DETERMINANTS OF PROJECT SUSTAINABILITY AMONG SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN THE HEALTH SECTOR: A CASE OF NAIROBI COUNTY

BY

BEATRICE GACHAMBI THEURI

A Research Project Report Submitted in Partial Fulfillment for the Requirements of the Award of the Degree of Masters of Arts in Project Planning and Management of the University of Nairobi

2014
DECLARATION

This research project report is my original work and has not been presented before for any award in any other University.

Signed: Beatrice Gachamb Theuri
L50/82375/2012

This research project report has been submitted for examination with my approval as University Supervisor.

Signed: Dr. John Mbugua
Date: 15/11/2014

Dr. John Mbugua
Lecturer
Department of Extra-Mural Studies
University of Nairobi
DEDICATION

This research project report is dedicated to my Dad, the late Charles Theuri, your hard work and determination to have me get a good education was never lost to me. Your wise counsel and advice is forever remembered. To my mum and hero, Margaret Theuri, thank you for believing in me and for being such a sterling role model to me. To my husband, David Kyalo, your enormous support is deeply appreciated. To my daughter, Shantel Nduku, your smiles inspired me to keep going. To my siblings, William, Winnie, James, Gladys and Timothy, I salute you for always been there for me.
ACKNOWLEDGEMENT

I would like to express my sincere appreciation to all individuals who have contributed to the development of this project. I am particularly very grateful to my supervisor Dr. John Mbugua for providing guidance and direction to the development of this research project. I would also like to acknowledge the entire University of Nairobi fraternity including all the lecturers in the department of extra mural studies, my classmates for creating a conducive environment for learning, the University of Nairobi support staff especially the librarians for their contribution during this undertaking. I wish to also acknowledge managers at NGOs implementing health projects in Nairobi County and their beneficiaries for the support they accorded me during the data collection of this project. Last but not least, I am equally thankful to all the people including family, classmates and colleagues who provided positive criticism and developmental feedback towards this research project.
# TABLE OF CONTENT

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>iv</td>
</tr>
<tr>
<td>TABLE OF CONTENT</td>
<td>v</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>viii</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>ix</td>
</tr>
<tr>
<td>ABBREVIATIONS AND ACRONYMANS</td>
<td>x</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>xi</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.1 Background of the Study ................................................................. 1
1.2 Statement of the Problem ................................................................. 3
1.3 Purpose of the Study ........................................................................... 4
1.4 Research Objectives ........................................................................... 4
1.5 Research Questions ............................................................................ 4
1.6 Significance of the Study .................................................................. 4
1.7 Delimitation of the Study .................................................................. 5
1.8 Limitations of the Study .................................................................... 6
1.8 Assumptions of the Study .................................................................... 6
1.9 Definition of Significant Terms ........................................................ 6
1.10 Organization of the Study ............................................................... 8

## CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction ......................................................................................... 9
2.2 The Concept of Project Sustainability ................................................. 9
2.3 Income Diversification and Project Sustainability among NGOs .......... 10
2.4 Project Conceptualization and Project Sustainability among NGOs .......... 13
2.5 Strategic Planning and Project Sustainability among NGOs ................. 15
2.6 Monitoring and evaluation and Project Sustainability among NGOs............................................... 18
2.7 Theoretical Framework....................................................................................................................... 19
2.7.1 Resource Dependency Theory by Pfeffer and Salancik (1978).................................................. 19
2.7.2 European Foundation Quality Model (EFQM) by Dubas and Nijhawan (2005) ....................... 20
2.8 Conceptual Framework....................................................................................................................... 22
2.9 Relationships of Variables in the Conceptual Framework............................................................. 23
2.10 Research Gap................................................................................................................................ 23
2.11 Summary of Chapter Two............................................................................................................... 24

CHAPTER THREE : RESEARCH METHODOLOGY ................................................................. 25
3.1 Introduction..................................................................................................................................... 25
3.2 Research Design............................................................................................................................... 25
3.3 Target Population............................................................................................................................. 25
3.4 Sample size and Sampling Procedure.............................................................................................. 26
3.5 Research Instruments......................................................................................................................... 27
3.6 Pilot Testing.................................................................................................................................... 28
3.6.1 Validity of the Instrument............................................................................................................. 28
3.6.2 Reliability of the instrument......................................................................................................... 28
3.7 Data Collection Procedure............................................................................................................... 29
3.8 Methods of Data Analysis................................................................................................................ 29
3.9 Ethical Issues.................................................................................................................................. 30
3.10 Operational Definition of Variables ............................................................................................ 30

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION... 33
4.1 Introduction..................................................................................................................................... 33
4.2 Response Rate................................................................................................................................. 33
4.3 Demographic Information of the Respondents............................................................................. 33
4.3.1 Distribution of Respondents by gender..................................................................................... 34
4.3.2 Distribution of Respondents by Age......................................................................................... 34
4.3.3 Distribution of Respondents by level of education................................................................. 35
4.3.4 Distribution of Respondents by years of service in their organizations............................... 35
LIST OF TABLES

Table 3.1: Target Population ...........................................................................................................26
Table 3.2: Sample size ....................................................................................................................27
Table 3.3: Operational Definition of Variables .............................................................................30
Table 4.1: Response Rate ................................................................................................................33
Table 4.2: Distribution of Respondents by Gender .......................................................................34
Table 4.3: Distribution of Respondents by Age ............................................................................34
Table 4.4: Respondents by level of education ................................................................................35
Table 4.5: Distribution of Respondents by years of service .........................................................35
Table 4.6: Distribution of Respondents by Number of current projects ........................................36
Table 4.7: Importance of various drivers of income diversification among selected NGOs ........37
Table 4.8: Project conceptualization indicators influence on project sustainability ....................38
Table 4.9: Strategic planning and project sustainability among selected NGOs .........................40
Table 4.10: Monitoring and evaluation and project sustainability among Selected NGOs ........41
LIST OF FIGURES

Figure 1: Conceptual Framework, ........................................................................... 31
### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
</tr>
<tr>
<td>AUSAID</td>
<td>Australian Agency for International Development</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>M &amp; E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
</tr>
</tbody>
</table>
ABSTRACT
This purpose of this study was to establish the determinants of project sustainability among NGOs in the health sector; a case of Nairobi County. The study was guided by the following objectives: To determine how income diversification influences project sustainability among NGOs in the health sector; To establish how project conceptualization influences project sustainability among NGOs in the health sector; To explore how strategic planning influences project sustainability among NGOs in the health sector and to assess the influence of monitoring and evaluation on project sustainability among NGOs in the health sector. Descriptive survey design was used for the study. The target population consisted of 190 top, middle and low level managers in these NGOs and beneficiaries of the projects that they implement. The sample size was a total of 160 respondents drawn from the target population using the Krejcie and Morgan’s table and systematic random sampling technique. Questionnaires were used as instruments for data collection. Primary data from the field was edited first. Coding was then done to translate question responses into specific categories. Coding organized and reduced research data into manageable summaries. Quantitative data collected was analyzed by descriptive statistics while content analysis techniques were used to analyze qualitative data. Descriptive statistics such as means, standard deviation, frequencies and percentages was used to describe the data. The analyzed data was then presented in form of tables. On the influence of income diversification on project sustainability, the respondents strongly agreed that income diversification influences project sustainability to a very great extent with a mean of 1.39 and a Standard Deviation of 0.49. In terms of how project conceptualization influences project sustainability, the study established that project conceptualization influences the sustainability of NGO projects to a great extent with a mean of 2.02 and a Standard Deviation of 0.54. In investigating the influence of strategic planning on project sustainability, the study found that strategic planning to a very great extent with a mean of 1.41 and a Standard Deviation of 0.70. In studying the influence of monitoring and evaluation on project sustainability, the study found that M & E influences the sustainability of NGO projects to a very great extent with a mean of 1.57 and a Standard Deviation of 0.50. In conclusion, the study found that all the independent variables of the study which are income diversification, strategic planning, project conceptualization and Monitoring and evaluation influence project sustainability among NGOs. The study therefore recommends that NGOs should diversify their income, engage beneficiaries and incorporate sustainability strategies during project conception, have operational strategic plans and integrate monitoring and evaluations in their projects to ensure project sustainability. The study recommends that more research should be carried out on the same issues in other counties and also investigates other factors that have not covered in this study.
1.1 Background of the Study

Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements (World Bank, 2010).

There has been a dramatic expansion in the size, scope, and capacity of NGOs around the globe over the past decade, aided by the process of globalization and the expansion of democratic governance, telecommunications, and economic integration. According to the Yearbook of International Organizations, the number of international NGOs was reported to have increased from 6,000 in 1990 to more than 50,000 in 2006. The NGOs have also become important actors for delivery of social services and implementation of other development programs, as a complement to government action, especially in regions where government presence is weak such as in post-conflict situations.

The NGOs are often viewed as more efficient and effective service providers than governments, especially when it comes to reaching poor people (Ravichandran, 2014). However in recent years, NGOs have come under intense scrutiny by donors, clients, and the countries in which they work on their performance, impact, accountability and sustainability of their projects. The legitimacy of NGOs has been called into question because there is little evidence demonstrating the effectiveness, impact and sustainability of their programs and activities. Health NGOs have been criticized, because despite the tremendous amount of money they receive little is known about their overall contributions to healthcare sector (Leigh Johnson, 2009). Thus, there is a need for research investigating the factors that influence project sustainability among NGOs implementing projects in the health sector.
Health NGOs have received mixed reviews of their contributions to health. Studies have found that NGOs often fragment local health care systems by flooding the market with services, contributing to the brain drain of medical professionals, and failing to coordinate with other health agencies (Pfeiffer, 2008). Moreover, health NGOs often set up a variety of health projects that collapse as soon as the NGO leaves and the donor funds are exhausted (Pfeiffer, 2003).

Project sustainability is a major challenge among many NGOs in many developing countries. Large number of health projects implemented at huge costs often tends to experience difficulties with sustainability (Funds for NGOs, 2009). All major donors, such as the World Bank, the African Development bank (ADB) and the bilateral aid agencies have been expressing concerns on this matter. According to several recently conducted studies, while the trend with implementation is showing significant improvement, the trend with post implementation sustainability is rather disappointing - increasingly, fewer projects are being sustained. This means that while huge expenditures are being incurred by these countries in implementing projects, poor sustainability is depriving them from the returns expected of these investments.

The World Bank defines sustainability, "as to be the ability of a project to maintain an acceptable level of benefit flows through its economic life". For health projects, the main indicator for sustainability is the extent and degree to which the delivery of goods and services, have been continued and the proportion of target area population that continue to receive the benefits from project activities. “Sustainability” refers to the continuation of a project’s goals, principles, and efforts to achieve desired outcomes. Ensuring sustainability really means making sure that the goals of the project continue to be met through activities that are consistent with the current conditions and workforce development needs of the region, including the needs of both workers and industry (World Bank, 2010).

Kenya like other developing countries all over the world has experienced an emergence of many health NGOs both local and international in the recent past. All of these NGOs implement various health projects in the country, the questions that arise include: how sustainable are these development projects? Do these projects last or collapse as soon as the donor pulls out? Development initiatives started by this NGOs have seemed to perform poorly and many
seemingly becoming non-operational soon after termination of donor funding. It is upon this background that this study focused on investigating the factors that influence project sustainability among NGOs implementing projects in the health sector.

1.2 Statement of the Problem
Development initiatives started by health NGOs in Kenya have seemed to perform poorly and many seemingly becoming non-operational soon after termination of donor funding. Cases abound where NGO initiated projects become non-operational even those with the best of intentions. A research done by AusAID on government funded NGO projects in Africa in the year 2001 covering seven NGOs which included four in South Africa, two in Tanzania and one in Zambia indicated that, out of the seven projects funded by Australian government in those NGOs in Africa, two of them which form about 30% of the funded projects were not sustainable (Quality Assurance Series 2000). AusAID recommended that sustainability is an issue that should be addressed more realistically and vigorously by the NGOs.

In Kenya, just recently, USAID, a major donor for health NGOs in Kenya did a major cut on its funds by more than half to Kenyan health CSOs and considering that USAID is the biggest donor especially in the fight against HIV in Kenya leaves the question of how the gains made so far by NGOs in reducing HIV prevalence rate and increasing the ARVs coverage will be sustained (Gatonye, 2014). Further, as a result of this huge grants cut, the NGOs are struggling to remain afloat in providing these very crucial health services to the communities.

It is very evident that the issue of sustainability of projects by NGOs in the health sector is still a major gap in the world and more specifically in Kenya. There is need to address this gap in order to ensure ensuring that the gains made so far by NGOs in the health sector in contributing to the improvement of the health indicators in the country, achievement of the Millennium development goals (MDGs) and the vision 2030 are not lost. This study therefore focused on the factors that influence project sustainability among NGOs in the health sector in Nairobi who despite playing a very big and crucial role within the Kenyan health sector face the threat of losing all the gains made so far through their projects which have most of the times proved unsustainable.
1.3 Purpose of the Study
The purpose of the study was to investigate the determinants of project sustainability among selected NGOs implementing projects in the health sector in Kenya in general and Nairobi in particular.

1.4 Research Objectives
The study was guided by the following objectives:

1. To determine how income diversification influences project sustainability among selected NGOs in the health sector
2. To establish how project conceptualization influences project sustainability among selected NGOs in the health sector
3. To explore how strategic planning influences project sustainability among selected NGOs in the health sector
4. To assess the influence of monitoring and evaluation on project sustainability among selected NGOs in the health sector

1.5 Research Questions
The study sought to answer the following questions:

1. How does income diversification influence project sustainability among selected NGOs in the health sector?
2. To what extent does project conceptualization influence project sustainability among selected NGOs in the health sector?
3. How does strategic planning influence project sustainability among selected NGOs in the health sector?
4. To what extent does monitoring and evaluation influence project sustainability among selected NGOs in the health sector?

1.6 Significance of the Study
NGOs play a crucial role in the health sector in the country. They not only complement government efforts in health services provision and delivery but also significantly help shape the health policy framework in the country. With the significant contribution of NGOs to the Kenyan
health sector through the various projects that they implement, there is great need to understand the factors that influence the sustainability of these projects to prevent the loss of the various gains attained by these NGOs.

First, the study may be of great use to NGOs in Kenya and all over the world who may benefit from the findings and recommendations of the study by gaining useful and meaningful insights on how to attain sustainability in their health development projects.

Second, the government of Kenya and more specifically the Ministry of Health who may use the findings and recommendations of this study to inform the government's engagement with NGOs and as such enhance its support towards project sustainability among NGOs in the health sector which are aimed at complementing her efforts.

Third, the NGO Coordination Board may also benefit from the findings of this study as it may know how best to support the NGOs towards project sustainability in an attempt to fulfil its mission of providing efficient services, coordination and facilitation to the sector in order to enhance the contribution to the socio-economic development and improvement of the welfare of the people.

Last, future researchers and academics may also gain from this study as it may provide them with reference material for further studies.

1.7 Delimitation of the Study

The study focused on four determinants of project sustainability among selected NGOs in the health sector in Nairobi Kenya. These are income diversification, project conceptualization, strategic planning and monitoring and evaluation. The study targeted 10 selected NGOs with projects in the health sector located in Nairobi due to financial and time constraints of the researcher and the respondents will consist of the beneficiaries of projects by these NGOs and managers in these organizations since they are custodians of most of the information that the researcher will be looking for and due to the fact that it is expected that these are the people who are likely to have worked for the organizations long enough which gives them an upper hand in
the ability to evaluate the sustainability of their projects and the factors that have influenced the
same over the years.

1.8 Limitations of the Study
As a part time student who needs to balance studies with full time employment, the researcher
did not undertake an extensive and exhaustive research thereby limiting the researcher to a small
sample and less research time and hence there will be time constraints. Further, the researcher is
a self-sponsored student relying on savings to progress her studies and therefore faces the
limitation of financial resources. The study was as limited to selected NGOs with a focus on
health projects and those that are based in Nairobi area only due to the financial and time
constraints.

1.8 Assumptions of the Study
The main assumptions of the study was that: the respondents will provide true and factual
information as is the current status of their respective organizations; the respondents will
cooperate and provide relevant documentations in a timely manner and that the respondents have
a clear understanding of the operations of an NGO and have been engaged in the design and
implementation of projects over a long period of time

1.9 Definition of Significant Terms
Determinants: These are the factors that would influence project sustainability among NGOs
and as such would determine whether project sustainability is attained.

Financial Sustainability: This is the ability of a non-governmental organization to continue
with its core work in the health sector even when the external donor funding is withdrawn for her
projects.

NGOs in the health sector: These are non-governmental organizations that design and
implement health programmes and interventions with an aim of improving the health indicators
of Kenyans including reduction of maternal and new born deaths and reduction of HIV
prevalence rates
Non-Governmental Organization: A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level and is task-oriented and driven by people with a common interest. It is for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the area of health.

Project: A project is a temporary endeavour with a starting date, specific goals and conditions, defined responsibilities, a budget, a planning, a fixed end date and multiple parties involved.

Project conceptualization: The conceptualization phase of a project occurs in the initial design activity when the scope of the project is drafted and a list of the desired design features and requirements is created. It is the first phase of the project cycle.

Project sustainability: This is the ability of a project and its benefits to continue over a long period of time even after the end of the donor funding.

Resource Mobilization Techniques: These are the processes applied to raise different types of support for an organization including both cash and in-kind support.

Strategic planning: Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended results, and assess and adjust the organization's direction in response to a changing environment.

Sustainability: Sustainability is a measure of an organization's ability to fulfill its mission and serve its stakeholders over time; and also the continuation of activities and the benefits achieved during a project after donor funding ends.
1.10 Organization of the Study

The study is organized in five chapters. Chapter One consists of background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, limitations of the significant terms and organization of the study. Chapter Two focuses on literature review, theoretical framework and conceptual framework. Chapter Three is the research methodology, research design, sampling, instruments validity and analysis. Chapter Four contains research analysis and findings while Chapter Five has the summary of research findings, conclusion of the study as well as recommendations.
CHAPTE R TWO  
LITERATURE REVIEW

2.1 Introduction
This chapter presents relevant literature on: the concept of project sustainability, income diversification and sustainability of projects implemented by NGOs in the health sector, project conceptualization and sustainability of projects implemented by NGOs in the health sector, strategic planning and sustainability of projects implemented by NGOs in the health sector and monitoring and evaluation and sustainability of projects implemented by NGOs in the health sector. It also explains the theoretical framework upon which the study is based on and finally explains the conceptual framework of the study.

2.2 The Concept of Project Sustainability
The nature of project management has taken a paradigm shift from the earlier one in the sense that it has ceased to be dominated by the construction industry but now is applicable in all organizations (Tembo, 2003). It has also advanced and become more specialized branch of management in its own right. As a result, the nature of projects has to change taking into focus the project management cycle that include: proper design, planning, effective implementation, monitoring and evaluation and the sustainability as well. (Norton & Bryan, 2005).

The concept of sustainability was first employed in relation to natural resources and how they should be used. Many theorists feel that natural resources are finite and cannot support the world’s projected population at current levels of resource utilization and growth. There are those theorists who argue, however, that resources should be defined more broadly to include stocks of technology and know-how. As knowledge and human capability have increased over time, resources have actually increased (Taylor, 1993). Sustainability then involves sustaining free markets and human knowledge capacities. In the first view, the threats to sustainability come mainly from overpopulation and consumption, while in the second view the threats to sustainability come from bad policies.

Sustainability has been viewed as "a broad set of concepts which should serve to guide research in all of its facets. It is not a set of technologies" (Graham, 1991). It has been defined as "the
ability to maintain a given flow over time from the base upon which that flow depends," and as "primarily an issue of intergenerational equity" (Norgaard, 1992). It involves calculation of the balance between present and future use of a resource or set of resources, as well as debate over the valuation of resources in relation to different uses.

Over the years, the concept of project sustainability has varied widely and broadened in scope. According to IFAD strategic Framework 2007 – 2010 (IFAD, 2007), project sustainability ensures that institutions supported through projects and the benefits realized are maintained and continue after the end of the project. Also, according to IFAD’s office of Evaluation, sustainability entails determining whether the results of a project will be sustained in the medium or even long term without continued external assistance. Within the development community, the notion of sustainability came to be applied to financial resources, including project funds, indicating that projects and donor support are not limitless and must be used efficiently in ways that local actors support so that benefit flows are sustained.

2.3 Income Diversification and Project Sustainability among NGOs

Income diversification refers to an increase in the number of sources of income or the balance among the different sources (Jenkins and Yakovleva, 2006). Thus, an organizations with two sources of income would be more diversified than an organization with just one source, and an organization with two income sources, each contributing half of the total, would be more diversified than an organization with two sources, one that accounts for 90 percent of the total (Joshi et al. 2002; Ersado 2003). Diversification of funding sources is essential to increase the stability of Nongovernmental organizations income streams and as such sustainability of the projects that they implement. As a response to the current economic crisis, tapping international funding streams might be more important than ever (Kurosaki, 2003). In particular, funding from international governments and their respective bilateral aid agencies has provided excellent opportunities for the NGOs.

Most non-governmental organizations have had, up until recently, a comfortable, sheltered life. In order to access funding for an applied research project, a board member, executive director, program officer or some other staff member would write up a grant application addressed to one,
two, or a handful of institutional donors. They would get part or all of the funding required; implement the project; then submit midterm and final reports to the donor, documenting results, and meeting financial reporting requirements. Projects would have to meet donor requirements and their successful implementation could mean more money for another project cycle. In some cases, the grant application is just a token gesture because funds are assured anyway (Donor Partnership Guide, 2009).

Now that funding from aid agencies has become less reliable due to shifting donor trends and preferences, many non-governmental organizations are left with unfunded programs, and may even begin to wonder about their survival and the sustainability of their projects. More grant making institutions require counterpart funding and token grant proposals just to meet paper trail requirements don't work anymore. Non-profits actually have to earn their keep! As the non-profit sector comes face-to-face with the reality of declining funds from the international donor community, non-profit leaders are left with two options: close shop, or aggressively and creatively look for alternative funding sources to fill the gap (Donor Partnership Guide, 2009).

With the funding challenge, most Nongovernmental organizations have responded with an entrepreneurial spirit, good planning and hard work that has brought them success in their core activities (Barrett, Bezuneh, Clay & Reardon 2000). They have expanded fund-raising activities directed at the general public, tapped new corporate donors for monetary and in-kind support, and held one-time events. They have redesigned program implementation strategies to include cost-recovery components whereby the beneficiaries of the program pay part, and sometimes all, program costs (Henin, 2002). And today we even see Nongovernmental organizations owning and managing restaurants, conference facilities, tour companies, banks, clinics and other businesses.

For many Nongovernmental organizations, social enterprise serves as a strategy to diversify their funding base, decrease reliance on donors, and recover or subsidize program costs. In these cases, the social enterprise offers a means to reduce program deficits and employ resources more efficiently (Rao and Holt, 2005). Nongovernmental organizations seeking means to diversify income may set modest financial objectives. There are neither magic answers, nor simple
solutions and every Nongovernmental organization is unique (Clark, 2007). But there are ideas, information and sources of practical support for Nongovernmental organizations wanting to broaden their income base and explore sustainable funding not as a single source of income - but as a process comprising several related parts (Migros, 2008).

Diversification should begin with a strategic analysis of the status quo, the institutional strengths, specificities and opportunities, as well as a scan of the competitive environment. Pre-existing additional income streams should be included in the overall evaluation (Lavie, 2006). Apart from undertaking an appropriate analysis of cost effectiveness and risk of various activities, institutions need to assess the appropriateness of these activities in relation to the Nongovernmental organizations' mission and culture. The leadership's commitment to this process is of crucial importance. The leadership is best placed to project a vision and build the case for diversification activities, as well as engage the broader church community in the process (Reisch, Spash & Bietz, 2008).

Non-governmental organizations leaders play an important role in shaping the necessary change processes related to diversification, be it a cultural change or an organizational change. Many activities to increase and generate new income sources need new expertise, which does not necessarily always exist within the institution. Churches may recruit professionals from outside the congregation or invest in the development of staff to acquire these skills (Dauncey, 2009). The success of income diversification strategies largely depends on the ability of the institution's leadership to communicate effectively with the target community as well as with external stakeholders. Non-governmental organizations need to reinforce awareness around the range of activities they undertake and the added value they create for society, helping potential partners to evaluate funding options (Hargrave & van de Ven, 2006).

Risk management constitutes a major driver for income diversification for Nongovernmental organizations (Beringer, Wright & Malone, 2008). The perception that it is necessary to spread financial risks is commonly shared among Nongovernmental organizations, especially in the light of the consequences of the economic crisis and on the basis of pessimistic expectations regarding future trends in funding coming from —traditional sources. Developing additional
funding streams becomes necessary to mitigate negative consequences of a sudden drop in income or to fuel further growth of the organization's activities. Nongovernmental organizations also tend to approach income diversification as a means to gain more flexibility in their internal financial management. Income generated by the institution often responds to different rules in terms of allocation and types of use allowed. There is a commonly shared perception that additional income sources may involve fewer administrative requirements, although this is not necessarily so in reality. High fragmentation of donor funding exacerbates this issue, with different donors often having complex and different rules and requirements (Amsler, 2009). This demands swift action by donors to streamline funding modalities across the different funding entities. Large, broadly based Nongovernmental organizations are generally better equipped to diversify their funding sources than smaller NGOs.

NGOs can take advantage of their recognizable name and logo. They have more technical skills on which to build commercial activities. They have more contacts and connections with outside groups with which to form partnerships. And internally they have more experience adopting new programs and adapting to organizational change. These Nongovernmental organizations also often have a greater need to seek outside funding because of their higher costs for support services and overhead (Daub, 2007). On the other hand, smaller NGOs have the advantage that relatively small amounts of self-generated funds can make a big difference in ensuring their financial viability and hence sustainability of their development projects.

2.4 Project Conceptualization and Project Sustainability among NGOs

The conceptualization phase of a project occurs in the initial design activity when the scope of the project is drafted and a list of the desired design features and requirements is created. The search for promising project is the first step towards establishing a successful venture (Chanra, 2003). Identification is often the outcome of a triggering process rather than an analytical exercise. While the notion of identification is simple, it is difficult to develop methods or procedures for accomplishing it as there is no well-defined theory to guide this task. And as Gordon and Pinches (1984) observed these difficulties become more severe as one moves up the hierarchy of decision making levels.
According to United Nations Centre for Regional Development (2000), there are many sources from which ideas or suggestions for projects may come. These include: ideas from technical specialists - for industrial projects, local leaders – for community or social projects, entrepreneurs - for commercial and industrial projects, and from government policy and plans. Projects responding to community needs using methods acceptable to those communities are much more likely to be embraced and willingly maintained upon their completion. Participatory techniques, involving target groups in the planning, decision-making, and management and implementation of projects, can thus be seen to contribute to ownership and sustainability (White, 1996). Ownership, the responsibility that people feel for a project, is a key principle in alternative development (Berner & Phillips, 2005).

If beneficiaries take a proprietary interest in the project being implemented, they will be more likely to do all they can to see that it succeeds and carries on producing the outputs and outcomes that they value. Ownership, resulting from participatory techniques and supported by capacity building to enable project stakeholders to independently perform and manage project activities, is a valuable commodity for development organizations seeking to create effective and sustainable projects. One of the most important, yet sometimes forgotten, tasks of the design phase of the project cycle is to examine the factors that can ensure project sustainability, and develop these throughout the life of the project. If a subsequent phase of the project is not envisaged, an exit strategy is often needed, and the larger the project, the more important this will be. Thought should be given at the outset both to ensuring sustainability and to the project’s exit strategy. A project can be said to be sustainable when it continues to deliver benefits for an extended period, after the main part of external support has been completed (Meg, 2005).

Good project design is a key factor in an organization’s ability to conduct successful development projects. The design of projects should facilitate the effective progress of a project through the project cycle. A good design gives a project the maximum possible chance of achieving its goals, and should ensure or facilitate: a broad basis of support among beneficiaries and stakeholders; direct contribution to organization’s Mission and Target Driven Programmes; accountability to project donors ; a sound basis for project monitoring (via baseline data and the establishment of monitoring protocols) ; a framework for periodic project evaluation ;constant
review of progress and adaptation of the project to unforeseen issues; learning, and mechanisms for feeding lessons back into the Network and an effective communications strategy to magnify the project’s impacts by reaching decision-makers (Meg, 2005).

The challenge with the design of sustainable projects by non-governmental organizations has been the fact that most of the times they design projects to respond to call of proposals by donors and as such end up designing and implementing donor driven projects which in most cases are not responsive to community needs (HERAF, 2013). As a result, these projects are not owned by communities and as such end with the end of the donor funds hence are not sustainable. There is need for non-governmental organizations to design projects that are responsive to the community needs and in as much as possible engage the communities and other relevant stakeholders in the design stage of the project especially in conceptualizing the projects to ensure ownership and hence sustainability of the projects.

2.5 Strategic Planning and Project Sustainability among NGOs

Strategic planning has been explained by various writers and scholars in different but complementary ways. Drucker (1954) contends that strategic planning is management by plans, an analytical process and is focused in making optimal strategic decisions. He describes it as a process for charting the general direction of an organization and defining strategies the organization will use to reach its goals which starts with an examination of the organization’s current situation and its vision of the future and concludes with the preparation of a strategic plan which is a document that outlines concrete steps by which the organization will achieve its objectives for the future.

A strategic plan charts a course for an organization to follow and provides a framework for making decisions and reacting to changes in the operating environment. By outlining concrete programs and activities through which the organization will achieve its objectives, the strategic plan also helps the organization better estimate its requirements for human and financial resources and helps ensure that the organization does not either undertake activities that are out of line with its strategic objectives or overcommit its resources. Finally, the strategic plan
provides a tool for monitoring and evaluating the organization’s progress toward reaching its goals and objectives (Steiner, 1979).

Effective strategic planning is necessary for organizations to survive and make appreciable contribution in such an environment (Patel, 2005). However, while there have been great breakthroughs in other fields, there has not been any significant breakthrough in the field of strategic planning to enable organizations in general to respond effectively to the challenges posed by the current and unfolding environment in which they exist. This has mostly been the case because there has been a lack of investment in strategic planning in general as compared to other fields of knowledge and practice (Patel, 2005). Since organizations are driven by their strategies consciously or unconsciously and because of the general weakness in the field of strategy, organizations in general and local NGOs in particular are weak (Lawson, 2000).

Strategic planning is the process an organization goes through to consciously position itself in its task environment by proactively responding to the opportunities and threats offered by the task environment while taking a long term perspective (Drucker, 1974). The challenges facing NGOs in their efforts to strategically position themselves in their task environment can be summarized as having to do with issues of sustainability, legitimacy and relevance (Hatch, 1997). Strategic planning therefore aims at helping the organization to respond proactively to the challenges and opportunities presented by the task environment with the aim of ensuring organizational sustainability, legitimacy and relevance (Atack, 1999).

According to Nuscheler (2001) some of the advantages of NGOs include: reaching target groups better than government programs negotiated on bilateral basis or by international finance organizations administered by bureaucrats; they are better at organizing for self-help, participation and empowerment of poor people; they work with lower administrative and staff costs than government implementing organizations; and they are values based and are more focused on poverty reduction. It is important to note however that the very high expectations put on NGOs by NGO leaders, beneficiaries, and donors as grassroots, cost-effective alternative development actors are not being fully realized mostly due to the challenges posed by the
complex task environment they find themselves in and their inability to effectively adapt to and shape this environment (James, 2002). Effective strategic planning is therefore needed for the NGOs to transform potential into actual comparative advantage.

The purpose of business is to compete for and create a satisfied customer (Drucker, 1974). The purpose of government is ultimately to win the next elections (Drucker, 1990). The purpose of NGOs is to bring about good change or transformation in people’s lives (Chambers, 2005). The ways to achieve profit, win elections and transformation of people are different and therefore necessitate conscious differences in their strategic planning. While much thought and investment has not been given to strategic planning in general, relatively less thought and investment has been given to strategic planning in NGOs in particular (Ramia, 2003).

Few NGOs have strategic plans which would enable them to have ownership over their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time (NGOs Board, 2009). A strategic plan can be a very useful promotional material for an NGO, but more than that it is a very important tool for organizational development. Establishing an organization with a mission and objectives is just one part of the work; running it in the right direction is equally important. A strategic plan really does that; it guides the organization to move towards the same mission and objectives for which it was developed. As experience suggests, it is not enough for NGOs to just develop mission and objectives. A clear strategic plan strengthens the idea behind the organization and how it can move forward. (Funds for NGOs, 2012).

No matter what their size, all organisations need to plan. Doing so will highlight both the opportunities and challenges it faces. This will not only strengthen the organisation, but will also enable it to deliver more effectively to meet the needs of its beneficiaries. Ineffective strategic planning processes lead to ineffective NGOs, which in turn lead to less impact from the organizations. Tascode believes that low levels of impact demonstrated by local NGOs can be largely attributed to the ineffectiveness of their strategic planning processes (Tascode, 2005).
2.6 Monitoring and evaluation and Project Sustainability among NGOs

Monitoring and evaluation (M&E) has become an increasingly important tool within global efforts toward achieving environmental, economic and social sustainability (Mrosek, Balsillie & Schleifenbaum, 2006). At national and international scales, sustainability criteria and indicators for M&E are important tools for defining, monitoring and reporting on ecological, economic and social trends, tracking progress towards goals, and influencing policy and practices (United Nations, 2008). At regional and sub-regional scales M&E is important for assessing the sustainability of local practices, and can be an important tool to assist with management planning (Montaño, Arce & Louman, 2006).

According to UNDP (1997a) "Monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results. In addition it enables the reinforcement of initial positive results." In fact it is a major aspect that cannot be overlooked because it determines the sustainability of any venture or project.

According to Standish Group Project Chaos Report (2005), one of the reasons for project failure is lack of project monitoring and control. Monitoring and evaluation of development activities provides programme and project managers, including Government officials and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders.

Within any programme or project there is a strong focus on results - this helps explain the growing interest in monitoring and evaluation. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities. (Mark, Henry, & Julnes, 2000). Over the past decade, aid organizations have faced increasing pressure to become more effective and results oriented. Many have launched agendas of results-orientation and results based management (RBM), more recently referred to as 'managing for development results'. (Hatry & Harry, 1999) It is for this reason that NGOs need to embrace fully the concept of M&E to ensure their sustainability.
2.7 Theoretical Framework

This study was guided by two theories namely:

2.7.1 Resource Dependency Theory by Pfeffer and Salancik (1978)

Resource dependency theory, formulated by Pfeffer and Salancik (1978) provides the framework for understanding the connection between an organization and its environment. It highlights the importance of acquiring and maintaining resources for ensuring the sustainability of organizations in an uncertain external environment. According to the theory, organizations are unable to produce all the resources they need to operate; therefore they must engage in exchanges with the external environment in order to acquire the resources they need to survive (Pferrer & Salanack, 2003). It stresses the importance looking at the environment in which an NGO operates when trying to explain behavior and impact (Pfeiffer & Salanik, 2003). The organization’s environment is considered a central source of “uncertainty” and constraint (Pfeiffer & Salanik, 1978). Characteristics of an organization’s environment, such as the distribution of resources or presence of competitors, can influence its performance or impact.

According to this theory, since resources often originate from outside the organization, access to such resources usually implies that those providing the resources have certain claims over the organization and these claims need to be managed carefully. Although the theory defines resources broadly to include networks and also knowledge, in practice the theory has in most cases been tested using revenue size as an approximation of the organization’s resources and thus also as a measure of its control over the uncertain external environment. The significance of resources is a robust and widely cited finding in the study of non-profit sustainability (Hager 2001; Fernandez 2008). According to the resource dependence theory, the impact of NGOs is often influenced its ability to obtain the resources necessary to support its operations. Thus NGOs with more resources will have greater impact than those with fewer resources.

Organizations depend on multidimensional resources: labor, capital, raw material, etc. Organizations may not be able to come out with countervailing initiatives for all these multiple resources. Hence organizations should move through the principle of criticality and principle of scarcity. Critical resources are those the organization must have to function. For example, a burger outlet can't function without bread. An organization may adopt various countervailing
strategies—it may associate with more suppliers, or integrate vertically or horizontally (Pferrer & Salanack, 2003).

2.7.2 European Foundation Quality Model (EFQM) by Dubas and Nijhawan (2005)

According to Dubas and Nijhawan (2005), the European Foundation Quality Model (EFQM) Excellence Model is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The Enabler criteria cover what an organization does. The Results criteria cover what an organization achieves. Results are caused by Enablers and feedbacks from Results help to improve Enablers. It contains a set of nine weighted criteria that are utilized in the assessment process. The Model is based on the premise that: Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, that is delivered through People Partnerships and Resources, and Processes.

Below is the EFQM criterion of quality and details on the model as described by Dubas and Nijhawan (2005) and Slack et al (1995):-

Leadership - The driver of the business who gives direction to business objectives, it is concerned about how the top management inspire and drive total quality as a vital process for continuous improvement. People management - This involves how the company harnesses the potential of her employees in order to improve the business continuously. With EFQM covering training, evaluation, effective human resources development, team work, empowerment, rewards and recognition. It ensures the effective development of people's skill, time and effort.

Policy and strategy - How the firm’s policy reflects the concept of total quality and how this principle is being used to determine improvement strategy. It covers product, service quality and organizational policy and strategy. Partnerships and Resources management - This involves how the resources of the company are disbursed to support quality initiatives. Active encouragement of supplier partnership is given, with emphasis on mutually beneficial relationships. On resources, the facilities need to be maintained for capability, and materials should be conserved.
Processes – The efficient managing of processes to ensure that business objectives of value creation are achieved. It involves identifying and reviewing the processes involved in production so as to deliver the organization’s strategy.

Employee Result - People are supposed to be adequately surveyed, with ideas such as team briefings and suggestion schemes incorporated. Customer Results - This is external customer’s perception of the company’s product. This requires evaluation of customer satisfaction through surveys and interviews. Loyalty and market share are measures. Key Performance results – what the company is achieving in relation to its planned business. EFQM requires a “balanced scorecard” type approach, as well as cost of quality, product and process measures.

While the first set of five characters can be regarded as drivers to effective quality management, the last three are the results that accrue to a firm when the drivers are efficiently deployed. This research will focus on the former, since it is concerned about the determinants of project sustainability among selected NGOs.
2.8 Conceptual Framework

The conceptual Framework presents the relationship between the study variables. The independent variables are income diversification, project conceptualization, strategic planning and monitoring and evaluation while the dependent variable is sustainability of projects implemented by NGOs in the health sector.

**Independent Variables**

**Income Diversification**
- Fundraising strategy
- International funding streams
- Corporate donor sourcing
- Businesses

**Project conceptualization**
- Stakeholder involvement
- Sustainability strategies

**Strategic Planning**
- Vision, Mission and goal
- Strategic priority areas
- Human resource plan
- Financial plan

**Monitoring and evaluation**
- M $ E framework
- M & E capacity

**Moderating Variable**
- Enabling political environment

**Dependent Variable**

**PROJECT SUSTAINABILITY**
- Financially viable
- Environmentally sound
- Socially responsible
- Long-term community value

**Intervening variable**
- Global financial crisis

*Figure 1: Conceptual Framework*
2.9 Relationships of Variables in the Conceptual Framework

The dependent variable is Project sustainability among NGOs implementing projects in the health sector and is indicated by the ability of the projects to continue operating after the external funding to the project is withdrawn (Norton, 2005). The sustainability is characterized by financial viability, environmental soundness, social responsiveness and long term community responsiveness.

The independent variables under study are income diversification, project conceptualization, strategic planning and Monitoring and evaluation by NGOs which are key contributors to project sustainability among NGOs in the health sector. The proposed study will purpose to study the influence of income diversification, strategic planning, project conceptualization and monitoring and evaluation on project sustainability among NGOs implementing projects in the health sector.

2.10 Research Gap

The reviewed literature highlighted studies that are relevant and similar to this study. Kurosaki (2003) in his study recognises the need for non-governmental organizations to diversify their funding sources and tap into the international funding streams in an effort to ensure the organizational sustainability and that of the projects that they implement. Even though this study touches on one of the variables of this study, Kurosaki’s study was carried out outside Kenya and was focused in the agricultural sector while this study will be focusing on the sustainability of projects by health development NGOs in Kenya and hence the gap in terms of the sector and the place of study.

While there is a lot of literature on project conceptualization, very few studies if any have been done to establish the linkage between project conceptualization and sustainability of projects. Meg (2005) in his book titled “Project design in the context of project cycle management) describes the good practices in project conceptualization including stakeholder involvement and incorporation of sustainability strategies which in the long run will result in sustainability of project benefits. As such, this study will come in and address the gap of limited studies that focus on the linkage between project conceptualization and project sustainability.
While Ramia (2003) in his study notes that much thought and investment has been given to strategic planning in general, relatively, less thought and investment has been given to strategic planning by NGOs which could have an effect on their sustainability. While he addresses the linkage between strategic planning and organizational sustainability, the linkage between the strategic planning and sustainability of projects by NGOs has not been explored and therefore this study seeks to address this gap.

2.11 Summary of Chapter Two

From the reviewed literature, the need for NGOs to diversify their income sources, conduct proper project conceptualization including engagement of the various relevant stakeholders, develop strategic plans for their organizations with an aim of informing their project development including strategies to employing in this era of changing world and implementing monitoring and evaluation in their projects cannot be overemphasized. It is evident that now more than before sustainability of projects by NGOs in the health sector has become a major concern for various stakeholders including donors, development partners, governments and communities. The study was therefore very timely as it will demonstrate the relationship between income diversification, project conceptualization, strategic planning and Monitoring and evaluation by NGOs and the sustainability of projects by NGOs implementing projects in the health sector.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research methodology that was used in the study. It describes the research design, target population, sample size and sample collection, the research instruments that will be used, their reliability and validity, procedures for data collection, techniques for data analysis and ethical considerations.

3.2 Research Design
In conducting the study, the researcher used descriptive survey design. This is the method of collecting data through the measurements of some items or through socialization from other people or documents (Orodho, 2003). Descriptive survey designs are used in preliminary and exploratory studies as cited in Orodho, 2003 to allow researchers to gather information, summarize, present and interpret for the purpose of clarification. Descriptive survey design was appropriate for this study as it enabled the researcher to collect information on the factors affecting the sustainability of projects implemented by NGOs in the health sector in Nairobi County.

3.3 Target Population
According to Mugenda and Mugenda (2003), target population is the population to which a researcher wants to generalize the results of the study. The target population was made up of 190 top, middle and low level managers in NGOs and beneficiaries of projects that they implement in the health sector as demonstrated in Table 3.1. The target population was drawn from 10 select NGOs implementing projects in the health sector in Nairobi County namely: Health Rights Advocacy Forum (HERAF), Kenya Aids NGOs Consortium (KANCO), Interreligious Council of Kenya (IRCK), Kenya Alliance of NGOs Against Malaria (KeNAAM), Abantu for Development, National Organization of Peer Educators (NOPE), I choose Life Africa (ICL), Omega Foundation, Health NGOs Network (HENNET) and Network of People Living with HIV (NEPHAK). These select NGOs were beneficiaries of USAID funded institutional strengthening project that aimed at strengthening their systems and structures to ensure sustainability of the projects that they implement in the health sector. As such, they were the
most appropriate target to use for this study on project sustainability and serve as learning to the rest of the NGOs on how to achieve project sustainability.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Population per category</th>
<th>Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level managers</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Low level managers</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>190</strong></td>
</tr>
</tbody>
</table>

Source: Select NGOs Organograms

3.4 Sample size and Sampling Procedure

Ngechu (2004) underscores the importance of selecting a representative sample through making a sampling frame. From the population frame the required number of subjects or respondents will be selected in order to make a sample. The sampling frame for any probability sample is a complete list of all the cases in the population from which a sample is drawn (Saunders et al., 2007). Sample of responding staff will be drawn from 190 possible respondents.

From the population frame, the required number of respondents was selected in order to make a sample. The researcher first grouped the population into four stratas i.e. top, middle and low level managers, and beneficiaries after which she used Krejcie and Morgan’s table to determine the sample size from each of the strata as shown in Table 3.2. The sample size was 160 respondents.
Table 3.2: Sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Numbers</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level managers</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Low level managers</td>
<td>65</td>
<td>56</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>100</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>160</strong></td>
</tr>
</tbody>
</table>

Systematic random sampling method was then applied to identify the respondents who were included in the sample. The researcher as such identified a respondent from the target population at random and then every 2\textsuperscript{nd} element, (calculated from $k = \frac{N}{n}$ where $n$ is the sample size and $N$ is the population size), from the population frame was identified until a sample size of 160 was realized.

3.5 Research Instruments

This study used questionnaires for primary data collection. The questionnaires were used because they are straightforward and less time consuming for both the researcher and the participants (Owens, 2002). The Questionnaires had a number of sub-sections that were subdivided based on the major research questions except the first sub-section (section A) that was meant to capture the background information of the participants like gender, marital status, age, working experience, level of education. Other sections addressed questions to achieve each of the specific objectives of the study. The questionnaire had a mixture of closed and open ended questions. Efforts were made to minimize bias by avoiding leading questions and recall questions. Each research question was divided into specific investigative questions. The order and flow of questions was designed in such a way that they are logical to the respondents.
3.6 Pilot Testing

According to Mugenda and Mugenda (1999), piloting refers to pre-testing of the research instrument by administering it to a selected sample which is similar to the actual sample which the researcher plans to use in the study. Piloting of the questionnaires was done in NGOs implementing projects in the health sector NGOs that did not form part of the study sample. The pilot study was used to identify items in the questionnaire that are ambiguous or unclear to the respondents and hence changed or modify them. The pilot study was also to help the researcher familiarize herself with the administration of the instrument.

3.6.1 Validity of the Instrument

Borg and Gall (1996) define validity as the degree to which a test measures what it purports to measure. To ensure the validity of the survey, the questionnaire was developed in such a way that it was very clear and easy to use. Questions were designed in such a way that they were connected to the variables specified in the conceptual framework. Validity tests were conducted to ensure that the data collected was relevant to the objectives of the study and the research questions.

To ascertain that the data collection instrument was valid, expert opinion will be sort from the supervisor and colleagues of University of Nairobi, Nairobi Campus. The experts checked on the content and construct validity to ascertain whether the instrument was able to accurately measure the variables under study in line with the objectives of the study. The questionnaires were also subjected to pre-test to detect any deficiencies.

3.6.2 Reliability of the instrument

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials, Mugenda and Mugenda (2003). The Researcher used test-re-test reliability method by administering questionnaires twice to the same respondents after an interval of a week to ensure consistency. The scores on the first and second test were then be computed and a reliability coefficient will be calculated in order to indicate the relationship between the two sets of scores which will be obtained (Franke and Wallen, 2006). Pearson product moment correlation formula was used to check for the reliability (Ary, 2006).
According to Best and Kahn (2006) the reliability coefficient formula is:

\[
    r = \frac{N(\Sigma XY) - (\Sigma X)(\Sigma Y)}{\sqrt{(\Sigma X)^2 - (\Sigma X)^2 \times (\Sigma Y)^2 - (\Sigma Y)^2}}
\]

Where 
- \( r \) = reliability
- \( N \) = total number of items
- \( X \) = first test
- \( Y \) = second test

According to Kasomo (2006), if the value \( r \) lies between -1 and +1, it indicates perfect or total relationship while if the value of \( r \) is 0 or near it indicates no discernible relationship between the variable. The average reliability coefficient obtained was 0.77 and therefore the instruments were deemed reliable as the value is near +1.

3.7 Data Collection Procedure
The researcher obtained a letter from University of Nairobi allowing her to go to the field for data collection. The researcher also sought authorization to conduct research from National Commission for Science Technology and Innovation (Nacosti). The researcher then made appointments with the Human Resource Managers of NGOs implementing projects in the health sector to notify and request for permission to carry out the study in their organizations. The researcher administered the instruments personally to the respondents who were given ample time to respond to the questions. This was to ensure achievement of a good return ratio and give the respondents a chance to seek clarification on items which might prove difficult to answer.

3.8 Methods of Data Analysis
Primary data from the field was edited first. Coding was then done to translate question responses into specific categories. Coding was expected to organize and reduce research data into manageable summaries. Quantitative data analysis technique was used to analyze the data. Quantitative data collected was analyzed, presented and interpreted using both descriptive statistics. Descriptive statistics such as means, standard deviation, frequencies and percentages were used to describe the data. The analyzed data was then presented in form of tables where applicable. In conclusion, data analysis was done based on the objectives and research questions. The results were analyzed and presented in tables and reports.
3.9 Ethical Issues

In this study, the researcher sought authorization to conduct research from the National Commission for Science Technology and Innovation (Nacosti) and as such a letter clarifying the aim of the research and the nature of the study was obtained. Further, the researcher sought the consent of each participant in the research and encouraged voluntary participation. The researcher also explained the purpose and nature of the research to every participant before engaging them in the study. The researcher also ensured confidentiality of the information given by the respondents through using the information without mentioning of the specific names of the people from whom the data was collected. Finally, the researcher ensured that all the sources of information are properly quoted and acknowledged in the study body and a list of bibliography in respect to the same given in the reference section.

3.10 Operational Definition of Variables

In this section the study identifies behavioral dimensions, indicators or properties of the main variables under the study in order to make them measurable. The measurement is both objective and subjective. The table below shows the operational indicators which will be used during the investigation on the determinants of project sustainability among selected NGOs in the health sector in Nairobi County.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Type of variable</th>
<th>Indicators</th>
<th>Measurement</th>
<th>Measurement scale</th>
<th>Methods of analysis</th>
</tr>
</thead>
</table>
| How does income diversification influence project sustainability among selected NGOs in the health sector? | **Independent**: Income diversification  
**Dependent**: Sustainability of projects | Fundraising strategy  
International funding streams  
Corporate donor sourcing  
Businesses | No of fundraising and development planning activities  
No of international funding streams  
Amount of corporate donor sourcing  
No of business owned | Ordinal scale | Mean, standard deviation and percentages for responses to questionnaires |
| To what extent does project conceptualization influence project sustainability among selected NGOs in the health sector? | **Independent**: Project conceptualization  
**Dependent**: Sustainability of projects | Stakeholder involvement  
Sustainability strategies | Evidence of stakeholder involvement  
Number of sustainability strategies within the projects | Ordinal scale | Mean, standard deviation and percentages for responses to questionnaires |
| How does strategic planning influence project sustainability among selected NGOs in the health sector? | **Independent** | Vision, Mission and goal statements in place  
Strategic priority areas  
Human resource plan  
Financial plan | Goal, vision and mission statements in place  
Strategic, HR, financial and M & E plans in place | Ordinal Scale | Mean, standard deviation and percentages for responses to questionnaires |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dependent</strong></td>
<td>Sustainability of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| To assess the influence of monitoring and evaluation on project sustainability among selected NGOs in the health sector | **Independent** | M & E framework  
M & E Capacity | M & E framework in place  
Internal qualified M & E staff | Ordinal Scale | Mean, standard deviation and percentages for responses to questionnaires |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dependent</strong></td>
<td>Sustainability of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction
This chapter presents the results found from the data analysis. It therefore consists of the data analysis presentation and interpretation of findings. The purpose of this study was to investigate the determinants of project sustainability among selected NGOs in the health sector in Kenya in general and Nairobi in particular. Primary data that was used was collected using questionnaires which were designed based on the variables of the study and was intended to meet the objective of the study.

4.2 Response Rate
From the data collected, out of the 160 questionnaires administered, 130 were filled and returned. This represents a response rate of 81.25% as shown in Table 4.1. This response rate is considered satisfactory to make conclusions for the study according to Mugenda and Mugenda (2003) as it is more than the 50% response rate recommended.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>130</td>
<td>81.25</td>
</tr>
<tr>
<td>Didn’t respond</td>
<td>30</td>
<td>18.75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3 Demographic Information of the Respondents
This section presents background information of the respondents’ gender, age, education level, and duration of service. These were as presented in the following sub-sections.
4.3.1 Distribution of Respondents by gender
The researcher also sought to establish the gender of the respondents. The results presented in Table 4.2 showed that 51% of the respondents were female while 49% were male.

Table 4.2: Distribution of Respondents by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>64</td>
<td>49</td>
</tr>
<tr>
<td>Female</td>
<td>66</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

From the Table 4.2, the findings established that most of the managers and beneficiaries of projects by the selected NGOs were females.

4.3.2 Distribution of Respondents by Age
The researcher also sought to establish the age of the respondents. The findings are presented in Table 4.3.

Table 4.3: Distribution of Respondents by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 - 30</td>
<td>51</td>
<td>39.2</td>
</tr>
<tr>
<td>31 - 40</td>
<td>70</td>
<td>53.8</td>
</tr>
<tr>
<td>41 - 45</td>
<td>9</td>
<td>6.9</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>100</td>
</tr>
</tbody>
</table>

From the Table 4.3, most of the respondents (53.8%) were aged between 31 and 40 years while only 6.9% of the respondents were aged between 41-45 years. Most of the managers and
beneficiaries of projects by the selected NGOs were middle aged and at a productive age of their lives.

4.3.3 Distribution of Respondents by level of education
The researcher sought to establish the level of education of the sampled population. The findings are as indicated in Table 4.4.

Table 4.4: Respondents by level of education

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post graduate degree</td>
<td>14</td>
<td>10.8</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>67</td>
<td>51.4</td>
</tr>
<tr>
<td>Diploma / certificate</td>
<td>49</td>
<td>37.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings of the study revealed that majority of the respondents, 67 (51.4%) had obtained a bachelor’s degree, followed by diploma 49 (37.8 %) and the least had attained a post graduate degree 14(10.8 %). These findings imply that the literacy levels among the respondents were high and hence the responses collected could be deemed reliable and relevant.

4.3.4 Distribution of Respondents by years of service in their organizations
The study also sought to establish the years of service of the respondents in their organizations as indicated in Table 4.5.

Table 4.5: Distribution of Respondents by years of service

<table>
<thead>
<tr>
<th>Years of service</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 3 years</td>
<td>45</td>
<td>34.6</td>
</tr>
<tr>
<td>4 – 5 years</td>
<td>53</td>
<td>40.8</td>
</tr>
<tr>
<td>Over 5 years</td>
<td>32</td>
<td>24.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
The findings indicate that majority of the respondents 53 (34.6%) had served the organizations for a period of 4 – 5 years; followed by those that had served the organizations for less than 3 years, 45 (34.6%) while those that had been at the organizations for over five years been 32 (24.6%). These findings indicate that most of the respondents had been at the organizations long enough to be able to evaluate and assess the determinants of project sustainability in their respective organization.

4.3.5 Distribution of Respondents by Number of Current Projects
The study also sought to establish the number of projects that the organizations were currently running as indicated in Table 4.6.

<table>
<thead>
<tr>
<th>No of Projects</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>53</td>
<td>40.8</td>
</tr>
<tr>
<td>3</td>
<td>11</td>
<td>8.5</td>
</tr>
<tr>
<td>4</td>
<td>25</td>
<td>19.2</td>
</tr>
<tr>
<td>More than 5</td>
<td>41</td>
<td>31.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The results presented in Table 4.6 show that 40.8% had two current projects, 31.5% had more than 5 projects, 19.2% had four current projects running and 8.5% had three current projects. This indicates that the sample was appropriate to assess project sustainability since they all had running projects.

4.3.6 Number of Closed Projects over the last 3 Years
The study also sought to establish the number of projects that the organizations had closed down over the last three years. The results indicate that 46.2% of the respondents indicated that their organization had closed down 2 projects, 16.2% had closed down 1 project, 13.1% had closed down 4 projects and 12.3 had closed down more than 5 projects. This indicates that the sample
was very appropriate to assess the determinants of project sustainability based on the ongoing and closed out projects.

4.4 Income Diversification and Project Sustainability among Selected NGOs

This section presents the respondents responses on the influence of income diversification on project sustainability among NGOs. The researcher sought to establish the extent to which income diversification influences project sustainability among NGOs. The responses were given a five point scale namely: very great extent, great extent, moderate extent, little extent and not at all. The responses were ranked in such a way that very great extent was given value 1, great extent was given value 2, moderate extent was given value 3, little extent was given value 4 while no extent was given value 5. The mean score of the responses was then calculated. The findings show that income diversification scored a mean of 1.39 and a Standard Deviation of 0.49. This indicates that income diversification influences project sustainability among selected NGOs to a very great extent.

The study further sought to establish the influence of various issues related to income diversification and its influence on project sustainability among NGOs. The answers were ranked on a scale of 1 to 5 where 1 is strongly agree and 5 is strongly disagree. The results of the responses are shown in Table 4.7.

Table 4.7: Importance of various drivers of income diversification among selected NGOs

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>An NGO with an operational fundraising strategy is most likely to implement sustainable projects</td>
<td>1.1615</td>
<td>0.36945</td>
</tr>
<tr>
<td>Diverse international funding streams by NGOs ensure project sustainability</td>
<td>1.5077</td>
<td>0.71794</td>
</tr>
<tr>
<td>Corporate donor sourcing is an effective method to ensure project sustainability among NGOs</td>
<td>1.6923</td>
<td>0.58198</td>
</tr>
<tr>
<td>NGOs should own and manage businesses to ensure project sustainability</td>
<td>2.7769</td>
<td>1.02121</td>
</tr>
</tbody>
</table>

The results from the table presented above show that an NGO with an operational fundraising strategy in place is most likely to implement sustainable projects (Mean = 1.16) and (SD = 0.37). Diverse international funding streams by NGOs ensure project sustainability (Mean = 1.51) and
Corporate donor sourcing is an effective method of ensuring sustainability of projects by NGOs (Mean = 1.69) and (SD = .58). Finally, the results show that NGOs should own and manage businesses to ensure their sustainability (Mean = 2.78) and (SD = 1.02). This is an indication that NGOs should source for diverse international funding streams, corporate donors and develop and implement a fundraising strategy in order to obtain project sustainability and to a less extent own and manage businesses in order to achieve project sustainability.

### 4.5 Project Conceptualization and Project Sustainability among Selected NGOs

This section presents the respondents response on the influence of project conceptualization on project sustainability among selected NGOs. Project conceptualization determines whether a project is going to be sustainable or in especially in regards to beneficiaries involvement during the project conceptualization and the incorporation of sustainability strategies in projects at the project conceptualization stage.

The researcher sought to establish the extent to which project conceptualization influences the sustainability of projects by NGOs. The results show that project conceptualization scored a mean of 2.02 and a Standard Deviation of 0.54. This indicates that project conceptualization influences the sustainability of NGO projects to a great extent.

The study further sought to establish the influence of various issues related to project conceptualization and its influence on project sustainability among NGOs. The answers were ranked on a scale of 1 to 5 where 1 is very large extent and 5 is no extent at all. The results are shown in Table 4.8.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project beneficiaries should be involved during project conceptualisation</td>
<td>1.3154</td>
<td>.46647</td>
</tr>
<tr>
<td>to enhance project sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beneficiaries involvement enhances project ownership and sustainability</td>
<td>1.3154</td>
<td>.46647</td>
</tr>
<tr>
<td>Sustainability strategies should be identified during conceptualisation</td>
<td>1.3308</td>
<td>.80105</td>
</tr>
<tr>
<td>to ensure project sustainability</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From the Table 4.8, the respondents agreed to a very large extent that project beneficiaries should be involved during project conceptualization stage to enhance project sustainability with a mean of 1.3 and standard deviation of .466. The respondents also agreed to a very large extent with the statement that beneficiaries' involvement enhances project ownership and thus ensures project sustainability with a mean of 1.3 and standard deviation of .466. Finally, the respondents agreed to a large extent that sustainability strategies should be identified right from the project conceptualization stage if projects are to be sustainable with a mean of 1.3 and standard deviation of .801. This is an indication that for NGOs to achieve project sustainability there is need to involve beneficiaries' right from the project conceptualization stage as well as identify sustainability strategies right from the project conceptualization stage.

4.6 Strategic planning and project sustainability among selected NGOs
No matter their size, all organizations need to plan. Doing so will highlight both the opportunities and challenges it faces. This not only strengthens the organization, but will also enable it to deliver more effectively to meet the needs of its beneficiaries. Organizations with operational strategic plans are more likely to implement sustainable projects and attract more funds for their projects.

The researcher sought to establish the extent to which strategic planning influences the sustainability of projects by NGOs. The results show that strategic planning scored a mean of 1.41 and a Standard Deviation of 0.70. This indicates that strategic planning influences the sustainability of NGO projects to a very great extent.

The study further sought to establish the influence of various issues related to strategic planning and its influence on sustainability of NGO projects. The answers were ranked on a scale of 1 to 5 where 1 is strongly agree and 5 is strongly disagree. The results are shown in Table 4.9.
Table 4.9: Strategic planning and project sustainability

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>An organisation with clear vision, mission and goal statements is most likely to be sustainable</td>
<td>1.6308</td>
<td>.86391</td>
</tr>
<tr>
<td>An NGO with clear strategic objectives is most likely to implement projects which are sustainable</td>
<td>1.4462</td>
<td>.62334</td>
</tr>
<tr>
<td>An NGO with a clear strategic plan is most likely to implement projects that are sustainable</td>
<td>1.5692</td>
<td>.79668</td>
</tr>
<tr>
<td>A strategic plan should be accompanied by an M &amp;E framework to improve sustainability of projects</td>
<td>1.2462</td>
<td>.43244</td>
</tr>
<tr>
<td>A properly costed strategic plan is most likely to lead to sustainable projects</td>
<td>1.8769</td>
<td>.99624</td>
</tr>
</tbody>
</table>

The results from Table 4.9 show that an organisation with clear vision, mission and goal statements is most likely to be sustainable (Mean = 1.6308) and (SD = .86). The results also show that an NGO with clear strategic objectives is most likely to implement projects is most likely to be sustainable (Mean = 1.4462) and (SD = .62). The results further show that an NGO with a clear strategic plan is most likely to implement projects that are sustainable (Mean = 1.5692) and (SD = .79). The results also show that a strategic plan should be accompanied by an M &E framework to improve sustainability of projects (Mean = 1.2462) and (SD = .43). The results finally show that a properly costed strategic plan is most likely to lead to sustainable projects (Mean = 1.8769) and (SD = .99). These results are an indication of the crucial role that strategic planning plays in ensuring project sustainability among NGOs.

4.7 Monitoring and Evaluation and Project Sustainability among Selected NGOs

Monitoring and evaluation enables management to identify and assess potential problems and success of a project or program. It provides the basis of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results. In addition, it enables the reinforcement of initial positive results. It actually determines the sustainability of any venture or project.

The researcher sought to establish the extent to which M & E influences the sustainability of projects by NGOs. The results show that M & E scored a mean of 1.57 and a Standard Deviation
of 0.50. This indicates that M & E influences the sustainability of NGO projects to a very great extent.

The study further sought to establish the influence of various issues related to M & E and its influence on sustainability of NGO projects. The answers were ranked on a scale of 1 to 5 where 1 is strongly agree and 5 is strongly disagree. The findings from Table 4.10 show that technical capacity is a huge determinant of how evaluation lessons are produced communicated and perceived (Mean = 1.1846) and (SD = .39). The results also show that human resources on the job should be given a clear job allocation and designation befitting their expertise (Mean = 1.1231) and (SD = .33). The results further show that evaluation should be conducted by persons free of control of those responsible for the design and implementation of development interventions (Mean = 1.1692) and (SD = .19). The results finally show that effective M & E should result in more sustainable projects (Mean = 1.1923) and (SD = .29).

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical capacity is a huge determinant of how evaluation lessons are</td>
<td>1.1846</td>
<td>.38949</td>
</tr>
<tr>
<td>produced communicated and perceived</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources on the job should be given a clear job allocation and</td>
<td>1.1231</td>
<td>.32980</td>
</tr>
<tr>
<td>designation befitting their expertise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation should be conducted by persons free of control of those</td>
<td>1.1692</td>
<td>.18732</td>
</tr>
<tr>
<td>responsible for the design and implementation of development interventions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective M &amp; E should result in more sustainable projects</td>
<td>1.1923</td>
<td>.29803</td>
</tr>
</tbody>
</table>

The findings in table 4.10 indicate that monitoring and evaluation is key for NGOs who want to achieve project sustainability and as such they should have technical capacity to conduct M & E, have competent human resource whose core role is M & E and conduct both external and internal M & E.

4.8 Other determinants of project sustainability

The respondents were also requested to list other determinants of project sustainability that were not covered by the study and some of the responses include strong accountability mechanisms,
political goodwill, involvement of all stakeholders, capacity building of staff members, flexibility of project managers, the legal policy framework in the country, global trends in foreign aid and assistance, levels of networking, partnerships and collaborations among NGOs and quality implementation of projects.
CHAPTER 5
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main objective of this study was to investigate the determinants of project sustainability among NGOs in the health sector in Kenya in general and Nairobi in particular. This chapter presents the summary of findings, conclusion, recommendations, and suggestions for further research.

5.2 Summary of the Findings of The study

This section presents the summary of the findings of the study in chapter four according to the objectives.

5.2.1 Demographic Characteristics

In reference to the demographic characteristics, the study sought to establish the respondent’s gender, age, level of education and years of service in their organization. The findings indicated that there were more females in the management of NGOs with 51% of the respondents been female and 49% male. 53.8% of the respondents were aged between 31 – 40 years while 39.2% were aged between 26 – 10 and 6.9% were aged between 41- 45 years. 51.4% of the respondents had attained a bachelor’s degree while 40.8% of the respondents had served in their organizations for between 4 to 5 years.

5.2.2 Income Diversification and Project Sustainability among Selected NGOs

In regards to objective one which sought to determine how income diversification influences project sustainability among NGOs in the health sector, the findings show that income diversification scored a mean of 1.39 and a Standard Deviation of 0.49 and thereby indicating that income diversification influences project sustainability among NGOs to a very great extent. The findings further show that an NGO with an operational fundraising strategy in place is most likely to implement sustainable projects (Mean = 1.16) and (SD = 0.37). Diverse international funding streams by NGOs ensure project sustainability (Mean = 1.51) and (SD = .717). Corporate donor sourcing is an effective method of ensuring sustainability of projects by NGOs.
(Mean = 1.69) and (SD = .58). Finally, the results show that NGOs should to a less extent own and manage businesses to ensure their sustainability (Mean = 2.78) and (SD = 1.02).

5.2.3 Project Conceptualization and Project Sustainability among Selected NGOs
Based on objective two which was to establish how project conceptualization influences project sustainability among NGOs in the health sector, the findings show that project conceptualization influences project sustainability among NGOs to a great extent with a mean of 2.02 and a Standard Deviation of 0.54. The findings also revealed that project beneficiaries should be involved during project conceptualization stage to enhance project sustainability with a mean of 1.3 and standard deviation of .466. The respondents also agreed to a very large extent with the statement that beneficiaries’ involvement enhances project ownership and thus ensures project sustainability with a mean of 1.3 and standard deviation of .466. Finally, the respondents agreed to a large extent that sustainability strategies should be identified right from the project conceptualization stage if projects are to be sustainable with a mean of 1.3 and standard deviation of .801.

5.2.4 Strategic planning and Project Sustainability among selected NGOs
In reference to objective three which was to explore how strategic planning influences project sustainability among NGOs in the health sector, the researcher sought to establish the extent to which strategic planning influences the sustainability of projects by NGOs. The results show that strategic planning scored a mean of 1.41 and a Standard Deviation of 0.70. This indicates that strategic planning influences the sustainability of NGO projects to a very great extent. The study further sought to establish the influence of various issues related to strategic planning and its influence on project sustainability among NGOs. The findings show that an organisation with clear vision, mission and goal statements is most likely to be sustainable (Mean = 1.6308) and (SD = .86). The findings also show that an NGO with clear strategic objectives is most likely to implement projects is most likely to be sustainable (Mean = 1.4462) and (SD = .62). The findings further show that an NGO with a clear strategic plan is most likely to implement projects that are sustainable (Mean = 1.5692) and (SD = .79). The results also show that a strategic plan should be accompanied by an M &E framework to improve sustainability of projects (Mean = 1.2462) and (SD = .43). The results finally show that a properly costed
strategic plan is most likely to lead to sustainable projects ($\text{Mean} = 1.8769$) and ($\text{SD} = .99$). These results are an indication of the crucial role that strategic planning plays in ensuring project sustainability among NGOs.

5.2.5 Monitoring and Evaluation and Project Sustainability among Selected NGOs

Finally in reference to objective four which was to assess the influence of monitoring and evaluation on project sustainability among NGOs, the researcher sought to establish the extent to which M & E influences the sustainability of projects by NGOs. The findings show that M & E scored a mean of 1.57 and a Standard Deviation of 0.50. This indicates that M & E influences the sustainability of NGO projects to a very great extent. The study further sought to establish the influence of various issues related to M & E and its influence on sustainability of NGO projects. The findings show that technical capacity is a huge determinant of how evaluation lessons are produced communicated and perceived ($\text{Mean} = 1.1846$) and ($\text{SD} = .39$). The results also show that human resources on the job should be given a clear job allocation and designation befitting their expertise ($\text{Mean} = 1.1231$) and ($\text{SD} = .33$). The results further show that evaluation should be conducted by persons free of control of those responsible for the design and implementation of development interventions ($\text{Mean} = 1.1692$) and ($\text{SD} = .19$). The results finally show that effective M & E should result in more sustainable projects ($\text{Mean} = 1.1923$) and ($\text{SD} = .29$).

5.3 Discussion of Findings

This section discusses the findings of the study and is organized based on the conceptual framework of the study.

5.3.1 Income Diversification and Project Sustainability among Selected NGOs

The researcher sought to establish how income diversification influences project sustainability among NGOs. The findings show that income diversification influences the sustainability of NGO projects to a very great extent based on the mean scores. The study also sought to establish the influence of various issues related to income diversification. The findings show that respondents strongly agreed with the various statements regarding income diversification including that an NGO with an operational fundraising strategy in place is most likely to implement sustainable projects; that diverse international funding streams by NGOs could ensure
project sustainability and that corporate donor sourcing is an effective method of ensuring project sustainability. However, most of the respondents did not agree that NGOs should own and manage businesses to ensure project sustainability.

This clearly shows that income diversification is one of the major ways in which NGOs can ensure project sustainability. Diversification of funding sources is essential to increase the stability of NGO’s income streams and as such project sustainability among the NGOs. This is in line with previous literature reviewed on the same such as Jenkins and Yakovleva (2006) who stated that an organizations with two sources of income would be more diversified than an organization with just one source, and an organization with two income sources, each contributing half of the total, would be more diversified than an organization with two sources, one that accounts for 90 percent of the total and that diversification of funding sources is essential to increase the stability of Nongovernmental organizations income streams and as such ensure project sustainability.

5.3.2 Project Conceptualisation and Project Sustainability among Selected NGOs

The researcher sought to establish the extent to which project conceptualisation influences the sustainability of projects by NGOs. The findings show that project conceptualisation influences the sustainability of NGO projects to a very great extent based on the mean scores. The study also sought to establish the influence of various issues related to project conceptualisation. The findings show that respondents strongly agreed with the various statements regarding project conceptualisation which were emphasizing on the need for project beneficiaries to be involved during project conceptualization to ensure project sustainability and also the need to include sustainability strategies right from the project conceptualization stage. This was deduced from the mean scores computed on the responses of the various statements. The regression results also show that project conceptualisation had a positive and significant effect on sustainability.

These results clearly show that involvement of beneficiaries and inclusion of sustainability strategies by NGOs during the project conceptualization stages ensures project sustainability in the long term. This is in line with the results of Meg (2005), who observes that if beneficiaries take a proprietary interest in the project being implemented, they will be more likely to do all they can to see that it succeeds and carries on producing the outputs and outcomes that they
value. Ownership, resulting from participatory techniques and supported by capacity building to enable project stakeholders to independently perform and manage project activities, is a valuable commodity for development organizations seeking to create effective and sustainable projects. One of the most important, yet sometimes forgotten, tasks of the design phase of the project cycle is to examine the factors that can ensure project sustainability, and develop these throughout the life of the project.

5.3.3 Strategic Planning and Project Sustainability among Selected NGOs

The researcher sought to how strategic planning influences project sustainability among NGOs. The results show that strategic planning influences the sustainability of NGO projects to a very great extent based on the mean scores. The study also sought to establish the influence of various issues related to strategic planning on sustainability of NGO projects. The results show that respondents strongly agreed with the various statements regarding strategic planning and its influence on project sustainability among NGOs. This was also based on the mean scores computed on the responses of the various statements. The regression results also show that strategic planning had a positive and significant effect on sustainability.

These results show that respondents strongly agreed with the various statements regarding strategic planning and its influence on sustainability of projects. This clearly shows that strategic planning is one of the major ways in which NGOs can ensure project over the long term. This is in line with previous literature on strategic planning and sustainability of NGOs as noted by Funds for NGOs (2012) that a clear strategic plan strengthens the idea behind the organization and how it can move forward.

5.3.4 Monitoring & Evaluation and Project Sustainability among Selected NGOs

The researcher sought to establish the extent to which M & E influences project sustainability among NGOs. The results show that M & E influences the sustainability of NGO projects to a very great extent based on the mean scores. The study also sought to establish the influence of various issues related to M & E on sustainability of NGO projects. The results show that respondents strongly agreed with the various statements regarding M & E and its influence on projects sustainability among NGOs. The regression results also show that monitoring and evaluation had a positive and significant effect on sustainability.
These results show that respondents strongly agreed with the various statements regarding monitoring and evaluation and its influence on project sustainability. This clearly shows that M & E is one of the major ways in which NGOs can ensure project sustainability over the long term. This is in line with previous literature on M & E and sustainability of NGOs as noted by Montañó, Arce & Louman (2006) who suggest that Monitoring and evaluation is important for assessing the sustainability of projects and also helps in management planning.

5.4 Conclusions of the Study

The results of the study indicated that income diversification influences the sustainability of NGO projects to a very great extent. The study therefore concludes that NGOs that have several sources of funding are often able to successfully implement sustainable projects. This is due to the fact that there are ready funds for the completion of projects and when one source of funding is exhausted, then the NGO can use funds from another source to complete on-going projects. This therefore ensures project sustainability among the NGOs. Further, the study concludes that NGOs can diversify their income through putting in place and operationalizing fundraising strategies; diversifying the international funding streams and also through corporate donor sourcing.

The results of the study indicated that involvement of beneficiaries and other stakeholders during the project conceptualisation stage and incorporating sustainability strategies right from project conceptualization stage influences the sustainability of NGO projects to a very great extent. The study therefore concludes that involving various stakeholders and beneficiaries during the conceptualisation of projects and incorporating sustainability strategies right from the project conceptualization not only ensures that the projects are beneficial to the community and that the community buys in to the idea of the project and thus ensuring project sustainability even after the project period comes to an end.

The results of the study indicated that strategic planning influences project sustainability among NGO to a very great extent. The study therefore concludes that just like in the business sector, strategic planning is critical in the world of NGOs since it ensures that they have a clear strategic direction for their projects which in the long run translates to project sustainability. Donors are
more likely to fund NGOs with a clear and operational strategic plan as compares to those without which in the long run affects the sustainability of projects by NGOs.

The results of the study indicated that M & E influences the sustainability of NGO projects to a very great extent. This study concludes that monitoring and evaluation ensures that the implementing staffs stay on track and carry out the various activities in the right manner as well as spend the project funds for the intended purpose. This ensures that projects are completed on time and in the most effective ways. NGOs that implement projects in a timely and effective manner are more likely to attract more donor funding as compared to those that don’t.

5.5 Recommendations of the Study

The following were the recommendations of the study:

1. The study recommends that NGOs should seek multiple sources for their projects in order to ensure that they do not run out of implementation funds and this will guarantee sustainability of these projects in the long term.

2. The study recommends that NGOs should involve project beneficiaries right from project conceptualization to ensure ownership and thus project sustainability. They should also incorporate sustainability strategies right from the project conceptualization stage.

3. The study recommends that NGOs should engage in strategic planning and have a clear strategic plan which will go a long way in ensuring project sustainability bearing in mind the fact organizations with a strategic plan are more likely to attract funds for their projects as compared to those without.

4. The study recommends that NGOs should make monitoring and evaluation as a core component of their projects as it is based in the M & E reports that they will be able to improve on their project design and implementation strategies and thus ensure project sustainability.
5.6 Suggestions for Further Research
This study was carried out among NGOs implementing projects in the health sector in Nairobi County. There is need for future research to focus on NGOs implementing projects in the health sector in other counties and also focus on other NGOs implementing projects beyond the health sector. There is also need for further research on other determinants influencing project sustainability which were not a concern for this study.

5.6 Contribution to the Body of Knowledge
This study contributes to the existing body of knowledge by offering a deeper insight on determinants of project sustainability among NGOs implementing projects in the health sector. This study has established that income diversification, project conceptualization, strategic planning and monitoring and evaluation influence project sustainability among NGOs.
REFERENCES


Diane.B; Management Memo (June 2007), *The future of World Concern Africa's Economic Development*


52


Max D. Engelhart (Dec 1972). *Methods of Educational Research*


Mrosek, T., Balsillie, D., Schleifenbaum, P. (2006). Field testing of a criteria and indicators system for sustainable forest management at the local level: Case study results concerning the sustainability of the private forest Haliburton Forest and Wildlife Reserve in Ontario, Canada. *Forest Policy and Economics*, 8, 593 – 609

53

NGOs Coordination Board (2009), *NGOs coordination Board strategic plan 2009 – 2012.*


Ravichandran, N. (2014). Role of NGOs in basic health care and education. *A paper presented at UGC’s national seminar on NGOs and civil society in the era of globalization*


Tascode, (2005). *Strategic Planning and Organization Development,* Dar es Salaam


World Bank Criteria defining NGO: 2010


Young, L. & J. Hamshire (2.000). *Promoting Practical Sustainability*. *Australian Agency for International Development (AusAID)*, Canberra Australia
## APPENDICES

### APPENDIX 1: Krejcie and Morgan’s table

<table>
<thead>
<tr>
<th>N</th>
<th>S</th>
<th>N</th>
<th>S</th>
<th>N</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>10</td>
<td>140</td>
<td>1200</td>
<td>291</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>14</td>
<td>144</td>
<td>1300</td>
<td>297</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>19</td>
<td>148</td>
<td>1400</td>
<td>302</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>24</td>
<td>152</td>
<td>1500</td>
<td>306</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>28</td>
<td>155</td>
<td>1600</td>
<td>310</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>32</td>
<td>159</td>
<td>1700</td>
<td>313</td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>36</td>
<td>162</td>
<td>1800</td>
<td>317</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>40</td>
<td>165</td>
<td>1900</td>
<td>320</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>44</td>
<td>169</td>
<td>2000</td>
<td>322</td>
<td></td>
</tr>
<tr>
<td>55</td>
<td>48</td>
<td>175</td>
<td>2200</td>
<td>327</td>
<td></td>
</tr>
<tr>
<td>60</td>
<td>52</td>
<td>181</td>
<td>2400</td>
<td>331</td>
<td></td>
</tr>
<tr>
<td>65</td>
<td>56</td>
<td>186</td>
<td>2600</td>
<td>335</td>
<td></td>
</tr>
<tr>
<td>70</td>
<td>59</td>
<td>191</td>
<td>2800</td>
<td>338</td>
<td></td>
</tr>
<tr>
<td>75</td>
<td>63</td>
<td>196</td>
<td>3000</td>
<td>341</td>
<td></td>
</tr>
<tr>
<td>80</td>
<td>66</td>
<td>201</td>
<td>3500</td>
<td>346</td>
<td></td>
</tr>
<tr>
<td>85</td>
<td>70</td>
<td>205</td>
<td>4000</td>
<td>351</td>
<td></td>
</tr>
<tr>
<td>90</td>
<td>73</td>
<td>210</td>
<td>4500</td>
<td>354</td>
<td></td>
</tr>
<tr>
<td>95</td>
<td>76</td>
<td>214</td>
<td>5000</td>
<td>357</td>
<td></td>
</tr>
<tr>
<td>100</td>
<td>80</td>
<td>217</td>
<td>6000</td>
<td>361</td>
<td></td>
</tr>
<tr>
<td>110</td>
<td>86</td>
<td>226</td>
<td>7000</td>
<td>364</td>
<td></td>
</tr>
<tr>
<td>120</td>
<td>92</td>
<td>234</td>
<td>8000</td>
<td>367</td>
<td></td>
</tr>
<tr>
<td>130</td>
<td>97</td>
<td>242</td>
<td>9000</td>
<td>368</td>
<td></td>
</tr>
<tr>
<td>140</td>
<td>103</td>
<td>248</td>
<td>10000</td>
<td>370</td>
<td></td>
</tr>
<tr>
<td>150</td>
<td>108</td>
<td>254</td>
<td>15000</td>
<td>375</td>
<td></td>
</tr>
<tr>
<td>160</td>
<td>113</td>
<td>260</td>
<td>20000</td>
<td>377</td>
<td></td>
</tr>
<tr>
<td>170</td>
<td>118</td>
<td>265</td>
<td>30000</td>
<td>379</td>
<td></td>
</tr>
<tr>
<td>180</td>
<td>123</td>
<td>269</td>
<td>40000</td>
<td>380</td>
<td></td>
</tr>
<tr>
<td>190</td>
<td>127</td>
<td>274</td>
<td>50000</td>
<td>381</td>
<td></td>
</tr>
<tr>
<td>200</td>
<td>132</td>
<td>278</td>
<td>75000</td>
<td>382</td>
<td></td>
</tr>
<tr>
<td>210</td>
<td>136</td>
<td>285</td>
<td>100000</td>
<td>384</td>
<td></td>
</tr>
</tbody>
</table>
Dear Respondent,

RE: Support on MA Thesis

I am a post graduate student at the University of Nairobi pursuing a Masters in Arts: Project Planning and management. In partial fulfilment of my degree course, I am undertaking a study on the factors influencing the sustainability of projects implemented by NGOs in the health sector within Nairobi County.

It is in the light of this that I have selected you to participate in this study and as such request you to fill in the attached questionnaire in order to generate data required for this study. The information provided will be used purely for academic purposes and will be treated in confidence. Neither your name nor the name of your institution will be mentioned in the report.

Your assistance and cooperation will be highly appreciated.

Thank you in advance.
Yours faithfully,

Beatrice Gachambi Theuri
APPENDIX 3: QUESTIONNAIRE FOR MANAGERS

Please fill in the required information in the spaces provided. Or tick (✓) where necessary.

SECTION A: GENERAL INFORMATION OF THE RESPONDENTS

1. Gender  
   Male [ ]  Female [ ]

2. Age  
   19 – 25 years [ ]  26– 30 years [ ]  31 – 40 years [ ]
   41-45 years [ ]  Above 45 Years [ ]

3. Level of education  
   Primary education [ ]  Secondary education [ ]
   College [ ]  University [ ]

4. When did you join this Organization (State the year)? ______________________________

5. Years of service in this Organization:  
   Less than 3 years [ ]  4 – 5 Years [ ]
   6 – 10 years [ ]  Over 10 years [ ]

6. How many projects is your organization running currently?
   One [ ]  Two [ ]  Three [ ]
   Four [ ]  More than four (specify the number) [ ]

7. How many projects by your organization have closed down over the last three years?
   One [ ]  Two [ ]  Three [ ]
   Four [ ]  More than four (Specify the number) [ ]

8. In your understanding, what is project sustainability?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

58
SECTION B: THE INFLUENCE OF INCOME DIVERSIFICATION ON PROJECT SUSTAINABILITY AMONG NGOs

9. In your opinion, to what extent does Income Diversification influence the sustainability of projects by NGOs?

<table>
<thead>
<tr>
<th>Choice</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>[ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Great extent</td>
<td></td>
<td>[ ]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate extent</td>
<td></td>
<td></td>
<td>[ ]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Little extent</td>
<td></td>
<td></td>
<td>[ ]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not at all</td>
<td></td>
<td></td>
<td></td>
<td>[ ]</td>
<td></td>
</tr>
</tbody>
</table>

Explain your answer


10. The following are some statements on the influence of income diversification on project sustainability among NGOs. Indicate your level of agreement on each of the statements. Use a scale of 1 to 5 where: 1 is Strongly agree 2 is Agree 3 is Neither agree nor disagree 4 is Disagree 5 is Strongly disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>An NGO with an operational fundraising strategy in place is most likely to implement sustainable projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diverse international funding streams by NGOs could ensure sustainability of projects by NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate donor sourcing is an effective method of ensuring sustainability of projects by NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs should own and manage business to ensure their sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. In your own understanding, how does income diversification influence project sustainability among NGOs?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

SECTION C: THE INFLUENCE OF PROJECT CONCEPTUALIZATION ON PROJECT SUSTAINABILITY AMONG NGOS

12. To what extent does project conceptualization influence the sustainability of projects?

Very great extent [ ]  Great extent [ ]  Moderate extent [ ]

Little extent [ ]  Not at all [ ]

12b. Explain your answer above

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

13. The following are statements on the influence of project conceptualization on project sustainability among NGOs. Please indicate the extent to which you agree with the statements on a scale of 1 to 5 where 1 is Very large extent; 2 is Large extent; 3 is Neutral extent; 4 is Small extent and 5-No extent at all (Tick as appropriate)

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
Project beneficiaries should be involved during project conceptualization to enhance sustainability of projects by NGOs.

Project beneficiaries involvement enhances project ownership and hence sustainability of projects by NGOs.

Sustainability strategies should be identified right from the project conceptualization stage if projects by NGOs are to be sustainable.

14. In your own understanding, how does project conceptualization influence project sustainability among NGOs?

__________________________________________

__________________________________________

__________________________________________

SECTION D: THE INFLUENCE OF STRATEGIC PLANNING ON PROJECT SUSTAINABILITY AMONG NGOS

15. To what extent does strategic planning influence the sustainability of projects by NGOs?

Very great extent [ ] Great extent [ ] Moderate extent [ ]

Little extent [ ] Not at all [ ]

15b. Explain your answer above

__________________________________________

__________________________________________

__________________________________________

61
16. The following are some statements on the influence of strategic planning on the sustainability of projects by NGOs. Indicate your level of agreement on each of the statements. Use a scale of 1 to 5 where: 1 is Strongly agree, 2 is Agree, 3 is Neither agree nor disagree, 4 is Disagree, 5 is Strongly disagree. (Tick as Appropriate)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>An organization with very clear vision, mission and goal statements are most likely to implement sustainable projects as compared to those without</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>An NGOs with clear strategic objectives are most likely to implement sustainable projects as compared to those without</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizations with a strategic plan are more likely to implement sustainable projects as compared to those without</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A strategic plan should be accompanied by a monitoring and evaluation framework in order to inform the sustainability of projects aimed at implementing the strategic plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A properly costed strategic plan is most likely to lead to sustainable project as opposed to one which is not costed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. In your understanding, what influence does strategic planning have on project sustainability among NGOs?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

62
SECTION E: INFLUENCE OF M&E ON SUSTAINABILITY OF PROJECTS BY NGOs

16. Monitoring and evaluation has an influence on the sustainability of projects by NGOs?
   
<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

17. The following are some statements on the influence of technical skills on the sustainability of projects. Please indicate the level of your agreement with each statement.

1-Strongly agree  2-Agree  3-Neither agree nor disagree  4-Disagree  5-Strongly disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical capacity is a huge determinant of how the evaluation’s lessons are produced, communicated and perceived.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources on the project should be given clear job allocation and designation befitting their expertise.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation should be conducted by persons free of the control of those responsible for the design and implementation of the development interventions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective M &amp; E should result in more sustainable projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
18. Based on your experience and understanding, rate the level of influence of the following factors on project sustainability among NGOs.

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>HIGH</th>
<th>MEDIUM</th>
<th>LOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Diversification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project conceptualization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

19. In your opinion, what other factors influence project sustainability among NGOs?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

20. What recommendations would you give to NGOs to ensure project sustainability?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Thank you for your cooperation
APPENDIX 4: QUESTIONNAIRE FOR BENEFICIARIES

Please fill in the required information in the spaces provided. Or tick (✓) where necessary.

SECTION A: GENERAL INFORMATION OF THE RESPONDENTS

1. Gender  Male [ ]  Female [ ]

2. Age  19 – 25 years [ ]  26 – 30 years [ ]  31 – 40 years [ ]
          41 - 45 years [ ]  Above 45 Years [ ]

3. Level of education  Primary education [ ]  Secondary education [ ]
                      College [ ]  University [ ]

4. Years of service in this Organization: Less than 3 years [ ]  4 – 5 Years [ ]
           6 – 10 years [ ]  Over 10 years [ ]

5. How many projects have you benefitted from NGOs over the past two years?
   One [ ]  Two [ ]  Three [ ]
   Four [ ]  More than four (specify the number) [ ]

6. How many projects by the NGO have closed down over the last three years?
   One [ ]  Two [ ]  Three [ ]
   Four [ ]  More than four (Specify the number) [ ]

7. In your understanding, what is project sustainability?

__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
__________________________________________________________________
SECTION B: THE INFLUENCE OF INCOME DIVERSIFICATION ON PROJECT SUSTAINABILITY AMONG NGOs

8. In your opinion, to what extent does Income Diversification influence the sustainability of projects by NGOs?

<table>
<thead>
<tr>
<th></th>
<th>[ ]</th>
<th>[ ]</th>
<th>[ ]</th>
<th>[ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Great extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Little extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not at all</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Explain your answer

---

9. The following are some statements on the influence of income diversification on project sustainability among NGOs. Indicate your level of agreement on each of the statements. Use a scale of 1 to 5 where: 1 is Strongly agree 2 is Agree 3 is Neither agree nor disagree 4 is Disagree 5 is Strongly disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>An NGO with an operational fundraising strategy in place is most likely</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to implement sustainable projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diverse international funding streams by NGOs could ensure sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of projects by NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate donor sourcing is an effective method of ensuring sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of projects by NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs should own and manage business to ensure their sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10. In your own understanding, how does income diversification influence project sustainability among NGOs?


SECTION C: THE INFLUENCE OF PROJECT CONCEPTUALIZATION ON PROJECT SUSTAINABILITY AMONG NGOS

11. To what extent does project conceptualization influence the sustainability of projects?

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Little extent [ ]
- Not at all [ ]

11b. Explain your answer above


12. The following are statements on the influence of project conceptualization on project sustainability among NGOs. Please indicate the extent to which you agree with the statements on a scale of 1 to 5 where 1 is Very large extent; 2 is Large extent; 3 is Neutral extent; 4 is Small extent and 5-No extent at all (Tick as appropriate)
Project beneficiaries should be involved during project conceptualization to enhance sustainability of projects by NGOs

Project beneficiaries involvement enhances project ownership and hence sustainability of projects by NGOs

Sustainability strategies should be identified right from the project conceptualization stage if projects by NGOs are to be sustainable

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project beneficiaries should be involved during project conceptualization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to enhance sustainability of projects by NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project beneficiaries involvement enhances project ownership and hence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sustainability of projects by NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainability strategies should be identified right from the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>conceptualization stage if projects by NGOs are to be sustainable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. In your own understanding, how does project conceptualization influence project sustainability among NGOs?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

SECTION D: THE INFLUENCE OF STRATEGIC PLANNING ON PROJECT SUSTAINABILITY AMONG NGOS

14. To what extent does strategic planning influence the sustainability of projects by NGOs?

<table>
<thead>
<tr>
<th>Extent</th>
<th>[ ]</th>
<th>[ ]</th>
<th>[ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Great extent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate extent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Little extent</td>
<td>[   ]</td>
<td>[   ]</td>
<td></td>
</tr>
<tr>
<td>Not at all</td>
<td>[   ]</td>
<td>[   ]</td>
<td></td>
</tr>
</tbody>
</table>

14b. Explain your answer above

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

68
15. The following are some statements on the influence of strategic planning on the sustainability of projects by NGOs. Indicate your level of agreement on each of the statements. Use a scale of 1 to 5 where: 1 is Strongly agree 2 is Agree 3 is Neither agree nor disagree 4 is Disagree 5 is Strongly disagree (Tick as Appropriate)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>An organization with very clear vision, mission and goal statements are most likely to implement sustainable projects as compared to those without</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>An NGOs with clear strategic objectives are most likely to implement sustainable projects as compared to those without</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizations with a strategic plan are more likely to implement sustainable projects as compared to those without</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A strategic plan should be accompanied by a monitoring and evaluation framework in order to inform the sustainability of projects aimed at implementing the strategic plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A properly costed strategic plan is most likely to lead to sustainable project as opposed to one which is not costed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. In your understanding, what influence does strategic planning have on project sustainability among NGOs?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
SECTION E: INFLUENCE OF M&E ON SUSTAINABILITY OF PROJECTS BY NGOs

16. Monitoring and evaluation has an influence on the sustainability of projects by NGOs?

Strongly agree [ ] Agree [ ] Disagree [ ]

17. The following are some statements on the influence of technical skills on the sustainability of projects. Please indicate the level of your agreement with each statement.

1-Strongly agree 2-Agree 3-Neither agree nor disagree 4-Disagree 5-Strongly disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical capacity is a huge determinant of how the evaluation’s lessons are produced, communicated and perceived.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human resources on the project should be given clear job allocation and designation befitting their expertise.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation should be conducted by persons free of the control of those responsible for the design and implementation of the development interventions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective M &amp; E should result in more sustainable projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
18. Based on your experience and understanding, rate the level of influence of the following factors on project sustainability among NGOs.

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>HIGH</th>
<th>MEDIUM</th>
<th>LOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Diversification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project conceptualization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

19. In your opinion, what other factors influence project sustainability among NGOs?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

20. What recommendations would you give to NGOs to ensure project sustainability?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you for your cooperation
UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

TO WHOM IT MAY CONCERN

RE: BEATRICE GACHAMBI THEURI - REG NO L50/82375/2012

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra-Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "determinants of project sustainability among NGOs implementing projects in the health sector" A case Nairobi county.

Any assistance given to her will be highly appreciated.

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE
APPENDIX 6: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:

MS. BEATRICE GACHAMBI THEURI
of UNIVERSITY OF NAIROBI, 100667-101
Nairobi, has been permitted to conduct research in Nairobi County

on the topic: DETERMINANTS OF PROJECT SUSTAINABILITY AMONG NON-GOVERNMENTAL ORGANIZATIONS IMPLEMENTING PROJECTS IN THE HEALTH SECTOR: A CASE OF NAIROBI COUNTY

for the period ending: 27th November, 2014

Applicant's Signature

Permit No: NACOSTI/P/14/9841/3850
Date Of Issue: 28th October, 2014
Fee Received: Ksh. 1000

Secretary
National Commission for Science, Technology & Innovation