

**FACTORS INFLUENCING IMPROVEMENT OF
LIVELIHOOD OF SLUM DWELLERS BY PROJECTS
FUNDED BY NON-GOVERNMENTAL ORGANIZATIONS:
THE CASE OF KIBERA SLUM IN NAIROBI COUNTY,
KENYA.**

BY

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DECLARATION

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

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DEDICATION

This research project is dedicated to my wife, Beatrice Nyutu and daughter, Neema Ruwa, who have encouraged and supported me on this journey. This is also dedicated to my loving mum, Dorah Mwashega who made education a priority for me.

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ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organization
CBWO	Community Based Welfare Organizations
CSOs	Civil Society Organization(s)
M&E	Monitoring and evaluation
MDGs	Millennium Development Goals
NGO(s)	Non-Governmental Organization(s)
NPA	New Policy Agenda
ODA	Official Development Assistance
SAPS	Structural Adjustment Programs
UNDP	United Nations Development Program
US	United States

ABSTRACT

This research set out to ask the following questions: What is the influence of management factors on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya? How does aid expenditure influence the improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya? How does accountability influence the improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya? How does monitoring and evaluation influence the improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya? The study adopted a descriptive survey research design. The targeted population was 70,938 and 700 project managers and the eventual sample size was 382 heads of households in Kibera slum and 70 project managers. A combination of stratified and systematic random sampling techniques was employed to select a sample of 382 heads of households and 70 project managers; from 35 successful NGO funded projects and 35 stalled NGO funded projects. The study used both primary and secondary data. Primary data was collected with the help of a semi-structured questionnaire. Data was analyzed by the use of descriptive statistics such as measures of central tendency (mean, mode and median) and frequencies. Data was presented using frequency and percentage tables. The study found out that majority of the respondents in Kibera slum had primary education which is considered a factor influencing NGO funded project success. The findings indicate that donor aided projects created self-sufficiency through livelihood projects among the slum dwellers. The findings have shown that donor funded projects have primarily focused on service provision aspects of the livelihood of the slum dwellers. The study recommends that management and communication are among the critical factors in the success of donor funded projects. Stakeholder involvement has a great influence on projects and it is nearly impossible to achieve project outcomes without involving stakeholders in the project processes. The study recommends that there is a need for greater accountability and regulation of donor funded projects operating in Kibera slum. More funding should also be awarded to projects to engage more critical expertise in order to make easy to address project issues and processes. It is important that the implementers of these projects/programs have skills of management, accountability, monitoring and evaluation. Further research is needed on how to help improve community participation in donor funded projects. Future research studies should therefore be undertaken to incorporate a larger number of respondents and project managers in the study.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Despite the increase in donor funding to government and NGOs towards poverty reduction programs, the state of poverty in Kenya and the Slum regions in particular is on the increase. Scholars and practitioners around the world have used various words to describe the development conditions of developing countries including underdevelopment and most recently, maldevelopment. Thus, to describe development of mostly Sub-Saharan African countries as maldevelopment, is more or less comparing it with a malnourished child. Indeed there are many malnourished children on the African continent and yet a huge amount of development aid continues to flow (Businge, 2010). Every year, the aid business spends \$100 billion dollars of money, seeking to help the world's poorest people. The west has spent 2.3 trillion on foreign aid over the last five decades and had not managed to get twelve-cent medicines to children to prevent half of all malaria deaths. A typical African country received more than 15% of its income from foreign donors in the 1990s (Easterly, 2006).

Kibera is one of the largest slums in Africa and houses a population of almost 1 million people in an area of approximately 2.5 km² (Thomas, 2007). A large portion of the dwellers work in the capital's industrial sector and earn around 1 dollar a day. The Kenyan government just like the British colonial administration before refuses to provide the inhabitants of Kibera with property rights to the land they live on, on account of its Slum clearance policy (Joireman & Sweet, 2008). This considerably complicates the

housing situation in Kibera in a number of ways. As city authorities do not consider Nairobi's informal settlements to be legal, they refuse to see basic service provision in these areas as their responsibility (Wegelin-Schuringa & Kodo, 1997). The street scene is illustrative of the authorities' attitude: the sewage system is open, garbage and dirty water flow in the middle of the alleyways, and electricity and water facilities are lacking to a large extent. There is also a lack of government funded formal schools in Kibera, which motivates local community groups to set up their own non-formal schools with the limited means they can mobilize.

Disadvantaged slum dwellers are often more in need of empowerment since slum dwellers are characterized by strong aid dependence, stemming from a tradition of patrilinearity (Kimuna, 2008). Because of the collective actions they organize, community-based organizations (CBOs) which are able to pool resources and in this way gain ownership of something they could not have accessed or owned as individuals, for instance land or houses (Mitullah & Lewa, 2001). As a consequence, people in Kibera are relatively more dependent on group activities for their living, while some especially adult males often have an alternative source of income (La Ferrara, 2002).

1.1.1 The Status of Non-Governmental Organisation Funded Projects in Kibera, Kenya

Kibera's history goes back to Nairobi's colonial days, when many native Kenyans were forced out of the residential areas of the city at that point a minor railroad depot by the Imperial British East Africa Company in the late 1800s. This action paved the way for longstanding conflicts over land rights (De Feyter, 2011). Kibera itself was formed when

Nubian mercenaries from Sudan, who were conscripted into the King's African Rifles during World War I, were allowed to squat in a wooded hillside area outside Nairobi after the war. The former soldiers built homes in what they called Kibra, meaning forest or jungle. They were never given title to the land. Thus, Kibera was born. Kibera is a division of Nairobi Area, Kenya, and neighbourhood of the city of Nairobi, located 5 kilometres from the city centre (De Feyter, 2011). Kibera is the largest Slum in Nairobi, and the second largest urban Slum in Africa. The 2009 Kenya Population and Housing Census reports Kibera's population as 224,660, contrary to previous estimates of one or two million people (National Council of Population and Development, 2013). The neighbourhood is divided into a number of villages, including Kianda, Soweto East, Gatwekera, Kisumu Ndogo, Lindi, Laini Saba, Siranga, Makina and Mashimoni. Conditions in Kibera are extremely poor, and most of its residents lack access to basic services, including electricity and running water.

Kibera is a shanty town of rusting roofs slung across mud, rocks and a rubbish dump. Its half a million inhabitants live in single room mud huts and tin shacks crammed closely together. The narrow paths between are often open sewers. There is no proper sanitation and little electricity. Most of Kibera slum residents live in extreme poverty, earning less than \$1.00 per day. Unemployment rates are high. Persons living with HIV in the Slum are many, as are AIDS cases. Cases of assault and rape are common. There are few schools, and most people cannot afford an education for their children. Clean water is scarce and therefore diseases caused by related poor hygiene are prevalent. A great majority of people living in the slum lack access to healthcare (De Feyter, 2011).

1.2 Statement of the Problem

According to Edwards and Hulme (1995), donor agencies' doctrine on development and provision of aid has been largely influenced by the New Policy Agenda paradigm (term coined by Robinson (1993), mentioned in Edwards and Hulme, (1995) since the 1980s, and even more since the end of the Cold War in 1989. After the Cold War, ideological rivalry between West and East could no longer be used as an argument to persuade taxpayers in the North of the need for development aid (Fowler, 1998). Instead, an enlightened self-interest rather than a moral obligation became the justification for aid (UNDP, 1993 mentioned in Fowler, 1998). The partnership and empowerment concepts are closely related to the NPA and often used in development discourse in Kibera. However, they are interpreted in various ways by different actors. Firstly, the notion of partnership has been used and abused as a blanket covering all sorts of relationships between all sorts of development agencies (Sachs, 1993).

Studies on extent and impacts of foreign aid on savings and growth in developing countries, besides having made a good case for increased flow of foreign aid, raise questions on the utilization of these funds on their designated projects (White, 1992). Earlier, the aid savings debate focused on the two-gap model developed by Chenery and Strout (1966) that set foreign aid as an engine of growth. Critics of this model have argued that foreign aid substitutes domestic resources through declined savings, reduced government tax revenue and increased government consumption. With the renewal of the debate, the question remains as to whether donor aided projects impact on the livelihood of the slum dwellers. In Kenya, the answer to this question is complicated by the fact that aid flow has not been consistent. Given Kenya's high dependence on foreign aid, coupled

with major aid freeze episodes, there is need to evaluate the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations.

In his study on the impact of international donors' new policy agenda on project collaboration between community-based women organizations and NGOs in the Kibera slum of Nairobi, Kenya DeFeyter, (2011) found that that the contract conditions for community-based women organizations to enter into a partnership may reduce the chances of the most vulnerable groups in society of obtaining assistance. Gatotoh (2012) examined how women in the sprawling Kibera slum use group synergies to boost their small and medium size enterprises. The findings indicated that group synergies can serve as critical behavioral thrust for Women micro-enterprises growth and expansion in the face of reluctant and bureaucratic formal banking system. This study therefore sought to evaluate the influence of Non-Governmental Organization funded projects on the livelihood of slum dwellers in Kibera, Nairobi Kenya.

1.3 Purpose of the Study

The purpose of this study was to evaluate the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations: The case of Kibera slum in Nairobi County, Kenya.

1.4 Research Objectives

The objectives of the study were as follows:

- i. To establish the influence of management factors on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.
- ii. To examine the influence of aid expenditure on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.
- iii. To determine the influence of accountability on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.
- iv. To determine the influence of monitoring and evaluation on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.

1.5 Research Questions

The study sought to answer the following research questions.

- i. What is the influence of management factors on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya?
- ii. How does aid expenditure influence the improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya?
- iii. How does accountability influence the improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya?

- iv. How does monitoring and evaluation influence the improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya?

1.6 Significance of the Study

Despite the large amounts of both local and foreign aid aimed at facilitating development and poverty-alleviation strategies, the effectiveness of foreign aid remains in doubt. Against the challenges faced by aid management and the seemingly lack of significant achievement in the war against poverty, discussions have emerged on how best aid could be effectively utilized. This study aims at shedding light on factors that lead to lack of aid effectiveness in Kenya despite the spirited efforts by donors in Kibera slum. The study seeks to raise ideas and issues in the hope that the various stakeholders and persons directly addressing issues related to donor funded projects will continue the discussion. Specifically, it is hoped that the findings of this study will be beneficial to various key stakeholders as discussed subsequently.

The study findings will enable the Non-Governmental Organizations (NGOs) already operating in Kibera to understand the missing link between the humanitarian services they offer to the community and the needs of the community in order of priority. On basis of the findings, they should be able to put in place appropriate corrective mechanisms that would enable them offer services in a more effective manner. In addition, the NGOs that would wish to offer humanitarian services to the Kibera community will make entry into the area from an informed point, which will be a great advantage.

The government policy makers, who include planners, will gain an understanding of the

factors affecting effective use of donor aid, and will therefore undertake a policy review and formulate policies that address the findings of the research. This will enhance the chances of not only meeting the Millennium Development Goals (MDGs), but also the Vision 2030. This study will aim to make contribution to the growing body of research on effective use of donor aid. The findings may also be used as a source of reference by other researchers. In addition, academic researchers may need the study findings to stimulate further research in this area and as such form a basis of good background for further researches.

1.7 Basic Assumptions of the Study

The study assumes that the respondents will be truthful when responding to the questions. There is an assumption that the utility of the semi structured questionnaire in this study will result in accurate findings of the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.

1.8 Limitations of the Study

The research study constituted of 300 heads of households in Kibera slum and 50 project managers. The study was faced with a limitation of getting people in the households during the day. This limitation was mitigated with early morning scheduling to meet the respondents and weekend meetings. The study was faced with the problem of concealment of information by respondents. This could partly be due to the nature of information being sought. The respondents had the perception that they are under investigations. This limitation was mitigated through follow up in person and

reaffirmation to the respondents that the responses would be treated with confidence and would only be used for academic purposes only. The respondents were furnished with an introduction letter and a reassurance of anonymity of their responses.

1.9 Delimitations of the Study

In terms of peripheral guides, the study was confined to Kibera, a division of Nairobi Area, Kenya. It is the largest slum in Nairobi, and the second largest urban slum in Africa. It is divided into a number of villages, including Kianda, Soweto East, Gatwekera, Kisumu Ndogo, Lindi, Laini Saba, Siranga, Makina and Mashimoni. As such, the results and findings obtained shall be perceived as representative and generalizable, to other districts not studied.

1.10 Definitions of Significant Terms Used In the Study

Civil Society

The civil society in the case of this study is defined as the medium through which social contracts or bargains are negotiated between the individual and the centers of political and economic authority. In this work, NGOs or CSOs shall be treated as representatives of civil society.

Grassroots NGO

NGOs are organizations established by intents, and purpose to address development challenges in a given community and often play an intermediary role because of their institutional capacity.

Donor Aided Projects

These are projects sponsored by purely external donations provided by international aid agencies through local organizations as intermediaries as well as those supported by locally generated resources including resources from government.

Development

Development is the multidimensional process involving major changes in social structures, popular attitudes and national institutions as well as the acceleration of economic growth, the reduction of inequality and eradication of poverty.

Sustainability

Sustainability is the ability of donor aided programs to create systems that continue to connect and impact on the beneficiaries even after the programs are wound up.

Grassroots

The term grassroots in this research is defined to mean the lowest level of administration and normally this is at the village level, presumably targeted by donor projects to cause social and economic change.

Empowerment

For this research empowerment is defined as the progressive ability by an individual or community through external assistance to advance in skills development and in the quality of services provided across social, cultural, political and economic indicators of development.

Monitoring

It is the identification of inconsistencies between the plan and reality in order to take corrective measures. It involves observation and recording of activities taking place in a project or program.

Evaluation

The systematic collection and analysis of data needed to make decisions, measuring the effectiveness and reliability of programs and influences on future programs.

NGO

For the purpose of this study an NGO is any non-profit, voluntary citizens' group which is organized on a local, national or international level.

Slum dwellers

A slum dweller is a person who lives in a slum.

Livelihood of slum dwellers

For the purpose of this study livelihood of slum dwellers is the means of securing the basic necessities of life namely food, water, shelter and clothing and the capacity to acquire above necessities for meeting the

requirements of the self and his/her household on a sustainable basis with dignity.

1.12 Organization of the Study

Chapter One: Introduction.

This chapter contains the background of the study, statement of the problem, purpose of the study, research objectives, research questions, , significance of the study, basic assumptions of the study, limitations of the study, delimitation of the study and definitions of significant terms used in the study.

Chapter Two: Literature Review

This chapter presents the theoretical overview of the main concepts. It also presents the conceptual framework and provide an explanation of the relationships between the study variables. Also in the chapter is a presentation of the gaps in the literature reviewed.

Chapter Three: Research Design and Methodology

This chapter presents the research methodology that encompasses the research design, target population, sample size and sampling procedures, data collection instrument, data collection procedures pilot testing of the instruments, validity of the instrument, reliability of the instrument, data analysis techniques, ethical considerations.

Chapter Four: Data Analysis, Presentations, and Interpretations

This chapter presents the analyzed data including the questionnaire return rate, demographic characteristics of the respondents, the quantitative and qualitative data and interpretations of the study findings.

Chapter Five: Summary of the Findings, Discussions, Conclusions and Recommendations

This chapter contains a summary of the study findings including discussions, conclusions, policy recommendations, and the suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will review the existing literature on donor aided projects, NGO's and the livelihood of slum dwellers. The chapter reviews the relevant literature available focusing on the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations: The case of Kibera slum in Nairobi County, Kenya.

2.1 History of Donor Aid

While the idea and practice of community development existed within the colonial period, voluntary bodies did not present themselves or their work in terms of development until much later when the US Government and international agencies began to distinguish half the world as underdeveloped and to describe development as a universal goal (Ofunya, 2013). Consequently, the role of NGOs in the early post-independence period remained marginal as the state provided most of the social services. With most developing countries increasingly becoming indebted to the west, the neo-liberal policies became the political economic ideology by the west over the developing countries demanding a minimalist role of the state in delivering social services, and rather concentrate on providing the enabling environment for growth and waste time in providing social services (Manji & O'Coil, 2002). Externally imposed constraints on health, education and welfare measures and social programs, liberalization of price controls and the dismantling of state owned enterprises contributed to widening of

internal disparities. SAPS were linked to the deteriorating health conditions in Africa and Latin America, leading to increases in the incidence of child malnutrition, growth in infectious diseases and in infant and maternal mortality rates (Busiinge, 2010).

Most western countries initiated aid programs in Africa in the 1960s in the wake of independence from former colonial states. In this period, donors encouraged African governments to plan their countries development, and urged the adoption of policies encouraging industrial growth. In the 1970s, the focus of aid shifted increasingly to poverty alleviation with a priority on projects to develop rural areas. In the 1980s, with the economic crisis in Africa and debt defaults associated with it, donors were forced to reconsider the effectiveness of project aid modality (Ofunya, 2013). In the 1990s, because of the limitation on the extent of reforms and the continuation of low growth rates in most of Africa, donor agencies turned to look for other causes of lagging growth. Poverty alleviation and improvements in the socio-economic welfare of vulnerable households were again emphasized as the overarching objective of development (Adedeji, 2001; Ngwenyama, Andoh-Baidoo, Bollou, & Morawecynski, 2006).

2.2 Management Factors and Livelihood of Slum dwellers

The extent of success of donor funded projects is determined by management capacity of the human resources of the implementing agencies. The management factors comprise communication, planning and organization. Chauvet, Collier, and Duponchel, (2010) in their research argued that supervision, an element of management, appeared to be a crucial determinant of the success of projects, especially during the first years. They also noted that strong management controls like detailed planning, very high level

organization and clear regular communication were essential for maximum achievement of project outcomes and very important because it helps prevent fraud, waste, and abuse (Fubish, Buhaisi, Comfort, & Welsh, 2011). Chauhan, Dwivedi, and Sherry (2012) in their research on critical success factors for off shoring of enterprise resource planning (ERP) implementations, argue that management and communication were among the critical factors in implementation. Chauhan et al, (2012) concluded that management is vital in effecting projects that can have impressive positive impacts on the targeted beneficiaries and as a consequence, criterion of selecting project managers should be thorough.

Good governance means the effective management of resources in a manner that is open, transparent, accountable, equitable and responsive to people needs (EYONG, 2009). It also means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal (UN, 2011). The issue of good governance has been key to the functioning of successful NGOs although it is essential to all organizations (for-profit, private, public, and not-for profit) where resources must be managed in a manner that is transparent, accountable, equitable and responsive to the needs of the people (Lekorwe & Mpabanga, 2007). Onyango (2009) acknowledges that organizations operate in complex and dynamic business environments and subsequently require complex, but flexible governance.

The issue of good governance today is widely regarded as one of the key ingredients for poverty alleviation and sustainable development which project managers must not lose sight. There are vital linkage between good governance and sustainable developments.

Since most NGOs are aimed at becoming sustainable, then good governance becomes a vital aspect of NGOs existence. Participatory approach or management is essential to the achievement of sustainable development because it helps to ensure good accountability and effectiveness. NGOs in developing countries often lack institutional capacities and resources thus funds from donors are poorly managed (Ishkanian, 2007). To ensure effective and proper management of resources, good governance becomes an important aspect of every project. NGOs need to be accountable for their actions and performance. Without such accountability, NGOs face no pressure to meet reasonable standards of governance and to ensure that an acceptable standard of human, financial and material management is maintained. The achievement of accountability, participation and effective institutions is not easy; it requires a considerable range of technical expertise, skill and commitment of resources (Ishkanian, 2007).

It should however, be based on the distinction between organizational management, the governing body and the distribution of decision-making power between them. This arrangement helps restrain and moderate the control of any one person or group, ensure the organization's resources are well managed, and safeguard an organization's public-service orientation. The underlying assumption is that this separation makes possible the checks and balances that ensure the organization is well-run and important decisions are made with the public interest in mind (Wyatt, 2004). It also ensures that all stakeholders get fair and adequate attention to meet their justified requirements while addressing the environmental and societal requirements of the community within which an organization operates (GAO, 2009).

2.3 Aid Expenditure and Livelihood of Slum dwellers

The west has spent 2.3 trillion on foreign aid over the last five decades and had not managed to get twelve-cent medicines to children to prevent half of all malaria deaths. A typical African country received more than 15% of its income from foreign donors in the 1990s (Easterly, 2006). The aid business spends \$100 billion dollars of money seeking to help the world's poorest people; however most of this aid goes to countries with poor accountability mechanisms (Easterly & Pfutze, 2008). Across the globe, civil society and NGOs in particular have been perceived as vehicles for the promotion of democracy. In the early 1990s, key policy makers such as Ambassador Mark Palmer while addressing the US senate foreign relations committee he assertively stated that achieving 100% democracy is possible only with radical strengthening of primary front line fighters of freedom- NGOs, (Ishkanian, 2007). Steinberg (2003) is critical of this suggestion by Ishkanian, (2007), and states that NGOs are not democratic institutions and have no democratic accountability (Busiinge, 2010).

Lumsdaine (1993) argues that at the domestic level, the concern for alleviating and reducing poverty, combined with the social and political dynamics of society, leads to social spending. At the international level, the concern for poverty combined with the dynamics of international power and organization leads to foreign aid. He notes that policies at the international level reflect not just root desires on the part of policy elites in donor countries, much less mass opinion or feeling. However, he notes that organizational decisions and events that had little to do with those ideas also drew upon those ideas and values. This observation links domestic and foreign poverty alleviation programs. Lumsdaine (1993) provides evidence that states with social-democratic

traditions and strong support for domestic government assistance to poor people are more willing to provide foreign aid. Lumsdaine's (1993) data analysis shows that domestic social spending, social democratic party strength, public support and private voluntary contributions to international economic assistance all correlate with higher foreign aid levels. He also links the rise of the welfare state and its roots of support in domestic movements (humanitarian, labor and social democratic) to the rise of foreign aid.

2.4 Accountability and Livelihood of Slum dwellers

With regard to accountability, on the one hand, there is the downward accountability to their partners, beneficiaries, staff and supporters, while on the other hand they have an upward accountability to their trustees, donors and host governments (Edwards & Hulme, 1996). As a result, accountability in donor aided projects therefore becomes problematic. Accountability refers to the means by which individuals and organizations report to a recognized authority (or authorities) and are held responsible for their actions (Edwards & Hulme, 1996). Edwards and Hulme (1996) point to two major issues that complicate accountability: accountancy and an overemphasis on upward accountability. Firstly, accountability especially with regard to donor aided projects is often translated as accountancy (Edwards & Hulme, 1996). As such, the focus is mostly on the financial aspect of accountability because of its measurability (Tandon, 1995). Because long-term empowering effects of a development intervention are often difficult to quantify, they become of minor importance. Unwittingly, they create conflict or corruption by focusing on financial accounts instead of how the money invested will impact on people's lives.

Real mutual accountability should be about more than financial accountability and should hold NGOs and CBWO boards responsible for the project's empowering benefits for CBWO members. This move towards real mutual accountability would then help donors and NGOs to anticipate any possible failure in project implementation and success, even when the financial aspects of accountability are seemingly in order. These development actors should relinquish their dependency on accounts and financial systems that only keep track of quantifiable facts. Rather, if projects were to be held qualitatively accountable by donors for actually assisting (or for failing to assist) members in the field, the NGO would be compelled to immerse themselves in the project's context and dynamics. Engaging in and becoming familiarized with the context of an intervention is vital for all stakeholders involved (De Feyter, 2011). If the aim is to create a sustainable donor aided project that continues to deliver in the long run, that understanding of the mechanisms of investment should be shared by all members. Aid agencies, among which NGOs, are often in a hurry, because they feel the need to spend in order to justify their existence to their constituencies and to their donors (Eade, 2007).

2.5 Monitoring and Evaluation and Livelihood of Slum dwellers

Monitoring also involves feedback about the progress of the project to the donors, implementers and beneficiaries of the project. The resulting information is used for decision making for improving project performance (Bartle 2010). Evaluation is done with the objective of keeping track of program activities and documenting the nature of delivery. It measures the routine of operations which also help in making corrective measure during the cause of the program. Evaluation also helps in the future planning of activities as far resources are concerned. It ensures that activities are still on track in that

everything goes according to plan. Evaluation also helps in the project efficiency because there will be coordination among program components. Monitoring and evaluation (M&E) is an essential component of any successful management activity. Managers need the information generated to improve their management, and donors and stakeholders need results to ensure accountability. Individual projects may be evaluated, or the management effectiveness of the project as a whole may be assessed (Ramoathamo, 2013).

Bartle, (2007) emphasized that monitoring and evaluation should be done at all levels of the project. Easterly (2003) argued that in looking at the history of aid, one might wonder if Official Development Assistance (ODA) is truly meant to promote economic growth and reduce poverty. Mosley and Marion (2000) asserted that problems of economic governance and ineffective utilization of development assistance have ranged from poor or no consultation with the intended beneficiaries, lack of coordination between various government agencies, the failure to harmonize policies, programs and procedures harmonization and alignment, poor project design, to poor monitoring of foreign funded projects and consequently indebtedness and poverty.

Monitoring is seen as an obligation imposed from outside the organization, with project staff mechanically completing forms and project managers seeing the task merely as collection of data for writing up reports for donors. Often monitoring and evaluation practices that do exist produce irrelevant and poor quality information because sometimes they focus only on physical and financial aspects and ignore factors such as projects outreach, effects and impact. Monitoring and evaluation provides data on project progress and the effectiveness of activities. It improves on project management and decision

making and allows accountability to stakeholders. It also helps plan future resource needs and activities by providing data which is useful for policy-making and advocacy. Monitoring and evaluation also gives indicators on whether the project is progressing or not and if there are any obstacles that needs corrective measures (Ramothamo, 2013).

Monitoring and evaluation of programs is thus critical in today's environment of heavily donor funded projects and other reporting requirements. It is an aid in shaping the direction towards the national response to this pandemic as a resource mobilization and a guide to resource allocation. But there are challenges that implementers face like lack of standardized ongoing skill building for monitoring and evaluation officials, there is lack of uniformity in approaches, tools and methods used in developing the framework (Ramothamo, 2013). The donors of projects once they have the reporting on monitoring and evaluation, they do not give feedback to stakeholders like project coordinators, managers nor directors of projects in order for them to know whether they were on the right track.

2.6 Theoretical Framework

The debates among the liberal reformers, the Marxists, and the world systems theorists have been vigorous and intellectually challenging over the years. There are still points of serious disagreements among the various planes of dependency theorists and it is a mistake to think that there is only one unified theory of dependency. Nonetheless, there are some core propositions which seem to underlie the analyses of most dependency theorists. Dependency can be defined as an explanation of the economic development of a state in terms of the external influences; political, economic, and cultural on national

development policies (Sunkel, 1969). Dos Santos (1971) states that dependency is a historical condition which shapes a certain structure of the world economy such that it favors some countries to the detriment of others and limits the development possibilities of the subordinate economies a situation in which the economy of a certain group of countries is conditioned by the development and expansion of another economy, to which their own is subjected.

According to this view, the capitalist system has enforced a rigid international division of labor which is responsible for the underdevelopment of many areas of the world. The dependent states supply cheap minerals, agricultural commodities, and cheap labor, and also serve as the repositories of surplus capital, obsolescent technologies, and manufactured goods. These functions orient the economies of the dependent states toward the outside: money, goods, and services do flow into dependent states, but the allocation of these resources is determined by the economic interests of the dominant states, and not by the economic interests of the dependent state. Development assistance is neither value-free nor benevolent. It has served and continues to serve the economic, political and strategic interests of donor countries. This was particularly so during the Cold War period. It is even more evident today (ActionAid, 2005).

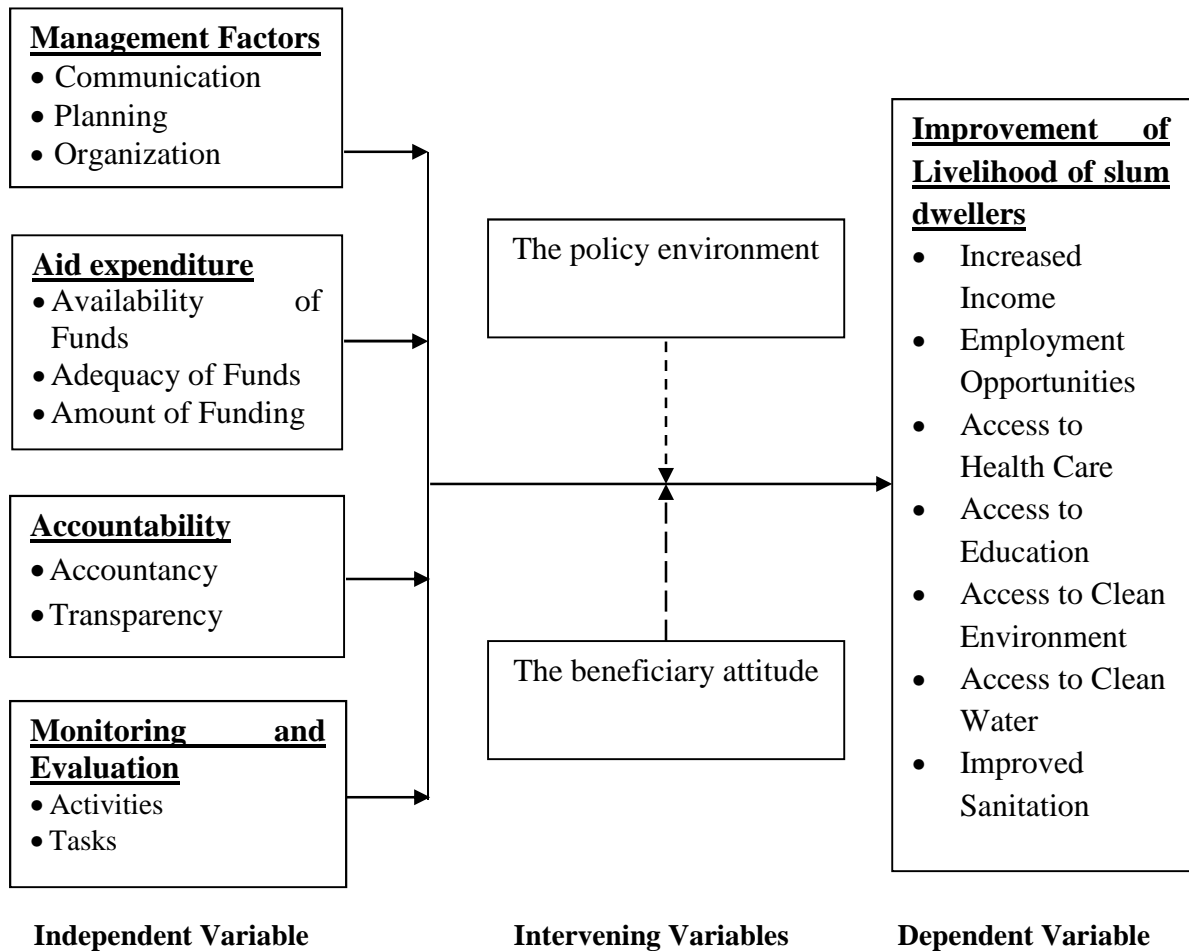
Dependency theory was originally proposed by Sandra Ball-Rokeach and Melvin DeFleur (1976). This theory merged out of the communication discipline. Dependency theory integrates several perspectives: first, it combines perspectives from psychology with ingredients from social categories theory. Second, it integrates systems perspectives with elements from more causal approaches. Third, it combines elements of uses and

gratifications research with those of media effects traditions, although its primary focus is less on effects per se than on rationales for why media effects typically are limited. Finally, a contextualist philosophy is incorporated into the theory, which also features traditional concerns with the content of media messages and their effects on audiences (Ball-Rokeach & DeFleur, 1976).

2.7 Conceptual Framework

Figure 1 shows the relationship between the dependent and independent variables. The dependent variable is the Improvement of livelihood of slum dwellers and the independent variables are management factors, accountability, monitoring and evaluation, and aid expenditure.

Figure 1: Conceptual Framework



Improvement in livelihood among the slum dwellers directly depends on the independent variables: management factors; accountability; monitoring and evaluation and aid expenditure. However, this also depends on a number of other intervening variables, namely; the objectives of the donors financing particular projects, the policy environment and the beneficiary attitude towards NGO funded projects.

2.8 Gaps in Literature Reviewed

Quantitative evaluations of the non-governmental organizations sector in general are nonexistent. However, a number of academic studies have estimated the effect of

individual projects. For example, several randomized evaluations of local NGOs projects in Kenya and India found that they improved educational outcomes (Banerjee, Shawn, Esther and Leigh, 2003; Kremer, 2003). Kremer, Moulin, and Namunyu (2002) describe a program in which the NGO International Christelijk Steunfonds provided uniforms, textbooks, and classroom construction to seven randomly-selected schools from a pool of 14 poorly performing candidates. This program raised school enrollment and after five years, pupils in the treatment schools had completed about 15 percent more schooling. Not all randomized evaluations of NGOs programs, however, find positive outcomes; some evaluations find no difference (Duflo & Kremer, 2003).

A small critical literature has emerged questioning the effectiveness of NGOs in improving the lives of their intended beneficiaries. Mendelson and Glenn (2002) scrutinize democracy-building NGOs in Eastern Europe and argue that foreign NGOs may have created domestic offshoots that were well-funded but weak in grassroots support. However, the paucity of clear, objective evaluations should not be particularly surprising. It is in neither the interests of the NGOs nor the official donor agency, complicit as a funder, to publicize less-than-stellar results (Riddell & Robinson, 1995). In addition, public opinion of NGOs is generally very high in rich countries and poor countries alike, so the demand for rigorous evaluation is correspondingly low (Barr, Fafchamps & Owens, 2006).

Mark (2007) in his dissertation found out that multiple donor requirements of monitoring and evaluation becomes a challenge to projects more especially if they are funded by different donors. This requires reporting to different donors who causes strenuous burden

to projects to adhere to these requirements which eventually requires extended capacity and expertise. This results projects officers focusing only on donors and neglecting the other stakeholders of the project. In a case study in Uganda Lira district, Ekodeu (2009) found out that implementation of monitoring and evaluation left some gaps for active stakeholder's involvement especially in community needs identification, project design, determining project interventions and budgeting. It is evident that the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations, is one that has received little attention in the current literature. The study regarding the influence of donor aided projects will help us to know the potential problems and the effects of the individual projects. This study therefore seeks to evaluate the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations: The case of Kibera slum in Nairobi County, Kenya.

2.9 Summary of Literature Review

Optimal development requires the harnessing of a country's assets, its capital, human and natural resources to meet demand from its population as comprehensively as possible. The public and private sectors, by themselves, are imperfect. They cannot or are unwilling to meet all demands (Eric & Ahmed, 2007). NGOs are facing a challenge to organize themselves to work in more global and strategic ways in the future. They must build outwards from concrete innovations at grassroots level to connect with the forces that influence patterns of poverty, prejudice and violence: exclusionary economics, discriminatory politics, selfish and violent personal behavior, and the capture of the world of knowledge and ideas by elites.

In the dynamic environment, NGOs need to find methods of working together through strategic partnerships that link local and global processes together. By sinking roots into their own societies and making connections with others inside and outside civil society, NGOs can generate more potential to influence things where it really matters because of the multiple effects that come from activating a concerned society to work for change in a wider range of settings. The essence of Non-Governmental Organizations remains the same: to provide basic services to those who need them. Many NGOs have demonstrated an ability to reach poor people, work in inaccessible areas, innovate, or in other ways achieve things better than by official agencies (Duflo & Kremer, 2003).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompasses the research methodology used in the study. It focuses on the sources of data and their collection techniques sampling procedure to be adapted and tools for data presentation and interpretation.

3.2 Research Design

The study adopted a descriptive survey research design. According to Mugenda and Mugenda (2003), descriptive survey is used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables in a situation, by asking individuals about their perceptions, attitudes, behavior or values. Descriptive research determines and reports the way things are and attempts to describe such things as possible behavior attitudes, values and characteristics. Descriptive survey research design was adopted in this study because it would enable the researcher identify the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations: The case of Kibera slum in Nairobi County, Kenya. It would also help to describe the state of affairs of the problem under investigation and the relationship between the variables.

3.3 Target Population

The population of interest was any member of the households who is in charge of the family living in Kibera slum in Nairobi County. The population was 224,660 individuals

living in 70,938 households according to the 2013 report by National Council of Population and Development (National Council of Population and Development, 2013). The target population also included the project managers of NGO funded projects in Kibera. There were 700 different NGOs and community-based groups working in Kibera (Mutisya & Yarime, 2011).

3.4 Sample Size and Sampling Procedures

A sample is a sub-set of the population that can be analyzed at reasonable cost and used to make generalizations about the population parameters with ease. Sekaran (2009) proposes a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most academic researches.

3.4.1 Sample Size

A sample was picked from the residents of Kibera. A total sample of 382 respondents was randomly selected for the study. This was arrived at using Krejcie and Morgan's method of determination of a sample for a given population size which is:

$$s = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

Where:

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum Sample size).

d = the degree of accuracy expressed as a proportion (.05).

Table 3.1: Sample Size

	Households	Percentage	Sample
1. Kianda	8,327	11.74	45
2. Soweto East	2,881	4.06	16
3. Gatwekera	7,270	10.25	39
4. Kisumu Ndogo	8,478	11.95	46
5. Lindi	11,551	16.28	62
6. LainiSaba	9,927	13.99	53
7. Siranga	6,164	8.69	33
8. Makina	7,926	11.17	43
9. Mashimoni	8,414	11.86	45
TOTAL	70,938	100.00	382

The targeted population was 70,938 and the eventual sample size was 382 heads of households in Kibera slum. A sample of 70 project managers from 35 successful NGO Funded projects and 35 stalled NGO Funded projects was also selected for inclusion into the study.

3.4.2 Sampling Procedure

Stratified random sampling technique was used to select the sample. The technique produced estimates of overall population parameters with greater precision. The population was stratified into nine strata namely: Kianda, Soweto East, Gatwekera, Kisumu Ndogo, Lindi, Laini Saba, Siranga, Makina and Mashimoni. Systematic sampling was then used to select the respondents from their respective strata. Every

100th household from the sampling frame was included in the study.

3.5 Data Collection Instrument

Data was collected with the help of a semi-structured questionnaire, an interview guide and through observation. The questionnaire was divided into two parts; part A and B. Part A captured general information about the respondents while part B collected specific information about the influence of NGO funded projects through NGOs on the livelihood of slum dwellers. Five point Likert scale type of questions were used to determine the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations: The case of Kibera slum in Nairobi County, Kenya. The direct observation schedule developed by the researcher was a check list to ascertain information given by respondents by observing the scenario on the ground. The study also undertook interviews of the project managers. These interviews were undertaken through the use of a structured interview guide.

3.5.1 Pilot Testing Of the Instruments

A pilot test involving 10 respondents was carried out to evaluate the completeness, precision, accuracy and clarity of the questions to the respondents. This ensured the reliability of data collection instruments used. A letter of introduction was attached to the questionnaires explaining the purpose of the study. This was preceded by seeking permission from the departmental heads so that the study can be carried. The questionnaires were administered to the respondents and the whole exercise was conducted within a month, and each questionnaire took approximately 10 minutes.

3.5.2 Validity of the Instrument

Validity can be defined as degree to which a research instrument measures what it purports to measure. The ability to generalize findings to wider groups and circumstances is one of most common tests of validity. In order to ascertain face validity; the instruments constructed were handed to the senior researchers at the University of Nairobi for constructive criticisms. Thereafter, they were revised according to their comments. In addition, content validity was also sought from requesting four experts in the field of study to provide their comments on the relevance of each item on the instrument. The experts were requested to indicate whether the items were relevant or not.

3.5.3 Reliability of the Instrument

Reliability of the research instrument is the extent to which a measure, procedure or instrument yields the same results on repeated trials. Reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument. Half split method of determining reliability was utilised to evaluate the reliability of the research instrument (Babbie, 2010). Responses were divided using odd numbers for one set and even numbers for the other set. The responses were then scored using the Pearson's moment product correlation coefficient formula:

Pearson's moment product correlation coefficient =

$$r = \frac{\sum d_x d_y - \frac{(\sum d_x)(\sum d_y)}{N}}{\sqrt{\left(\sum d_x^2 - \frac{(\sum d_x)^2}{N}\right) \times \left(\sum d_y^2 - \frac{(\sum d_y)^2}{N}\right)}}$$

where,

d_x = Deviation of X series from assumed mean

d_y = Deviation of Y series from assumed mean

$\sum d_x d_y$ = Sum of multiples of d_x and d_y

$\sum d_x^2$ = Sum of squares of d_x

$\sum d_y^2$ = Sum of squares of d_y

$\sum d_x$ = Sum of deviations of X series

$\sum d_y$ = Sum of deviations of Y series

N = Total numbers of observations

Reliability of the overall Test (Half split) = 2 x reliability for ½ tests

1 + reliability for ½ tests

In addition, through a pilot study which was conducted, the researcher established the reliability of the instruments. Reliability was carried out on cases that were outside the study. The results obtained were correlated and a score of 0.8 was obtained. This may be regarded as very high in the social sciences where there may be a greater contribution from complicating factors since, the more the correlation coefficient was closer to 1.00 the more reliable was the instrument.

3.6 Data Collection Procedures

The researcher used both primary and secondary data. Primary data was collected using a questionnaire with both closed and open ended questions. The questionnaires were personally administered by the researcher with the help of research assistants to the respondents. The questionnaires were administered at convenient times to ensure maximum responses were obtained. The researcher assisted by research assistants administered the questionnaire to project managers during working hours (8.00am to

5.00pm), and to project beneficiaries, early in the morning, in the evening and over the weekends. This enabled the study capture those respondents who go to work.

Desk search techniques were used to collect secondary data from already existing sources and previous research studies. This was through reading relevant literature available in the library, various documents publications and reports including, journals, and magazines. It entailed the analysis and review of published books, journals, papers, periodicals, and unpublished works; Government documents including policy documents and Sessional Papers, media sources and the internet

3.7 Data Analysis Techniques

In order to make sense of the data collected, analysis of the information gathered through questionnaires was done. Data analysis involved the interpretation of findings against the research questions. Data collected was coded and entered into the Statistical Package for Social Sciences for analysis (SPSS). SPSS helped in organizing and summarizing the data by the use of descriptive statistics such as measures of central tendency (mean, mode and median) and measures of dispersion (standard deviation). Frequency tables were used to present the data collected for ease of understanding.

3.8 Ethical Considerations

The study ensured it got informed consent from the respondents before undertaking the study. Anonymity and right to privacy of the research subjects was guaranteed because data was coded to protect their identity. Objectivity and subjectivity in the research was an important consideration. The researcher aimed to ensure that own personal biases and

opinions did not get in the way of the research and that both sides were given fair consideration. When reporting the results, the researcher aimed to accurately represent what was observed and what was collected from interviews. Interview responses were not taken out of context and all responses were discussed by putting them into the appropriate context. The sources of all secondary materials in this research were provided and confidentiality of respondents was ensured.

3.9 Operational Definition of the Variable

Table 3.1: Operational Definition of the Variables

Type Of Variable	Variable	Indicators	Measure	Scale	Of Tools	Of
				Measurement	Analysis	
Dependent	Livelihood of the slum dwellers	-Level of Prosperity -Quality of Living -Societal well being	of Literacy Access to social amenities/services Level of income Environmental quality	Nominal	Descriptive	- Mean - Standard Deviation - Percentages
Independent	Management factors	-Effective communication at all levels of the organization -Effective planning at all levels -Effective organization of all activities	Extent of effectiveness of Management systems	Nominal	Descriptive	- Mean - Standard Deviation - Percentages
Independent	Aid expenditure	Availability of funds Adequacy of funds Amount of funds	of Amount of funding Project completion Size and resources	Nominal	Descriptive	- Mean - Standard Deviation - Percentages
Independent	Accountability	Accountancy Transparency	Accurate Reports Communication to members	Nominal	Descriptive	- Mean - Standard Deviation - Percentages
Independent	Monitoring and Evaluation	Alignment of objectives and tasks	of Extent of alignment of objectives and Tasks	Nominal	Descriptive	- Mean - Standard Deviation - Percentages

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter provides a presentation and interpretation of the research findings. The objective of this study was to evaluate the factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations: The case of Kibera slum in Nairobi County, Kenya.

4.2 Questionnaire Return Rate

The sample of the study comprised of 382 heads of households in Kibera slum and 70 project managers from 35 successful donor funded projects and 35 stalled NGO Funded projects was also selected for inclusion into the study. However, responses were obtained from 300 heads of households in Kibera slum, representing a 78.53% response rate. Out of the 70 questionnaires distributed to project managers of NGO funded projects, 50 were completed and returned, representing a 71.43% response rate. This was represented an adequate response rate as Richardson (2005) stated that 50% is as an acceptable response rate in social research postal surveys.

4.3 Demographic Characteristics of the respondents

The study sought to find out the description of the respondents. It captured their general characteristics in a bid to establish if they were well suited for the study. This captured

the general characteristics of the respondent's gender, length the respondent stay at Kibera slum, age bracket, and education qualifications.

4.3.1 Gender of the Respondents

The study sought to establish the gender of the heads of households. This is captured in Table 4.1.

Table 4.1: Gender of the Respondents

	Male		Female	
	Frequency	Percentage	Frequency	Percentage
Heads of Households	200	66.67	100	33.33
Project Managers	35	70.00	15	30.00

Table 4.1 shows that 200(66.67%) of the heads of households interviewed were male with 100(33.33%) of the respondents being female. These findings indicate that there were more male heads of households interviewed as compared to the females. Table 4.1 also shows that 35(70.00%) of the project managers interviewed were male, with 15(30.00%) of the project managers being female. These findings indicate that there were more male project managers as compared to the females. Gender is an important variable in a given Kenyan social situation which is variably influenced by any social or economic phenomenon and donor funded projects are not an exception to it.

4.3.2 Age of the Respondents

The study sought to establish the age of the respondents which is captured in Table 4.2.

Table 4.2: Age of the Respondents

	Frequencies/ Percentages	Heads of Households	Project Managers
21-30years	n	70	7
	%	23.33	14
31-40 years	n	160	30
	%	53.33	60
41-50 years	n	40	13
	%	13.33	26
51-60 years	n	30	-
	%	10	-

From Table 4.2 it is evident that most of the heads of households 160(53.33%) were aged between 31 and 40 years. 70(23.33%) of the heads of households were aged between 21 and 30 years, 40(13.33%) of the heads of households were aged between 41 and 50 years, while 30(10.00%) were aged between 51 and 60 years. From Table 4.2 it is evident that most of the project managers 30(60.00%) were aged between 31 and 40 years. 13(26.00%) of the project managers were aged between 41 and 50 years, while 7(14.00%) were aged between 21 and 30 years. Age of the respondents was one of the most important characteristics in understanding their views about the influence of donor funded projects on the livelihood of slum dwellers.

4.3.3 Respondent’s Educational Qualifications

The study sought to establish the respondent’s education qualifications which were captured in Table 4.3.

Table 4.3: Project Manager’s Educational Qualifications

	Primary		Secondary		College		University	
	n	%	n	%	n	%	n	%
Heads of Households	180	60.00	90	30.00	30	10.00	-	-
Project Managers	-	-	-	-	45	90.00	5	10.00

Table 4.3 shows that majority of the heads of households in Kibera had a primary school level education 180(60.0%) while 90(30.00%) had secondary school education with the rest 30(10.00%) having college level education. From table 4.3, it is also evident that most of the project managers held college qualifications. 45(90.00%) of the project managers had college qualifications while the rest, 5(10.00%) had university qualifications. The level of qualification was important in this study. This evaluated whether the project managers had the prerequisite knowledge to understand the concept under research. Education was one of the most important characteristics that might affect the person’s attitudes and the way of looking and understanding of the area of study.

4.3.4 Respondent’s Area of Residence in Kibera

The study sought to establish the respondent’s area of residence which was captured in Table 4.4.

Table 4.4: Respondent's Area of Residence in Kibera

	Frequency	Percentage
Kianda	27	9.00
Soweto East	15	5.00
Gatwekera	36	12.00
Kisumu Ndogo	30	10.00
Lindi	45	15.00
Laini Saba	42	14.00
Siranga	24	8.00
Makina	30	10.00
Mashimoni	51	17.00
TOTAL	300	100.00

Table 4.4 shows that 27(9.00%) of the respondents were from Kianda, 15(5.00%) were from Soweto East, 36(12.00%) were from Gatwekera, 30(10.00%) were from Kisumu Ndogo, 45(15.00%) were from Lindi, 42(14.00%) were from Laini Saba, 24(8.00%) were from Siranga, 30(10.00%) were from Makina, and 51(17.00%) were from Mashimoni area of Kibera slum. The area of residence was important as the scope of this study only included respondents from Kibera slum.

4.3.5 Length of Stay in Kibera slum

The study sought to establish how long the respondent had been staying at Kibera which is captured in Table 4.5.

Table 4.5: Length of Stay in Kibera slum

	Frequency	Percent
Over 10 years	120	40.00
Between 5 and 10 years	100	33.33
Between 2 and 5 years	60	20.00
Less than 2 years	20	6.67
Total	300	100.0

From Table 4.5 it is evident that most of the respondents 120(40.00%), had been living in Kibera slum for over 10 years. 100(33.33%) of the respondents had been living in Kibera slum for 5-10 years, 60(20.00%) of the respondents had been living in Kibera slum for 2-5 years while 20(6.67%) are had been living in Kibera slum for less than 2 years. The length of stay in Kibera slum confirms that the respondents are knowledgeable about the donor funded projects and their operations and as such gave responses relevant to the study.

4.3.6 Respondents Occupation

The study sought to establish the respondent's occupation which is captured in Table 4.6.

Table 4.6: Respondents Occupation

	Frequency	Percent
Not Employed	150	50.00
Jua Kali	100	33.33
Self employed	40	13.33
Formally Employed	10	3.33
Total	300	100.0

From Table 4.6 it is evident that most of the respondents 150(50.00%) were not employed. 100(33.33%) of the respondents earned a living from the Jua Kali sector, 40(13.33%) of the respondents were self-employed, while the rest 10(6.67%), indicated that they were formally employed.

Respondent's occupation has a bearing on his or her personality and the ways of looking at the problem at hand. The quality of life is also determined by an individual's occupation and the incomes derived from it. In other words the person's response to a problem is determined by the type of occupation engaged in and hence variable occupation was investigated by the researcher.

4.3.7 NGO Funded Projects and the Livelihood of Slum dwellers

The respondents were then asked to indicate the role donor aided projects through NGOs played in the livelihood of slum dwellers in Kibera slum. The respondents indicated that donor aided projects created self-sufficiency through livelihood projects among the slum dwellers. The study also revealed that donor aided projects are perceived to fulfill the role of the government in providing services to the community. This was primarily in the field

of environmental services and social services of health and education. In service delivery, donor aided projects have focused in environmental cleanup campaigns addressing environmental risks such as inadequate water and sanitation through the construction of bio-latrines.

Education and health were also identified as two other roles of the donor funded projects. The projects were providing education through offering scholarships and through operating informal schools within the community. A greater number of skills training centers and partnerships with government were observed, which allowed residents to acquire necessary training that enabled them to secure employment or setup their small business.

Project managers also stated that donor funded projects have a very great impact in Kibera, donor funded projects have increased partnerships with government, both to influence policy and to improve service provision. The project managers stated that donor funded projects are better-placed to distribute resources equitably across communities, given that government programs distribute resources along lines of tribal and political affiliation. This was also echoed by the responses from the heads of households confirmed community perceptions. A breakdown of donor funded projects across officials estimated that 40 percent of donor funded projects in Kibera focus on education, 20 percent on sanitation, 30 percent on HIV/AIDS awareness and 10 percent in health interventions. These donor funded projects were most prevalent due to the available funding from international NGOs within these areas.

The study sought to establish the areas in which have donor aided projects through NGOs in Kibera slum had been successful and unsuccessful. Project Managers revealed their perceptions that donor funded projects run by legitimate NGOs were considered to be successful. NGO programs focusing on microcredit, education, water, sanitation, and HIV/AIDS were experiencing success. They also indicated that the donor funded projects were also successful in solid waste management, microfinance, community health, and education. Project managers agreed that solid waste management programs have been successful in alleviating the livelihood of slum dwellers. Programs have been designed to address environmental risks facing the residents, and in addition, have built the assets base of youths through creating recycling enterprises in Kibera slum.

Project managers indicated a surge in areas where youth enterprises were established as a result of income generated by engaging the community in garbage collection. They viewed the success of these enterprises as indications that donor funded projects were building social capital through community ownership of the programs.

Community health was another area in which donor funded projects were considered to be successful. Several projects provided free medical treatment to the communities. These projects also created employment through hiring residents to conduct follow-up meetings and to track patient's homes. In an effort to secure community ownership, respondents noted that when health clinics initiate community health programs, they first secure consent from community elders regarding the area and issue to be addressed.

4.3.8 Benefits Obtained from Donor Aided Projects in Kibera slum

The study sought to establish the benefits obtained from the donor aided projects through NGOs in Kibera slum. The responses are captured in Table 4.7.

Table 4.7: Benefits Obtained from Donor Aided Projects in Kibera slum

	Mean	Standard Deviation	Rank
Employment	4.00	0.65	1
Credit Services	3.64	0.76	2
Access to Sanitation	3.52	0.87	3
Access to Education	3.36	0.86	4
Health Services	3.32	0.86	5
Lighting (Electricity/ Solar Lighting)	3.20	0.76	6
Improved Living Conditions	3.20	1.04(*)	7
Water	3.16	0.94	8
Business Opportunities	2.72	0.98	9
Land Ownership	2.21	0.88	10
Food security	1.43	0.99	11

* Standard Deviation indicates significant variation from the mean.

The respondents ranked employment first with a mean of 4.00, as a major benefit accruing to the slum dwellers in Kibera. This was followed by credit services and access to sanitation as evidenced by the means of 3.64 and 3.52 respectively. Access to education, health services, lighting (electricity/ solar lighting), improved living conditions, water, business opportunities, as evidenced by their ranking and the means of

3.36, 3.32, 3.20, 3.20, 3.16 and 2.72 respectively. Land ownership and food security were ranked lowest as having benefited the slum dwellers of Kibera as evidenced by the means of 2.21 and 1.73 respectively.

4.3.9 Donor Aided Projects and Improvement in Livelihood in Kibera slum

The study sought to establish the extent to which donor funded projects had improved livelihood of slum dwellers in Kibera. The respondents were asked to rate on a scale of 1 to 5 where; 1: To no extent 2. To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent). Means for the factors were established in order to provide a generalized feeling of all the respondents. To no extent responses were coded 1, To a little extent responses were coded 2, to a moderate extent responses were coded 3, to a great extent responses were coded 4 and to a very great extent responses were coded 5.

Table 4.8: The Richter Scale

Level	Category
1 and less than 1.5	No extent
1.5 and less than 2.5	To a little extent
2.5 and less than 3.5	To a moderate extent
3.5 and less than 4.5	To a great extent
Greater than 4.5	To a very great extent

World of Earth Science, (2003). *Richter Scale*. Retrieved July 21, 2015 from Encyclopedia.com: <http://www.encyclopedia.com/doc/1G2-3437800513.html>

Means greater than 1 and less than 1.5 implied that donor aided projects improved livelihood of the slum dwellers to no extent. Means greater than 1.5 and less than 2.5

implied that donor aided projects improved livelihood of the slum dwellers to a little extent. Means greater than 2.5 and less than 3.5 implied donor aided projects improved livelihood of the slum dwellers to a moderate extent. Means greater than 3.5 and less than 4.5 implied that donor aided projects improved livelihood of the slum dwellers to a great extent while means greater than 4.5 implied that donor aided projects improved livelihood of the slum dwellers to a very great extent.

The standard deviation on the other hand describes the distribution of the responses in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of 1 indicates that the responses are further spread out, greater than 0.5 and less than 1, indicates that the responses are moderately distributed, while less than 0.5 indicates that they are concentrated around the mean. Standard deviations of greater than 1 indicate a significant variation from the mean, signifying no consensus on the responses obtained. The results are indicated in the Table 4.9.

Table 4.9: Donor Aided Projects and Improvement in Livelihood in Kibera slum

	Mean	Standard Deviation	Rank
Created Employment	3.89	1.02(*)	1
Access To Education	3.21	0.72	2
Increased Access To Credit	3.17	0.92	3
Increased Income Levels	3.04	1.00(*)	4
Improved Living Conditions	2.88	1.03(*)	5
Access To Water And Sanitation	2.88	1.12(*)	6
Development Of Technological Skills	2.75	1.19(*)	7
Access To Health Care	2.71	1.04(*)	8
Access To Business Opportunities	2.71	1.12(*)	9
Manpower Training	2.63	0.97	10
Self-Empowerment	2.63	1.06(*)	11
Aided Land Ownership	2.50	0.98	12

* Standard Deviation indicates significant variation from the mean.

The respondent's ranked creating employment first with a mean of 3.89, as having improved as a result of donor funded projects through NGOs in Kibera slum to a great extent. This was followed by access to education, increased access to credit, increased income levels, improved living conditions, access to water and sanitation, and development of technological skills which were rated to a moderate extent as evidenced by their means of 3.21, 3.17, 3.04, 2.88, 2.88, and 2.75 respectively. They also rated access to health care, access to business opportunities, manpower training, self-

empowerment, and aiding land ownership to a moderate extent. This is evidenced by their means which were closer to three (2.71, 2.71, 2.63, 2.63, and 2.50 respectively).

4.4 Management Factors and Livelihood of Slum dwellers

The first objective of the study was to establish the influence of management factors on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya. This section deals with the influence of management factors on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.

The study sought to establish the influence of management factors on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya. The respondents were asked to rate on a scale of 1 to 5 where; 1: To no extent 2. To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent). The results are indicated in Table 4.10:

Table 4.10: Managerial Qualities of Project Managers and Livelihood of Slum dwellers

	Not At	Little	Moderate	Great	Very Great
	All	Extent	Extent	Extent	Extent
	%	%	%	%	%
Education level of project managers	6.25	10.41	25.00	31.26	27.08
Leadership Skills of project managers	6.25	6.25	29.17	37.50	20.83
Project Planning of project managers	8.33	14.58	33.34	29.17	14.58
Industry Knowledge of project managers	6.25	6.25	27.08	35.42	25.00
Project Organization of project managers	6.25	31.25	18.75	27.08	16.67
Communication of project managers	4.16	12.50	41.67	25.00	16.67
Feedback from project managers	12.50	14.58	37.50	29.17	8.33

From Table 4.10, majority of the respondents agreed that the education level of project managers' in donor aided projects through NGOs, improved the livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum to a great extent. 31.26% of the respondents indicated that the education level of project managers impacted on the livelihood of slum dwellers in Kibera through donor funded

projects to a great extent. 37.50% Of the respondents indicated that the leadership skills of project managers influenced the livelihood of slum dwellers in Kibera through donor funded projects to a great extent, while 33.34% indicated that project planning of project managers influenced the livelihood of slum dwellers in Kibera through donor funded project to a moderate extent. 35.42% of the respondents agreed to a great extent that industry knowledge of project managers influenced the livelihood of slum dwellers in Kibera through donor funded project. Project organization by project managers was rated as influencing the livelihood of slum dwellers in Kibera through donor funded project to a little extent by 31.25% of the respondents. Majority of the respondents (41.67%) rated communication of project managers as influencing the livelihood of slum dwellers in Kibera through donor funded project to a moderate extent. Feedback from project managers was rated as also influencing the livelihood of slum dwellers in Kibera through donor funded project to a moderate extent by 37.5% of the respondents.

The table further shows that a large proportion of the respondents agreed that managerial qualities of project managers influenced the livelihood of slum dwellers in Kibera through donor funded project. This is evidenced by the scores on moderate, great and very great extent columns. The education level of project managers scored 83.34%; leadership skills of project managers scored 87.50%, project planning of project managers scored 77.09%; industry knowledge by project managers scored 87.50%; project organization by project managers scored 62.50%; communication by project managers scored 83.34% and feedback from project managers scored 75.00%.

The respondents were asked to rate the extent to which they agreed with statements related to managerial training and experience. The results are indicated in the Table 4.11.

Table 4.11: Managerial Training and Experience and Influence on Livelihood of Slum dwellers

	Not At All	Little Extent	Moderate Extent	Great Extent	Very Great Extent
	%	%	%	%	%
Effective communication is vital for any project for it enhances the process of getting tasks accomplished and achieving goals.	6.25	14.58	29.17	33.33	16.67
There is a strong positive relationship between planning skills of implementing agencies and success of the project.	6.25	6.25	8.33	50.00	29.17
Organization skills of implementing agencies is critical for every project	2.08	14.58	12.50	50.00	22.92
There is excellent communication between the implementing agencies and other project stakeholders	0.00	4.17	14.58	16.67	66.67

The respondents were asked to rate the extent to which effective communication is vital for any project for it enhances the process of getting tasks accomplished and achieving goals. From Table 4.11 majority (33.33%) of the respondents indicated that it was to a

great extent, 29.17% to a moderate extent, and 16.67% to a very great extent. Furthermore 14.58% indicated that it was to a little extent while 6.25% indicated not at all. The respondents were then asked to rate the extent to which there was a strong positive relationship between planning skills of implementing agencies and success of the project. From Table 4.11 half (50.00%) of the respondents indicated that it was to a great extent, 29.17% to a very great extent, and 8.33% to a moderate extent. Furthermore 6.25% indicated that it was to a little extent while the rest 6.25% indicated not at all.

The respondents were then asked to rate the extent to which organization skills of implementing agencies was critical for every project. From Table 4.11 half (50.00%) of the respondents indicated that it was to a great extent, 22.92% to a very great extent, and 12.50% to a moderate extent. Furthermore 14.58% indicated that it was to a little extent while the rest 2.08% indicated not at all. The respondents were then asked to rate the extent to which there was excellent communication between the implementing agencies and other project stakeholders. From Table 4.11, 66.67% of the respondents indicated that it was to a very great extent, 16.67% to a great extent, and 14.58% to a moderate extent, while the rest 4.17% indicated to a little extent.

4.5 Aid Expenditure and Livelihood of Slum dwellers

The second objective of the study was to examine the influence of aid expenditure on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya. This section deals with aid expenditure and improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.

The respondents were asked to indicate how donor aided projects through NGOs in Kibera have aid expenditures allocated to them. The results are indicated in the Table 4.12.

Table 4.12: Availability of Aid to Donor Funded Projects

	Frequency	Percent
Always	35	70.00
Sometimes	8	16.00
Never	7	14.00
Total	50	100.0

From Table 4.12 , it is observed that most 35(70.00%), of the respondents had indicated that donor aided projects through NGOs in Kibera, always have aid expenditures allocated to them with 8(16.00%) indicating that it was sometimes and only 7(14.00%)never had donor aided projects through NGOs in Kibera have aid expenditures allocated to them.

The study sought to establish the extent to which the aid expenditure of donor aided projects through NGOs in Kibera was sufficient to meet the project objectives. The results are indicated in the Table 4.13.

Table 4.13: Adequacy and Sufficiency of Aid to Donor Funded Projects

	Frequency	Percent
Very Great Extent	4	8.00
Great Extent	14	28.00
Moderate Extent	19	38.00
Little Extent	7	14.00
Not At All	6	12.00
Total	50	100.00

Table 4.13 shows that majority of the respondents (38.00%) agreed that the aid expenditure of donor aided projects through NGOs in Kibera was sufficient to meet the project objectives. This is evidenced by 19(38.00%) of the respondents indicating that the aid expenditure was sufficient to a moderate extent, 14(28.00%) indicating to a great extent and 4(8.00%) to a very great extent. However 7(14.00%); 6(12.00%); indicated the aid expenditure was sufficient to a little extent and to no extent at all.

The study sought to establish the extent to which the several factors affected aid expenditure in donor aided projects through NGOs in Kibera slum. The results are indicated in the Table 4.14.

Table 4.14: Factors Affecting Allocation of Aid to Donor Funded Projects

	Not At All	Little Extent	Moderate Extent	Great Extent	Very Great Extent
Projects lack appropriate structure for dealing with donor funds	12.50	10.42	12.50	54.17	12.50
There is availability of funds for donor aided projects	0.00	16.67	37.50	25.00	20.83
Projects are fully donor funded	2.08	2.08	10.42	72.92	4.17

The respondents were asked to rate the extent to which projects lacked appropriate structure for dealing with donor funds. From Table 13 majority (54.17%) of the respondents indicated that it was to a great extent, 12.50% of the respondents indicated it was to a moderate extent, and to a very great extent each. Majority (37.50%) of the respondents indicated that availability of funds for donor aided projects affected donor aided projects to a moderate extent. The further indicated that availability of funds for donor aided projects influenced donor aided projects to a great extent (25.00%) and to a very great extent (20.83%). When asked whether fully funding donor aided projects affected aid expenditure, the respondents indicated it was to a great extent (72.92%), with 10.42 indicating to a moderate extent and 4.17 to a very great extent.

4.6 Accountability and Livelihood of Slum dwellers

The third objective of the study was to determine the influence of accountability on improvement of livelihood of slum dwellers by projects funded by Non-Governmental

Organizations in Kibera slum Nairobi County, Kenya. This section deals with the factors of accountability and improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.

The study sought to establish the extent to which the respondents agreed/disagreed with listed accountability factors attributed to donor aided projects through NGOs by ranking the factors on a five point scale where 1: Strongly Disagree, 2: Disagree, 3: Neither Agree Nor Disagree, 4: Agree, 5: Strongly Agree. The results are indicated in the Table 4.15.

Table 4.15: Factors Affecting Accountability of Aid to Donor Funded Projects

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	%	%	%	%	%
Project managers are regularly monitored and feedback given to ensure goal accomplishment	2.08	6.25	27.08	52.08	2.08
Beneficiaries are provided with information in a form that is meaningful to them on how financial resources are being used to their benefit	2.08	0.00	35.42	50.00	2.08
Stakeholders have access to timely and accessible information on the activities and decisions that affect them	2.08	2.08	27.08	56.25	2.08
The projects managers are transparent in all dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information	2.08	0.00	43.75	45.83	2.08
The donor aided projects give accountability not only to funding organizations and government but also to the people served, staff, members, partner organizations and the public at-large	2.08	4.17	25.00	62.50	2.08
The donor aided projects make an effort to inform the public about its work and the origin and use of resources	2.08	8.33	54.17	27.08	2.08

From Table 4.15, it is evident that majority (52.08%) of the respondents agreed that project managers are regularly monitored and feedback given to ensure goal

accomplishment. 27.08% of the respondents indicated that they neither agreed nor disagreed and 2.08% indicated that they either strongly agreed or strongly disagreed. When the respondents were asked to indicate the extent to which beneficiaries were provided with information in a form that was meaningful to them on how financial resources are being used to their benefit, 50.00% indicated that they agreed that beneficiaries were provided with information in a form that was meaningful to them on how financial resources are being used to their benefit; 35.42% indicated that they neither agreed nor disagreed while 2.08% indicated that they either strongly agreed or strongly disagreed.

The respondents indicated that they agreed that stakeholders have access to timely and accessible information on the activities and decisions that affect them as rated by 56.25% of the respondents. 27.08% of the respondents indicated that they neither agreed nor disagreed, while 2.08% indicated that they strongly agreed, disagreed or strongly disagreed. Majority (45.83%) of the respondents agreed that the projects managers were transparent in all dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information. 43.75% of the respondents indicated that they neither agreed nor disagreed that the projects managers were transparent in all dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information to a moderate extent while 2.08% indicated that they either strongly agreed or strongly disagreed.

When the respondents were asked to indicate the extent to which the donor aided projects gave accountability not only to funding organizations and government but also to the people served, staff, members, partner organizations and the public at-large, 62.50% indicated that they agreed that donor aided projects gave accountability not only to funding organizations and government but also to the people served, staff, members, partner organizations and the public at-large, 25.00% indicated that they neither agreed nor disagreed and 2.08% indicated that they either strongly agreed or strongly disagreed. As regards the extent to which extent the donor aided projects made an effort to inform the public about its work and the origin and use of resources, majority 27.08% of the respondents indicated that they agreed, 54.17% indicated that they neither agreed nor disagreed, while 2.08% indicated that they either strongly agreed or strongly disagreed.

4.7 Monitoring and Evaluation and Livelihood of Slum dwellers

The fourth objective of the study was to determine the influence of monitoring and evaluation on improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya. This section deals with monitoring and evaluation and improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum Nairobi County, Kenya.

The study sought to establish how monitoring and evaluation was carried out on the donor funded projects. The respondents agreed/disagreed with listed monitoring and evaluation factors attributed to donor aided projects through NGOs by ranking the factors

on a five point scale where 1: Strongly Disagree, 2: Disagree, 3: Neither Agree Nor Disagree, 4: Agree, 5: Strongly Agree. The results are indicated in the Table 4.16.

Table 4.16: Monitoring and Evaluation Influence on Donor Funded Projects

	1	2	3	4	5
	(%)	(%)	(%)	(%)	(%)
There a policy in relation to monitoring and evaluation	2.00	0.00	12.00	58.00	28.00
There a responsible officer for monitoring and evaluation	2.00	2.00	10.00	44.00	42.00
Monitoring and evaluation carried out often	2.00	2.00	10.00	50.00	36.00
Projects always start and end at the anticipated time	2.00	6.00	2.00	46.00	44.00
Project reports are given to donors regularly? E.g. monthly	2.00	4.00	2.00	40.00	52.00
Monitoring and evaluation is a necessity within projects	2.00	12.00	14.00	22.00	50.00

From the Table 4.16, we see that majority of the respondents (58.0%) agreed and 28.0% strongly agreed that there was a policy in relation to monitoring and evaluation. Table 4.16 further shows that majority of the respondents (44.0%) agreed and 42.0% strongly agreed that there was a responsible officer for monitoring and evaluation while 52.0% agreed and 28.0% strongly agreed that there is a relationship between innovation and finance.

From the Table 4.16, majority of the respondents (50.0%) agreed and 36.0% strongly agreed that monitoring and evaluation was often carried out while 46.0% and 44.0%

strongly agreed that projects always started and ended at the anticipated time. Table 4.16 further depicts that 52.0%, the majority agreed and 40.0% strongly agreed that the project reports were given to donors regularly. Finally, 22.0% agreed and 50.0% strongly agreed that monitoring and evaluation was a necessity within projects.

4.8 Discussions

The study found out that majority of the respondents in Kibera slum had primary education which is considered a factor influencing NGO funded project success. This is in line with previous studies. Mubichi (2009) while studying factors influencing sustainability of foreign aid projects in Imenti North found out that, where community members had primary education, the donor funded projects were about 58 times more likely to succeed compared to where the community had no education and therefore it corroborates with the findings of this research whereby more than half of the respondents had secondary.

The research also clearly brought vital role of all the management factors such as planning, organization and communication in successful project implementation. Chauvet, Collier, & Duponchel, (2010) in their research reported similar findings and stated that supervision, an element of management, appeared to be a crucial determinant of the success of projects, especially during the first years. While that is found to be true, it is essential that for maximum achievement of project outcomes, strong management controls like detailed planning, very high level organization and clear regular communication is very important because it helps prevent fraud, waste, and abuse (Fubish, Buhaissi, Comfort, & Welsh, 2011).

These findings concurred to research results on Critical success factors for off shoring of enterprise resource planning (ERP) implementations (Chauhan, Dwivedi, & Sherry, 2012) that management and communication were among the critical factors in implementation.

The study found that there were several projects funded by donors in Kibera. Most of them were small self-help projects that donors initiate and fund. Examples included ASWAFAA Youth Welfare, Carolina for Kibera, DuduBaya, Makongeni Youth Reform Group, Ndiwa CBO, New Kedola Self-help Group, Solidarites, Shining Hope for Community, Solver CBO, Youth Reform Self-help Group, and Institute for Development and Welfare Services, among others. It can be observed from the results of the interviews that most of these groups have parallel roles in Kibera. They range from HIV/Aids awareness, sanitation, sports and education. These projects aim to uplift the standards of living of Kibera residents and are initiated to provide clean water, collect garbage, provide clean toilets, to fight HIV/AIDS, housing, pollution, training, as well as other income generating activities such as arts and craft.

Most of those engaged in these projects are youths, indicating the recent formation of the various projects in Kibera, with the exception of a few that were started earlier such as Carolina for Kibera. The residents who agreed that they were engaged cited that they were given roles such as supervisors, trainers, peer educators, chefs in bakeries, garbage collectors, water vendors, collecting bags for garbage, and other general capacities. There are several ways in which participation makes projects more effective. As Karl (2000) asserts, participation assures better targeting of benefits to the poor, increases the impact

and ensures that the development gains are equitably distributed. The role of participation in ensuring better targeting of the poor is also shared by Chambers (1994) and Oakley (1991).

Another important contribution of participation in project effectiveness is that it ensures that the development activities are based upon indigenous knowledge and are more relevant to locals (Karl, 2000). Local people understand their problems better and can therefore use their skills and resources to find flexible solutions that are tailored to suit their unique needs. This is why Oakley et al., (1998) is of the idea that in order for the development efforts to have sustainable changes in the poor people's lives; they must take into account local values.

Accountability is the acknowledgement and assumption of responsibility for actions, products, decisions and policies including the administration, governance and implementation with the scope of the role or employment position and encompassing the obligation to report; explain and be answerable for resulting consequences (Williams 2006). As Cornwall, Lucas & Pasteur: 2001 states, it refers to holding actors responsible for their actions. Decisions about the way in which it is to be applied and the actors and processes it applies to imply an agenda setting power and a degree of authority to demand accountability from others.

Therefore leaders must ensure that people undertake the tasks they are responsible for in projects as expected and the expectations must be set. The ability to quickly access this data is important for maintaining good client relationships and establishing their trust in your methodologies. The ultimate measure of a successful project is delivery. A project is

usually broken down into several deliverables, with the final deliverable being the finished project itself. Each one of these milestones is a signpost on the side of the road. Without consistent and timely delivery, the project will become lost and increasingly more difficult to complete on time (Reeve, 2008).

The study indicates that there is a clear consensus that good monitoring throughout the project is essential, and also that it is frequently inadequate. It has been shown that blueprint projects which are finalized at preparation are less likely to be successful than flexible projects which can adjust to experience gained as the project develops. This implies that there must be a regular and reliable program of measuring, recording and reporting the progress. This in turn means that there must be close contact with the beneficiaries, and also defined indicators of performance. Evaluation studies show that it is very common for insufficient attention to be given at project preparation to working out plans for monitoring, and the lack of a clearly laid out plan encourages project staff to give it low priority. It is the impression that field staff think of all returns and reports as being unwelcome chores that interrupt the real work.

The consensus is that evaluation, like monitoring, is important because it allows lessons to be learned, leading to improvement in future projects. But like monitoring, it is not done with sufficient rigour. As observed in the findings of the study, many projects cannot precisely pinpoint who has benefitted and by how much or in what way. This does not indicate the projects are unsuccessful, but that existing methods of appraisal and evaluation are too limited. There is a need for more thinking on how to appraise projects for institutional development, sustainability, and environmental impact (Butcher 1988).

The findings indicate that donor aided projects created self-sufficiency through livelihood projects among the slum dwellers. The study also revealed that donor aided projects are perceived to fulfill the role of the government in providing services to the community. NGOs have thus been regarded as the as a solution for the welfare of the slum dwellers and in improving the livelihood of the urban poor (Mitlin, 2001). Given the nature of poverty in Kibera and the exclusion of the communities from government services, donor funded projects are critical to the improvement of the livelihood of slum dwellers in Kibera.

The research finds that without the assistance of donor funded projects, the low-income households would remain marginalized and lack the capacity to negotiate for programs to address the deprivations. These sentiments are reflected by Khwaja, (2009) and on a conceptual paper by Kirchoff, Koch, & Nichols, (2011) where it reported that understanding and involving customer stakeholders in management and coordination of demand (marketing) and supply (SCM) functions would offer the firm a competitive advantage and higher performance.

In literature review Ibrahim and Hulme (2010) illustrated the role played by NGOs, which are service provision, advocacy, and policy. The findings have shown that donor funded projects have primarily focused on service provision aspects of the livelihood of the slum dwellers. Regarding funding of projects, research results pointed out clearly that financial resources are very important in any project and funding should be availed to a point where the projects can sustain themselves. These findings are in concurrence with research results on Abandonment of Building Projects in Nigeria by Olalusi and Otunola

(2012). Gale et al., (2010) similarly reported findings on how funding durations is important for significant impacts to be realized especially when the amount of financial support is minimal.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the results gathered from the analysis of the data, as well as the conclusions reached. Findings have been summarized alongside the objectives of the study, conclusions have been drawn from the study and the recommendations for action are also given.

5.2 Summary of Findings

The study findings indicate that the education level of project managers' in donor aided projects through NGOs, improved the livelihood of slum dwellers by projects funded by Non-Governmental Organizations in Kibera slum to a great extent. The study further indicated that the leadership skills of project managers influenced the livelihood of slum dwellers in Kibera through donor funded projects to a great extent, Project organization by project managers was rated as influencing the livelihood of slum dwellers in Kibera through donor funded project to a little. Majority of the respondents (41.67%) rated communication of project managers as influencing the livelihood of slum dwellers in Kibera through donor funded project to a moderate extent. Feedback from project managers was rated as also influencing the livelihood of slum dwellers in Kibera through donor funded project to a moderate extent by 37.5% of the respondents. The respondents indicated that effective communication and organization skills of implementing agencies

were critical for every project and enhanced the process of getting tasks accomplished and achieving goals. The research also clearly brought vital role of all the management factors such as planning, organization and communication in successful project implementation.

Majority (37.50%) of the respondents indicated that availability of funds for donor aided projects affected donor aided projects to a moderate extent. The further indicated that availability of funds for donor aided projects influenced donor aided projects to a great extent (25.00%) and to a very great extent (20.83%). When asked whether fully funding donor aided projects affected aid expenditure, the respondents indicated it was to a great extent (72.92%), with 10.42 indicating to a moderate extent and 4.17 to a very great extent. A breakdown of donor funded projects across officials estimated that 40 percent of donor funded projects in Kibera focus on education, 20 percent on sanitation, 30 percent on HIV/AIDS awareness and 10 percent in health interventions. Project managers indicated a surge in areas where youth enterprises were established as a result of income generated by engaging the community in garbage collection. They viewed the success of these enterprises as indications that donor funded projects were building social capital through community ownership of the programs. This is evidenced by 19(38.00%) of the respondents indicating that the aid expenditure was sufficient to a moderate extent, 14(28.00%) indicating to a great extent and 4(8.00%) to a very great extent. However 7(14.00%); 6(12.00%); indicated the aid expenditure was sufficient to a little extent and to no extent at all.

The respondents indicated that they agreed that stakeholders have access to timely and accessible information on the activities and decisions that affect them as rated by 56.25% of the respondents. 27.08% of the respondents indicated that they neither agreed nor disagreed, while 2.08% indicated that they strongly agreed, disagreed or strongly disagreed. Majority (45.83%) of the respondents agreed that the projects managers were transparent in all dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information. 43.75% of the respondents indicated that they neither agreed nor disagreed that the projects managers were transparent in all dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information to a moderate extent while 2.08% indicated that they either strongly agreed or strongly disagreed.

The study indicates that there is a clear consensus that good monitoring throughout the project is essential, and also that it is frequently inadequate. It has been shown that blueprint projects which are finalized at preparation are less likely to be successful than flexible projects which can adjust to experience gained as the project develops. This implies that there must be a regular and reliable program of measuring, recording and reporting the progress. This in turn means that there must be close contact with the beneficiaries, and also defined indicators of performance. Evaluation studies show that it is very common for insufficient attention to be given at project preparation to working out plans for monitoring, and the lack of a clearly laid out plan encourages project staff to give it low priority. It is the impression that field staff think of all returns and reports as being unwelcome chores that interrupt the real work.

5.3 Conclusions

From the study findings the respondents indicated that some of the donor funded projects were unsuccessful. The study therefore concludes that demographic characteristics and especially education is an outstanding factor that plays a large role in successful implementation and sustainability of donor funded community projects. It can be concluded that donor aided projects created self-sufficiency through livelihood projects among the slum dwellers. The donor aided projects fulfilled the role of the government in providing services to the community. It can thus be concluded that donor funded projects have primarily focused on service provision aspects of the livelihood of the slum dwellers.

The respondents indicated that donor aided projects created self-sufficiency through livelihood projects among the slum dwellers. It can thus be concluded that donor aided projects focusing on microcredit, education, water, sanitation, and HIV/AIDS were experiencing success. From the study findings, it is notable that the donor funded projects were also successful in solid waste management, microfinance, water, sanitation, community health, and education. Project managers agreed that solid waste management programs have been successful in alleviating the livelihood of slum dwellers. Project managers indicated a surge in areas where youth enterprises were established as a result of income generated by engaging the community in garbage collection. They viewed the success of these enterprises as indications that donor funded projects were building social capital through community ownership of the programs.

It can also be observed that the donor funded projects created employment through hiring residents to conduct follow-up meetings and to track patient's homes in the community health programs. It is also notable that the challenges that faced donor funded projects included ethnic violence and high costs such as medical licenses, land, construction costs, medicine and technical expertise. From the study findings, it can therefore be concluded that it is imperative that the funding be at the right time. Availing the funds late may disorient chain of activities and eventually affecting project success as found out in this study. Where the financial resources are inadequate, duration of support is a key component for consideration.

The research also clearly brought vital role of all the management factors such as planning, organization and communication in successful project implementation. It can thus be concluded that management and communication are among the critical factors in the success of donor funded projects. It can thus be concluded that stakeholder involvement has a great influence on projects and it is nearly impossible to achieve project outcomes without involving stakeholders in the project processes.

5.4 Recommendations for Policy Action

The challenges encountered by slum dwellers in Kibera slum require the adoption of an integrated approach rather than the current needs-based approach utilised by the NGOs. For donor funded projects to be more successful, especially in increasing their scale of impact and incorporating all slum dwellers, there is need to adopt a more integrative approach. Instead of focussing on service delivery the projects should complement this with a greater emphasis on policy and advocacy. NGO-Government partnerships were

also identified as a facilitator of sustainability and stronger service delivery to the slum dwellers, but were rarely undertaken. A focus solely on service provision, does not necessarily engage the community to demand services, rights and recognition from Government. In addition, there is a need for greater accountability and regulation of donor funded projects operating in Kibera slum.

There is a need for NGOs/projects to involve all the beneficiaries in the design and implementation of projects. Beneficiaries should not only be just the recipients of the services and decisions that the projects/organisations are offering. Active and full involvement beneficiaries will enable the mitigation of challenges encountered in the monitoring and evaluations of such projects/programs. It will also be an added advantage as it will demonstrate accountability and dedication to beneficiaries and also as an assurance for sustainability of the project in case where donors can decline their funding.

There is lot of funding invested in the improvement of the livelihood of slum dwellers, but because of different challenges the projects encounter along the way very few goes down to the grass roots. With insufficient funding, donor funded projects become unsuccessful hence the reason the community does not benefit from it. With more funding, project managers can empower staff to address more critical expertise in order to make easy to address project issues and processes.

Community participation was also identified as integral to the success of donor funded projects through NGOs, both in design and implementation. As supported by the livelihoods framework, solutions cannot be imposed from outside but must be negotiated through partnership with the slum dwellers. The research findings revealed, however, that

for many project managers, projects were not developed based on the needs of the slum dwellers, as their understanding of the design framework was limited. Moreover, most projects were conceptualised on the assumption that the slum dwellers are a homogenous group. This research, however, identifies that Kibera is a heterogeneous community with different income levels, assets, tribal affiliations, local and national political structures, and different relationships with land owners.

Given the NGOs inability to capture the more intangible deprivations faced by the slum dwellers in Kibera slum, the donor funded projects do not provide alternatives as to how they can improve livelihoods by addressing these wider structural, rather than household-level, constraints to livelihood of slum dwellers, such as through resolving community needs and relationships with NGOs and informal land owners in different communities. The study found a critical lack of expertise in the project managers/programs implemented by the NGOs. Donors together with the organisations should encourage and instil the importance of skilled and well trained staff of donor funded projects for sustainability. It is important that the implementers of these projects/programs have skills of management, accountability, monitoring and evaluation.

5.6 Suggestions for Further Studies

Based on the findings and limitations of the research, the following are the recommendations for further research. Further research is needed on how to help improve community participation in donor funded projects. Such a project would likely provide further insight into how community participation can be increased at all stages, not only in the donor funded projects, but in determining many aspects of their life.

This research study included only a small number of project managers, but there are many more projects being implemented in Kibera slum. Future research studies should therefore be undertaken to incorporate a larger number of respondents and project managers in the study.

5.7 Contribution to the Body of Knowledge

The study makes the following contributions to the body of knowledge based on the findings of the study. Community involvement of stakeholders in the project planning and implementation is necessary in order to increase the probability of sustaining the projects. This can be done through encouraging members to elect the leaders in the projects and not leaving the task of management to the donors or the sponsors.

With the executive team and the donors being left to supervise the projects, there is a danger of concealing the weaknesses of the projects. Community members should be involved in monitoring and evaluation in order to build their capacity in directing their own development projects. More training needed to be given to the community representatives to enlighten them on the goals the projects were meant to achieve. This knowledge will help them know whether the projects achieved their goals or not.

In terms of accountability, the donors should take account of the needs, concerns and capacities of community members and explain its actions and decisions to them. In doing this, the community should be involved by identifying their needs and coming up with a projects in which they will be able to give feedback and the donors and community members will learn in the process. Organizations that are accountable to the people they

serve are committed to improving the quality of their work and this demonstrates that they listen to the community members and take action (Bainbridge, 2008).

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APPENDICES

Appendix I: Letter of Transmittal of Data Collection instruments

Martin Ruwa
School of Continuing Education,
Department of Extra Mural Studies
University of Nairobi,
P.O. Box 30197, Nairobi

Dear Respondent,

I am a student pursuing a degree in Master of Arts in Project Planning and Management at The University of Nairobi. The title of my study is “Factors influencing improvement of livelihood of slum dwellers by projects funded by Non-Governmental Organizations: The case of Kibera slum in Nairobi County, Kenya”. You have been selected to participate in this study as a respondent in the public sector because of your role and experience in the NGOs activities.

The questionnaire attached asks questions about donor aided projects. Your participation is essential to this study and will enhance our knowledge of factors influencing strategy in relation to the public sector. I also wish to inform you that the information you provide will only be used for academic purposes and will be treated with strict confidentiality.

Thank you,

Signed-----

Date-----

Martin Ruwa

Appendix II: Questionnaire for Project Beneficiaries

PART A: General Information

1. Please indicate your Gender. (Please tick)

Male Female

2. Please tick the age bracket in which you fall. (Please tick)

21-30 years 31-40 years 41-50 years
51-60 years Above 60 years

3. What is your highest level of education? (Please tick)

Primary Secondary
College University
Any other.....

4. Which area of Kibera do you stay in? (Please tick)

Kianda Soweto East Gatwekera
Kisumu Ndogo Lindi Laini Saba
Siranga Makina Mashimoni

5. How long have you been staying at Kibera? (Please tick)

Less than 2 years Between 2 and 5 years
Between 5 and 10 years Over 10 years

6. Which is do you do for a living? (Please tick)

Self-employed Formally Employed

Not Employed Jua Kali

PART B: NGO FUNDED PROJECTS AND LIVELIHOOD OF SLUM DWELLERS

7. What role do you think donor aided projects through NGOs play in the livelihood of slum dwellers in Kibera slum?

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.....
.....
.....

8. Which areas have donor aided projects through NGOs in Kibera slum been working in?

- | | |
|---------|---------|
| 1. | 5. |
| 2. | 6. |
| 3. | 7. |
| 4. | 8. |

9. To what extent have the donor aided projects through NGOs involved the community in their operations? (Please tick)

Very great extent Great extent Moderate extent

Little extent No extent

10. To what extent have the donor aided projects through NGOs been meeting the community needs? (Please tick)

Very great extent Great extent Moderate extent
Little extent No extent

11. In which areas have the donor aided projects through NGOs been particularly successful or unsuccessful?

Successful

Unsuccessful

- | | |
|---------|---------|
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |
| 4. | 4. |

12. What benefits have you obtained from these projects? (You may tick more than one box)

	Tick
Employment	
Credit Services	
Land Ownership	
Health Services	
Business Opportunities	
Improved Living Conditions	
Water	
Access to Sanitation	
Access to Education	
Lighting (Electricity/ Solar Lighting)	
Food security	

13. What are the challenges facing donor funded projects through NGOs in Kibera slum?

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.....

.....

14. To what extent have the following improved as a result of donor funded projects through NGOs in Kibera slum? Please rate on a scale of 1 to 5 where; 1: To no extent 2. To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent

	To no extent	To a little extent	To a moderate extent	To a great extent	To a very great extent
Access To Education					
Created Employment					
Increased Access To Credit					
Increased Income Levels					
Aided Land Ownership					
Improved Living Conditions					
Access To Water And Sanitation					
Access To Sanitation					
Access To Health Care					
Access To Business Opportunities					
Self-Empowerment					
Manpower Training					
Development Of Technological Skills					

15. Any additional information on the influence of donor aided projects on the livelihood of the slum dwellers in Kibera slum.....

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THANK YOU FOR YOUR TIME

Appendix III: Interview Guide for Project Managers

PART A: General Information

1. Please indicate your Gender. (Please tick)

Male Female

2. Please indicate the name of your project?

3. Please tick the age bracket in which you fall. (Please tick)

21-30 years 31-40 years 41-50 years
51-60 years Above 60 years

4. What is your highest level of education? (Please tick)

Primary Secondary
College University

5. What role do you think donor aided projects through NGOs play in the livelihood of slum dwellers in Kibera slum?

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.....
.....

6. Which areas have donor aided projects through NGOs in Kibera slum been working in?

- | | |
|---------|---------|
| 1. | 5. |
| 2. | 6. |
| 3. | 7. |
| 4. | 8. |

7. To what extent have the donor aided projects through NGOs involved the community in their operations? (Please tick)

- | | | | | | |
|-------------------|--------------------------|--------------|--------------------------|-----------------|--------------------------|
| Very great extent | <input type="checkbox"/> | Great extent | <input type="checkbox"/> | Moderate extent | <input type="checkbox"/> |
| Little extent | <input type="checkbox"/> | No extent | <input type="checkbox"/> | | |

8. To what extent have the donor aided projects through NGOs been meeting the community needs? (Please tick)

- | | | | | | |
|-------------------|--------------------------|--------------|--------------------------|-----------------|--------------------------|
| Very great extent | <input type="checkbox"/> | Great extent | <input type="checkbox"/> | Moderate extent | <input type="checkbox"/> |
| Little extent | <input type="checkbox"/> | No extent | <input type="checkbox"/> | | |

9. In which areas have the donor aided projects through NGOs been particularly successful or unsuccessful?

Successful

Unsuccessful

- | | |
|---------|---------|
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |
| 4. | 4. |

PART B: MANAGEMENT FACTORS AND LIVELIHOOD OF SLUM DWELLERS

10. To what extent do the management factors affect the influence of donor aided projects through NGOs on the livelihood of slum dwellers in Kibera? Please rate on a scale of 1 to 5 where; 1: To no extent 2. To a less extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent.

	1	2	3	4	5
Education level of project managers					
Leadership Skills of project managers					
Project Planning of project managers					
Industry Knowledge of project managers					
Project Organization of project managers					
Communication of project managers					
Feedback from project managers					

11. To what extent do you agree with the following statements related to managerial training and experience? Rate on a scale of 1 to 5 where; 1: To no extent 2. To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent).

	1	2	3	4	5
Effective communication is vital for any project for it enhances the process of getting tasks accomplished and achieving goals.					
There is a strong positive relationship between planning skills of implementing agencies and success of the project.					
Organization skills of implementing agencies is critical for every project					
There is excellent communication between the implementing agencies and other project stakeholders					

PART C: AID EXPENDITURE AND LIVELIHOOD OF SLUM DWELLERS

12. The donor aided projects through NGOs in Kibera have aid expenditures allocated to them.

Always Sometimes Never

13. To what extent is the aid expenditure of donor aided projects through NGOs in Kibera sufficient to meet the project objectives?

Very great extent Great extent Moderate extent

Little extent No extent

14. To what extent do the following affect aid expenditure in donor aided projects through NGOs in Kibera slum? Please rate on a scale of 1 to 5 where; 1: To no extent 2. To a less extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent.

	1	2	3	4	5
Projects lack appropriate structure for dealing with donor funds					
There is availability of Funds for donor aided projects					
Projects are fully donor funded					

PART D: ACCOUNTABILITY AND LIVELIHOOD OF SLUM DWELLERS

14. Please indicate the extent to which you agree/disagree that each of the listed factors attributed to donor aided projects through NGOs by ranking the factors on a five point scale where 1: Strongly Disagree, 2: Disagree, 3: Neither Agree Nor Disagree, 4: Agree, 5: Strongly Agree. (Tick as appropriate)

	1	2	3	4	5
Project managers are regularly monitored and feedback given to ensure goal accomplishment					
Beneficiaries are provided with information in a form that is meaningful to them on how financial resources are being used to their benefit					
Stakeholders have access to timely and accessible information on the activities and decisions that affect them					
The projects are transparent in all dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information					
The donor aided projects give accountability not only to funding organizations and government but also to the people served, staff, members, partner organizations and the public at-large					
The donor aided projects make an effort to inform the public about its work and the origin and use of resources					

PART E: MONITORING AND EVALUATION AND LIVELIHOOD OF SLUM DWELLERS

15. How do the following factors relate to donor aided projects through NGOs in Kibera slum? Please rate on a scale of 1 to 5 where 1: Strongly Disagree, 2: Disagree, 3: Neither Agree Nor Disagree, 4: Agree, 5: Strongly Agree.

	1	2	3	4	5
There a policy in relation to monitoring and evaluation					
There a responsible officer for monitoring and evaluation					
Monitoring and evaluation carried out often					
Projects always start and end at the anticipated time					
Project reports are given to donors regularly? E.g. monthly					
Monitoring and evaluation is a necessity within projects					

16. Any additional information on the influence of donor aided projects on the livelihood of the slum dwellers in Kibera slum.....

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THANK YOU FOR YOUR TIME