistent, reliable, comprehensive, systematic and objective studies on how M&E influences project success among NGOs. In addition, most of the studies have been carried out in piecemeal (sub-factors) that makes it almost impossible to generalize their findings as they do not portray complete picture of M&E and its influence on project success. Therefore, this study suggests to bridge the identified empirical gap in the literature by establishing the influence of monitoring and evaluation on project success among NGOs; which are important stakeholders of national and community development in Kenya. The study focused on Nairobi County. It will add to body of knowledge in project management in regards to role of monitoring and evaluation in project success especially for NGOs.

1.3 Research Objectives

This section captures the study's main and specific objectives.

1.3.1 Main Objective

The main objective of this study was to establish the influence of monitoring and evaluation on project success among non-governmental organisations (NGOs) in Nairobi County, Kenya.

1.3.2 Specific Objectives

- i. To establish the influence of strength of monitoring and evaluation team on project success among NGOs in Nairobi County, Kenya.
- ii. To determine the influence of monitoring and evaluation approach on project success among NGOs in Nairobi County, Kenya.

- iii. To establish the influence of budgetary allocation for monitoring and evaluation on project success among NGOs in Nairobi County, Kenya.

1.4 Research Questions

- i. What is the influence of the strength of monitoring and evaluation team on project success among NGOs in Nairobi County, Kenya?
- ii. What is the influence of the monitoring and evaluation approach on project success among NGOs in Nairobi County, Kenya?
- iii. What is the influence of the budgetary allocation for monitoring and evaluation on project success among NGOs in Nairobi County, Kenya?

1.5 Justification of the study

The study will contribute significantly to the improved practice of M&E among NGOs and other institutions. It is hoped that organisations will institutionalise and increase resource allocation to M&E. The project managers in any organization will understand the pillars of successful projects through monitoring and evaluation lens. Consequently, organisations will implement projects of high quality within budget and time constraints. The organisations will also be able to document evidence to demonstrate results and account for resources in a better way.

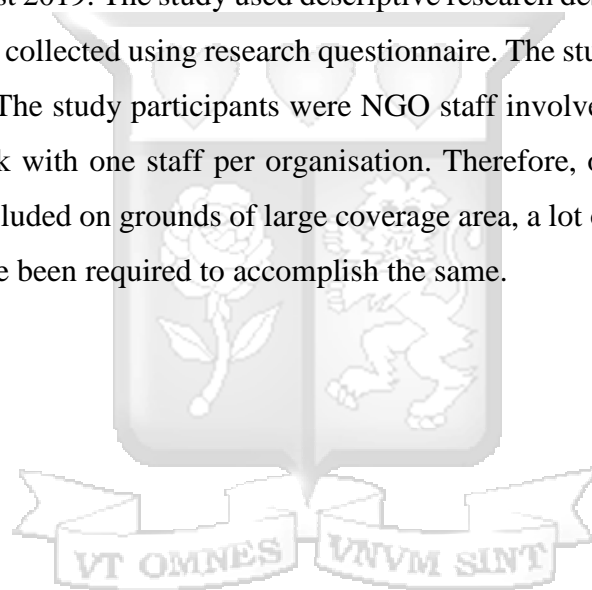
Additionally, the study will be useful for future research by acting as an empirical source. At the same level, it will serve as a stimulus agent towards future research in project management concerning M&E and its impact on the performance of the project thus contributing to the building of sufficient literature on the same subject. It is hoped that it will ultimately improve the training and practice of monitoring and evaluation professionalism.

International funding donors, governments, NGOs and other project implementing partners would get a better understanding of how project success/performance is impacted by monitoring and evaluation activities and processes. This, in turn, will inform program-funding policies in light of project design, M&E and control from initiation to closure. It will improve their managerial and accountability of resources entrusted to them by funding institutions increasing chances for future

funding. It will also improve the management boards and laws concerning the operations of NGOs and other charity bodies both in Kenya and internationally.

1.6 Scope of the Study

This study focused on the influence of monitoring and evaluation on project success among NGOs in Nairobi County, Kenya. Nairobi City is the capital city of Kenya and borders Kajiado, Kiambu, Machakos and Murang'a counties with estimated population of 3.1 as per 2009 National Population and Housing Census. The study targeted the active NGOs registered as at 2010 involved in socio-economic interventions within communities. The study data collection was done from May 2019 to August 2019. The study used descriptive research design with related literature review. Primary data was collected using research questionnaire. The study was based on program and evaluation theories. The study participants were NGO staff involved in project management and implementation work with one staff per organisation. Therefore, other project stakeholders and participants were excluded on grounds of large coverage area, a lot of time and huge financial resources that would have been required to accomplish the same.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher reviewed previous literature on the influence of monitoring and evaluation on project success. The chapter has presents the theoretical review and empirical literature review. Theoretical review explains and links two theories namely program theory and evaluation theory to the topic under the current study. The foundation of this research is program theory supported by evaluation theories. The empirical review focused on the budgetary allocation for monitoring and evaluation, the strength of the monitoring and evaluation team, and M&E approach. Additionally, this chapter covers conceptual framework, research gap summary, operationalisation of study variables and chapter summary.

2.2 Theoretical Review

This section discusses the theories underpinning the current study namely program and evaluation theories. Theories guide thinking and understanding of issues including cause and effect and how such affect societies. It is in knowing such that projects are designed/ formulated to solve problems. All projects also conceive on how to measure the achievement of the planned outputs, outcomes and impacts. Project success measurements call for monitoring and evaluation and as such, below are the most significant theories related to evaluation denoting both monitoring and evaluation.

2.2.1 Program Theory

Program theory is traced to Carol Weiss in the 1990s who supported it as a plausible and sensible model in evaluating complex social programs. Additional terms used to refer to program theory are intervention, program logic, logic models and logical frameworks. Sidani and Sechrest (1999) explain that program theory is composed of statements which describe a program, gives conditions necessary for effects of the program to happen, helping make predictions of program outcome as well setting the requisite environment to achieve intended program effects. Program theory is composed is made of program activities, its desired outputs, outcomes and the process of achieving the expected objectives (Rogers et al., 2000; Chen, 1999). It contains a logic model, the associated risks and assumptions, external factors affecting desired results, and concrete evidence supporting

each (Canada, 2012). This makes program theory become the hypothesis of the implementation and the monitoring and evaluation applies research tools and methods to test its plausibility (Rogers et al., 2000). This measurement leads the evaluator to confirm whether the described working of the program theory and results thereof are as described. He/she confirms if change articulated in a particular context worked, how the program implementing organization influenced the change and if the critical assumptions related to the program theory are upheld (Sidani & Sechrest, 1999). Sharpe (2011) notes that the objective of program theory as making certain the theoretical responsiveness of any program while Donaldson (2003) describes it as a shared understanding of the way a program is believed to provide solution to social problems.

According to Rogers et al. (2000) program theory is supposed to be developed before the start of project. However, this is not often the case all the time (Bickman, 1987; Stufflebeam, 2000) although it can be developed after program commencement (Rogers et al., 2000). This is important as it will allow the implementing team to know what the achievement intended by the program intervention, means to measure the achievement as well as action on improvements. M&E sets the indicators for measurements and to inform decisions on improvements to stay program on course to achieve the planned results. Funnell and Rogers (2011) advise that program theory be revised as the program evolves and environment changes. When program theory is not developed before project start, it denies the program the opportunity to plan in ways that deliver maximum outcomes and impacts in given situations. It also makes it hard to monitor the program and evaluate, thus linking the program to its intended and unintended results become challenging.

Program theory essentially helps M&E teams in developing M&E plans and clarifies activities to be undertaken in a project. It thus guides M&E activities, processes and reporting in the casual linkages of program results. Weiss (1955) posits that program theory has been seen as a means of explaining the connections between the program assumptions and activities to the outcomes realised. Program theory serves several functions in program and evaluation. It helps stakeholders in program implementation to execute their duties while explaining how funds are being utilised (Weiss, 1997), thus serving accountability purpose. It also helps to have a sharper and manageable focus of what is important than attempting everything and achieving less (Rogers, 2000b). Additionally, program theory helps clarify the perspective of the program giving evaluation basis

for quality checks (Bickman & Peterson, 1990) while at the same time serving as the conceptual basis for improving the existing program and acting as the reference point for future ones (Lipsey, 1993). We can summarily conclude that the primary purposes of a program theory include program description, strategic planning, monitoring, evaluation and learning (Stein & Valters, 2012).

Literature has shown benefits of program theory but there also exist challenges, limitations and obstacles to project evaluation namely skills, funds and time which have always been opined to be diverting limited resources from benefiting program clients (Bickman, 1989; CDC, 1999). Rogers, McDonald and Tilley (1999) presented three pitfalls of program theory evaluation as attributing causality, dealing with unintended outcomes and multiple pathways through a program.

Program theory, thus is a plausible theory to link project activities to its measurement of success through monitoring and evaluation. The M&E in program theory, therefore, becomes a powerful tool to guide the program towards its success by the provision of key data on milestones, achievements, and areas that require changes to guarantee success. Program theory offers the underlying foundation for the design of the project, defines how the interventions work and expected results under specific assumption. This is to say the program theory articulates the change theory. Based on the articulated change theory, organisations measure if the project was successful or not; this measurement is availed by monitoring and evaluation processes and tools Perrin (2012). It is, therefore, the determinant of the monitoring and evaluation indicators for measuring the project success especially in complicated and complex projects as discussed by Rogers (2008).

For the purpose of this study, theory-based evaluation has been hinged on program theory directing the M&E approaches, tools and other considerations that ensure the evaluation factually represent and validly measures project. The literature reviewed shows that the program theory as underlying rationale for a program, the reason for the program existence, how project intends to achieve results and explanation for the results. Such guided M&E guarantees accurate interpretation of success or failure of a project by providing data through assessment. Bickman (1996) concluded that program theory as very important in designing evaluation.

2.2.2 Evaluation Theory

Stufflebeam and Coryn (2014) define evaluation theory to be a coherent set of pragmatic, ethical principles, hypothetical and conceptual making a broad framework to direct the program evaluation practice and research.

According to Shadish, Cook and Leviton (1991), the evaluation theory's central objective is to identify possible practices which program evaluators can rely on to build knowledge concerning the social programs' worth. According to them, such evaluation theory consists of five key components namely practice, use, knowledge, valuing, and social programming. Evaluation theory is hangered on evaluation results utilisation (Contandriopoulos & Brousselle, 2012). They also noted that despite a good theory to guide evaluation, the evaluation context greatly has impact on evaluation model appropriateness (in this case refers to theory) and the use of results.

Donaldson (2012) quotes Alkin (2004) to offering evaluation theories in prescriptive manners in terms of offering instructions, remedies, directorial structures and exclusions which specify good evaluation as well as the process of carrying out the evaluation. It would be observed that evaluation theory has been central in the evaluation practice as indicated by Shadish (1999) because of knowledge base formation to the profession of program evaluation. Despite this critical acknowledgement, theory, as understood in the evaluation profession, continues to be fragmented, notes (Leeuw & Donaldson, 2015; Vaessen & Leeuw, 2010). Leeuw and Donaldson (2015) present two typologies of theory as seen by program stakeholders and as seen by evaluators. Category one is that of program theory.

Evaluation approaches and evaluation models are other names referring to evaluation theories; these are underlying theories guiding evaluators in practice. These theories answer the question of how to do evaluations adequately and efficiently as well as often prescribe what is desirable for the evaluator to do (Leeuw & Donaldson, 2015). In an attempt to bring a compromise in much-debated discussion in M&E circles, Shadish et al. (1991) gave a stronger and sound theory – program driven – theory science (Donaldson & Lipsey, 2006; Donaldson (2007; Donaldson & Crano, 2011). It is a combination of program theory, evaluation theory and social science theory. Its basis is that program theory guides the evaluation approach based on scientific methods. This theory is a step towards solving a major problem in the evaluation as prescriptive and lacking

empirical evidence. The evaluation theory acts as the guide for the evaluation. It therefore prescribes to M&E teams on how to conduct monitoring and evaluation adequately and sufficiently in measuring project success.

2.3 Empirical Review

This section reviewed existing literature on three monitoring and evaluation factors: the M&E team strength, the M&E approach used and budget allocation for M&E activities in addition to their influence on the project success.

2.3.1 Strength of Monitoring and Evaluation Team and Project Success

The literature reviewed characteristics used in estimating the M&E team strength deemed responsible for influencing success of projects. They include capacity building and training, M&E team number of members, use of management information system (MIS), and M&E planning among others. Naidoo (2011) in a case study of the M&E purpose role in good governance promotion in South Africa concluded that providing support to the monitoring and evaluation team is a symbol of good governance as it ensures that the team adds value to organisation operations. Value, in this case, may refer to project success. Zaccaro et al. (2001) in their quarterly leadership paper in US observe that motivated teams achieve high performance as they increase their effectiveness and gaining significant expertise. Thus it is the work of the team leadership to motivate the teams so that they can built cohesiveness, felt sense of collective achievement and thus success.

Watkins (2004), consulting for the World Bank HIV/AIDS in Africa with objective of working with countries to strengthen as well as developing country M&E teams capacity to monitor and evaluate programs in addition to policies concerned with HIV/AIDS at national level, found that the strengthened M&E teams can improve and develop approaches that take into account the project framework`. Another lesson learnt was that strengthened teams can help success indicator development and create community-level activities which help managers accurately assess project success. In addition, strengthened M&E teams have reduced conflicts among team members and increased organisational performance.

Having an active M&E unit or department within an organisation for coordinating M&E activities is another way of strengthening the M&E team according to World Bank (2009) recommendations. This recommendation was contained in their report titled strengthening M&E for components of HIV/AIDS in road projects financed by World Bank. The World Bank, in the same report, recommends that the organisations (NGOs) need to have their M&E teams' capacities developed so that they can be able to deliver on projects. That covers areas of needs and situation assessments to understand interventions priority needs of the target population, planning and design based on available data, understanding of requirements of M&E and how to gather data that feeds into monitoring and evaluation system.

Organisations need to create awareness on what M&E entails among the users of monitoring and evaluation system as way of strengthening M&E teams. FAO (2010) working with World Bank, in their review of project implementation completion reports on utilisation of M&E in development projects and agriculture in rural areas around the world, recommends several methods of enhancing M&E for projects including clarifying what to be monitored and evaluated, using multiple sources for gathering information, proactive reports communication as well as information dissemination, having competent M&E staff before carrying out project activities, using participatory approach to monitoring and evaluation interventions and linking M&E to various project work plans, budget and design.

Strengthening M&E teams also includes capacity building of the staff and organisations on monitoring and evaluation. According to Odhiambo (2000), evaluations in Kenya only emphasise inputs and outputs without paying due attention to project impact and or outcomes of NGOs with funding organisations and officials deficient in monitoring and evaluation skills. According to him, some studies have identified a lack of appropriate skills and knowledge on M&E as one reason for weak M&E systems translating to a colossal failure of projects. Consequently, there it is necessary to capacity build employees with skills related to data collection, approaches used in monitoring and evaluation as well as data analytics to help to track project progress towards pre-agreed indicators, advising on any changes, collective learning and re-planning as the project evolves.

The capacity of M&E staff could be improved through workshops, seminars, short courses, formal training and on-the-job experience. M&E capacity building significantly contributes in sustaining agricultural food crop projects (Muriithi, 2017). This might be also true for other projects. Accordingly, the literature reviewed largely supports that capacity building of M&E teams, institutions and key stakeholders is a significant contributor to the strength of M&E teams which directly affects M&E role thus influencing the project success.

Closely related to capacity building is M&E training. This is a view shown by Gujit et al. (2002) who observes that M&E has to be viewed in terms of continual learning practice as opposed to a single information gathering exercise. A similar case study by Phiri (2015) on the influence of M&E on project performance on African Virtual University projects established that monitoring and evaluation capacity building not only enhance team cohesiveness but also shared purpose. Khan (2001) echoes the same views in that training enhances understanding of the project deliverables, reporting requirements and build teams together. Thus, it would be logical to agree that training for M&E teams is crucial in implementing projects successfully.

Nabulu (2015) in a study to establish the factors that influence performance of monitoring and evaluation of government projects in Kenya in Narok East sub-county Constituency development fund (CDF) projects, quotes Jones et al. (2009) as noting critical factors essential to efficiently carry out quality monitoring and evaluation including relevant skills, sound methods, adequate resources and accountability. The same view is supported by Kamau and Mohamed (2015) who found the M&E approach, strength of the M&E team, and stage in cycle of project life to be statistically significant in influencing the success of a project.

Information systems (MIS) are an equally important component of a strong M&E team. Naidoo (2013), like other many scholars, agrees that a lot of data is generated and needs to be stored not only in an organised manner but also to be analysed to enable informed decisions about the project. Management information systems are equally important for generating project progress reports and demonstrate trends in project performance. MIS could be simple as MS Excel and MS Access or complicated such as online databases combining the latest art of technology with dashboards. This is an aspect of systems is also supported by Mbiti and Kiruja (2015) on the role of monitoring

in the performance of public organisations in Kenya, a case study of Kenya Meat Commission (KMC). The study recommends organisations should have computerised databases for storage, analysis and reporting of data with competently trained and dedicated staff for monitoring and evaluation. This would keep management informed and make the right decisions based on timely, accurate and valid information.

A study by Mackay and World Bank (2007) in Washington found planning for M&E to be critical in enhancing better project performance in government. For this study, planning was clustered under the strength of the M&E team as it is one of the functions of M&E units. Further studies (Muhammad et al., 2012; Muriithi, 2017) established that planning was statistically significant in influencing the performance (success) of projects.

2.3.2 M&E Approach and Project Success

The study conceptualised the M&E approach as influencing project success. Kamau and Mohamed (2015), in literature review of efficacy of monitoring and evaluation function in achieving project success in Kenya, found monitoring and evaluation as one of the critical success factors (CSF). In this study, the authors categorized M&E factors into groups including: M&E approach, strength of M&E, stage in project life cycle, and political influence. The study further notes that the M&E team may check on project progress against the plan in monitoring the project specifications. This happens at stipulated review points and against transparent, pre-agreed measurements (indicators) to recommend adjustments to the plan if necessary in the light of performance, changing circumstances, and new information but to remain on track and within original terms of reference.

The monitoring and evaluation approach will, to a large extent, depend on the stage of the project cycle and based on program theory. It will also be dictated by the information needs of the decision makers. As to approaches and methods, the two terms have been used interchangeably even though technically they are not. Stem, Margoluis, Salafsky and Brown (2005) in their review of M&E approaches in conservation and other fields in USA, established that different M&E needs demand different approaches such as status assessment, basic research, effective measurement, and, accounting and certification. Other approaches advanced in monitoring and evaluating projects include result-oriented, balanced scorecard, constructivist and reflexive approaches. Stem et al.

(2005) review of monitoring and evaluation trends and approaches in conservation indicated the M&E approaches if applied appropriately and contextually would lead to improved project success. The review was technically sound when limited to conservation and M&E approaches. However, the review did not study M&E in completeness and across several thematic areas and as such generalisability can only be limited to such review context. It would be in interest of research and knowledge the M&E approaches be studied alongside other M&E factors.

Additionally, Muchelule (2018) in the study of influence of monitoring practices on project performance of Kenya state corporations found that monitoring techniques and tools when adopted by corporations had a significant influence on project performance. While Muchelule (2018) seemed to be significant, all independent variables would have been categorized as M&E approaches making it a single predictor variable of project success. Experience would however indicate many factors contribute to project success. Accordingly, the research does not essentially cover the true components or entire picture of M&E as predictor variable for project success. Additionally, the study is based on state corporations in Kenya where it is common knowledge that accountability and good governance systems are weak. That would render the study less likely to extrapolate the findings to project success in NGOs.

Continental wise, Naidoo (2011) in the study of the role of monitoring and evaluation in promoting good governance in South Africa established that M&E contributed to good governance on premises of the utilizing the M&E results, information and reports at various levels including community. This was case study of department of social development in South Africa government. It is evident that not all governments have such departments and activities of the department are not complete replica of those of NGOs. Therefore, the study would fit in government entities involved with social development and not to full extent represent NGO sector. Naidoo's (2011) study is closely related to Tesfahun (2017) in Ethiopia which studied the determinants of project success among international NGOs but narrowed to PACT Ethiopia. It found that adoption of M&E frameworks and evaluation types had significant influence on project success. The main limitation of this study was a sole organisation and possible bias as the researcher did not declare their affiliation to the organisation or not. From the literature review of the each has different methods, objective, based on a particular paradigm and with a different focus. As such, each

organisation selects an approach appropriate to its mission, intervention theory and desired objective of the monitoring and evaluation. The approach adopted will direct tools and methods to be used.

2.3.3 Budget Allocation and Project Success

Sufficient financial resources for M&E should be considered within the overall project delivery cost and set aside at the initial planning stage to ensure quality M&E (Marangu, 2012; McCoy, 2005 & Gyorkos, 2003). A study by Njoroge (2018) on M&E strategies influencing the performance of primary dairy cooperative societies in Murang'a County revealed that M&E planning strategy focusing on M&E budgeting among others as recognized to improve performance of interventions. However, this study did not consider M&E approaches and budgetary allocation as factors that might affect the success of projects. Nevertheless, its findings were relevant as planning is construed as one of the constituents of the strength of the M&E team variable in this study.

Financial resources for M&E activities should be planned and set aside before the start of a project (UNDP, 2009) as such availability would determine achievements of M&E systems sustainability, its implementation and enhancement (UNAIDS, 2008a). Chaplowe (2008), in his guidelines and tools for M&E planning module for the Catholic Relief Services (CRS) and American Red Cross (ARC) notes that it is crucial for M&E professionals to assess, budget and allocate for M&E activities when designing a project. Some activities that will require funds in M&E activities include planning and sensitization meetings, training expenses such as use tools and reporting requirements, stationary, M&E team salaries, data collection (including surveys for baseline, midterm and final evaluations), MIS support covering infrastructure and software acquisition, data entry and feedback or review meetings.

Organisations and project professionals should take caution not to underbudget to give inaccurate and incredible or over budget to take away resources from program activities (Zaltman, 2014). Another study by Shihemi (2016) on the influence of M&E tools on performance of building and construction projects among public universities in Kenya established that M&E budget allocation leads to adequate resources leading to good quality M&E.

A study by Muriithi (2015) which sought to establish factors that affect the utilisation of M&E systems of Nakuru county public projects, concluded that budgetary allocation had a moderate impact on the effective monitoring and evaluation of public projects. Additional studies by Wachaiyu (2013) in determination of monitoring and evaluation factors influencing success of development projects in Starehe Sub-County – Nairobi established the same findings regarding budget allocation having significant influence on the effectiveness of M&E on project success. Similarly, Nyingi (2017) in study to determine the influence of project management practices on performance of constituency development fund (CDF) projects in Kenya found that project M&E and funds allocation highly influences performance of CDF projects. Accordingly, IFRC (2001) advocates for about 5% to 10% of the overall budget to be apportioned for M&E, while IFAD (2002) recommends 3% to 10%. However, some institutions plan for lesser budgets such as the CDF Act (2003) at 2% for capacity building activities of continuing projects.

A review of the literature finds that the strength of the M&E team, the use of appropriate M&E approach and sufficient budget allocated for M&E activities are appreciated as positively influencing the success of projects in all sectors. The literature reviewed was from diverse contexts which showed significant correlations between M&E related variables and project success and therefore, this study articulates that M&E influences the success of projects among non-governmental organisations (NGOs).

2.4 Summary of Research Gap

There have been several studies on project success, the majority of which seems to agree that monitoring and evaluation influences success or performance project (Ika et al., 2012; Kamau & Mohamed, 2015; Hwang and Lim, 2013). For those studies which focused on monitoring and evaluation and project success, there seems to be none that combined all the three variables identified, that is, the M&E approach, M&E team strength, and budget allocation on project success. Besides there seems to be few studies that have explored the influence of monitoring and evaluation on project success among NGOs. Additionally, the literature does not contain consistent research results pertaining to the correlation between M&E and project success. Several studies (Patton, 1997; Damoah et al., 2015; FAO, 2010; and Hwang & Lim, 2013), among others, have

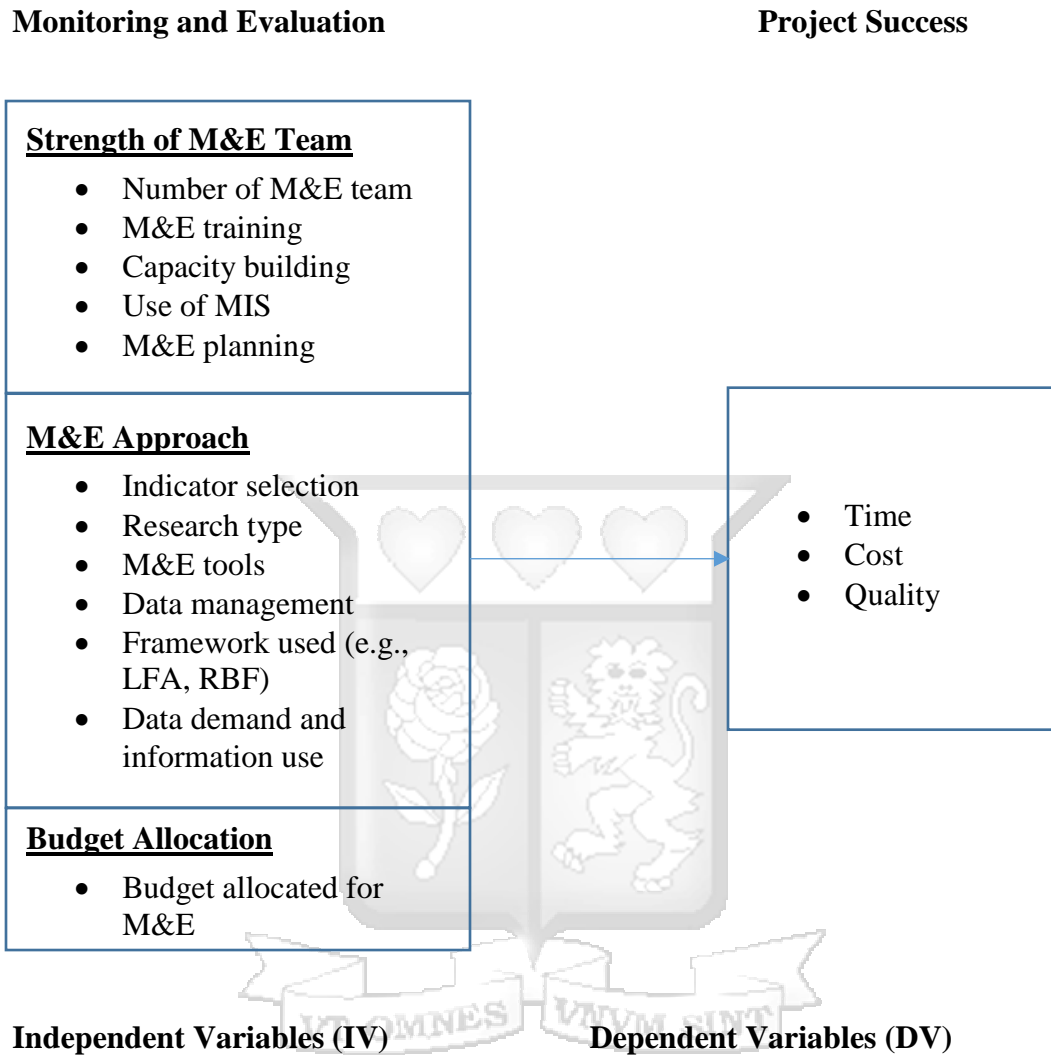
indicated a strong link existing between M&E and success of projects in various industries and sectors. The foregoing literature gap necessitated the current study to determine if and how M&E influences success of projects among non-governmental organisations in Nairobi County of Kenya.

Several researches undertaken internationally and locally have been commissioned by the subject organisations as consultancy (World Bank, 2009; IFC, 2010) or case studies by researchers working in those organisations (Njama, 2015) while others have focused on single organisation (Phiri, 2015). Related researches have been undertaken in Kenya such as those by Kamau & Mohamed (2015) and Wachaiyu (2016). Kamau and Mohamed (2015) is a generalised study about Kenya, while the one undertaken by Wachaiyu (2016) only focused on development projects in one sub-county with no focus to NGOs and therefore, would not fit adequately to generalise the influence of M&E on project success among NGOs in Nairobi. This is despite the role the NGOs play in the world and Kenya as noted by Report of Auditor General on NGO Board (2016), Oyugi (2004) and Roy et al. (2017). They also adopted a case study type of research design and therefore, may not be generalised as to be representative of this study. As a result, it was paramount to undertake a study in the NGO industry using other methodologies. This study thus used a survey research design.

2.5 Conceptual Framework

This shows the relationship between the monitoring and evaluation factors as independent variables and project success as the dependent variable. The conceptual framework is illustrated below.

Figure 2. 1: Conceptual Framework



Source: Researcher (2019)

The above conceptual framework shows monitoring and evaluation (M&E) as independent variable affecting the success of project – the study dependent variable. Therefore, it meant that if M&E was good, then project success was guaranteed *ceteris paribus*. Project success was measured through M&E that gives the status of success parameters of quality, cost and time.

2.6 Operationalisation of Study Variables

The main area of focus in this research was monitoring and evaluation among NGOs in Nairobi County, Kenya and its influence on project success. The influence of M&E as practised by NGOs

was investigated; project success indicators included time, cost, and quality. Table 2.1 below shows the operationalisation of variables.

Table 2. 1: Operationalisation of Study Variables

General Variable	Specific Variable Type	Variable Indicators	Measurement of the variables	Supporting Literature
Dependent Variable	Project Success	<ul style="list-style-type: none"> • Time • Cost • Quality 	Five-point Likert scale was used to measure the variables	Kamau & Mohamed (2015) Nabulu (2015) Alexandrova & Ivanova (2012)
Independent Variable	Strength of M&E Teams	<ul style="list-style-type: none"> • Number of M&E team • M&E training • Capacity building • Use of MIS • M&E planning 	Five-point Likert scale was used to measure the variables	Muchelule (2018) Kamau & Mohamed (2015)
	M&E Approach	<ul style="list-style-type: none"> • Indicator selection • Research type • M&E tools • Data management • Framework used (e.g., LFA, RBF) • Data demand and information use 	Five-point Likert scale was used to measure the variables	Barasa (2014)
	Budgetary Allocation	<ul style="list-style-type: none"> • Budget allocated for M&E 	Five-point Likert scale was used to measure the variables	Muriithi (2015) Chaplowe(2008)

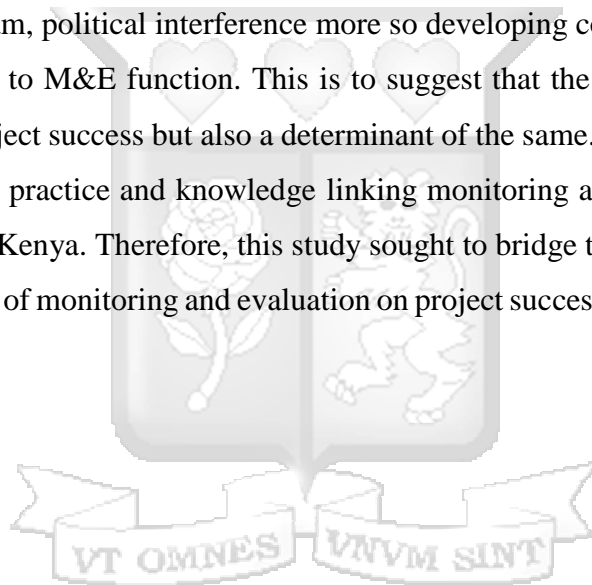
Source: Researcher (2019)

2.7 Chapter Summary

The literature review chapter illustrated the theoretical background, empirical literature and conceptual framework. The literature implied that several variables affecting the success of projects including monitoring and evaluation. From this chapter, most literature indicates that an existence of significant and positive effect of M&E on success of projects. However, several

studies did not find, mention or allude to monitoring and evaluation being a critical success factor (CSF) for projects for the industries studied including information technology (IT), charitable organisation and government. Critical success factors enlisted by some studies included but not limited to ethical considerations, good project management, top management support, clear responsibilities, end-user involvement, planning, control, clear channels of communication, decision making, and project managers as person. Leaving out M&E as a project success influencing factor would have implied it is insignificant.

Despite the majority of the studies linking project success to M&E, it has been shown that projects with M&E function could still fail. Reasons enumerated for such project failure were poor M&E approach, weak M&E team, political interference more so developing countries as well as lack of full management support to M&E function. This is to suggest that the M&E may not only be a factor contributing to project success but also a determinant of the same. Accordingly, there was a need to bridge the gap in practice and knowledge linking monitoring and evaluation and project success among NGOs in Kenya. Therefore, this study sought to bridge the gap in the literature by establishing the influence of monitoring and evaluation on project success among NGOs in Nairobi County.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explained the research methodology used for the study. It covered research design, target population, sample size, sample frame, sampling procedures, data collection methods, data collection tools, data analysis techniques and presentation as well as ethical considerations. Data quality issues of reliability and validity were also covered in the section.

3.2 Research Design

Research design has been summarised as an activity, plan based on time, it corresponds to the research question, directs information and its source and framework among study variables (Cooper & Schindler, 2003). To answer the research question of the influence of M&E on success of projects, the study used a descriptive study as well as correlational research designs.

A descriptive research study was deemed suitable as it allowed data collection more precisely and accurately on facts, was preferred for quicker gathering of information and allowed inclusion of multiple variables for analysis with only one variable like use of correlation (Babbie, 2004; Borg & Gall, 1989). Descriptive research, is also credited with its ability to solve problems and enhance practices through the process of observing a phenomenon, analysing related data and describing situations (Koh & Owen, 2000). They also posit that descriptive research yields quantitative and qualitative, and both sets are able to give a status at a point in time. Correlational research design was selected to facilitate identification of relationships between two or more variables and the extent of relationships as noted by Creswell and Creswell (2018). The correlational analysis thus helped in describing the variable relationships between the M&E and project success. It is has been observed from definition that monitoring and evaluation uses social science methods of measurements. Accordingly, research approach applied in this study is mixed as it adopted some qualitative data in open-ended questions. This approach would have given reliable feedback in understanding various factors (Stufflebeam, 2011).

3.3 Population of the Study

Cooper and Schindler (2003) refer to the target population as the entire group of individuals or objects from which the study seeks to generalise its findings. Polit and Hungler (1999) defined a population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. Thus population may be understood to be total individuals, elements, objects or items with similar characteristics of research interest by study. The target population of this study was 201 non-governmental organisations (NGOs) operating in Nairobi, as listed in Kenya Yellow Pages Directory (2013). This number also formed the accessible population.

3.4 Sampling Design

Kothari (2004) describes sampling design a plan of selecting sample from sampling population and how to estimate the size of the sample. A population subset drawn for the purpose of study makes a sample (Bryman & Bell, 2011). The sample serves as a representative of the whole population and as such allows researchers to make inferences by statistical calculations. Sampling is referred to as a process of selecting the subjects to be included in the study as representative of the target population (Mugenda & Mugenda, 2003). Mkutano (2018), in his study to investigate the effect of project management practices on the performance on non-governmental organisations' projects in Nairobi City County used the same population of non-governmental organisations (NGOs) and sample size of 100. Additional research by Kaburu (2012) studying factors that influence the effectiveness of monitoring and evaluation system in non-governmental organisations in Nairobi County also adopted the same sampling population of NGOs and sample size of as adopted by Mkutano (2018).

To get a good random sample size, the study employed Yamane's (1967) formula giving 100 as respondent organisations. A mixed methods sampling was used where simple random sampling was used to select the NGOs to participate in the study while judgemental sampling was used to select the study participants from those NGOs selected sample as recommended by Teddlie (2007). Bryman and Bell (2011) define simple random sampling as where each unit or subject in the population a chance of being included in the sample. Judgemental sampling is understood as when items/subjects are selected for inclusion in the study based on researcher's specific criteria (Frey, 2018). Additionally, Israel (2013) notes that a smaller sample size is acceptable if population from

which sample is drawn is homogeneous as this can provide more information for the same population than for population that is heterogeneous. Accordingly, sample size can be adjusted at 3%, 5%, 7% and 10% precision level with Yamane formula (1967). One respondent from each NGO was targeted for this study. The study focused on either M&E officers, project officers, project managers or program directors. These key informants were chosen on account of having specific knowledge, expertise and practice on M&E or project management within the NGO sector.

In this particular study, the sample size was calculated as:

$$n = N / (1 + N(e)^2)$$

$$n = N / (1 + N(e)^2)$$

Where:

n= Sample size,

N=Population Size,

e=Margin of error at 7%.

$$n = \frac{201}{1 + 201(0.07)^2}$$

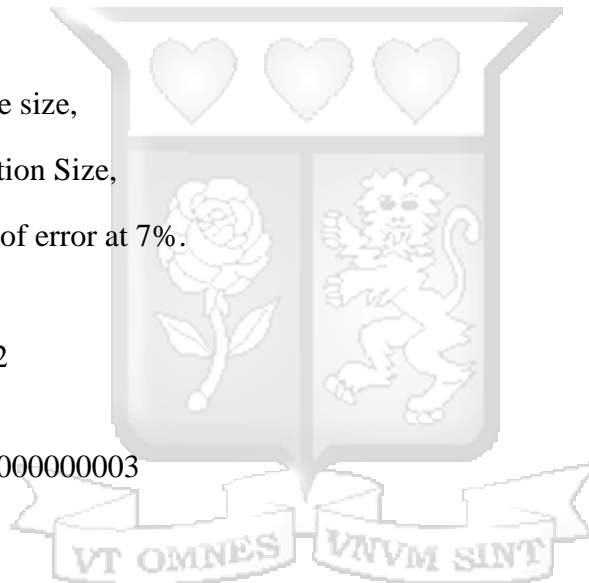
$$1 + 201(0.07)^2$$

$$n = \frac{201}{1 + 13.317500000000003}$$

$$1 + 13.317500000000003$$

$$n = 100.2355$$

$$n = 100$$



3.5 Data Collection Methods

The study used a semi-structured questionnaire to collect primary quantitative and qualitative data. The questionnaires were admitted by drop-and-pick method. During the data collection, the questionnaires were delivered to respective organisational staff in person where the data collector would brief the representative of the organisation on the data intended collection with introduction letter from the university, ministry of education and national commission for science, technology and innovation (NACOSTI). The data collector would request for most suitable respondent with knowledge of M&E and project management to respond. The questionnaire was a preferred way

of collecting data due to its merits of convenience, ease to respondents and formatting. Questionnaires also helped avoid personal bias evident in interviews as well as allowing respondents to feel confident. In addition, the questionnaire enabled the researcher to economically reach respondents in large numbers within short period of time.

The study used a quasi-structured questionnaire, also known as semi-structured questionnaire. The questions were both closed-ended and open-ended. Respondents were asked to choose the statement they agreed the most with on Linkert scale of 1-5. The open ended question were extension for the respondents to add any other factor or element related to a particular variable, element or phenomenon that was not included in closed questions on that particular element (O’Cathain & Thomas, 2004). The questionnaire was organized with general demographic information of the respondents, section on independent variables and section for dependent variable (project success). The Linkert scale was also used for close ended questions. Linkert scaling has been common feature in contemporary and social research. It is a process of assigning measurable numeric to abstract constructs that gives qualitative elements a quantitative measuring units (Babbie, 1990; Kothari, 2004; & Bidhan, 2010). Moreover, the Linkert scale was used in previous related studies in Kenya and elsewhere (Muchelule, 2018; Naidoo, 2011; Alexandrova & Ivanova, 2012).

3.6 Data Analysis and Presentation

Quantitative data was analysed through descriptive statistics, correlation and regression statistics which enhanced meaningful distribution of scores. The study presented quantitative data in tables and graphs for descriptive statistics involving frequencies and percentages. Such presentation was chosen because are more easily understood (Cooper & Schindler, 2011). Data from the questionnaire was cleaned to remove errors, coded for closed-ended questions, and data entered in Excel sheet which was used for data analysis by SPSS Version 22.0. This allowed running simple descriptive, correlational and regression analysis for the data.

The study conducted descriptive analysis with percentages, mean as well as standard deviation and tabulated the results. In addition, a Pearson’s correlation analysis was done to determine the association between variables. Regarding qualitative data from open-ended questions were to be

analysed by content analysis. Content analysis is an inference making technique from texts by identifying characteristics in an objective and systematically (Prasad, 2008). This might also be defined as method of research applying set of procedures and making valid inferences from text (Yin, 2002). In this case text or content refers to ideas, words, pictures, themes, symbols, meanings or any other communicated message (Neuman, 2006). The current study did not receive responses from open-ended questions and as such content analysis though deemed suitable was not performed.

3.6.1 Correlation Analysis

Correlation is simply a measure of the relationship between variables. It correlation coefficient determines the degree of the linear relationship between continuous variables. It is measured between negative one (-1) to positive one (+1). If the value is zero (0), it is interpreted to mean there is no correlation. The closer the coefficient is to either -1 or +1, the stronger the degree of association (Armigate, Berry, & Mathews 2002; Schober, Boer, & Schwarte, 2018; Neuman, 2006; Kothari, 2012).

3.6.2 Regression Analysis

Regression analysis is used to assess the ability of independent variables to predict an outcome of a dependent variable assuming a linear relationship between the two. In this study regression analysis was done to establish whether independent variables (M&E factors) predicted the dependent variable (project success). The R square and Analysis of Variances (ANOVA) tests were generated using SPSS to test the significance of the relationship between the variables under the study and establish the extent to which the predictor variables explained the variation in dependent variable. In this regard, the regression analysis was used to show the influence of strength of the M&E team, M&E approach and M&E budget allocation on success of project. The study used multiple regression model below to test the relationship between the dependent and independent variables:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where:

Y = Project Success

X_1 = Strength of M&E team

X_2 = M&E Approach

X_3 = Budget Allocation

α = constant

β = coefficient of independent variables

ε = error term

The table below shows how the different objectives were measured.

Table 3. 1: Measuring the Objectives

Item	Data analysis
Objective 1 To establish the influence of strength of monitoring and evaluation team on project success among NGOs in Nairobi County, Kenya.	Descriptive statistics, Correlation analysis and regression analysis
Objective 2 To determine the influence of monitoring and evaluation approach on project success among NGOs in Nairobi County, Kenya	Descriptive statistics, Correlation analysis and regression analysis
Objective 3 To establish the influence of budgetary allocation for monitoring and evaluation on project success among NGOs in Nairobi County, Kenya	Descriptive statistics, Correlation analysis and regression analysis

3.7 Research Quality

Validity and reliability tests were done through a pilot study to pretest the data collection instruments in an effort to improve the research internal quality. Baker (1994) recommends 10-20% of the research main projected sample size as appropriate size for pilot study while Connelly (2008) and, Treece and Treece (1982) suggest 10% is sufficient. Additionally, Boyd, Westfall and

Stasch (1977) suggest 20 participants from the possible sample of study subjects but others recommend higher sizes such as 30 as advocated by (Backstrom & Hursh, 1963). Perneger, Courvoisier, Hudelson & Gayet-Ageron (2015) recommend a default sample size of 30 participants. For the current study, 20 organisations were selected for pilot study as means to improve robustness of the pilot study.

3.7.1 Reliability Tests

Reliability has been defined as the extent to which the measuring procedure gives similar results when repeatedly administered (Orodho, 2004). It is the degree of stability, dependability and consistency in research instruments. Zikmund (2003) notes that one way researchers measure reliability is repeated testing and retesting in which they use the same measurement for a group of respondents and repeat the same exercise at different times. The scores are correlated for the two points in time. The higher the coefficient of the test, the better the instrument.

Table 3. 2: Reliability Tests Results

Case Processing Summary			
		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Source: Survey Data (2019)

Table 3. 3: Reliability Tests Results: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.951	29

Source: Survey Data (2019)

Table 3. 4: Reliability Tests Results: Item-Total Statistics

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Strong M&E team and Project Success	124.25	196.724	.201	.952
M&E Staff have education and training	124.45	182.366	.791	.947
Regular M&E capacity building	124.70	185.168	.691	.948
Use of MIS	124.55	187.418	.573	.949
Plan for M&E activities	124.55	182.050	.874	.947
M&E team has improved project success	124.30	194.221	.411	.951
Develop project indicators before project start	124.80	186.379	.640	.949
Use LFA, RBA to guide Project	124.75	193.671	.272	.952
Use of Quantitative and Qualitative data	124.85	183.818	.715	.948
Project guided by DDIU	124.35	188.450	.882	.948
Choice of approp. M&E approaches & tools	124.25	192.934	.646	.950
M&E budgets allocated at planning	124.85	180.766	.682	.948
M&E engaged in planning	124.95	182.366	.637	.949
Guided by M&E activities to budget for M&E	124.95	186.366	.616	.949
Allocate enough Financial resources	124.95	179.208	.775	.947
Allocate 5-10% for M&E	124.95	185.313	.476	.951
Projects completed on schedule M&E team	124.85	179.187	.805	.947
Project delivery time improved & M&E approaches	124.55	180.576	.859	.947
Project completed on schedule on sufficient budget allocation	125.00	182.316	.655	.949
Project milestones timely completed	124.65	183.503	.702	.948
Projects completed on schedule & ME team	125.30	186.221	.421	.952
Project delivery time improved on M&E approaches	125.05	185.524	.578	.949
Project completed on schedule due budget allocation	125.40	183.200	.376	.955
Projects delivered beneficiary needs based on M&E	124.45	183.418	.826	.947
Achieved project goals and objectives & M&E	124.45	185.418	.823	.948
Met contractual requirements & M&E team	124.65	182.555	.685	.948
Informed decisions making and M&E approaches	124.40	186.253	.682	.949
Project delivered are sustainable on M&E	124.45	189.103	.581	.950
Project met Quality standards & M&E	124.55	182.787	.832	.947

Source: Survey Data (2019)

Cronbach's Alpha Coefficient was used to test the reliability of the instrument in the current study. A test with the reliability of values greater or equal to 0.7 was an acceptable indicator of internal consistency, that is, items correlate highly among themselves (Mugenda & Mugenda, 2003).

Values greater or equal to 0.7 were accepted for this study. From the pilot study, the Cronbach's Alpha was 0.951 for the study as indicated in table 3.3 meaning the research instrument is reliable. Further, all the items in the questionnaire were retained as per table 3.4 as all indicated reliability values of higher than 0.7 confirming the questionnaire was excellent.

3.7.2 Validity of the Study

It is a measure of relevance and correctness in research (Mugenda & Mugenda, 2003). It checks if research tool measure accurately what it intends to measure (Joppe, 2000). To enhance validity, the current study developed survey questions that were objective. The questionnaires were pretested that provided feedback on any weakness in the instrument for improvement. Additionally, the questionnaires were reviewed by the research supervisor and experts in project monitoring and evaluation. Those who participated in the pretest were excluded from the actual research. Keller (2000) posit that it is possible for research instrument to have high degree of reliability yet have low validity but for a research instrument to be valid, it must also be reliable. Accordingly, if research instrument achieves reliability, it also achieves validity as latter is a subcomponent of the former as noted by Willis (2007). From reliability tests, the pilot study established that the research questionnaire was reliable and therefore it was also valid.

3.7.3 Linearity Test

Linearity is the assumption that there is linear relationship between dependent and independent variable. It is important to test for linearity if the assumption of linear equation is to be acceptable. Linearity shows that there is mathematically straight line of relationship between variables. That means linearity test is performed before performing linear regressions. This could be performed by SPSS by plotting scatter plot. Test rule is that scatter plots should follow a linear pattern and not curvilinear pattern. Linear relationship is one of the key assumptions of research regression model. The test was carried out using SPSS and results are tabulated below in table 4.28. The decision criteria was based on if the values of sig. deviation from the linearity was more than 0.05, then the independent variables are linearly related with dependent variable.

Table 3. 5: ANOVA Table for Project Success and M&E Team

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Project Success * M&E Team	Between Groups	(Combined)	15.796	12	1.316	9.090	.000
		Linearity	13.554	1	13.554	93.603	.000
		Deviation from Linearity	2.242	11	.204	1.408	.200
	Within Groups		7.095	49	.145		
	Total		22.891	61			

Source: Survey Data (2019)

Table 3. 6: ANOVA Table for Project Success and M&E Approach

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Project Success * M&E Approach	Between Groups	(Combined)	16.601	10	1.660	13.461	.000
		Linearity	14.656	1	14.656	118.833	.000
		Deviation from Linearity	1.945	9	.216	1.753	.101
	Within Groups		6.290	51	.123		
	Total		22.891	61			

Source: Survey Data (2019)

Table 3. 7: ANOVA Table for Project Success and M&E Budget Allocation

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Project_Success * M&E_Budget_Allocation	Between Groups	(Combined)	15.501	14	1.107	7.042	.000
		Linearity	11.272	1	11.272	71.694	.000
		Deviation from Linearity	2.229	13	.205	1.469	.305
	Within Groups		7.390	47	.157		
	Total		22.891	61			

Source: Survey Data (2019)

From the ANOVA Output tables above, the sig. Deviation from Linearity value are $0.200 > 0.05$ for M&E and project success, $0.101 > 0.05$ for M&E approach and project success, and $0.305 > 0.05$

for M&E budget allocation and project success. Based on this information, the study concluded that there was linear relationship between the variables of M&E with project success.

3.7.4 Normality Test

Tests of normality were used to find out how well the data is modelled and if it has normal distribution (Gujarati, 2002). This is based on regression assumption of normal distribution which is the data for the dependent variable and independent variables should exhibit normal distribution. According to Ghasemi and Zahediasi (2012) the variables are supposed to be approximately normally distributed to allow for generalization.

Tests for normality numerical values were investigated using SPSS output. The decision was made based on the following according to Doane and Seward (2011) as well as Razali and Wah (2011).

- a. Skewness and Kurtosis should be in between -1.96 to +1.96 (z-value)
- b. The Shapiro-Wilk test p-value should be above 0.05 for normal distribution.
- c. Visual observation of approximately normally distributed Q-Q plots.

This study adopted the Shapiro-Wilk test and Q-Q plots to test for normality.

Table 3. 8: Test of Normality

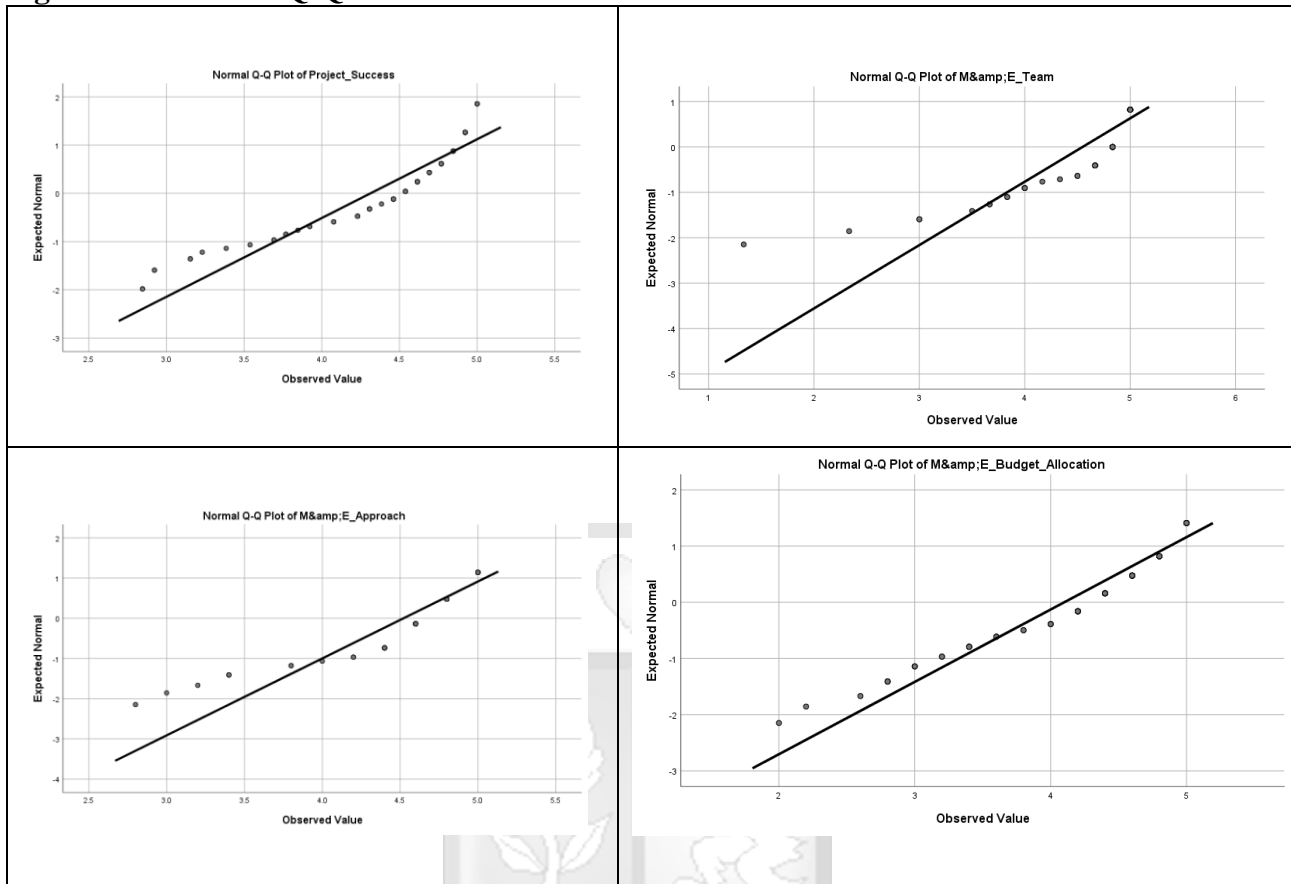
Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Project Success	.116	62	.200	.867	62	.403
M&E Team	.091	62	.235	.673	62	.351
M&E Approach	.085	62	.216	.777	62	.382
M&E Budget Allocation	.121	62	.190	.907	62	.425

a. Lilliefors Significance Correction

Source: Survey Data (2019)

The Shapiro-Wilk test p-value indicated are in range of 0.351 to 0.425, which are all above 0.05 for Shapiro-Wilk test. Thus we can assume that the variables are approximately normally distributed. Visual observation of the normal Q-Q Plot also indicates an approximately normal distributed variables. The plots are displayed below.

Figure 3. 6: Normal Q-Q Plot of Variables



Source: Survey Data (2019)

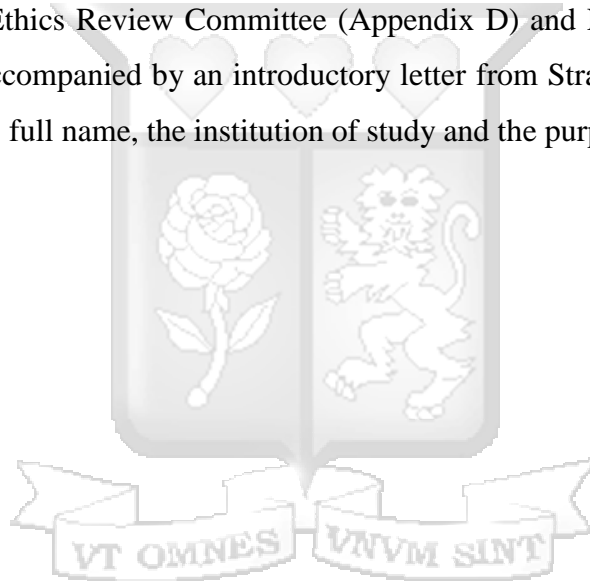
In conclusion, the study established that the variables were approximately normally distributed as per Shapiro-Wilk test ($p > 0.05$) (Shapiro-Wilk, 1965) and a visual observation of Q-Q plots. Therefore, the data was fit for regression analysis and modelling.

3.8 Ethical Consideration

American Psychological Association (2003) notes five major ethical issues in research. These are dealing with intellectual property, consciousness of multiple roles, informed consent to participate in research, confidentiality and privacy of participants and tapping to ethical resources. The researcher acknowledged and accredited patents, copyrights and any other form of intellectual property as a way of dealing with intellectual property. The researcher sought the informed consent of respondents to participate and quit at any point during the research. Such ensured that the respondents participated in the research at their own will and were informed of reasons for the study. The research ensured that there was minimal of any multiple roles since those to be

interviewed were of M&E positions, project officers, program managers and other senior staff and thus, they would not have been biased to give favourable responses hoping to get rewards such as jobs.

The researcher ensured that confidentiality was observed by the fact that respondents remained anonymous. In addition, the researcher clearly explained and gave assurance to the respondents participating in the study that the information they provided would have only strictly for academic research and might not have been used for any other purpose. The researcher also improved objectivity by dropping the questionnaires to respondents and not participating in the interviews hence minimising personal bias. Additionally, the research had been approved by Strathmore University Institutional Ethics Review Committee (Appendix D) and NACOSTI (Appendix E). The questionnaire was accompanied by an introductory letter from Strathmore University which described the researcher's full name, the institution of study and the purpose of the survey.



CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter presents the study analysis and findings. The research findings are ordered starting with the research response rate as well as demographic data. In addition, the chapter presents the influence of monitoring and evaluation strength of the M&E team, the M&E approaches, tools and budgetary allocation for M&E on project success in NGOs in Nairobi County, Kenya. Inferential statistics has also been covered in this chapter.

4.2 Response Rate

The study had a sample of 100 NGOs working in Nairobi County. A total of 62 questionnaires were completed and returned by respondents of total 100 sampled NGOs. This translated to 62% response rate as depicted in Figure 4.1 below. This was acceptable response rate ($\geq 60\%$) to proceed with analysis as recommended by Draugalis, Coons and Plaza (2008). Additionally, it was noted that there were no responses received for open-ended questions hence no analysis results for the same.

Table 4. 1: Survey Response Rate

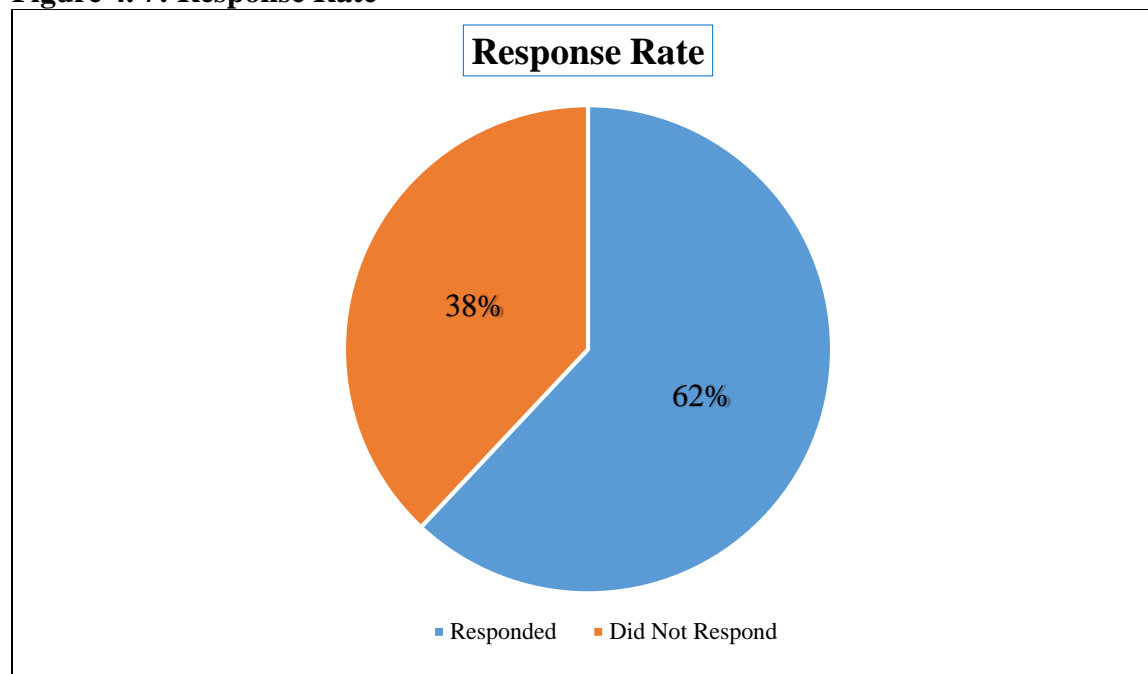
Particulars	Frequency	Percentage
Responded	62	62%
Did Not respond	38	38%
Total	100	100%

Source: Survey Data (2019)

The slightly lower response than expected could be attributed to a fact the target audience were busy executives being M&E officers or any other person with knowledge of M&E in project work such as project managers, M&E officers, project officers and program directors. This scenario was noted by Anseel, Lievens, Schollaert and Choragwicka (2010) in their large-scale review of quantitative published response rates where they found that response rates on average are lowest for executive respondents compared to non-executive respondents. This could have also been as

result of effect of enhancing technique of follow ups not so effective. Finally, the lower than expected response rate could as well be associated with long questionnaire; taking average more than 5 minutes as noted by Rolstad, Adler and Ryden (2011) in review of relationship between response rate and the length of questionnaire. As such some non-respondents lack of time as non-response reason.

Figure 4. 7: Response Rate



Source: Survey Data (2019)

4.3 Demographic Information

The study required the respondents to provide information concerning the name of organisation, the category of the NGO, respondent's gender, their age-bracket, highest level of education attained by respondent, number of years in ranges the respondent has worked with organisation at the time of survey and their position/designation held by the respondent within the organisation.

4.3.1 Name of the Organisation

The study had distributed one questionnaire to each sampled organisation. Therefore, 62 responses would represent 62 non-governmental organisations. The organisations were categorized as international, national and community-based organisations (CBOs). 22.58% of organisations were

international, 38.71% were national and CBOs accounted for 38.71% of responding organisations. A list has been attached in Appendix D.

Table 4. 9 Organisation Category

Category of Organisation	Frequency	Percentage
CBO	24	38.71%
International	14	22.58%
National	24	38.71%
Grand Total	62	100.00%

Source: Survey data (2019)

The majority of non-governmental organisations working in Nairobi County are local comprised of CBOs and national organisations with a combined percentage of 61.29% as shown in table 4.2.

4.3.2 Gender of the Respondent

The gender of the respondents was requested in order to allow to understand the gender distribution in the NGO workforce and if that might have any dimension on results. Gender distribution is displayed below.

Table 4. 10: Gender of the Respondent

Respondent Gender	Frequency	Percentage
Male	26	41.94%
Female	36	58.06%
Grand Total	62	100.00%

Source: Survey Data (2019)

More female respondents participated in the study as depicted in table 4.3 above. The gender difference may not have a significant impact on the study.

4.3.3 Respondent's Age Bracket

The study had distributed one questionnaire to each sampled organisation. Therefore, 62 responses would represent 62 non-governmental organisations. The study showed that the majority of the respondents belonged to the age bracket of between 30 to 40 years at 48.39%, closely followed by

those below 30 years of age at 27.42%. A good percentage of 22.58% belonged to the age bracket of 40 to 50 years and 1.16% above 50 years of age. This is a clear indication that the majority of respondents were mature enough to respond to the survey questions competently.

Table 4. 11: Respondent’s Age Bracket

Row Labels	Frequency	Percentage
Below 30 Years	17	27.42%
30 to 40 Years	30	48.39%
40 to 50 Years	14	22.58%
Above 50 Years	1	1.61%
Grand Total	62	100.00%

Source: Survey Data (2019)

4.3.4 Respondent’s Highest Level of Education

The results in Table 4.4 shows the majority of the respondents in the current study had attained an undergraduate degree at 66.13% with 22.58%. A few had diploma and certificate qualifications at 8.06% and 3.23% respectively. Given that most of the respondents had attained an undergraduate degree or higher qualification, they could easily comprehend the influence of monitoring and evaluation on project success. The findings are depicted in Table 4.5 below.

Table 4. 12: Respondent’s Highest Level of Education

Highest Level of Education Attained	Frequency	Percentage (%)
Certificate	2	3.23
Diploma	5	8.06
Undergraduate Degree	41	66.13
Master’s Degree	14	22.58
PhD	0	0.00
Grand Total	62	100.00

Source: Survey Data (2019)

4.3.5 Number of years the Respondents has worked for the organisation

The study, as shown by results in Table 4.5, indicates that the majority of the respondents had worked with the organisation for between 5 and 10 years at 43.55% and 19.35% having worked with the organisation for 10 to 15 years. 37.10% of the respondents had worked with the

organisation for less than four years (0-4 years), while none of the respondents had worked for or above 15 years. This confirms that the majority of the respondents (43.55%) had sufficient experience to respond to the survey questionnaire with in-depth knowledge of the organisations' operations. The same would translate that the responding organisations had worked long enough in Nairobi County to give reliable information.

Table 4. 13: Respondent's Number of the Years Worked in the Organisation

Number of Years Worked in the Organisation	Frequency	Percentage (%)
0-4 Years	23	37.10
5-10 Years	27	43.55
10-15 Years	12	19.35
15-20 Years	0	0.00
Over 20 Years	0	0.00
Grand Total	62	100.00

Source: Survey Data (2019)

4.3.6 Respondent's Position in the Organisation

The results from the collected data as shown in Table 4.6 that the majority of those responding to the survey questionnaire were project managers/heads of departments at 38.71%, closely followed by monitoring and evaluation coordinators/officers at 35.48%. These categories of staff would have been deemed to significantly understand the monitoring and evaluation and project success and any relationship thereof. Other staffs who responded were directors or their deputies at 4.84% and other staff at 20.97%, thus a normal statistical distribution. The study responses are displayed in Table 4.7 below.

Table 4. 14: Respondent's Position in the Organisation

Respondent's Position in the Organisation	Frequency	Percentage (%)
Director/Deputy Director	3	4.84
Project Manager/Head of Department	24	38.71
Monitoring & Evaluation Coordinator/Officer	22	35.48
Other staff	13	20.97
Grand Total	62	100.00

Source: Survey Data (2019)

4.4 Monitoring & Evaluation and Project Success

The main objective of this study was to establish the influence of monitoring and evaluation on project success among non-governmental organisations (NGOs) in Nairobi County, Kenya. This section presents results of how each of the independent variables namely strength of M&E team, M&E approaches and M&E budget allocation influences the project success.

4.4.1 The Influence of Strength of Monitoring and Evaluation team

The respondents were required to indicate the extent to which strength of monitoring and evaluation team influences project success. A Likert scale of 1-5 was used where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree respectively. The results are summarized in table 4.8.

The findings as shown in Table 4.8 indicate that the majority of respondents agreed that a strong M&E team with sufficient staff is key to achieving project success in an organisation as shown by 87.10%. 8.06% of respondents agreed that a strong M&E team with sufficient staff is key to achieving project success in an organisation with only 3.22% disagreeing. The majority agreement response is also supported by a mean of 4.774 which shows that a strong M&E team with sufficient staff was considered an important aspect of project success.

Concerning whether the respondents considered their M&E staff to have relevant education and training on monitoring and evaluation, 3.23% disagreed while 11.29% were indifferent. In a similar manner like sufficient staff, the respondents agreed that 85.48% of M&E staff had relevant training for the role. This is also in line with the level of education that showed that the majority of respondents had attained an undergraduate and or higher education.

Table 4. 15: Strength of M&E Team

Strength of M&E Team		
Statement	Mean	S.D
A strong M&E team with sufficient staff is key to achieving project success in our organisation.	4.774	0.711
We have qualified Monitoring and Evaluation (M&E) staff members with relevant education and training contributing to better project monitoring, control and evaluation.	4.581	0.821
We regularly have project monitoring and evaluation (M&E) capacity building seminars, workshops and meetings improving project team skills and capabilities	4.129	1.152
We use management information system (MIS) for data entry, analysis, reporting and storage improving decision making concerning projects	4.532	0.900
We plan well for monitoring and evaluation (M&E) activities which has resulted in timely monitoring	4.597	0.778
Our monitoring and evaluation (M&E) team has helped significantly to improve our project success	4.677	0.805
Mean score	4.548	0.861

Source: Survey Data (2019)

Further, the findings show that 80.65% agreed to holding regular seminars, workshops and meetings to improve M&E skills. However, 12.90% indicated not holding the same while 6.45% were of indifferent opinion. Mean of 4.129 indicates that a higher number of respondents agreed to doing regular capacity building on M&E skills. Asked about the use of MIS for data management in projects, a higher percentage of 87.10% of respondents agreed to use while 4.94% indicated not using the same. A mean of 4.532 was in resonance with the majority applying MIS to monitoring and evaluation activities for projects. Indications from findings show that the majority of the responding organisations largely at 90.32% plan for M&E activities in advance resulting in timely monitoring. In contrast, only 1.161% indicated not planning in advance. The findings revealed majority (93.55%) of respondents agreed that the M&E team significantly helped improve project success in their organisations. A smaller percentage of 4.84% of respondents thought that the M&E team did not help them improve on project success. In summary, it was observed that quite a high percentage of respondents agreed that a strong M&E team was vital in improving project success as shown by mean ranging between 4.129 – 4.774 and an overall mean

of 4.548. The standard deviation of 0.861 indicates that responses were not much dispersed except for the case of holding regular capacity building meetings, seminars and or workshops on M&E.

4.4.2 Monitoring and Evaluation (M&E) Approach

The respondents were asked to rate the extent to which monitoring and evaluation approach influences project success. A Likert scale of 1-5 was used where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree respectively. The results are summarized in table 4.9.

The findings show that 59.68% strongly agreed that the indicators are developed before commencing projects, while 33.87% were also in agreement. Thus the majority at 93.55% agreed to their organisations developing project indicators before commencing implementation, leaving 1.61% in disagreement and 4.84% not sure about what happens in their organisation. Asked about the use of logical framework (LFA), result-based framework (RBF) or any other framework, 91.94% of respondents were in agreement, 6.45% indifferent while 1.16% disagreed with using the same. Mean of 4.387 supports the above results and a standard deviation of 0.754 indicates the spread is narrowly dispersed about the mean.

The respondents unanimously opinioned at 90.32% that tracked project progress using both quantitative and qualitative data but 1.61% disagreed using the same. A smaller percentage of 8.06% were neutral of whether they used a mixture of data or not; may be because they were not deeply engaged in project implementation for a long time enough to know.



Table 4. 16: Monitoring and Evaluation Approach

M&E Approaches, Tools and Methods		
Statement	Mean	S.D
At our organisation, we develop project indicators before commencing the implementation of projects.	4.516	0.671
At our organisation, we use a logical framework, results-based framework and or any other M&E framework to guide implementation, track progress and evaluate project success	4.387	0.754
At our organisation, we use both quantitative and qualitative data to track project progress which has helped improve on project success rate.	4.468	0.718
At our organisation, project interventions and activities are driven by data demand and information use	4.516	0.784
We appropriately choose monitoring and evaluation (M&E) approaches, tools and methods helping to significantly improve our project success rate	4.726	0.605
Mean score	4.523	0.706

Source: Survey Data (2019)

It was observed that 88.71% were of the opinion that project interventions and activities were driven by data demand and information use with 3.23% disagreeing to the same, while 8.06% remained neutral. Additionally, 95.16% of respondents indicated the appropriate choice of M&E approaches, methods and tools had significant improvement in project success. However, 1.16% disagreed appropriate M&E approach had any impact on project success. The overall mean ranging from 4.387 to 4.726 shows that the majority of respondents agreed with the parameters that measure improved project success due to the appropriate choice of M&E approaches, methods and tools. The standard deviation of 0.605 – 0.784 indicates responses were a little dispersed from each but near the expected feedback convergence.

4.4.3 Monitoring & Evaluation Budget Allocation

The respondents were asked to rate the extent to which budget allocation for monitoring and evaluation activities influences project success. A Likert scale of 1-5 was used where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree respectively. The results are summarized in table 4.10.

Table 4. 17: Monitoring & Evaluation Budget Allocation

M&E Budget Allocation		
Statement	Mean	S.D
Our organization allocates budget for monitoring and evaluation (M&E) during project planning for all projects	4.274	0.872
Our organisation always engages monitoring and evaluation (M&E) teams while planning and budgeting for projects	4.161	0.891
We are always guided by planned monitoring and evaluation (M&E) activities while allocating budget for M&E	4.226	0.838
We always allocate sufficient financial resources which ensures quality monitoring and evaluation (M&E) of projects in our organisation	4.016	1.063
We always allocate 5% to 10% of the total project budget to Monitoring and evaluation (M&E) activities	3.823	1.153
Mean score	4.100	0.963

Source: Survey Data (2019)

When the respondents were asked if their organisation allocates budget for monitoring and evaluation during project planning for all projects, 79.03% agreed, 17.74% were indifferent and 3.23% disagreed. It was observed that 80.65%, 12.90% and 6.45% of respondents agreed, were neutral and disagreed respectively that their organisations engaged M&E teams (staff) in planning and budgeting for projects. Moreover, 83.87% opinioned their organisations being guided by planned monitoring and evaluation (M&E) activities while allocating budget for M&E. However, 4.84% disagreed and 11.29% were indifferent whether their organisations were guided by M&E activities in allocating budget for M&E. Additionally, while 75.81% agreed with the statement that their organisations allocated sufficient financial resources for M&E, 12.90% of respondents disagreed. The study shows that 69.35% agreed to allocating 5% to 10% of the total project budget for monitoring and evaluation (M&E) activities while 17.75% disagreed. However, 12.90% did not indicate whether their organisations allocated 5 – 10 percent of the total project cost to M&E activities.

In summary, the study showed that the parameters used to measure the M&E budget allocation had a range of 3.823 – 4.274 as tabulated in 4.10. The respondents largely agreed with the

statements; thus, the parameters were suitable. The overall variable standard deviation was 0.963, a clear indication the responses were closely dispersed from each other except for 1.115 for the statement on the percentage of the total budget allocated to M&E activities. This was expected since all organisations do not have equal capacity in terms of financial resources.

4.5 Conclusion

The study showed that there was a strong agreement with the three monitoring and evaluation variables used to measure the influence on project success. The variable with the highest had an average mean of 4.548 being the M&E team strength, closely following in the second rank was M&E approach with an average mean of 4.523 and M&E Budget Allocation had the least mean of 4.100 as shown in table 4.11 below. Looking at standard deviation, it showed responses were not much dispersed for the variables as shown in the table with M&E budget allocation having the closest dispersion of 0.963, followed by strength of M&E team at 0.861 and last being M&E approach at 0.706.

Table 4. 18: Summary of Mean Scores

Independent Variable	Mean Score	Standard Deviation
Strength of M&E Team	4.548	0.861
M&E Approach	4.523	0.706
M&E Budget Allocation	4.100	0.963

4.6 Project Success

This section presents the project success parameters (time, cost and quality) and respective suitability in measuring project success. The respondents were required to give their views regarding each parameter on a (five) 5-Likert scale and results tabulated in tables 4.12 – 4.14.

4.6.1 Time

The respondents gave their opinions with regard to project success in terms of time measurement on a five 5-Likert scale. The results of the study showed that 87.10% of the respondents' projects were completed on time as they had the support of M&E teams. Further, 6.45% disagreed and 6.45% remained neutral if the projects were completed on time as shown on table 4.12.

Table 4. 19: Time

Time		
Statement	Mean	S.D
We completed projects on schedule because we had the support of the monitoring and evaluation team(s)	4.403	0.877
We improved project delivery time as a result of appropriate monitoring and evaluation approaches, methods and tools	4.500	0.763
We completed projects on schedule because we have sufficient budget allocated for monitoring and evaluation	4.048	0.895
We completed key project milestones and activities as per planned dates as guided by monitoring and evaluation	4.355	0.960
Mean score	4.327	0.874

Source: Survey Data (2019)

In case of if the organisation improved project delivery time because of the choice of appropriate M&E approach, 87.10% were in agreement, 11.29% neutral and 1.16% disagreed. Asked if their organisations completed projects on time due to sufficient M&E budget allocation, 79.03% of respondents agreed, 12.90% remained neutral and 8.06% disagreed. When asked their opinion on completion of key project milestones and activities as influenced by M&E, 80.65% agreed, 14.52% remained neutral while 4.84% disagreed with the statement.

The mean of the items used to measure the project success in light of time ranged between 4.048 and 4.500. This was an indication that all the parameters used to measure the project's success were suitable as the respondents agreed with the statements. Standard deviation ranged from 0.763 to 0.960 meaning that responses were not far dispersed from each other.

4.6.2 Cost

The respondents expressed their agreement or disagreement with statements regarding project success in terms of cost measurement on a five 5-Likert scale. The results of the study showed that 80.65% of the respondents indicated that projects were implemented within the initially planned cost because there was the support of M&E teams as presented in table 4.13. Further, 14.52%

disagreed and 4.84% remained neutral on whether the projects were completed within the original planned cost.

Table 4. 20: Cost

Cost		
Statement	Mean	S.D
At our organisation, we implemented projects within originally planned cost (budget) because we had the support of monitoring and evaluation (M&E) teams	3.935	0.956
We implemented projects activities within planned budget/cost guided by appropriate monitoring and evaluation (M&E) approaches, methods and tools	4.016	0.896
At our organisation, we implemented projects without budget overruns since we had allocated sufficient funds for monitoring and evaluation (M&E) activities	3.613	1.310
Mean score	3.855	1.054

Source: Survey Data (2019)

Asked if their organisations implemented project activities within originally planned cost owing to the choice of appropriate M&E approach, 80.65%, 9.68% and 9.68% of the respondents agreed, were neutral and disagreed respectively. When asked their opinion on completion of projects without overruns due to the influence of sufficient budget allocation for M&E, 64.52% agreed, 9.68% remained neutral while 25.80% disagreed with the statement.

The mean of the items used to measure the project success in light of cost ranged between 3.613 and 4.016. This was an indication that all the parameters used in measuring success of projects were suitable as the respondents agreed with the statements. Standard deviation ranged from 0.896 to 1.310 meaning that responses were slightly dispersed from each other.

4.6.3 Quality

The respondents expressed their agreement or disagreement with statements regarding to project success measurement on quality based on a five 5-Likert scale. The results are depicted in Table 4.14.

Table 4. 21: Quality

Strength of M&E Team		
Statement	Mean	S.D
We delivered projects meeting needs of beneficiaries	4.613	0.686
We achieved project goals and objectives which was attributed monitoring and evaluation team(s)	4.597	0.664
We met donor contractual requirements because we had monitoring and evaluation team supporting the projects	4.516	0.741
We made informed and right project decisions due to use of appropriate monitoring and evaluation (M&E) approaches, methods and tools	4.645	0.655
We delivered sustainable projects as we had incorporated monitoring and evaluation during implementation	4.419	0.737
All the projects we implemented met set quality standards	4.419	0.841
Mean score	4.535	0.721

Source: Survey Data (2019)

The study results showed 88.71% of the individuals who responded to survey questions agreed that their organisations delivered projects that met beneficiary needs while 11.29% were indifferent. The majority of respondents 93.55% attributed their organisations' achievement of project goals and objectives to M&E. Nonetheless, 1.61% of those responding could not attribute such achievement to M&E while 4.84% remained undecided. Additionally, 91.94% of the respondents associated meeting donor requirements to M&E teams supporting the projects while 3.23% could not find the association of the two. Concerning contribution to project success by quality measured in informed decision-making due to the appropriate choice of M&E Approach, methods and tools, 90.32% of the respondents agreed and 9.68% remained indifferent. On project success measured in sustainability due incorporation of M&E, 88.71% supported it was relevant, 9.68% were indifferent and 1.61% rejected the association. Asked if projects implemented met all set quality standards, 87.10% were in agreement, 4.84% disagreed and 8.06% remained indifferent.

The mean of the items used to measure the project success in light of quality ranged between 4.419 and 4.645. This was an indication that all the parameters used to measure the project's success were suitable as the respondents strongly agreed with the statements. Standard deviation ranged from 0.655 to 0.841 meaning that responses were closely dispersed from each other.

4.7 Inferential Statistics

The study assessed the link between the independent variable and dependent variables by employing inferential statistics. The independent and dependent variables were also compared to answer research questions that sought to provide a solution to the influence of M&E on the non-governmental organisations in Nairobi County. The inferential statistics were done using SPSS software Version 20.0.

4.7.1 Correlational Analysis

The correlation coefficient determines the degree of the linear relationship between continuous variables. It is measured between negative one (-1) to positive one (+1). The closer the coefficient is to either -1 or +1, the stronger the degree of association (Armigate, Berry & Mathews, 2002; Schober, Boer & Schwarte, 2018). The findings for the correlational analysis were illustrated in table 4.15 below. The results show that project success and the M&E team strength had a correlation of ($r = .769, p = .000$) project success and M&E approach ($r = .800, p = .000$) while Project success and M&E budget allocation had ($r = .702, p = .000$). This implied a very strong positive relationship between dependent variable - project success and the independent variables namely strength of M&E team, M&E approach and M&E budget allocation. Thus was interpreted to mean to improve project success, the organisation may need to have strong M&E teams, carefully select appropriate M&E Approach and have sufficient budget allocated for monitoring and evaluation. This effectively denotes that project success improves as the strength of the M&E team increases, better M&E approach is employed and with sufficient budget to implement M&E activities allocated.

Table 4. 22: Correlation Analysis

		Correlations			
		Project Success	M&E Team	M&E Approach	M&E Budget Allocation
Project Success	Pearson Correlation	1	.769**	.800**	.702**
	Sig. (2-tailed)		.000	.000	.000
	N	62	62	62	62
M&E Team	Pearson Correlation	.769**	1	.842**	.602**
	Sig. (2-tailed)	.000		.000	.000
	N	62	62	62	62
M&E Approach	Pearson Correlation	.800**	.842**	1	.569**
	Sig. (2-tailed)	.000	.000		.000
	N	62	62	62	62
M&E Budget Allocation	Pearson Correlation	.702**	.602**	.569**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	62	62	62	62

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

Source: Survey Data (2019)

The strength of the M&E team and M&E approach showed an equally strong positive correlation between the M&E approach and M&E Budget allocation at ($r=.842, p=.000$) and ($r =.602, p = .000$) respectively. In addition, the M&E approach also had a strong positive correlation with M&E budget allocation at 0.569. The findings are to mean each variable improves with improvement to other variables.

4.7.2 Regression Analysis

The relationship between the dependent variable and independent variables was presented using the regression analysis. In addition, the regression analysis was used to show the influence of strength of the M&E team, M&E approach and budget allocation for M&E on success of project. The study used multiple regression model below to test the relationship between the dependent and independent variables:

Regression equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where:

Y = Project Success

X₁ = Strength of M&E team

X₂ = M&E Approach

X₃ = Budget Allocation

β₀ = Regression constant

β₁, β₂, β₃ = Regression coefficients of independent variables

ε = Regression model error term

The same regression equation could be rewritten as follows:

$$Y = \beta_0 + \beta_1 \text{Strength of M\&E Team} + \beta_2 \text{M\&E Approach} + \beta_3 \text{M\&E Budget Allocation} + \varepsilon$$

The regression model results were summarized in table 4.16-4.18 as shown in the next subsection.

Regression Model Summary

Table 4.16 presents regression model summary results. The R value represents a simple correlation in which case is 0.860 meaning a high degree of correlation.

Table 4. 23: Regression Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.860 ^a	.740	.726	.320462263097 481	.740	54.967	3	58	.000

a. Predictors: (Constant), M&E Budget Allocation, M&E Approach, M&E Team

Source: Survey data (2019)

The R^2 shows how much of the total variation in the dependent variable is explained by independent variables. In this study, the value of R^2 is 0.740, meaning that the model has explained 74.0% of the variation in project success. This is large enough to explain the project success meaning only 26.0% of the total variation in project success may be explained by other variables not factored in the model.

Analysis of Variance (ANOVA) Results

The analysis of variance (ANOVA) as shown in Table 4.17 tests the significance of the model at 5% level of significance. It tests the acceptability of the model from the statistical point of view. In this study, the regression – indicating variability explained by the model, shows that the model explains 16.935 percent. The model is significant since the p-value of 0.000 is less than 0.05 as F calculated was greater than F critical of 54.967. The p-value of 0.000 ($p < 0.005$) implied that the strength of the M&E team, M&E approach and M&E Budget allocation are significant predictors at explaining project success among NGOs in Nairobi County. Thus, the model is a good fit.

Table 4. 24: ANOVA Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.935	3	5.645	54.967	.000 ^b
	Residual	5.956	58	.103		
	Total	22.891	61			
a. Dependent Variable: Project_Success						
b. Predictors: (Constant), M&E_Budget_Allocation, M&E_Approach, M&E_Team						

Source: Survey data (2019)

4.7.3 Hypothesis Testing

a) M&E Team strength influences the project success

Table 4. 25: Residuals Statistics for M&E Team

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.198	4.611	4.314	.471	62
Residual	-.920	.648	-.001	.391	62
Std. Predicted Value	-4.488	.630	.000	1.000	62
Std. Residual	-2.333	1.643	.000	.992	62

a. Dependent Variable: Project_Success

Source: Survey 2019

Table 4. 26: Model Summary for M&E Team

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.769 ^a	.592	.585	.395	1.968

a. Predictors: (Constant), M&E_Team

b. Dependent Variable: Project_Success

Source: Survey 2019

The model summary (table 4.19) shows that the project success and strength of M&E team correlate at 0.769 which is a strong positive correlation between project success and the strength of M&E team. The adjusted R square value is 0.585 meaning that 58.5% of the variability in project success is explained by the strength of M&E team.

Further, the coefficients table show that strength of M&E team is a good predictor of project success. The statistics show that the strength of M&E team is statistically significant as indicated by p-value of. 0.000. See the table 4.20 below:

Table 4. 27: Coeffients for M&E Team

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.321	.325		4.069	.000	.671	1.970
	M&E_Team	.658	.071	.769	9.333	.000	.517	.799

a. Dependent Variable: Project_Success

Source: Survey 2019

Based on the above model coefficients, the study findings showed that the strength of monitoring and evaluation had significance coefficient of 0.769 given the p-value of 0.000 which was less than expected 0.05 p-value. The results implied that the strength of monitoring and evaluation team had a statistically significance influence the project success. Therefore, the study established that M&E team strength influences project success.

b) M&E Approach influences the project success

The second hypothesis for the study was that M&E Approach influences project success among NGOs. To test if the M&E approach influenced project success, the study regressed M&E Approach against project success based on p-value. Beta value was interpreted using standardised coefficients.

The results as shown from standardised residual statistics show that the value ranged from -2.704 to 2.384 which lie within acceptable range of -3.92 to 3.92. This means there were no outliers in the data hence assumption of no outliers was met.

Table 4. 28: Residuals Statistics – M&E Approach

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.699	4.762	4.314	.490	62
Residual	-1.002	.883	-.001	.367	62
Std. Predicted Value	-3.295	.913	.000	1.000	62
Std. Residual	-2.704	2.384	.000	.992	62

a. Dependent Variable: Project_Success

Source: Survey 2019

The Durbin-Watson value of 1.780 as shown in table 4.22 indicates that the independence assumption of the data was also met as the value is in between 1 and 3.

Table 4. 29: Model Summary for Monitoring and Evaluation Approach

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.800 ^a	.640	.634	.3705	1.780
a. Predictors: (Constant), M&E_Approach					
b. Dependent Variable: Project_Success					

Source: Survey 2019

Based on the statistical analysis, the mean for project success as predicted by M&E team strength was 4.314 while for M&E team was 4.548 with standard deviation of 0.613 and 0.716 respectively.

Model Summary: M&E Approach

The model summary above (Table 4.22) shows correlation coefficient for project success and M&E approach at 0.800. This correlation value shows a strong correlation between project success and monitoring and evaluation approach. The results also show an adjusted R square of 0.634 which translates to 63.4% variability in project success being explained by M&E Approach being only the predictor variable regressed.

The study findings as shown in table 4.23 indicate a Beta of 0.800 at p-value of 0.000 significance having p-value of less than 0.05, it was interpreted as meaning that M&E Approach is a statistically significant independent (predictor) variable to outcome of project success. This implied that monitoring and evaluation approach had statistically significant influence on project success. Therefore, the study established that monitoring and evaluation approach influences project success.

Table 4. 30: Coefficients for M&E Approach

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.073	.413		.177	.860	-.753	.899
	M&E_Approach	.938	.091	.800	10.333	.000	.756	1.119
a. Dependent Variable: Project_Success								

Source: Survey 2019

c) M&E Budgetary Allocation influences project success

The study sought to establish if monitoring and evaluation budget allocation influences project success. The study checked for major assumptions of normality, independence and absence of outliers. The M&E budget allocation diagnostic tests are discussed below.

Table 4. 31: Residual Statistics

Residuals Statistics^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.151	4.812	4.314	.430	62
Residual	-1.0802	.9256	.000	.436	62
Std. Predicted Value	-2.704	1.159	.000	1.000	62
Std. Residual	-2.455	2.103	.000	.992	62

a. Dependent Variable: Project_Success

Source: Survey 2019

Model Summary: M&E Budget Allocation

The model summary below (Table 4.25) shows correlation coefficient for project success and M&E budget allocation at 0.702. This correlation value shows a strong positive correlation between project success and monitoring and evaluation budget allocation. The results also show an adjusted R-square of 0.484 which translates to 48.4% variability in project success being explained by M&E budget allocation being only the predictor variable regressed.

Table 4. 32: Model Summary for M&E Budget Allocation

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.702 ^a	.492	.484	.440	1.882

a. Predictors: (Constant), M&E_Budget_Allocation

b. Dependent Variable: Project_Success

Source: Survey 2019

Further, the coefficients table below (table 4.26) show that M&E budget allocation is a good predictor of project success. The statistics show that the monitoring and evaluation budget allocation is statistically significant as indicated by p-value of. 0.000. See the table 4.26 below:

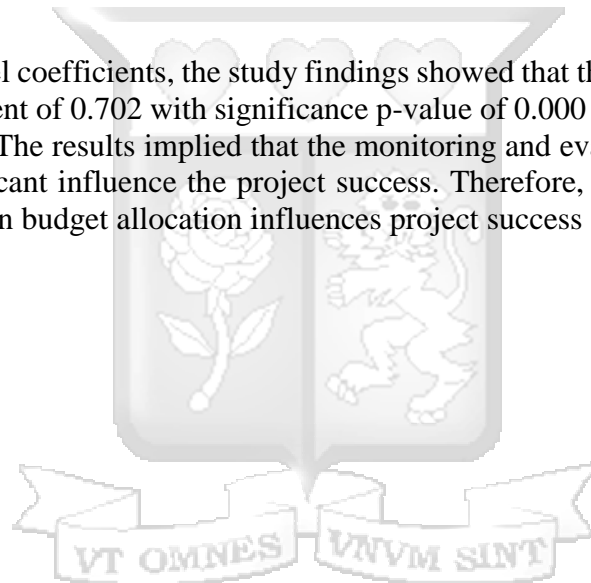
Table 4. 33: Coefficients for M&E Budget Allocation

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.044	.303		6.753	.000	1.439	2.650
	M&E Budget_Allocation	.554	.073	.702	7.630	.000	.408	.699

a. Dependent Variable: Project_Success

Source: Survey 2019

Based on the above model coefficients, the study findings showed that the M&E budget allocation had significance coefficient of 0.702 with significance p-value of 0.000 which was less than alpha equals or less than 0.05. The results implied that the monitoring and evaluation budget allocation had a statistically significant influence the project success. Therefore, the study established that monitoring and evaluation budget allocation influences project success among NGOs.



The Regression Coefficients.

The coefficients necessary information to predict project success level from the strength of M&E team, M&E approach and M&E budget allocation. It also helps determine whether same predictor variables contribute statistically significantly to the model.

Table 4. 34: Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.109	.366		.296	.768
	M&E_Team	.162	.111	.189	1.462	.149
	M&E_Approach	.531	.147	.453	3.613	.001
	M&E_Budget_Allocation	.260	.067	.330	3.895	.000

a. Dependent Variable: Project_Success

Source: Survey data (2019)

The study results in column B represents the regression equation. Thus, our regression model equation will be stated as shown below:

$$Y=0.109+0.162X1+0.531X2+0.260X3$$

$$Y = 0.109+0.162\text{Strength of M\&E Team} + 0.531 \text{ M\&E Approach} + 0.260 \text{ M\&E Budget allocation}$$

The results mean that the project success would increase by 0.162 when one unit of the M&E team is increased holding all other independent variables constant. The same interpretation would be made for the M&E approach (0.531) and M&E budget allocation (0.260). Looking at beta coefficients, the study indicates that the M&E approach had a stronger association with the project's success while the M&E team had the least association. In conclusion, the regression results show correlation between the three generic monitoring and evaluation variables and success of project to be statistically significant at a 95% confidence level. M&E budget allocation was the most significant variable with a value of 0.000 while the M&E team had the least.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of study findings, conclusion, the organisational and policy recommendations and suggestions future research in line with same study topic. The summary findings are presented as per study objectives. The main objective of this study was to establish the influence of monitoring and evaluation on project success among non-governmental organisations (NGOs) in Nairobi County, Kenya. The study specific objectives study were to establish the influence of strength of monitoring and evaluation team on project success among NGOs in Nairobi County, Kenya; to determine the influence of monitoring and evaluation approach on project success among NGOs in Nairobi County, Kenya; and to establish the influence of budgetary allocation for monitoring and evaluation on project success among NGOs in Nairobi County, Kenya.

5.2 Discussion of the Findings

This section is presentation of the discussion of the findings according to the specific objectives of the study.

5.2.1 The Strength of Monitoring and Evaluation Team and Project Success

The study found that the strength of the M&E team did not have a significant influence on the success of project when combined with other predictor variables as shown by ($\beta_1=0.162$, p-value=0.149). However, when regressed as a single predictor variable, it indicates it is indeed a significant factor in project success ($\beta_1=0.769$, p-value=0.000) as indicated in table 4.20 and in consistence with other studies (Watkins, 2004; World Bank, 2009; Kamau & Mohamed, 2015). The results showed that a strong M&E team with sufficient staff was a critical factor to project success. The same results were echoed for M&E staff having relevant training, regular capacity building for the staff, use of MIS for data management and planning for M&E in advance. This implied that the stronger the M&E team in number, skills and resources, the higher the chances of improved project success.

Thus, in response to the objective to find out if the strength of the M&E team influences project success, the study established it was true it did influence though not statistically significant when combined with other project success predictor variables of M&E factors. Therefore, organisations could have improved rates of project success if they built stronger M&E teams since it is within reach. The same observations were in agreement with Watkins (2004) who had indicated strengthened M&E teams were able to come up with innovative strategies to achieve project success. In addition, it supports the training of M&E teams as recommended by Muriithi (2017), Phiri (2015), World Bank (2009) and UNDP (1998). The study resonates with earlier research by Kamau (2015) who found the strength of the M&E team to statistically significantly influencing project success.

5.2.2 The Monitoring and Evaluation Approach and Project Success

The intention of the study was to determine the influence of the M&E approach on project success among NGOs in Nairobi County, Kenya. The study findings indicated that the M&E approach influences project success among NGOs as shown by a significant positive relationship between the two variables ($\beta_2=0.531$, $p\text{-value} = 0.001$).

Higher percentage of the study participants agreed to organisations developing indicators before commencing implementation of projects. Results also indicated that a high number of organisations used M&E frameworks. Such results are supported by Chaplowe (2008) who found frameworks important tools for planning and tracking progress if used. The majority of the organisations under the current study indicated tracking project progress and achievement, both quantitatively and qualitatively. This is key since not all indicators of project success can be measured in numbers. Concerning data demand and information use, a huge percentage indicated it be key to making informed decisions. A large proportion of the respondents showed that the appropriate choice of the M&E approach significantly improved success of projects.

The study findings are similar to available literature regarding the effect of monitoring and evaluation on success of projects. Muchelule (2018), in a study of the influence of monitoring practices on project performance of Kenya State corporations, found M&E tools and techniques to be significant. Techniques and tools are part of M&E approach under this study and, thus, an

agreement of findings. Kamau and Mohamed (2015) had suggested that the M&E team had to choose M&E approach that suits an organisation. This is because to measure progress or achievement, each organisation should choose for each project those research methods and tools designed uniquely to capture data, store, analyse and present the processed information according to the demands of the users. Wachaiyu (2015), in the study of M&E factors that influence the success of development projects in Starehe Sub-county Kenya, found a positive and significant relationship between the selection of tools and success of the project. The study findings are also in agreement with Chaplowe (2008) who found a link between the performance of projects and tools same to frameworks.

5.2.3 The Budgetary Allocation for Monitoring and Evaluation and Project Success

The findings of the study showed a significant positive relationship between budgetary allocation for M&E and project success ($\beta_3=0.13$, p-value =0.000). This means budgetary allocation for M&E influences project success among non-governmental organisations in Nairobi County, Kenya. The study findings further showed that most organisations preferred to allocate financial resources for M&E during the planning stage of the project. Additionally, the majority of organisations integrate M&E staff during the planning of projects which then has the implication of guiding the project team in refined frameworks and appropriate selection of the M&E approach. The study also found that though many organisations allocate finances for M&E, only a few allocated the recommended 5% to 10% of the total project budget as advocated by IFRC (2001). The latter could easily be understood given financial resources available to NGOs is one of the challenges in modern times as noted by Damoah et al. (2015).

The results, as shown by regression analysis, had a significant positive relationship between budgetary allocation for M&E and project success. This implies with an increase in the M&E budget, the success rate of projects improves. This might suggest that the opposite would be true because only minimal M&E activities can be conducted without budget allocation for the same. Therefore, those organisations which have impressive project success rate might as well be construed to have apportioned sufficient M&E budget for those projects.

The study findings point to similar studies by Marangu (2012), McCoy (2005) and Gyorkos (2003) who observed that sufficient financial resources should be considered within overall project cost and allocation done to ensure quality M&E. By setting sufficient budget allows for implementing M&E activities, acquiring necessary equipment and software as well as cater for other M&E related costs. Sufficient budget supports the strengthening and sustaining of quality M&E systems (UNAIDS, 2008a) and facilitating M&E activities such as meetings, stationery, data entry and infrastructure acquisition. It would be then competent to logically link sufficient budget allocation, effective application of M&E approaches, and having strong M&E team for NGOs to lead to improved project success.

5.3 Conclusion

The main objective of the study was to determine the influence of monitoring and evaluation on project success among NGOs in Nairobi County, Kenya. The study findings established M&E team strength, M&E approach used and M&E budget to have positively and significantly influenced project success among NGOs in Nairobi County, Kenya.

The study concluded that the strength of the M&E team was statistically significant and positively influenced the success of projects among NGOs. It is conclusion of the study that the strength of the M&E team influences project success among NGOs. This means those NGOs envisioning to improve rates of project success must have established M&E teams to support project implementation.

The study findings established that the M&E approach had a positive statistically significant influence on the success of projects among NGOs. Therefore, the study concludes that the M&E approach influences project success among NGOs. This implied that the organisations could significantly improve the success of the project by carefully and appropriately choosing those M&E approaches that best suit their individual project needs in any given circumstances.

The evidence from the study shows a positive statistically significant relationship between budgetary allocation for M&E and project success. Therefore, the study concluded that budgetary allocation for M&E influences projects success among NGOs. It would, therefore, be prudent for

the non-government organisations to allocate sufficient funds for M&E activities for every project so as to improve the chances of success.

In conclusion, the study findings conclude that NGOs implementing development projects of whatever nature should set aside sufficient budget for monitoring and evaluation activities during the planning stage. This will give them the ability to monitor and control the quality of the project and its deliverables. Such organisations should also ensure they employ a team of competent M&E professionals, clarify roles, facility their continued learning and provide the team with the necessary resources to implement M&E activities. The management is key in supporting the work of the M&E team. The study further concludes that a careful selection of appropriate M&E approaches, methodologies and research/monitoring tools will complete the project success enablers triangle. Therefore, the study concludes that monitoring and evaluation influence the success of projects among non-governmental organisations (NGOs) in Nairobi County, Kenya.

5.4 Recommendations

The study findings will contribute greatly to non-governmental organisations, other institutions and sectors of the economy in terms of knowledge and practice. Findings have both management and policy implications.

5.4.1 Management Implications

It is recommended, based on study findings, that non-governmental organisations should set aside sufficient budget for M&E activities, have functional M&E unit and appropriately choose those M&E approaches and tools best suited to its organizational operations and the nature of the project. The study recommends that NGOs should involve the M&E team during the planning stage to help guide on M&E needs of the project and subsequently allocate sufficient budget for those activities. In the same manner, the study recommends that NGOs should consider the importance of M&E staff and hence invest in strengthening the M&E team, subsequently giving a quality M&E system. Such a team will help monitor and guide project implementation towards meeting its goals, objectives and interventions. Finally, the study recommends that NGOs should always adopt only those M&E approaches that serve the information needs of a particular project in helping keep track of indicator performance.

5.4.2 Policy Implications

The study recommends that NGO management boards, funding partners/donors and other NGOs' bodies should make policies that support the incorporation of monitoring and evaluation in projects. The NGO management boards will benefit by additional knowledge of the M&E as control tool for successful implementations. The directors and project managers benefit by incorporating M&E in projects their NGOs are implementing and learn to offer management support to the M&E teams through capacity building, engagement of M&E team in design stage of the projects and allocating sufficient budget to support the M&E activities. This will greatly improve project success through adoption of best practices as evidenced by the study. The study further recommends that training institutions may incorporate some of the best M&E principles in curricula to improve course content delivery and transfer to the workplace through learners and consultancy. The combined effect will be successful project implementation among NGOs translating to tangible benefits to the citizens, especially the most needy, marginalized and underprivileged in the community. This would in turn contribute to improved productivity by these groups of population and hence, a more prosperous country and world.

5.5 Limitations of the Study and Suggestions for Further Studies

The study had certain limitations. Firstly, the study adopted a cross-sectional approach of research design and thus, the results are to be interpreted within such period. Its disadvantage is the lack of observance of results over a period of time to observe trends only possible with longitudinal studies. Therefore, longitudinal studies may be considered in future and results compared.

Furthermore, this study focused on monitoring and evaluation factors that affect project success. However, regression analysis indicates there are other factors that influence project success among NGOs. Further study could consider including other factors that might have influence project success such as organisational leadership, host community culture or norms, economic wellbeing, and political influence among others.

The main respondents for this study were staff involved with project implementation and as such would naturally be familiar with the influence of monitoring and evaluation on project success. Additional study could consider involving other participants, especially the non-project staff, beneficiaries and other stakeholders in project work within the NGO sector. The study also limited itself to NGOs in Nairobi county of Kenya, thus a further study could be considered in other counties and countries and compare the results.



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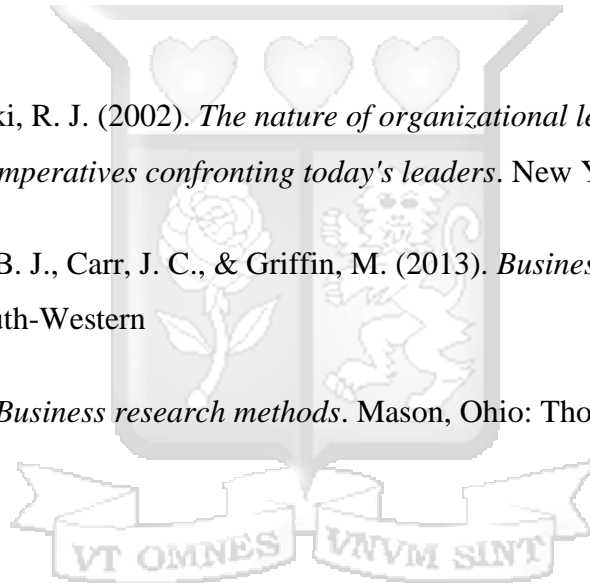
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APPENDICES

Appendix A: Introductory Letter

The Survey on the Influence of Monitoring and Evaluation on Project Success among Non-governmental Organisations (NGOs) in Nairobi County, Kenya.

Dear Sir/Madam,

I am a Master of Commerce (MCOM) student at Strathmore University. As a requirement of this master degree, I am supposed to carry out a research intended to solve a problem within my area of specialization. I intended to conduct a research towards assessing the influence of monitoring and evaluation on project success among NGOs in Nairobi County, Kenya.

There is no personal risk involved as a result of your participation in this survey. The data collected from this survey will be used for education and research purposes only. The information will be CONFIDENTIAL. Your participation is to be completely NONCOMPULSORY and ANONYMOUS. Non-participation will not result in penalty or loss of any kind.

Once you complete the questionnaire, please return it to the person who provided the questionnaire or to the person at the counter.

If you have any further questions about this study, please contact the principal researcher, Patrick Mbithi, a Masters Candidate in the Strathmore University Business School, Strathmore University (email: mbithipd@gmail.com). You may also contact my supervisor Dr. Tabitha W. Waithaka at twaithaka@strathmore.edu.

Thank you very much for your time and cooperation.

Yours sincerely,

Patrick Mbithi

Masters Student at Strathmore University

Appendix B: Research Questionnaire

Please answer all questions.

PARTA: GENERAL INFORMATION: DEMOGRAPHIC INFORMATION

1. Organisation type *(Please tick as appropriate)*

- (1). International NGO
- (2). National NGO
- (3). Community Based Organisation (CBO)

2. Gender of the respondent *(Please tick as appropriate)*

- 1. Male
- 2. Female

3. Respondent's age bracket *(Please tick as appropriate)*

- 1. Below 30 years
- 2. 30 to 40 years
- 3. 40 to 50 years
- 4. Above 50 years

4. Respondent's highest level of education *(Please tick as appropriate)*

- 1. Certificate
- 2. Diploma
- 3. Undergraduate Degree
- 4. Master's Degree
- 5. PhD

5. Number of years the respondent has worked in the organisation *(Please tick as appropriate)*

- (1). 0-4
- (2). 5-10
- (3). 10-15
- (4). 15-20
- (5). Over 20

6. Respondent's position in the organisation *(Please tick as Appropriate)*

- (1). Director / Deputy Director
- (2). Project Manager / Head of department
- (3). Monitoring & Evaluation Coordinator / Officer
- (4). Other (specify).....

PART B: MONITORING AND EVALUATION

(7). Please indicate with a tick (✓) the extent to which you agree with the following statements concerning strength of monitoring and evaluation (M&E) team. Where:

(1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree)

No.	Statement	1	2	3	4	5
i.	We have functional M&E unit with sufficient staff for the all projects in our organisation					
ii.	We have qualified Monitoring and Evaluation (M&E) staff members with relevant education and training in project monitoring and evaluation					
iii.	We regularly have project monitoring and evaluation capacity building seminars, workshops and meetings improving project team skills and capabilities					
iv.	We use management information system (MIS) for data entry, analysis, reporting and storage improving decision making concerning projects					
v.	We plan well for monitoring and evaluation (M&E) activities which has resulted in timely monitoring					
vi.	Our monitoring and evaluation (M&E) team has helped significantly to improve our project success					

Please specify any other below

(8). Please indicate with a tick (✓) the extent to which you agree with the following statements concerning monitoring and evaluation (M&E) approach.

Where: *(1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree)*

No.	Statement	1	2	3	4	5
i.	At our organisation, we develop project indicators before commencing implementation of projects.					

ii.	At our organisation, we use logical framework, results-based framework and or any other M&E framework to guide implementation, track progress and evaluate project success					
iii.	At our organisation, we use both quantitative and qualitative data to track project progress indicators					
iv.	At our organisation, project interventions and activities are driven and guided by data demand and information use					
v.	We appropriately choose monitoring and evaluation (M&E) approaches, tools and methods depending on each project design and information needs					

Please specify any other below

(9). Please indicate with a tick (√) the extent to which you agree with the following statements concerning monitoring and evaluation (M&E) budget allocation.

Where: (1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree)

No.	Statement	1	2	3	4	5
i.	Our organization allocates budget for monitoring and evaluation (M&E) during project planning for all projects					
ii.	Our organisation always engages monitoring and evaluation (M&E) teams while planning and budgeting for projects					
iii.	We are always guided by planned monitoring and evaluation (M&E) activities while allocating budget for M&E					
iv.	We always allocate sufficient financial resources which ensures quality monitoring and evaluation (M&E) of projects in our organisation					
v.	We always allocate 5% to 10% of the total project budget to Monitoring and evaluation (M&E) activities					

Please specify any other below

PART C: PROJECT SUCCESS

(10). The following statements relate to the project success measures namely time, cost and quality. Kindly indicate the extent to which you agree or disagree with the statements by ticking (√) in the appropriate space. Where:

(1 strongly disagree, 2 disagree, 3 somehow agree, 4 agree, 5 strongly agree)

	Time	1	2	3	4	5
i	We completed projects on schedule because we had support of the monitoring and evaluation team(s)					
ii	We improved project delivery time as result of appropriate monitoring and evaluation approaches, methods and tools					
iii	We completed projects on schedule because we have sufficient budget allocated for monitoring and evaluation					
iv	We completed key project milestones and activities as per planned dates as guided by monitoring and evaluation					

	Cost	1	2	3	4	5
i	At our organisation, we implemented projects within originally planned cost (budget) because we had support of monitoring and evaluation (M&E) teams					
ii	We implemented projects activities within planned budget/cost guided by appropriate monitoring and evaluation (M&E) approaches, methods and tools					
iii	At our organisation, we implemented projects without budget overruns since we had allocated sufficient funds for monitoring and evaluation (M&E) activities					

	Quality	1	2	3	4	5
i	We delivered projects meeting needs of beneficiaries					
ii	We achieved project goals and objectives which was attributed monitoring and evaluation team(s)					
iii	We met donor contractual requirements because we had monitoring and evaluation team supporting the projects					
iv	We made informed and right project decisions due to use of appropriate monitoring and evaluation (M&E) approaches, methods and tools					
v	We delivered sustainable projects as we had incorporated monitoring and evaluation during implementation					
vi	All the projects we implemented met set quality standards					

(11). Please indicate with a tick (√) the extent to which you agree with the following statements concerning influence of monitoring and evaluation on project success in your organization. Where: *(1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree)*

	Statements	1	2	3	4	5
i	The strength of monitoring and evaluation team influences project success					
ii	Monitoring and evaluation approaches influences project success					
iii	Budget allocated for M&E activities influences project success					

(12). Please indicate other monitoring and evaluation factor that enhance success of projects in your organization

.....

Thank you.

Appendix C: Strathmore University Research Authorisation Letter



06 May 2019

TO WHOM IT MAY CONCERN

Facilitation of Research for Mbithi Patrick Dominic Student No. 079221

Mr. Mbithi Patrick Dominic is a postgraduate student in our Master of Commerce (MCom) programme. In partial fulfilment of the MCom degree, students are required to carry out a research project and write a thesis on a contemporary subject within their field of specialisation. Among other activities, the project involves data collection and analysis.

Patrick is requesting to gather information to be used in his research. The information he will obtain from your organization will be used for this academic purpose only and will be kept confidential. The results of the survey will be in summary form and will not disclose any individual, company name or company information in any way.

Our MCom seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share the findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

The research study is entitled **“The influence of Monitoring and Evaluation on project success among Non-Governmental Organisations in Nairobi County, Kenya.”**

We appreciate your support and shall be willing to provide any further information if required.

Yours faithfully,

Quindos Karanja
Coordinator – Master of Commerce (MCom)
Strathmore University Business School
Email: qkaranja@strathmore.edu

Ole Sangole Rd, Madaraka Estate, PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000
Email info@strathmore.edu www.strathmore.edu

Appendix D: Strathmore University Research Ethical Approval Letter



Strathmore
UNIVERSITY

15th September 2020

Mr Mbithi, Patrick
mbithipl@gmail.com

Dear Mr Mbithi,

RE: The Influence of Monitoring and Evaluation on Project Success Among Non-Governmental Organisations (NGOs) In Nairobi County, Kenya

This is to inform you that SU-IERC has reviewed and approved your above research proposal. Your application approval number is SU-IERC0886/20. The approval period is 15th September 2020 to 14th September 2021.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr Virginia Gichuru,
Secretary; SU-IERC

Cc: Prof Fred Were,
Chairperson; SU-IERC



Ole Sangale Rd, Madaraka Estate, PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000
Email info@strathmore.edu www.strathmore.edu

Appendix E: NACOSTI Research Authorisation Letter



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/32479/30436**

Date: **23rd May 2019**

Patrick Dominic Mbithi
Strathmore University
P.O. Box 59857 00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“The influence of monitoring and evaluation on project success among non-governmental organizations in Nairobi County, Kenya.”* I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending **23rd May, 2020.**

You are advised to report to **the County Commissioner, and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.


COUNTY COMMISSIONER
NAIROBI COUNTY
P. O. Box 30124-00100, NBI
TEL: 341666

Appendix F: Ministry of Education Research Authorisation Letter



Republic of Kenya

**MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION**

Telegrams: "SCHOOLING", Nairobi
Telephone: Nairobi 020 2453699
Email: rcenairobi@gmail.com
cdenairobi@gmail.com

REGIONAL DIRECTOR OF EDUCATION
NAIROBI REGION
NYAYO HOUSE
P.O. Box 74629 – 00200
NAIROBI

When replying please quote

Ref: RCE/NRB/RESEARCH/1/64/VOL.I

Date: 3rd June, 2019

Patrick Dominic Mbithi
Strathmore University
P. O. Box 59857 - 00200
NAIROBI

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on *"The influence of monitoring and evaluation on project success among non-governmental organizations in Nairobi County, Kenya."*

This office has no objection and authority is hereby granted for a period ending **23rd May, 2020** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend



DR. STELLA MOSIGBI
FOR: REGIONAL DIRECTOR OF EDUCATION
NAIROBI

Copy to: Director General/CEO
National Commission for Science, Technology and Innovation
NAIROBI



Appendix G: List of NGOs Operating in Nairobi County

NO	ORGANISATION NAME	POSTAL ADDRESS	PHYSICAL ADDRESS
1	ACTION AFRICA HELP KENYA	P.O BOX 76598 00508 NAIROBI	FAWE HOUSE ON CHANIA AVENUE
2	ACTIONAID INTERNATIONAL- AFRICA REGIONAL OFFICE	P.O. BOX 554 00606 NAIROBI, KENYA	AACC BUILDING, 4TH FLR, WAIYAKI WAY, WESTLANDS
3	AFRICA EDUCATIONAL TRUST	P.O. BOX 15038 00100 NAIROBI	LONGONOT PLACE APARTMENTS, HARRY THUKU RD SUSWA 2
4	AFRICA HEALTH AND COMMUNITY PROGRAMME	P.O BOX 27996 - 00100 NAIROBI	OLYMPIC, KIBERA
5	AFRICAN COMMUNITY DEVELOPMENT ORGANISATION	P.O. BOX 30803 00100 NAIROBI	PROFESSIONAL BLG NEXT TO LANGATA SHOPPING CENTRE
6	AFRICAN INSTITUTE FOR DEVELOPMENT POLICY (AFIDEP)	P.O BOX 14688- 00800 NAIROBI	6TH FLR,BLOCK A,WESTCOM POINT BUILDING,MAHIGA MAIRU AVENUE,OFF WAIYAKI WAY,WESTLANDS.
7	AFRICAN INSTITUTE FOR HEALTH AND DEVELOPMENT	P.O BOX 45259- 00100 NAIROBI	KINDARUMA ROAD 7TH FLR COMMODORE OFFICE SUITE 7B
8	AFRICAN LEADERSHIP AND RECONCILIATION MINISTRIES	P.O BOX 10558 - 00100 NAIROBI	HURLINGHAM PARK APT C8 ARGWINGS KODHEK ROAD
9	AFRICAN MISSION HEALTHCARE - KENYA	P.O BOX 2320-00621 VILLAGE MARKET	CATHY FLATS NO 6 LENANA ROAD,HURLIGHAM, NAIROBI
10	AFRICAN NETWORK FOR AGRICULTURE, AGROFORESTRY AND NATURAL RESOURCES EDUCATION	P.O.BOX 30677- 00100 NAIROBI	EDUCATION UNITED NATIONS AVENUE,GIGIRI C/O ICRAF
11	AFRICAN WOMAN AND CHILD FEATURE SERVICE	P.O. BOX 48197 00100 NAIROBI	NGONG BAPTIST CHURCH COURT- NGONG ROAD
12	AFRICAN WOMENS DEVELOPMENT AND COMMUNICATION NETWORK (FEMNET)	P. O. BOX 54562 - 00200 NAIROBI	KILIMANJARO AVENUE OFF MARA RD, BEHIND KUSCO CENTRE, UPPER HILL
13	AFRICAN YOUTH AND COMMUNITY ORGANIZATION	P.O BOX 1106 00100 NAIROBI	WABERA STREET ST ELIS HOUSE
14	AIDS HEALTHCARE FOUNDATION, KENYA	P.O.BOX 103363 00100 NAIROBI	HARAMBEE AVENUE,NATIONAL BANK BUILDING,2ND FLR, NAIROBI
15	AKILI DADA	P.O. BOX 27847- 00100 NAIROBI 00200	2ND FLR RIARA CORPORATE SUITES RIARA RD
16	AMANI COUNSELLING CENTRE AND TRAINING INSTITUTE	P.O. BOX 41738 00100 NAIROBI	MBAGATHI WAY
17	AMERICAN REFUGEE COMMITTEE	P.O BOX 1760-00606 NAIROBI	WESTLANDS, OFF RHAPTA, CEDAR ROAD
18	AMNESTY INTERNATIONAL KENYA	PO.BOX 1527 00606 NAIROBI	HAVEN COURT, WAIYAKI WAY WESTLANDS, NAIROBI
19	ANANDA MARGA UNIVERSAL RELIEF TEAM	P.O. BOX 29049 - 00625 NAIROBI	209 MOUNTAIN VIEW ESTATE OFF WAIYAKI WAY BEHIND TOTAL PETROL STATION

20	ASSOCIATION FOR THE PHYSICALLY DISABLED OF KENYA	P.O BOX 46747-00100 NAIROBI	KABETE WORKSHOP OPPOSITE ABC PLACE
21	AVSI FOUNDATION	P.O.BOX 759-00618 RUARAKA,NAIROBI	OFF THIKA ROAD KASARANI ROUNDABOUT ST.KIZITO BUILDING
22	BEACON OF HOPE	P O BOX 4326 - 00200 NAIROBI	OFF MAGADI ROAD, GATAKA RD, NAIROBI, ONGATA RONGAI, KENYA
23	BETTER POVERTY ERADICATION ORGANIZATION	P.O BOX 9246 - 00300 NAIROBI	MUGUGA KIKUYU TOWN NEXT TO PCEA EGM CHURCH
24	CARE INTERNATIONAL	P.O BOX 43864 - 00100 NAIROBI	MUCHAI DRIVE, NAIROBI
25	CARITAS SWITZERLAND	P.O BOX 14954 - 00800 NAIROBI	5TH FLOOR, NEW REHEMA HOUSE-OFF RHAPTA ROAD NAIROBI
26	CAROLINA FOR KIBERA ORGANIZATION	P.O BOX 10763 - 00100 NAIROBI	SOWETO KIBERA OYMPIC
27	CATHOLIC YOUTH NETWORK FOR ENVIRONMENTAL SUSTAINABILITY IN AFRICA	PO BOX 37434-00100 GPO NAIROBI	UPENDO HOUSE, CAMPHOR STREET, MOUNTAIN VIEW-NAIROBI
28	CENTRALE HUMANITAIRE MEDICO - PHARMACEUTIQUE	P.O. BOX 10397 00400 NAIROBI	MOMBASA RD BEHIND LIBRA HSE
29	CENTRE FOR DOMESTIC TRAINING AND DEVELOPMENT	PO BOX 16141-00100 NAIROBI	NIAMEY ROAD,NAIROBI WEST
30	CENTRE FOR ENVIRONMENT JUSTICE AND DEVELOPMENT	P.O BOX 24464 00100 NAIROBI	NGONG HILLS HOTEL BUILDING
31	CESVI - COOPERAZIONE SVILUPPO	P.O.BOX 72587-00200 NAIROBI	LOYANGALANI DRIVE 24, OF
32	CHESHIRE DISABILITY SERVICES KENYA	P.O BOX 42358 00100 NAIROBI	MENELIK LANE
33	CHILD AFRICA	P.O BOX 823 - 00606 NAIROBI	TABERE CRECENT 4 KILELESHWA
34	CHILDFUND	P.O. BOX 14038-00800 NAIROBI	NEXT TO VIKING HSE WAIYAKI WAY, WESTLANDS
35	CHILDLINE, KENYA	P.O BOX 10003-00100 NAIROBI	LOWER KABETE
36	CHILDREN INTERNATIONAL KENYA	P.O BOX 47051 - 00100 NAIROBI	JAMHURI CRESCENT, OFF KABARNET ROAD, HOUSE NO. J5, NAIROBI
37	CHILDREN'S INTERNATIONAL SUMMER VILLAGES, KENYA	PO BOX 2500-00200 NAIROBI	KENBANCO HOUSE ROOM13, 2ND FLOOR NAIROBI HAILE SELASI
38	CHILDSLIFE INTERNATIONAL	P.O. BOX 46135 00100 NAIROBI	WOOD AVENUE GARDES, APT. NO. 4
39	CHOSEN CHILDREN OF PROMISE	P.O BOX 1684 - 00100 SARIT CENTRE NAIROBI	11 VALLEY ARCADE NAIROBI
40	CHRISTIAN MISSION AID	P.O. BOX 57351 NAIROBI 00200	RALPH BUNCHE RD,UPPER HILL-NAIROBI
41	CHRISTOFFEL BLINDENMISSION E.V	P.O BOX 58004 00200 NAIROBI	11 RING ROAD PARKLANDS
42	CHURCH WORLD SERVICE AND WITNESS	P.O BOX 14176-00800 NAIROBI	CAPITAL WEST BUSINESS CENTER, LANTANA ROAD

43	COALITION ON VIOLENCE AGAINST WOMEN - KENYA	P O BOX 10658, 00100, NAIROBI.	FIELD VALLEY COURT, KOROSHO RD OFF GITANGA RD
44	COMMUNITY ACTION FOR NATURE CONSERVATION	P.O BOX 76668-00508 YAYA CENTRE NAIROBI	NGONG HILLS HOTEL BUSINESS SUITE 304
45	COMMUNITY BASED DEVELOPMENT SERVICES	P.O.BOX 7249-00300 NAIROBI	OPPOSITE TEA ZONE HOTEL NGARA ROAD
46	COMMUNITY EDUCATION AND EMPOWERMENT CENTRE	P.O BOX 103077-00101 JAMIA MALL	MADONNA HOUSE 3RD FLOOR ROOM 303 WESTLANDS
47	COMMUNITY EDUCATION CONCERN	P.O BOX 60606-00200 NAIROBI	WILSON AIRPORT, BUILDING NO 40
48	COMMUNITY RESILIENCE AND DEVELOPMENT INTERNATIONAL	P.O.BOX 30091-00100 NAIROBI	OLE DUME ROAD
49	COMMUNITY URBAN RURAL EDUCATION INTERNATIONAL	P.O. BOX 5107 00200 NAIROBI	DEVELOPMENT HSE, 10TH FLR RM 1018
50	CONCERN WORLDWIDE	P.O.BOX 13850-00800, NAIROBI	WESTLANDS AVENUE, NAIROBI CITY
51	CONSOLATION FOR ORPHANS AND VULNERABLE CHILDREN	P. O BOX 16934-00620 MOBIL PLAZA NAIROBI.	WAUMINI HOUSE, 3RD FLR, WESTLANDS.
52	DEAF MEDIA, KENYA CHAPTER	P.O.BOX 58214 -0100 NAIROBI	KENYA MEDICAL ASSOCIATION CENTRE,UPPER HILL,BLOCK A NAIROBI
53	DIRECT AID	PO BOX 31422-00600 NAIROBI	MIRAGE PLAZA,MSA ROAD-NAIROBI
54	DORCAS AID INT	P.O BOX P.O BOX 76495, 00508, NAIROBI	MAY EAST RD, OFF LANGATA SOUTH RD. KAREN, NAIROBI
55	DOXA INTERNATIONAL ORGANIZATION	P.O BOX 7782-00100 NAIROBI	RANGERS COURT NEXT TO KIM SOUTH C
56	DREAM OF A CHILD INTERNATIONAL ORGANIZATION	P.O BOX 5637 - 00100 NAIROBI	REVLON PLAZA 3RD FLOOR
57	DRUGS, ILLICIT BREWS, HIV/AIDS, SECURITY AND ENVIRONMENT KENYA ORGANIZATION (DIASE (K) ORGANIZATION)	P.O BOX 11000 - 00400 NAIROBI	BHAVESH CENTRE NGARA ROAD, NAIROBI
58	EAST AFRICA CENTRE FOR LAW AND JUSTICE	P.O BOX 19784 - 00100 NAIROBI	CHAKA PLACE 1ST FLOOR
59	EAST AFRICAN CIVIL SOCIETY ORGANIZATIONS FORUM - KENYA	PO BOX 29559 - 00506, NAIROBI	VIEW PARK TOWERS
60	ECONOMIC AND SOCIAL RIGHTS CENTRE - HAKIJAMII	P.O.BOX 11356-00100,NAIROBI	53 PARK BUILDING,ALONG RING ROAD KILIMANI,OFF NGONG ROAD
61	ECUMENICAL DISABILITY ADVOCATES NETWORK	P.O. BOX 22 - 00300 NAIROBI	BISHOP KIBIRA HOUSE AACC BLDG WAIYAKI WAY NAIROBI
62	EDDAHS HOPE CANCER FOUNDATION	P.O BOX 12891-00100 NAIROBI	KIRICHTWA ROAD APARTMENTS SUITE2,NAIROBI
63	EDUCATE! KENYA	P.O. BOX 2346-00100 NAIROBI	PLOT 47 RHAPTA ROAD
64	EKONGO DEVELOPMENT ORGANIZATION	P.O BOX 49994 - 00100 NAIROBI	PLOT 1286 KABIRIA ROAD RIRUTA NAIROBI

65	ENERGY, ENVIRONMENT AND DEVELOPMENT NETWORK FOR AFRICA	P.O BOX 30979-00100 NAIROBI	ELGEYO MARAKWET CLOSE, OFF ELGEYO MARAKWET RD
66	ENGENDER HEALTH INT	P.O BOX 57964-00100 NAIROBI	ABC PLACE, 1ST FLOOR, WAIYAKI WAY, WESTLANDS NAIROBI
67	EX-SPRING VALLEY KAYOLE COMMUNITY DEVELOPMENT	P.O.BOX 64331-00620 NAIROBI	SURAJ PLAZA,LIMURU ROAD,1ST FLOOR,ROOM F-9
68	FAMILY HEALTH OPTIONS KENYA	P.O. BOX 30581 00100 NAIROBI	FAMILY HEALTH PLAZA, MAI MAHIU RD, NAIROBI WEST
69	FAMILY LIFE PROMOTION AND SERVICES (FLPS)	P.O. BOX 1158 00100 GPO NAIROBI	MARINGO, BAHATI SHOPPING CENTRE
70	FARAJA	P. O. BOX 39173-00800 NAIROBI	ZANZIBAR RD, NAIROBI CITY
71	FARM AFRICA KENYA	P.O. BOX 49502 00100 NAIROBI	ARWINGS KODHEK ROAD STUDIO HOUSE 4TH FLOOR
72	FEDERATION OF WOMEN LAWYERS-KENYA	P.O. BOX 46324 00100 NAIROBI	AMBOSELI RD, OFF GITANGA RD LAVINGTON
73	FH ASSOCIATION	P.O. BOX 4519 NAIROBI 00200	ELSEEY PLAZA,KILIMANI ROAD
74	FILMAID - KENYA	P.O BOX 21751 - 00505 NAIROBI	3 RIARA MANSIONS,RIARA ROAD
75	FORUM FOR AGRICULTURAL ADVISORY SERVICES-KENYA	P.O.BOX 43148 - 00100 NAIROBI	FARMERS CONFERENCE CENTRE - KIKUYU
76	FORUM SYD SWEDISH NGO CENTRE FOR DEVELOPMENT COOPERATION	P.O BOX 1419 - 00502 NAIROBI	KILELESHA GATUNDU CLOSE OFF GATUNDU RD
77	FRANCIS XAVIER PROJECT	P.O BOX 61716-00100 NAIROBI	184B OLYMPIC ESTATE NAIROBI 162
78	FREELY IN HOPE	PO BOX 52566-00100 KAREN NAIROBI	WOOD AVENUE TOWERS,WOOD AVENUE KILIMANI,NAIROBI
79	FRIENDS FOR CHILDREN DEVELOPMENT INITIATIVE	P.O BOX 41946 - 00100 NAIROBI	NGONG ROAD
80	FRIENDS OF CHILDREN (AMICI DEL BAMBINI - AI.BI. KENYA)	P.O BOX 100782 - 00101 NAIROBI	NGONG HILLS HOTEL BUSINESS CENTRE 5TH FLOOR OFFICE SUITES 503 AND 507
81	FURAHA COMMUNITY FOUNDATION	P.O BOX 25367 - 00100 NAIROBI	HURUMA, NGEI II
82	GERMAN FOUNDATION FOR WORLD POPULATION	P O BOX 2438 00202 KNH NAIROBI.	HATHERU ROAD
83	GLOBAL AFRICA INITIATIVE	P.O BOX 1251-00100 NAIROBI	KILIMAMBOGO STREET OFF COMMERCIAL ROAD, ECOBANK BUILDING RM 25
84	GLOBAL CHILD HOPE	P.O BOX 13077-00100 NAIROBI	CHESTER HOUSE 1ST FLOOR
85	GLOBAL CHRISTIAN RELIEF	P.O BOX 101429-00100 NAIROBI	GTO HSE 3RD FLR DURUMA ROAD
86	GLOBAL COMMUNITIES	P.O BOX 1661 - 00606 NAIROBI	GREVILLEA GROVE, WESTLANDS, NAIROBI
87	GREAT CARAVAN WALK FOUNDATION	P.O BOX 5072 - 00506 NAIROBI	GEN. WARUINCYE ST. EAST LEIGH
88	HABITAT FOR HUMANITY IN KENYA	P.O.BOX 38948-00623 NAIROBI	197 LENANA PLACE
89	HAND IN HAND EASTERN AFRICA	P.O BOX 8562 00100 NAIROBI	UPPER HILL LOWERDUPLEX APT 2ND FLR,ROOM 26

90	HEALTH MANAGEMENT AGENCY	P.O. BOX 2458 00202 NAIROBI	AFYA CENTRE TOM MBOYA STREET 3 RD FLOOR
91	HEALTH RIGHTS ADVOCACY FORUM	P.O.BOX 100667-00101(JAMIA) NAIROBI	RINGROAD KILIMANI
92	HELPAGE INTERNATIONAL	P.O. BOX 14888 00800 NAIROBI	NO. 3 PENNY COURT, LOWER KABETE RD, WESTLANDS
93	HOLISTIC DEVELOPMENT AND RELIEF INTERNATIONAL	P O BOX 418 00502 KAREN	KAREN-AFRICA GOSPEL CHURCH COMPOUND
94	HUMANITY INCLUSION	P.O. BOX: 76375 - 00508 NAIROBI	AFRICA RE BUILDING, HOSPITAL ROAD
95	HUMBLE HEART DEVELOPMENT PROGRAMME	P.O BOX 53556 - 00200 NAIROBI	57 SECILIA SELF HELP ACADEMY KIBERA DRIVE
96	I CHOOSE LIFE AFRICA	PO BOX 5166-00100 NAIROBI	RIVERSIDE DRIVE 44 NEXT TO OFFICE PARK
97	I SERVE AFRICA	P.O BOX 51575-00100 NAIROBI	HALFWAY HOUSE, ST LUKES RD
98	IMANI REHABILITATION AGENCY	P.O BOX 71589 - 00200 NAIROBI	PLOT NO.D461, KAYOLE, NAIROBI
99	INTEGRATED DEVELOPMENT NETWORK	P.O.BOX 12023 - 00100 NAIROBI	NANTIE GARDENS - VALLEY ARCADE
100	INTERNATIONAL AID SERVICES - SWEDEN	P.O. BOX 76573 - 00508 NAIROBI	NDEGE ROAD -KAREN
101	INTERNATIONAL PRIME SERVICES ORGANIZATION	P.O BOX 78049-00507 NAIROBI	KENYA INDUSTRIAL ESTATE BUILDING,LLIKONI, OFF JOGOO RD
102	INTERNATIONAL RESCUE COMMITTEE	P.O.BOX 67727-00200 NAIROBI	I KM PLACE 5TH NGONG AVENUE OFF BISHOPS ROAD, UPPER HILL.
103	INTERNATIONAL YOUTH FELLOWSHIP - KENYA	P.O BOX 57329 - 00200 NAIROBI	LR NO : 268095 GNM OFF THIKA RD
104	INTERNATIONALCOMMITTE OF RED CROSS	P.O. BOX 73226 - 00200 NAIROBI	DENIS PRITT ROAD
105	ISLAMIC AID AND SOCIAL CARE ORGANIZATION	P.O BOX 18647-00100 NAIROBI	MAKKAH ESTATE SOUTH C
106	ISLAMIC RELIEF-KENYA	PO BOX 417-00202 KNH NBI	KIRICHWA ROAD, OFF ARWINGS KHODHEK/ NGONG ROAD ADAMS ARCADE
107	KENYA AIDS NGOS CONSORTIUM	P.O. BOX 69866 00400 NAIROBI	CHAKA RD OFF ARWINGS KODHEK RD
108	KENYA CARDIAC SOCIETY (KCS)	P.O.BOX 41684-00508 NAIROBI	4TH AVENUE TOWERS, 11TH FLOOR, FOURTH NGONG ROAD, UPPERHILL NAIROBI
109	KENYA NGO ALLIANCE AGAINST MALARIA	P.O. BOX 788- 00100 NAIROBI	AMREF COUNTRY OFFICE
110	KENYA POVERTY ELIMINATION NETWORKS	P.O. BOX 24210 00502 NAIROBI	JAMESON COURT, NGONG RD
111	KENYA WIDOWS AND ORPHANS SUPPORT PROGRAMME	P.O. BOX 10766 00100 NAIROBI	GATHIRU HSE OUTERING RD, KARIOBANGI
112	KENYA WOMEN AND YOUTH LEAGUE	P.O BOX 28847-00200 NAIROBI	HURUMA FLATS DOOR 7 BLOCK A
113	KENYAN PARAPLEGIC ORGANIZATION	P.O. BOX 26047-00504 NAIROBI	LENANA RD, KILIMANI NAIROBI
114	KIBERA COMMUNITY SELF HELP PROGRAMMES KENYA	P O BOX 49531-00100, NAIROBI	KABARNET LANE OFF NGONG ROAD, LAINI SABA

115	KITO INTERNATIONAL (KENYA)	P.O BOX 62693 - 00200 NAIROBI	KAWANGWARE, NAIROBI
116	LIFE AND PEACE INSTITUTE	P.O.BOX 64495-00620 NAIROBI	MUTHAIGA NORTH OFF COFFEE GARDEN ROAD
117	LOCAL AID ORGANIZATION	P.O BOX 50600 - 00100 NAIROBI	WANYEE ROAD DAGORETTI
118	LVCT HEALTH	P O BOX 43660-00100 NAIROBI	LR NO. 1/618, ARGWINGS KODHEK ROAD, HURLINGHAM, NAIROBI
119	MAAHAD DAAWAH ORGANISATION	P.O.BOX 10527-00100 NAIROBI	PARK RD MOSQUE COMPOUND PARK ROAD NAIROBI
120	MARAFIKI COMMUNITY INTERNATIONAL	P.O BOX 57789 - 00200 NAIROBI	WAITHAKA DAGORETTI DISTRICT
121	MARANATHA INTERNATIONAL COUNSELLING FOUNDATION	P.O BOX 20138 00200 NAIROBI	COFFEE PLAZA 3RD FLOOR, NEXT TO KAHAWA HOUSE, COFFEE EX
122	MARIE STOPES KENYA	P.O. BOX 59328-00200, NAIROBI	THE MIRAGE, TOWER 1, 6TH FLOOR, CHIROMO ROAD, WESTLANDS, NAIROBI
123	MARKET DEVELOPMENT TRUST	P.O.BOX 44817-00100 NAIROBI	14 RIVERSIDE, RIVERSIDE DRIVE
124	MEDAIR EAST AFRICA	P.O. BOX 76575 00508 NAIROBI	OFF GEORGE PADMORE RD, KILIMANI
125	MEDECINS SANS FRONTIERES - FRANCE (KENYA)	P.O BOX 39719 - 00623 NAIROBI	ABC PLACE, WESTLANDS
126	MEDECINS SANS FRONTIERES BELGIUM	P.O BOX 38897-00623 NAIROBI	SUGUTA ROAD, OFF KAPUTEI GARDENS KILELESHA
127	MEDICOS SIN FRONRIERAS SPAIN (MSF SPAIN)	P.O.BOX 52837 00100 NAIROBI	MAYFAIR CENTRE, 4TH FLOOR, RALPH BUNCHE ROAD
128	MISSION FOOD SECURITY ORGANIZATION	P.O BOX 74719 00200 NAIROBI	NAIROBI DONHOLM OFFICE
129	MOGRA SOUL WINNER RESCUE CENTRE	P.O BOX 78754-00507 NAIROBI	WEST END PARK COURT, MUTHAIGA NORTH OFF KIAMBU ROAD
130	MOTHERS 2 MOTHERS KENYA	P.O BOX 52011-00100 NAIROBI	4TH FLOOR CAVENDISH BLOCK RIVERSIDE, BUSINESS PARK
131	MOVEMENT OF MEN AGAINST AIDS IN KENYA	P.O BOX 60778 - 00200 NAIROBI	BURUBURU PHASE III
132	MUKURU SLUMS DEVELOPMENT PROJECT	P.O.BOX 26121-00504 NAIROBI	SOUTH B MUCHUMBI ROAD POST OFFICE BUILDING
133	MWANGAZA MWINGI CENTRE	P.O BOX 23629 00625 NAIROBI	DAGORETTI , KAWANGWARE
134	NATIONAL CHRISTIAN YOUTH NETWORK	P.O BOX 5770 - 00200 NAIROBI	PLAINS VIEW SOUTH B HSE 658
135	NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS	P.O. BOX 1806 - 00200 NAIROBI	METHODIST MINISTRIES CENTER, LAVINGTON OLOITOKTOK ROAD
136	NATIONAL ORGANIZATION OF PEER EDUCATORS	P.O. BOX 10498-00100 NAIROBI	DIK DIK ROAD OFF GATUNDU ROAD KILELESHA
137	NORWEGIAN CHURCH AID	P.O. BOX 52802-00200, NAIROBI	ALL AFRICA CONFERENCE OF CHURCHES-SIRIBIAM HSE WAIYAKI WAY
138	ONEKID ONEWORLD	P.O BOX 13924 - 00100 NAIROBI	HSE NUMBER 227 ELAN PARK, MOMBASA ROAD

139	PACT INC	P.O.BOX 35081-00100 NAIROBI	BRAESIDE GARDENS,HSE NO.1047,MUTHANGARI RD,LAVINGTON
140	PATH INTERNATIONAL	P.O BOX 76634 - 00508 NAIROBI	ACS PLAZA, 4TH FLOOR LENANA AND GALANA ROAD
141	POOR BRIGHT AND ORPHANS KENYA	P O. BOX 68158-00200 CITY SQUARE	BURU BURU PHASE 5,OFF KATULO,REV.SYMEKHA AND SAGAM COUR
142	POPULATION SERVICES KENYA	P.O BOX 22591-00400 NAIROBI	JUMUIA PLACE WING B ON LENANA RD 2ND FLOOR
143	POVERTY ERADICATION NETWORK	P.O. BOX 4932 - 00200 NAIROBI	AACC COMPOUND, WAIYAKI WAY, WESTLANDS.
144	POVERTY RELIEF AID	P.O. BOX 53176 - 00200 NAIROBI	PEACE HOUSE-1ST FLR HAILLE SELASSIE AVEN
145	REDEEMED INTEGRATED DEVELOPMENT AGENCY	P.O BOX 51226 - 00200 NAIROBI	JUJA ROAD NXT TO CHIEFS CAMP
146	REFUGEE CONSORTIUM OF KENYA	P.O. BOX 25340-00603 NAIROBI	NDEMI CLOSE OFF MURINGA ROAD KILIMANI
147	REFUGEE EDUCATION TRUST-KENYA	P.O BOX 15776 - 00100 NAIROBI	SHOWBE PLAZA SUITE NO.1 - PANGANI
148	RELIEF INTERNATIONAL - KENYA	P.O BOX 14472 00800 NAIROBI	HSE 3 KABARSIRAN EAST OFF KABARSIRAN AVENUE,LAVINGTON,NAIROBI
149	REPRODUCTIVE HEALTH SERVICES	P.O. BOX 20322, NAIROBI 00200	AFYA CENTRE 1ST FLOOR, TOM MBOYA STREET, NAIROBI
150	SAFEGUARD ORPHANS AND WIDOWS ORGANIZATION	P.O BOX 5537 00506 NAIROBI	KIBERA TOY MARKET
151	SAMARITANS PURSE INTERNATIONAL RELIEF	P.O. BOX 76143 NAIROBI 00508	GEM LANE, OFF MANDERA RD, KILELESHA
152	SAVE THE CHILDREN INTERNATIONAL- KENYA PROGRAMME	P.O. BOX 27679-00506, NAIROBI	MATUNDU CLOSE, OFF SCHOOL LANE, WESTLANDS
153	SHALOM CENTRE FOR COUNSELLING AND DEVELOPMENT	P.O. BOX 5354-00200 CITY SQUARE, NAIROBI	CHILD WELFARE TRUST BLDG, LANGATA RD
154	SHINING HOPE FOR COMMUNITIES	P.O BOX 8303-00200 NAIROBI	KIBERA DRIVE-GATWEKERA
155	SMALL HOLDER IRRIGATION SCHEME DEVELOPMENT ORGANIZATION (SISDO)	P.O BOX 76622 - 00508 NAIROBI	WOODLANDS COURT, KIRICHTWA LANE NEXT TO ADAMS ARCADE, NGONG ROAD
156	SMILE OF AFRICA	P.O BOX 51038 - 00200 NAIROBI	GMC HOUSE-KIMANTHI STREET 2ND FLOOR
157	SOCIAL MINISTRY RESEARCH NETWORK CENTRE	P.O BOX 15635-00509 LANGATA ROAD NAIROBI	OFF USHIRIKA ROAD,NEAR COOPERATIVE COLLEGE-KAREN
158	SOCIETY FOR WOMEN AND AIDS IN KENYA	P.O BOX 21526 - 00505 NAIROBI	KAMBURU DRIVE, OFF NGONG ROAD
159	SOMA TOTO ORGANISATION	P.O.BOX 103134 - 00100 NAIROBI	EMBAKASI,UTAWALA
160	SOS VILLAGES BURUBURU	P.O. BOX 40653-00100, NAIROBI	GATE 7, MARCUS GARVEY ROAD, OFF ARGWINGS KODHEK, HURLINGHAM, NAIROBI
161	SOURCES OF LIGHT - EAST AFRICA	P.O.BOX 21478-00505 NAIROBI	OFF NGONG ROAD NEXT TO NAZERENE CHURCH.

162	SPECIAL CHILDREN FOUNDATION	P.O BOX 4293- 00200 NAIROBI	1ST FLOOR UNIAFRIC HOUSE (KONINANGE STREET)
163	SPECIAL MINISTRIES	P O BOX 76270, NAIROBI 00508	OFF NYAKINYUA ROAD
164	SPONSORED ARTS FOR EDUCATION	P.O. BOX 1165 KAREN 00502 NAIROBI	18 WENDY KAREN
165	ST JUDES HURUMA COMMUNITY HEALTH SERVICES	P.O BOX 17252 - 00100 NAIROBI	HURUMA ESTATE, JONSAGA SHOPPING CENTRE OPP NCKK OFF JUJA ROAD
166	ST MARIAN CHILDREN CENTRE	P.O BOX 28061 - 00200 NAIROBI	HOUSE NO. 96 GOLDEN GATE ESTATE
167	ST VINCENT DE PAUL COMMUNITY DEVELOPMENT ORGANIZATION	P.O. BOX 56486 00200 NAIROBI	HSE NO. 193 OLYMPIC, KIBERA
168	ST. JOHNS COMMUNITY CENTRE PUMWANI	P.O BOX 16254- 00610 NAIROBI	MUNYEMA STREET, OFF MERU ROAD, BEHIND PUMWANI MATERNITY HOSPITAL
169	STRATEGIC COMMUNITY DEVELOPMENT NETWORK - SACODEN	P.O. BOX 59842- 00200 NAIROBI	MAKINA MARKET (STALL 609/611), KIBERA SLUM, NAIROBI
170	STREETS AND SLUMS INTEGRATION PROJECTS	P.O BOX 44123- 00100 NAIROBI	NYANJA HOUSE NGONG ROAD NAIROBI
171	SUCCESS EDUCATIONAL PROGRAMME	P.O BOX 16937 - 00620 NAIROBI	RIVERSIDE ESTATE BABADOGO
172	SUNRAYS EDUCATION PROGRAMME	P.O BOX 783 - 00516 NAIROBI	KARIADUDU, BABADOGO
173	SUSTAINABLE HEALTHCARE FOUNDATION	P.O. BOX 1630 - 00606 NAIROBI	ACK GARDEN HSE, 1ST NGONG AVENUE, 1ST FLR WING A
174	SUSTAINABLE PROJECT ADMINISTRATION SERVICES	P.O BOX 25146- 00603 NAIROBI	LOITA STREET FINANCE HOUSE, 7TH FLOOR, LOITA STREET
175	TERRE DES HOMMES FOUNDATION	P.O BOX 13668 - 00800 NAIROBI	OFF WOOD AVENUE KILIMANI - NAIROBI
176	THE ACTION FOUNDATION	P.O BOX 59541 - 00200 NAIROBI	FREPALS BUILDING, MASHIMONI, KIBERA
177	THE HAND IN HAND FOUNDATION	P.O BOX - 14189 00800 NAIROBI	MAYFAIR SUITES, 5TH FLOOR PARKLANDS ROAD WESTLANDS NAIROBI
178	TRANSFORMATION COMMUNITY INITIATIVES	P.O BOX 8192 - 00300 NAIROBI	KAREN, OFF MAGADI ROAD, BEHIND PARK PLACE
179	TULIA ROYAL ORGANIZATION	P.O.BOX 46967 - 00100 NAIROBI	EPREN CENTRE, BURUBURU PH 1 / NDENGELWA VILLAGE BUNGOMA
180	TUMAINI FUND FOR ECONOMIC DEVELOPMENT INTERNATIONAL	P.O BOX 291 - 00515 NAIROBI	EAST ASSEMBLY (KAG) CHURCH BURU BURU
181	TUWEZESHE EMPOWERMENT PROGRAMME	P.O BOX 981-00600 NAIROBI	NJENGI HOUSE NAIROBI
182	UNDUGU SOCIETY OF KENYA	P.O. BOX 40417 00100 NAIROBI	ARNOLD PLAZA ALONG WOODVALE GROOVE ROAD
183	UNGANA KENYA	P.O BOX 79076- 00400 NAIROBI	KIMATHI STREET
184	UNIVERSITY OF WASHINGTON GLOBAL ASSISTANCE PROGRAM KENYA	P.O BOX 19395- 00202 NAIROBI KENYA	UNIVERSITY OF WASHINGTON OFFICE NEXT TO TRAINING CENTRE PARKING LOT WITHIN

			KEMRI HEADQUARTERS OFF MBAGATHI WAY
185	UWEZO AWARENESS ORGANIZATION	P.O BOX 29888 - 00100 NAIROBI	BRUNEI HOUSE, WITU ROAD OFF NYAYO STADIUM
186	UZIMA FOUNDATION AFRICA	P.O BOX 4356 00200 NAIROBI	MBARUK ROAD GOLF COURSE 1 ESTATE PLOT 32/203
187	VALUES INTERDEVELOPMENTAL NETWORK TECHNIQUES	P.O.BOX 8282 - 00200,NAIROBI	JOGOO ROAD BUSSINES CENTRE, 3RD FLOOR.
188	VETERINAIRES SANS FRONTIERES SUISSE/KENYA	P.O.BOX 25656-00603 GPO NAIROBI	OWASHIKA ROAD, LAVINGTON
189	WINDLE INTERNATIONAL - KENYA	P.O.BOX 40521-00100 NAIROBI	NO.10 AMBOSELI RD,OFF GITANGA ROAD LAVINGTON -NAIROBI
190	WINGS OF COMPASSION ORGANIZATION	P.O.BOX 234-618 NAIROBI	KASARANI SUBCOUNTY ROYSAMBU MARURU VILLAGE
191	WOMEN YOUTH AND CHILDREN DEVELOPMENT ORGANIZATION	P.O. BOX 32231-00600 NAIROBI	KMA HSE 87 LANGATA
192	WOMENS FEDERATION FOR WORLD PEACE - KENYA CHAPTER	P.O. BOX 34040 00100 NAIROBI	PEACE HOUSE NO.6 HAILE SELLISSIE AVENUE
193	WORLD RADIANCE INTERNATIONAL	P.O BOX 53327 00700 NAIROBI	KIKUYU ROAD, KARUGA PLAZA FIRST FLOOR
194	WORLD RELIEF INTERNATIONAL	P.O.BOX 25610 - 00100 NAIROBI	THOMPSONS ESTATE,PLOT 58 KUNDE ROAD,VALLEY ARCADE
195	YOUNG WOMEN CAMPAIGN AGAINST AIDS	P.O. BOX 27713 - 00100 NAIROBI	NAIROBI WEST ESTATE, NAIROBI
196	YOUNG WOMEN'S CHRISTIAN ASSOCIATION (YWCA)	P.O.BOX 40710-00100 NAIROBI	NYERERE ROAD
197	YOUTH AGENCY FOR THE DEVELOPMENT OF SCIENCE TECHNOLOGY AND INNOVATIONS	P.O BOX 51791 - 00200 NAIROBI	KARI MUGUGA SOUTH CENTRE NAIROBI
198	YOUTH ARTS DEVELOPMENT AND ENTREPRENEURSHIP NETWORK	P.O BOX 22059-00100 NAIROBI	KENYA NATIONAL THEATRE GROUNDS
199	YOUTH NA USAIDIZI ORGANIZATION	P.O.BOX 49879 - 00100 NAIROBI	BRUCE HOUSE SUITE 1403 STANDARD STREET
200	YOUTH SUPPORT- KENYA	P.O.BOX 26347-00100 NAIROBI	KARIOBANGI SOUTH CHILD UPPORT BUILDING
201	YOUTH UNITED FOR PEACE IN KENYA	P.O BOX 8192 - 00300 NAIROBI	OLYMPIC ESTATE,COURT NO.106,KIBERA DRIVE