

An Investigation on Causal Elements for Project Sustainability among Selected Nongovernmental Organizations in the Education Sector: A Case Of Nairobi County.

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ABSTRACT: Sustainability of Non-governmental organizations is an area of concern to all development partners. The survival of these organizations in the current world with turbid Business environment is becoming almost impossible. Most of them has come up with better methods to ensure that their project activities are sustainable. These organizations in Nairobi County with projects in education sector are struggling to overcome the elephant of unsustainability in their projects. This forms the base for this study on an investigation on Causal elements for project sustainability among selected organizations in the education sector; a case of Nairobi County. The study was conducted under the aid of the followings pacific objectives of the study: To investigate how income diversification influences project sustainability among selected organizations in the education sector; To determine the influence of project conceptualization on project sustainability among the organization in the education sector; To examine the influence of strategic planning on project sustainability among these organizations in the education sector and to find out how monitoring and evaluation influence project sustainability among selected Non-governmental organizations in the education sector. The study used two theories, i.e. Resource dependency and European foundation quality theory. The research design that was used in the study is Descriptive survey design. The target population was made up of 200 top, middle, low, level managers and beneficiaries of the organizations. The sample size used was 174 respondents drawn from the target population using the Krejcie and Morgan's table. Systematic random sampling technique was used. Questionnaire was the major tool used to collect data. Data collected was both qualitative and quantitative. Quantitative data collected was analyzed by descriptive statistical method. Qualitative data from the questionnaire was analyzed through content analysis. Data analysis tools such as statistical package for social science (SPSS) version 22.0 and excel was used to aid in data analysis. The analysis involved calculation of Mean, standard deviation and percentage. The data analyzed was then presented in tabular form. Based on the influence of income diversification on project sustainability the finding shows that income diversification influence project sustainability to very high extent with percentage of 57.7% of respondents. On project conceptualization and sustainability, the findings indicates that project conceptualization has an influence on project sustainability to very high extent with percentage of 57.7%. On the influence of strategic planning on project sustainability, the finding shows that strategic planning has influence on project sustainability to a very high extent with computed score of 56.4% of the respondents. On the influence of Monitoring and evaluation on project sustainability, the study show that Monitoring and evaluation influence project sustainability to very great extent with a mean of 1.74 and standard deviation 0.953. On strategic planning, strategic planning in NGOs is essential in ensuring that project activities are sustainable and finally on Monitoring and evaluation, system used ensures that there is a clear implementation of staffs and project resources. The study recommends that NGOs should search for conglomerate source of funding for their project activities to ensure sustainability, project beneficiaries should be involved right away from project conceptualization stage, and organizations should have an elaborate strategic plan and adopt strategic planning. And also NGOs to set up M&E systems. The study also recommends that further research should be done in similar issue but in different counties in Kenya which were not covered and also other sector as well.

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I. INTRODUCTION

This section gives an overview of the operational activities of Nongovernmental organization in the world, Kenya and Nairobi county. The targeted Non-governmental organizations are those with their activities in the education sector. The section therefore gives general recap of Non-governmental organization's activities and sustainability areas of concern.

1.0 Background

Non-governmental organizations are Nonprofit making organization with less government involvement in their activities. Currently most nonprofit organizations are involved in humanitarian services as well as relay peoples need to the leaders of today. They also encourage Community and political participation through provision of services and information to the general public. Most organized NGOs base particular concern of particular areas such as slums areas, environmental sector health and education related activities (World Bank, 2010). However, the survival of any Nongovernmental organization in the current world has become almost impossible to predict because of the ever changing business environment. Most organization would therefore develop strategies to guarantee their survival and financial sustainability Non-Governmental organizations in Nairobi county are also not left out as they also want to survive in the long run leading to coming up with strategies for sustainability and funding of their activities. The NGOs are equally important in the delivery of social services and ensuring development programs are implemented in regions where government programs are unavailable for instance city slums. The NGOs sector is seen as more efficient and effective service providers than governments, especially when it comes to reaching poor people (Ravichandran, 2014). But in the recent past NGOs have been criticized by donors who fund them for lack of sustainability of their projects on their performance, impact, accountability and sustainability of their projects to the local community. The legality of most full NGOs is under question because of minimal evidence showing the worth, impact and sustainability of the activities to the local communities where they operate. Non-governmental organizations with close activities in the education sector have received cretic from stakeholders due to lack of accountability on funding their activities (Leigh Johnson, 2009). Thus, there is a need for research to be done on an investigation on the causal elements that influence project sustainability among NGOs implementing projects in the education sector specifically in Nairobi County. Educational related NGOs are on the spotlight based on the contribution to the education sector. In relation to different studies conducted, NGOs breaks down local systems of education by creating activities with little benefit to the education sector (Pfeiffer, 2008).

1.1 An overview of Non-governmental organizations in Kenya.

Non-governmental organizations (NGO) sector is one of the sector that has recorded an increase in its growth. New NGO are being registered as some wind up. This is according to the data from the National NGO council, the body that regulates NGO activities in Kenya. The body is anon partisan and controlling all registered NGOs in the country (Funds for NGOs 2012). Sustainability is a major concern to most NGOs and their regulator in Kenya more specifically those with their programmes in the education and health sector.

The sector of NGOs in Kenya contributes to about 5% of the country's gross national income as well as major source of employer to the Kenyan youths. Non-Governmental Organization (NGOs) have vital functions in the community in that they assist the government in the devolution of programs that could not have otherwise been provided by the government of the day (Drucker, 2000). For good performance of these roles the NGOs should fully depend on the donor funders as source of their funding for sustainability.

According to NGO council (2012), there has been an increase in the growth in the number of NGOs being registered in Kenya by the national council of NGOs. But based on the current data from national council of NGOs in Kenya, seventy percent of them close their activities before even seeing their fourth birthday.

Most research that have been done does not fully cover causal elements adopted by NGOs towards enhancing their sustainability, but majorly are based on their financial relations on sustainability. This has left a gap that the researcher in this study target to fill through an investigation of causal element for project sustainability of these organizations especially those with their activities in education sector within Nairobi County. The financial management processes of NGOs are generally wanting due the scarcity of resources. These Nongovernmental organization have low income generating activities for their operation and sustainability (Drucker, 2000).

Based on World Bank (2010), Sustainability is considered as the process and ability of the organization to provide for present generation or people without overlooking at the need for the future generation to meet their own needs.

The major challenge among NGOs in many developing countries Kenya one of them, is project unsustainability of their activities. Large number of Education and health implemented projects by NGOs at higher cost tend to experience big problem of financial and resource sustainability (Funds for NGOs, 2012). Donors such as World Bank and African Development bank are raising concerns on sustainability issues related to NGOs and their operational activities.

For education projects, the main indicator for sustainability is the level of services given to the target school programs and the beneficiary number of the projects in the education sector. Kenya just like other countries in the world has faced the rise in many education related projects funded by most popular NGOs such as USAID and DFID. These NGOs implements different education related activities such as feeding program, girl child educational support, free books supply to schools and water tank supply in the schools. It is upon this

background that this study focused on investigating causal elements for project sustainability among NGOs implementing projects in the Education sector in Nairobi County. Legal issues are also an area of concern where NGOs are easily formed without a clear overview on how they are going to overcome the problem of unsustainability during their operational stage. Unsustainability has been due to increased number of NGOs in the country with limited sources of funding.

In Nairobi County there are 40 registered NGOs with their programs in the education sector. These NGOs are operating and providing their services to the local communities in slum areas such as Kibra, Kinyago, Mukuru, Mathare, Korokocho, Motherland and Kiambiu in Eastland (National Council of NGOs 2016).

These NGOs activities are basically focused in education sector by supporting both public private, and non-formal school with feeding programs, girl child education, provision of sanitary towels and text books as well as financial support to schools in slum area. Many new upcoming NGOs in Nairobi County therefore have a big task in ensuring that there is resource diversification to strengthen sustainability of their activities and become reliable to the people and the community in which they provide their services (Ravichandran, 2014). NGOs With their operation in Nairobi County are faced with the problem of unsustainability.

This makes them operate for couple of months and then collapses. This therefore makes a pivotal point for this research on an investigation on causal elements for project sustainability among selected NGOs in the education sector. This represents a vital gap in cognition that must be connected since NGOs avail to the community major financial and material support to the education, health and other social developments sectors not only in Nairobi County but entire country.

It is in relation to this thematic information that act as a driving force for the researcher with the aim of bridging the existing gap of unsustainability among NGOs by conducting an investigation on causal elements for project sustainability among NGOs implementing projects in the education sector.

1.2. Statement of the problem

NGOs with activities in the education sector has recorded poor level of operation. This is based on their high level of uncertainty and many apparently have become obsolete in provision of their services to the community in need. This is especially when the donor funding are withdrawn in one way or another.

Most of these NGOs have a good blue print but due to unsustainability they find themselves in the pitfall of termination of their programs. Therefore there is need to have good strategic planning, project conceptualization to strengthen sustainability of such organizations.

According to Ramia (2003), an elaboration on how sustainability can be achieved by non-governmental organization is a major area of concern to most NGOs in the world.

In Kenya, just recently, USAID, which is a major donor for NGOs in the educational sector, did a major cut on its funds by more than half to Kenyan Ministry of education and considering that USAID is the biggest donor especially in the fight against teenagers school dropout and girl child education Kenya leaves the question of how the gains made so far by NGOs in reducing dropout rate in Kenyan schools increasing school funding sustainability. This lays the benchmark for the study on how to tackle unsustainability issues related to these projects in the education sector. It is very evident that the issue of sustainability of projects by NGOs in the Education sector is still a major gap in the world and more specifically in Kenya and Nairobi in specific.

1.3. Purpose of the Study

The thematic aim of this study was to muckrake the causal elements for project sustainability among selected NGOs implementing projects in the Educational sector in Kenya and Nairobi County in particular.

1.4. Objectives of the Study

The research study was guided by the following specific objectives:

1. To investigate ways in which income diversification influences project sustainability among selected NGOs in the Education sector
2. To determine the influence of project conceptualization on project sustainability among selected NGOs in the Education sector
3. To examine the influence of strategic planning on project sustainability among selected NGOs in the education sector
4. To find out how monitoring and evaluation influence project sustainability among selected NGOs in the Education sector.

1.5. Research Questions

The research questions were:

1. How does income diversification influence project sustainability among selected NGOs in the Education sector?

2. How does project conceptualization influence project sustainability among selected NGOs in the education sector?
3. What is the influence of strategic planning influence project sustainability among selected NGOs in the education sector?
4. How far do monitoring and evaluation command project sustainability among selected NGOs in the Education sector?

1.6. Significance of the Study

NGOs play a crucial role in the Educational sector in Kenya. They not only complement government efforts in provision of educational services but also significantly help to shape policy framework in the country education system.

With the significant contribution of NGOs to the Kenyan education sector, through the various Educational projects that they implement, such as free feeding programs in primary schools, financing girl child education, provision of instructional and teaching aids to schools, provision of infrastructure such as lockers and chairs to schools among others. There is need to recognize causal elements for sustainability of these projects to prevent the loss of the various gains attained by these NGOs.

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

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

Third, the NGO Coordination Board can use the finding of this research to support the NGOs towards project sustainability in their programs within the education sector

Last, upcoming researchers and academicians can use the finding of this research work for further references materials in their academic works that are in relation to this study in future.

1.7. Justification for the study.

According to the Ministry of Devolution, and National planning, in Kenya the NGO is the Sector that has recorded highest growth and absorption rate in terms of provision of employment opportunities to the local citizen. The United Nations center for regional Development (2000) indicates that the sector has been creating over 100,000 new jobs since the year 2000. Therefore there is need to strengthen NGO sectors in Kenya since most NGOs are facing a problem of unsustainability. This has resulted to the collapse of most of the NGOs that was providing vital services to the local community in the slum areas in Nairobi County. Some have even been converted into briefcase NGOs by their Directors for failure of getting reliable strategic funding sources. Most NGOs are unsustainable and their activities are inconsistent making it hard to provide their services to the communities living in slum areas and open up their networks to the rural parts of the country. This creates need for such NGOs getting better strategies for funding their activities and remain sustainable in their operations especially in Nairobi County where their activities are concentrated and target the poor community living in slum areas. Based on this need it's justified that the researcher conduct this study on determinants for sustainability and funding of NGOs operating in Nairobi County. It's for this reason that the study purposed to fill the gap existing on sustainability issues through conducting examination on the causal elements for project sustainability and funding of NGO's in the education sector within Nairobi County.

There is need to address this gap in order to ensure that the gains made so far by NGOs in this sector in contributing to the improvement of the education standards and levels in the country, achievement of the Sustainable development goals (4) of ensuring there is Quality Education (SDGs) and the vision 2030 are not lost.

This study therefore focused on the causal elements that influence project sustainability among NGOs in the Educational sector in Nairobi county who despite playing a very big and crucial role within the Kenyan educational sector face the threat of losing all the gains made so far through their projects which have most of the times proved unsustainable.

1.8. Scope and limitation of the study.

The scope of this study was limited to Non-governmental organizations in Nairobi County with programs in the education sector both in primary and secondary schools. Therefore the scope of this study is confined within NGOs in the education sector. The study also involved managers of schools as beneficiaries, top level management staffs in the concerned NGOs who were the major source of information required for study. These staffs included M&E officer, finance manager, project coordinator. The required information

concerning project sustainability was obtained from the staffs of NGOs and the beneficiaries who are the managers of the schools where these NGOs are implementing these projects. The study was conducted within a period of 3 months so the required data was fully obtained from the required persons in the field. Based on the limitation that were in place, the researcher never had enough time to conduct a far-reaching and thorough going research thereby bottling up the researcher to a minimal sample size of the study of about 200 respondents only. This is because a far-reaching research requires more time of between six months and one year which was not within the time frame of the research work. Further the research was confined to only select NGOs basically whose focus is on education-related projects and are based in Nairobi County. This was due to inadequate funds and time making it hard to conduct research within other NGOs with different activities outside the education sector as well as other counties in Kenya at the same time. The study was conducted within a period of 3 months so that the required data was fully obtained from the required persons in the field. These included M&E officer, finance manager, implementer in the education sector as well as project coordinator.

1.9 Delimitation of the study

Delimitations of this study were basically focused on the four causal elements for project sustainability among selected NGOs in the education sector in Nairobi County. These include the following elements: diversification of income, project conceptualization, strategic planning and monitoring and evaluation. The study was set to target 40 selected NGOs with projects in the education sector located in Nairobi and due to little funds for research process available, the researcher targeted a population of the respondents consisted of managers in these organizations since they were considered to be the custodians of most of the information that the researcher was looking for. Due to the fact that these are the people who are likely to have worked for the organizations long enough, this gives them an upper hand in the ability to evaluate the sustainability of their projects and the factors that have influenced them over the years.

1.10. Summary of chapter one.

In summary this chapter consisted of the background of background of the study. This involved the general background of NGOs sustainability not only in the education sector but other sectors as well. The status of NGOs operations in Kenya is also discussed. The chapter also gives a recap of statement of problem to the study, purpose of the study, objectives of the study as well as research questions, significance of the study, scope and limitation of the study and the delimitation of the study. All as discussed.

II. LITERATURE REVIEW

2.0. INTRODUCTION

This chapter gives an outline of literatures that are reviewed and of close relevance to the research topic and the concept of project sustainability elements. The literature reviewed majorly focus on NGOs diversification of income and project sustainability. Conceptualization of project and sustainability of projects implemented by NGOs in the education sector, strategic planning and sustainability of projects implemented by NGOs in education sector and monitoring and evaluation and project sustainability implemented by NGOs in the education sector. The section also explains theoretical framework that helps to explain independent and dependent variable of the study within the conceptual framework of the study.

2.1. Conceptions of Project Sustainability

Project management styles followed a criterion shift of focus from the earlier forms which was dominated in the construction industry to all organizational activities (Tembo, 2003). In relation to Tembo, 2003, NGOs with projects in the education sector should have a clear project management styles to ensure that sustainability upholds.

However, Project sustainability have improved which is a special branch of management in an organization. According to Norton (2005), most projects should change in taking into focus in project management cycles. These cycles include design, plan, implementation and M&E of project to enhance sustainability in natural resource sector. And therefore based on this scholar's view, project sustainability involves a cycle of activities which when put into practice sustainability shall not be an issue of any NGO. Natural resources are definable and cannot easily aid the world ever growing population at the current resource usage.

Resources are considered to include stocks, technology and technological know-how (Taylor, 1993). Based on this finding availability of resources in an organization is in the best interest to foster sustainability of the activities. Sustaining free market and human knowledge is further involved in sustainability process. Overpopulation and consumption is the major sustainability threat and comes from bad policies (James, 2002). Sustainability is considered as the ability to maintain a given flow over a given period of time (Reisch, 2008). According to strategic framework of IFAD of 2007-2010, sustainability enable the

organization to support their project activities and to conduct evaluation process for sustainability (IFAD, 2007). Therefore NGOs in the education sectors should view sustainability as the success of any project the organization intent to implement. However sustainability has remained a thorn in the flesh of most NGOs while implementing their projects activities. This creates a research gap for this study.

2.2. Income Diversification and Project Sustainability among NGOs

Income diversification is defined as increase in different income sources for the organizational activities (Jenkins & Yakovleva, 2006). The organization with several sources of income is diversified as compared to one with only one source (Joshi *et al.* 2003). therefore according to these authors ,diversifying funding sources is a key in improving the financial stability of NGOs income stability. This should be adopted by these NGOs with their programs in the education sector to ensure that their activities are sustainable.

Kurosaki(2003) also elaborated that specific excellent opportunities for NGOs to finance their projects, such organization should have been provided with funds by international organization and bilateral aid agencies. For funding any research project, grant application is done by the NGO initiating the project activities. This is done through the staff member of the organization in the top most level and with expertise in donor relations and fund management. The funds will then be released to support the implementation of the programmes under the organizational schedule. This therefore means that NGOs in the education sector should seek donor funding to boost on their source of income in addition to the current available ones.

In some cases the funds given to these NGOs in are in form of grants which are just a token making the organization to have an alternative source of funding their activities (Donor Partnership Guide, 2009). This now calls in income diversification through introduction of social enterprise activities that can generate additional income to fund the organizational activities.

Shifting donor trends and preferences is the major problem most non-governmental organizations are facing leaving them with lack of funds to support projects survival and the sustainability of their project activities. Only two options are left to such an organization facing severe decline in international donor support. These options are confined as search for alternative fund sourcing or the organization to close down its operation in order to fill the financial gap (Donor Partnership Guide, 2009).

Entrepreneurial spirit, good planning and hard work are the major strategic plan most NGOs adopt in place to overcome the funding challenges that they are facing in their daily operation (Barrett. *etal*2000). These NGOs in the education sector should have a clear fund raising source which is able to be expandable within the organization.

According to Henin, (2002), most of the NGOs programs have been redesigned to incorporate programmes implementation strategies that includes cost recovery components in which the beneficiary of the programmes made a small contribution and to some extent all program cost.

With these practices in place most NGOs have setup recreational activities such as tour companies, conference facilities, microfinance facilities, and other business to boost their financial sources for their projects. Some of the non-governmental organizations have set up social enterprise activities as a form of income diversification (Rao and Holt, 2005).

Clark (2007), also outlined that there are no simple solution for unsustainability but there are information and practical sources that broadens their income diversification and the exploration of sustainable funding within the organization.

However, Migros, (2008) reviewed that there are various sources of information that can give support practically to the Non-governmental organizations in need of broadening their income bases. A good institutional is the center point for income diversification and that pre-existing income streams that ought to be in cooperated in the overall project evaluation cycle. Therefore, based on this scholarly work there is need for NGOs to assess the rightful activities in relation to their mission and vision in order to in cooperate income diversification strategies that will enhance sustainability.

Furthermore according to Patel, (2005), good leadership is prerequisite to build on the case of diversification process coupled with undertaking an appropriate analysis of cost effectiveness Leadership commitment is required for this process. Necessary changes related to diversification both cultural and organizational are shaped by leaders of NGOs.

According to (Hargrave and Vandeven, 2006), new expertise are required in an organization from outside the management congregation of any staff of the organization to ensure income diversification is realized. These income diversification strategies success greatly depend on good institutional leadership that can effectively communicate to the external stakeholders of whom donors are among them.

The management of Risks in an organization is the driving force for income diversification for most NGOs in the in health sector (Beringer., *etal* 2008). This therefore means that most Non-governmental organizations commonly share the perception that it is prudent for any organization or business to spread risks

related to finance of the organization. It's also necessary to develop additional funding strategies in order to reduce the possible impact of decline in financial sources within the organization.

According to Amsier(2009), most organizations tend to see income diversification as a way of gaining more flexible internal financial management. This creates research gap in this study to investigate whether NGOs with their projects in the education sector are taking the lead as reviewed by these author.

Dauncey, (2009) also reviewed that larger NGOs have more technical staffs with wider skills that are required by the organization to ensure that different activities that can lead to income diversification is achieved. In addition, Daub, (2007) also reviewed how these NGOs seek outside funding due to higher cost required to support their services and on the other hand small NGOs have advantages in ascertaining their financial viability and sustainability for their projects.

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

2.3. Project Conceptualization and Project Sustainability among NGOs

The project conceptualization stage occurs at the project design stage during the drafting of project scope where a list of preferred requirements and features are incorporated at the conceptualization stage. Project design stage is an important stage in project planning and implementation in relation to project sustainability which should be adopted by all NGOs with view of enhancing sustainability of their projects (Chama, 2003).

Project Identification stage is the major determinant on how conceptualized project will be sustainable at the implementation of its activities as planned by the organization. The ideology of the project design and conceptualization can originate from different sources such as, from community specialist social worker, entrepreneurs and from government formulated policies in different departments of government (Gordon & Pinches 1984).

Community related projects are more likely to be embraced and funded to completion as compared to other projects that are inclined towards entrepreneurship pathway. These community based projects, planning design, implementation and decision making is participatory and can thus be seen as way to strengthen project sustainability and ownership (Beringer 2008). This is an indicator for all NGOs including those with projects in the education sector to adopt participatory decision making process to enhance sustainability of their projects. Lack of these feature by the organization render most NGOs in unsustainability state. This creates a clear research gap to be fulfilled by these study on causal elements for project sustainability especially for those NGOs in the education sector. This will create a road map to compare the finding with other scholarly literatures reviewed.

Cannon, (1999), also reviewed that if the proprietorship interest in the project under implementation by the beneficiaries then the project output is considered successful in long run. Participatory ownership techniques and styles enables stakeholders to perform and manage project activities independently. And any development organization that is having an intention to implement development should be in position to cooperate stakeholders who took part in the project conceptualization process at the planning stage.

Meg, (2005), outlined that project is considered sustainable when it continues to deliver the benefits it was intended to the local target beneficiaries who in most cases are the local community where the project is being implemented. Therefore for any Nongovernmental organization to implement successful development project then good project design should have been developed at the conceptualization stage of the project cycle. Good project design not only enable the project to achieve its goals and missions but to ensure there is project sustainability criteria. Some programmes are target driven, and in such project sustainability is enhanced by the need for accountability to project donors who are responsible in funding the project activities of the organization. This provides a frame work for project monitoring and evaluation which should be incorporated during the project conceptualization process (Dauncey, 2009)

The challenge with the design of sustainable projects by non-governmental organizations has been that the design is based on the donor's demands and not the project objectives. For this reason, the project manager end up designing and implementing donor driven projects which in most cases are not responsive to community needs (HERAF, 2013).

As a result, these projects are not owned by communities and as such end with the end of the donor funds hence are not sustainable. There is need for non-governmental organizations to design projects that are responsive to the community needs and in as much as possible engage the communities and other relevant

stakeholders in the design stage of the project especially in conceptualizing the projects to ensure ownership and hence sustainability of the projects.

Therefore the linkage between project conceptualization and sustainability of projects is still an area under discussion hence creating gap to be filled through conducting this study on an investigation on causal elements for project sustainability among selected nongovernmental organization in the education sector.

Meg (2005) also reviewed how good practice in conceptualization of project such as involving stakeholders and in cooperation of sustainability strategies enhance sustainability. As such, this study will come in and address the gap of limited studies that focus on the linkage between project conceptualization and project sustainability.

2.4.NGO Planning Strategies in relation to Project Sustainability among NGOs

An organizations process that involves defining strategies and direction that the organization intent to take in guiding the implementation of its plans is considered as strategic planning

(Drucker, 2005). Strategic planning is also considered as management plan that an organization adopt in decision making that relates to optimal plans of the organization.

It is also undertaken as general direction an organization undertake and plans the organization will use to achieve its planned goals. Strategic plan of an organization is in form of a document that outlines clear steps used by organization to ensure that the set objectives and goals are realized as planned for the future generations.

Saunders, *etal* (2007) reviewed that an organization has a course plan known as strategic plan chart that provides a framework for the organization to make decision and react to changes originating from environment where the organization operates. The plan therefore helps the organization to estimate well its financial and human resource requirements and needs. This is a center point for project sustainability in that if resources are not well planned then the project is prone to unsustainability. Therefore it's considered that even NGOs in the education sector should be in position to have in place a strategic plan for their programs. This forms the basis of this research to investigate is these NGOs have this strategic plan in place and if available the far reaching it may have on project sustainability.

The strategic plan chart enables the organization to ensure that it does not over commit resources in particular activity at the expense of other activities within the chart. Finally, the strategic plan provides a better tool for monitoring and evaluating all the projects in the organization and their progress toward reaching the organization goals and objectives (Saunders, *etal*2007).

An efficient and effective strategic planning is necessary for survival of any organization. However it has not been rosy in the field of strategic planning of NGOs as opposed to other fields that can enable the organization to respond effectively and efficiently to the challenges posed by the current environment where the NGOs operates.

These NGOs involvement in strategic planning has been lacking for a period of time as posed to other sectors (Patel, 2005). Most NGOs are guided by the available strategic conscious and unconscious due to the lack of information related to strategic planning within the organization. This creates gap that that link sustainability and strategic planning of non-governmental organizations.

Hatch (1997) reviewed that for an organization to position itself in a better position it need to undergo through strategic planning process of all its programmes in its working environs where its projects are under implementation.. The issues of sustainability, legality and relevancy are the major challenges facing NGOs in their effort to adopting strategic planning policy .NGOs in the education sector are not exclusive. This therefore creates an area of concern to investigate the relation of a clear strategic plan of an NGO with sustainability of its project and hence forming a base for this study.

Atack, 1999) also reviewed that strategic planning in an organization has the aims of solving the challenges and risks an organization faces in the operational environment in order to enhance organizational relevancy, legality and sustainability.

And also according to Nuscheler (2001) nongovernmental organizations have myriad of advantages some of which are to reach the poor local communities where the government services are scarce. This is through the provision of support to self-help groups, working with the lower administrative and government staffs in implementing critical program activities within education health and community social sector.

For Non-governmental organizations to change their work to be competitive there is need for effective strategic planning. Since NGOs have different purpose that is focused on people transformation unlike government which is objectively based on winning election and business viewed for making profits (James, 2002).similarly those NGOs in the education sector has the same goal to the community and lacking a strategic plan may be disservice to the entire community based on sustainability of the projects under implementation.

Lawson, (2000).also reviewed that very few NGOs have a well elaborate strategic plan for their activities which can enable them to have good ownership of their activities, missions and values in their operations.

This create research gap that all NGOs not only those in the education sector should be sensitized to have a good strategic plan for their activities and programs this is through conducting research with strategic planning as a major thematic area of the study as for this study on causal elements for project sustainability with strategic planning being one of the causal element under investigation.

Strategic plan therefore is very vital tool for any NGO to promote sustainability and development of their projects. A strategic plan is also able to help NGOs with better guidance towards achieving its set objectives and missions related to development process (Saunders, *etal* 2007). Strategic plan in an organization is therefore considered an essential even if the size of the organization may be small in order for the organization to ensure there is sustainability in projects the organization is implementing to the local beneficiaries is to the required standards.

Tascode (2005), established that a good strategic plan will not only strengthen the organization, but enable the beneficiaries to receive quality services from the organization and also poor NGOs performance that may have an impact to the project activities is minimal. This therefore indicates that even NGOs in the education sector should have a well elaborate strategic plan to ensure that their project activities are sustainable in the long run.

While Ramia (2003), on the other hand noted that strategic planning is the driving force for the success of any project activity implemented by non-governmental organizations. This could have an effect on sustainability.

This study therefore seeks to address the gap between sustainability and strategic planning in the education sector projects. Sustainability has remained an issue not only to projects being implemented by NGOs within the education sector but even to those projects in other sectors such as Health, environmental conservation and community based projected that deals with cash transfers systems and generolontology. This outlines sector gap since most research on sustainability and strategic plan have been done in the agriculture and health sector.

Most research has been done on NGOs projects in other counties such as Kakamega, Nakuru, Garissa, and Busia but little study has been done in Nairobi County. And the study that have been done relates to malnutrition among school going pupil. This hover create research gap on the scope and area of the study.

2.5. Monitoring and evaluation and Project Sustainability among NGOs

Project monitoring and evaluation is the process enabling organization improve the performance and achieving the results based on the set object of the project. When project results are successfully achieved as the project plan, then the project is said to be sustainable.(Mrosek. *etal*2006).based on this study monitoring and evaluation is considered as causal element for sustainability the study is keen to investigate.

The frame work used for monitoring and evaluation should assist the project manager and other stake holders of the organization to make follow-up on how project activities are progressing based on the strategic plan and the allocated resources to the organization (UNDP 1997).And for this study the researcher opt to have a clear monitoring and evaluation framework in place for most NGOs with their projects in the education sector.M&E is currently used to examine the performance of projects implemented by different institutions such as NGOs and government sector as well county government programmes at county level. Monitoring and evaluation process is also being adopted by many international organizations which includes World Bank, USAID, and united nation while implementing their programmes across the world.

Mrosek,*etal*(2006) reviewed that monitoring and evaluation can be used to promote new projects, enable them get funding from donors and government. Monitoring and evaluation is currently being used as an important tool by most NGOs to boost their effort towards achieving economic, financial and social sustainability of the project they are implementing to the local community. Based on this findings NGOs with their projects in the education sector with an elaborate monitoring and evaluation system are in position to get funding for their ;project activity hence sustainability.

Sustainabilityis therefore considered as one of the most important indicators for monitoring and evaluation of the project (UNDP, 1997). M&E helps in defining, and reporting economic and social trends towards achieving sustainability of the project.

Montano, *etal* (2006), elaborated that M&E isimportant for assessing the sustainability of organization practices and also assists in project management strategic planning. NGOs are able to use monitoring and evaluation to identify the problems and success of the projects they are implementing. Based on this study M&E of projects related to the education is currently done in shoddy way but most NGOs with projects in the education sector. However most NGOs with project in the education sector, have started using monitoring and evaluation systems as a vital tool in tracking the performance and sustainability of the projects. This therefore make the study to be of significance since it aims to relate how monitoring and evaluation is correlated to project sustainability.

Orodho, (2003) in her research therefore provides the center stage for corrective action to be undertaken for the success of the project activities of NGOs in the education sector. One of the major contribution to the failure in most projects is lack of project monitoring and evaluation. For sustainability of the project activities, M&E should be constantly applied by the organization to ensure that the project activities are maximizing the resources allocated to them. This will improve service delivery of the organization to the beneficiaries. Results is the main focus within any project and this has helped in the adaption of M&E framework which has been in position to promote sustainability and success of any project activity under implementation (Hatry & Harry, 1999), many NGOs have also developed other strategies for conducting M&E of their projects. These includes strategies of result orientation and result based management commonly referred to as (RBM). These tools are equally used as monitoring and evaluation tool. NGOs therefore need to fully put into action the concept of monitoring and evaluation whenever implementing their projects in order to enhance sustainability of the project related activities. This provides a base for this study to investigate M&E as one of the causal element for project sustainability in the education sector.

2.6 Theoretical Framework

This study was guided by two theories namely:

2.6.1 Resource Dependency Theory (RDT)

This theory outlines how organization outside resources have an influence on the activities of the organization. This theory was formulated by Pfeffer and Salancik (1978) and is based on number of factors which includes; for any organization to flourish it must depend on resources. Some of this resources should come from the external environment for supporting the organizations programmes. Since an organization cannot produce all resources it requires single handedly but must depend on the external environment for support to ensure that the projects of the organization is sustainable (Pfeffer & Salancik, 2003). According to this theory, for NGOs in the education sector to be sustainable resources should be available.

The environment where most NGOs implement their programmes is uncertain it brings challenges to the organization which may have a negative influence on the organization performance (Pfeffer & Salancik 1978).

Based on this theory resources originates from the outside of the organization who are considered as external funding sources of the organization. To some extent these funders tend to have an influence and control over the activities and programmes implemented by the NGO. This therefore calls for careful management of resources since the organization is subjected to close monitoring and evaluation by the external funders. The organization environment where the resources originates consist of other organizations that also have to depend on these resources and creating competition over the resources. However the organization may depend on different types of resources such as raw material, labor and other multidimensional resources needed by the organization (Hager 2001). Availability of resources will determine the impact the organizations activities will have to the beneficiaries. Therefore NGOs with more resources will have a big impact to the local community than those with confined few unavailable resources (Pfeffer & Salancik, 2003). Resource dependency theory is considered as the main important theory on development that have driven NGOs to adopt commercialization of their activities as opposed to philanthropic free service delivery to the local community. Sharif & Yeoh (2014) explains how resource dependency theory has been under scrutiny by most development partners but most emphasis has been pushed towards the theory enabling organization in enhancing growth and promote sustainability of the organization. This theory is applicable in the current study in that for sustainability to be realized by the organizations with projects in the education sector, resources availability is the key. Project implementation and sustainability closely depend on resources within an organization. Resources are basic for any organization to achieve sustainability of its projects and hence resource based theory.

2.6.2. Theory of change (TOC).

This is one of the theory that is used by non-governmental organizations and government sector to promote social change in the community. This theory helps to outline the linkage between outcome and the process of any project (Clark & Taplin 2012). Theory of change tries to explain causal linkage in elements. According to Weiss (1998), theory of change ensures that the process of monitoring and evaluation is available to the stakeholders who can easily forecast the progress of the project activity. The origin of this theory is squarely based on the field of monitoring and evaluation as well as development. This therefore indicates that this theory of change have a significant implication on the objective of monitoring and evaluation and its connections to project sustainability.

An important task of monitoring and evaluation is collection of information related to the project activity and understanding it clearly so as to forecast how far the objectives of the project can easily be achieved (Weiss 1998). theory of change is therefore participatory process where monitoring and evaluation

systems can be designed in amore participatory way. For instance project manager can be involved in selecting the outcome of their major interest during decision making process. This therefore means that this theory of change can be applied in the field of project monitoring and evaluation which when used enhance project sustainability. According to Clark and Taplin (2012), the success of any theory of change in project monitoring and evaluation lies in its ability to demonstrate the steps on how outcome can be achieved within the project.

2.7. Conceptual Framework

This is a framework that shows how different variables of the study are interrelated in one way or the other. In this study, the dependent variable is sustainability of projects implemented by NGOs in the Education sector. While independent variable are four in number based on the objectives of the study. This includes strategic planning, project conceptualization, and monitoring and evaluation and income diversification. The dependent variable in the conceptual frame work is project sustainability among NGOs implementing projects in the education sector. The independent variables are considered as income diversification, project conceptualization, strategic planning and monitoring and evaluation by NGOs which are key contributors to project sustainability among NGOs in the Education sector.

The study was aimed at investigating different causal elements of project sustainability such as income diversification, strategic planning, project conceptualization and monitoring and evaluation on project sustainability among NGOs implementing projects in the education sector in Nairobi County.

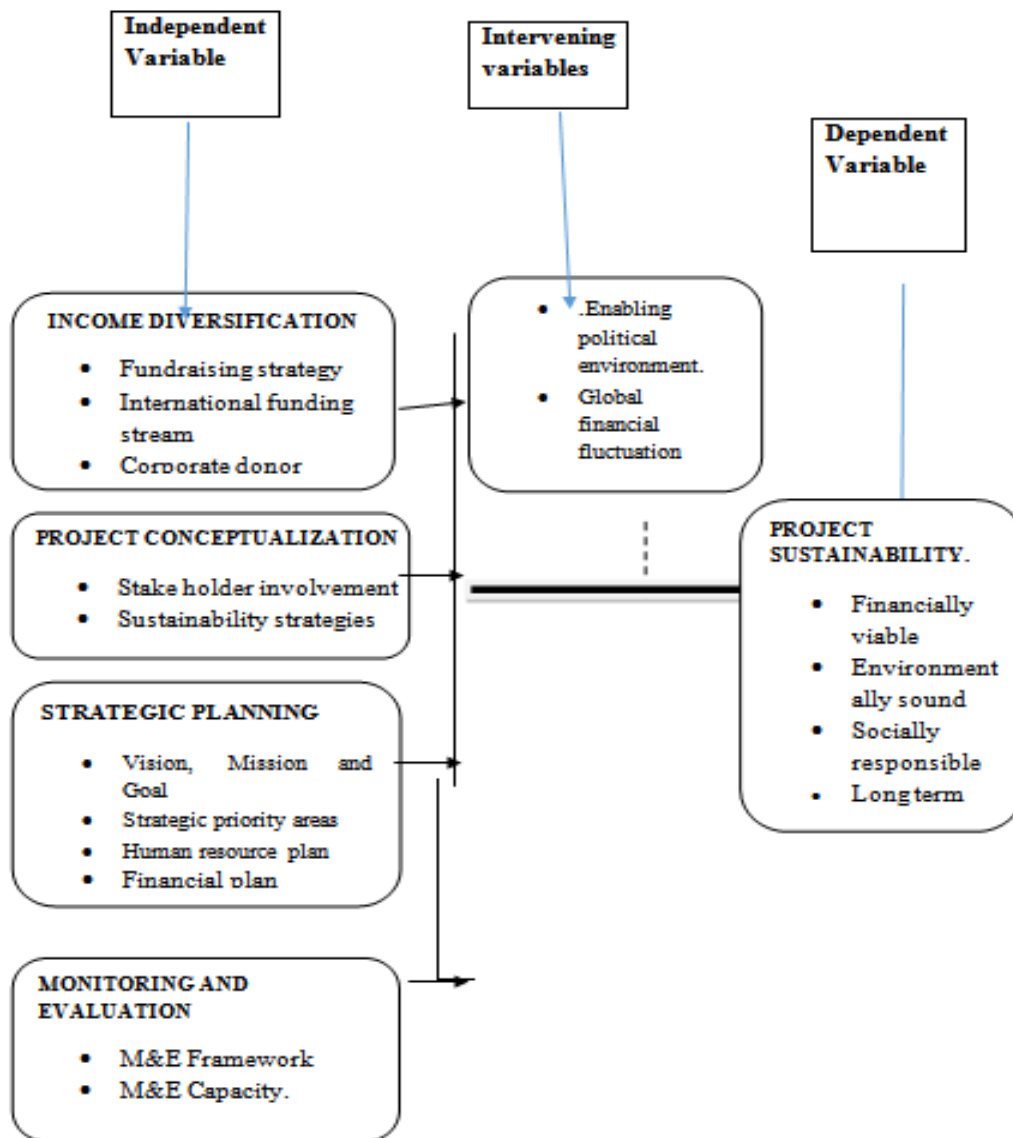


Figure1: Conceptual Research Framework model.

2.8. Summary of Chapter Two.

Based on the reviewed literature in this chapter it cannot be over emphasized on the need of non-governmental organization to have a clear resource diversification, have proper project conceptualization by involved stakeholders. There should also be need of the NGOs to have strategic plan of the organization in place and having an implementation plan for monitoring and evaluation of projects under implementation by the NGOs. This will ensure that sustainability is upheld within the organization.

Sustainability of NGOs in the education sector has been a major concern to most stakeholders funding the projects implemented by NGOs in the education sector as well as the community who are the beneficiary. The study was therefore set at the right time as it will show the interrelationship between conceptualization of project, having strategic plan, monitoring and evaluation as well as having income diversification in place by the NGOs and the sustainability of projects being implemented in the education sector by these non-governmental organization.

III. RESEARCH METHODOLOGY

3.1. Introduction

Research methodology section outlines the research methods that the researcher used to collect, and analyze data. It also covers research design that used for research, total population of the study, sample size of the study, procedure for collecting data, methods that was used to analyze data as well as the ethical concerns of the study that was adopted during the research process.

3.2 Research Design.

Descriptive survey research design was used when conducting this study research. This is the method of collecting information by the measurements of certain ideas through interaction with the respondents through an interview or discussion. And from documents that entails information concerning the study.

Descriptive research design can also be used to include multiple variable in the study. The design helps to depict participants in more accurate way since it involves describing people who take part in the study. Descriptive survey research design is used to enable the researcher to collect information and summarizes them for the purpose of clarification. The survey helps in giving a brief interview and discussion between the researcher and the respondents about the research topic and objectives.

This research design enabled the researcher collect better information through discussion and interview of the respondents within the concerned NGOs. This has proved to be reliable source of information that is required for the study on an investigation on the causal elements for project sustainability of projects implemented by NGOs in the education sector within Nairobi County. This research design is the most appropriate for this study since it involves seeking information from specific group of people in the community. Where the information can only be obtained through socialization with the respondents.

3.3. Location of the study.

The research study was done in Nairobi County. It involved Nongovernmental organizations implementing their projects in education sector operating and with an elaborate financial management system.

Nairobi County proved to be the best location for the study since the county is Ahab Centre for many NGOs with their operation in major slum areas within the county. The county is one with several non-formal education institutions which are the target point for most NGOs in the education sector. This is because most non-formal institutions are located in slum areas. Furthermore Nairobi act as ahead quarter for most NGOs even those with their operational activities upcountry.

NGOs in Nairobi County are clustered together making accessibility to each organization easy. This as a result made data collection to be faster since NGOs are close to each other and schools where implementation of the programs take place are also close to one another. Therefore Nairobi County was the best choice as location for the study involving an investigation on Causal elements for project sustainability among selected NGOs in the education sector.

3.4. Target Population

Target population of the study is considered as the population size of which the researcher is able to make generalization of the study results (Mugenda and Mugenda 2003). The target population for this study was drawn from top management employees and beneficiaries of selected NGOs in the education sector. For this research study target population consist of 200 respondents. Which is made up of top, middle and low level managers in NGOs and beneficiaries of projects that they implement in the education sector as demonstrated in Table 3.1. This is illustrated as 40 project coordinator (one from each selected NGO), 40 finance managers (one from each of the selected NGO), 40 M&E officers (one from each of the selected NGOs) and 80 beneficiaries (two from each of selected NGOs in education sector).

The respondents were purposively sampled from 40 selected NGOs implementing projects in the education sector in Nairobi County out of 288 total NGOs in Nairobi County. These NGOs were systematically selected based on their activities in the education sector and having direct benefit from USAID and DFID funding.

Table 3.1: Target population

Category	Target Population size
Top level manager (1 project coordinator from each of 40 selected NGOs)	40 Respondents
Middle level manager (1finance manager from each of 40 selected NGOs)	40 respondents
Low level manager (1.M&E Officer from each of the 40 selected NGOs)	40 respondents
Beneficiaries (2 from each of the selected NGOs)	80 respondents
TOTAL TARGET POPULATION.	200 respondents

Source: Select NGOs Organograms.

3.5. Sample size and sampling procedure

Sample size is the portion of the target population where the actual research is to be conducted and vital research data obtained. Sample size is a way of measuring the number of individual that is to be used in the research survey (Saunders, Lewis & Thorn hill, 2009).The sample size of this study shall be obtained from the target population of 200 respondents. To come up with the sample the researcher first categorized the target population in four major categories based on their roles in the organization. This involved project coordinator, finance manager, monitoring and evaluation officer and the Beneficiaries of the projects being implemented by these non-governmental organization. Based on this four categories of respondents, the researcher then use Krejcie and Morgan’s table which is attached at the appendix2 to come up with the actual sample size of each category of the respondents. As per this procedure the sample size of the study was taken as 174 respondents which are distributed as per table3.2 of sample size.

Systematic random sampling techniques was then adopted to critically identify the actual respondents to be included in the sample. The respondents were drawn from the target population at random after every two respondents from the population frame until a sample size of 174 is obtained. Which was then calculated from the formula $K=N/n$. where N is the population size n is the sample size.

Table 3.2: Sample Size

Category	Target Population(N)	Sample size(n)
Top level manager (project coordinator)	40	36
Middle level manager (finance manager)	40	36
Low level manager (M&E Officer)	40	36
Beneficiaries	80	66
TOTAL SAMPLE SIZE	200	174

3.6. Research instruments and procedures

Collection of information that is essential in justifying the research objectives and research questions is termed as data collection (Saunders, 2007). The study majorly used questionnaire for primary data collection. The content of the questionnaire included structured and unstructured questions. In formulation of the questionnaire, the researcher dealt with the selected organization’s narrative and financial records to establish financial sustainability issues over the last 5 years and any other document that may contribute to answering the research objectives. The questionnaires were divided into sections that covered the four objectives of the study. But the first section of the questionnaire was designed to gather background information pertaining the respondent’s demographic information such as education level, gender marriage status and age parameters of the respondents as well as working experience of the respondents in the organization.

Efforts were made to minimize bias by avoiding leading questions and recall questions. Each research question was divided into specific investigative questions. The order and flow of questions was designed in such a way that they were logical to the respondents.

Total of 174 questionnaires were administered .this was distributed as 36 questionnaire to the project coordinator 36 questionnaire to finance managers, 36 questionnaires to M&E officers and 66 questionnaire to Beneficiaries of the selected NGOs in the education sector. This totalized to 174 respondents from the selected NGOs in Nairobi County.Questionnaire was the most appropriate method of obtaining inform data from the organization based the history of the NGO.

The results and finding of questionnaire were complimented using interview. The top managers and respondents in addition to questionnaire were subjected to an oral interview to back the questionnaires contents. This gave justification to the information that was given in the questionnaire in relation major areas of the study

3.7. Pilot Testing

Pilot testing is considered as a small scale trial where a few respondents are tested and allowed to point out any problem with the research instrument and the entire test process (Mugenda and Mugenda 1999).Pilot testing is done to selected sample that is similar to the actual sample of the study.

Piloting of the questionnaires was administered to 20 respondents from four of the NGOs implementing projects in the education sector .The participants were top level managers of the NGOs and the beneficiaries. TheseNGOs were not included within the sample size of the study.Based on the findings of the pilot testing, it showed that the questionnaire required some adjustment in term of some questions that required clear elaboration. Therefore the pilot study enabled the researcher to make adjustments to the questionnaire questions that are unclear to the respondents and made possible modifications to the questions. Based on the pilot testing the researcher familiarized himself with the way on how to administer the questionnaire during the actual research.

3.8. 1 Research instrument Validity.

The ability of the research instrument to give a clear measure of what is intended to measure is considered as validity of the instrument (Borg &Gall 1996).For the validity of the questionnaire used during the study, itwas developed in a way that it was clear and easy to use. Questionswere formulated as per the objective of the study and as per the conceptual framework.

To ascertain the validity of the questionnaire as a tool for data collection, expert opinion was obtained from supervisors who had the mandate to oversee the research work. The supervisors cross checked the content of the questionnaire and constructed validity to ascertain whether the instrument was able to accurately measure the objectives of the study.

3.8.2. Research instrument Reliability.

The measure of the strength of research instrument to give constant results after several repeated trials of the instrument is known as Reliability (Mugenda and Mugenda 2003).for reliability of the research instrument,the researcher used test re test reliability method. This was done through administering questionnaire twice to the same respondents in the same NGO after an interval of a week to ensure consistency.

The scores on the first and the second test was then computed and reliability coefficient was calculatedto give the relationships between the two sets of scores which was obtained. Pearson product moment correlation formula was then used to check for reliability. (Franke and wallen, 2006).

3.9.Procedures for Data collection.

In order to collect data from the field, researcher obtained permission to conduct the research through attaching an introductory letter about the study to each and every questionnaire, seeking permission to conduct the study in the targeted population. The questionnaire was well formulated and ensuring that there is privacy of the respondent by assuring them that the information provided was intended for study purposes only and therefore he/she could answer all the items in the questionnaire as honestly as possible. All questionnaires were differently coded to hide the identity of the respondent.

3.10 Methods of Data Analysis

Collected data from the questionnaire was subjected to editing first. The data was then coded through statistical package for social science (SPSS) tool. This was done to translate questions from the questionnaire into more summarized form. The data analysis techniques that was used was quantitative by using descriptive statistics such as mean, standard deviation and percentage. Qualitative data from open ended questionnaires and interviews were analyzed through content analysis. Data analysis was done in relation to the research objectives of the study. The results of the study was analyzed and presented in a tabular form and reports.

3.11. Ethical considerations.

Ethics refers to doing that which is right and avoiding causing harm and this can be reduced by applying several measures (Mugenda and Mugenda 1999). Thus, the protection of participants taking part in a research study is very important. Ethical considerations play an important role in research as they guide or govern the moral way of collecting data from participants. Some of the ethical challenges that were faced during the study include, Hostility, denial of obvious data by the management, false data given by some staffs of NGOs. The researcher overcame this challenge through early introduction and possession of legal authority documents for data collection. The following are some of the ethical considerations that were used to guide this research.

3.11.1. Ethical considerations concerning participants.

The researcher gave a high respect to this ethical principle of Beneficence by showing and treating every participant with respect and dignity and also in a non-judgmental manner. This was done in respect of participant's diversity in terms of their views which they could express during data collection. Voluntary contribution of information and need to withdraw from the study freely was also accepted. Avoidance of non-maleficence are some of the ethical principles that were observed during the study.

3.11.2. Ethical considerations pertaining the researcher.

The authority to conduct the research was obtained from National Commission for Science Technology and Innovation (Nacosti) by the researcher. Nacosti then issued the researcher with a research permit attached at appendix IX. A letter clarifying the aim of the research and the nature of the study was also obtained from the university in form of introduction letter for the research.

Further, the researcher got consent of each participant in the research and encourage voluntary participation. This was through issuance of a consent letter the researcher also explained the purpose, aim and nature of the research to every participant before engaging them in the study. The researcher handled the information given by the respondents in relation to the research with a lot of care and confidentiality without disclosing the contributors name within the research report. Finally, researcher ensured that all the sources of information are properly quoted and acknowledged in the in text and a list of reference section given appropriately.

3.11.3. Ethical considerations concerning the research process.

The research was carried out after receiving the ethics clearance and being issued with letter of authorization by the University. And also after obtaining a research permit from national research council of Kenya (NACOSTI). The ethics clearance, University letter of authorization and research permit from Nacosti has been attached as part of the appendices in this report.

IV. RESEARCH FINDINGS, ANALYSIS, INTERPRETATION, PRESENTATION V. AND DISCUSSION

4.1 Introduction

This chapter consist of the findings of the research, an analysis of collected data, interpretation, presentation and discussion of the results. The Aim of the study was to muck rate the Causal elements for project sustainability among selected Non –governmental organizations in the education sector in Nairobi County. The data for this study was collected using two instrument of data collection. These are e questionnaire and interview which were formulated in relation to the objectives of the study and the research questions.

4.2 Research findings, Data analysis, interpretation and presentation

4.2.1 Rate of response from respondents

In relation to the data collected through questionnaires administered to both beneficiaries and NGO officials, among the target respondents, out of the 174 questionnaire that were disbursed, 156 were filled and returned back. This represented response rate of 83.33% from NGOs officials and 100% response from Beneficiaries. This is as tabulated in table 4.1.

This response rate is a satisfactory for making a base for driving a general conclusions of the study. Since in relation to Mugenda and Mugenda (2003) the recommended response rate of a viable study should be 50%. For this study the response rate is far above the recommended rate making the study appropriate and more reliable in terms of generalization of the findings.

Table 4.1: Respondents response rate

Status of Respondents	NGO officials		Beneficiaries	
	Frequency	Percentage	Frequency	Percentage
Responded	90	83.33	66	100
Did not respond	18	16.67	0	0
Total	108	100	66	100

4.2.2 Respondents Demographic information

This section outlines a presentation of respondents who took part in the study with respect to their background information such as gender, level of education, age of the respondents, and duration of service in the current organization. This is as presented in the following subsections.

4.2.2.1 Respondent distribution by gender

The researcher aimed at establishing the genders of the respondents of the study as per the questionnaire both from the officials of NGOs and the gender of the beneficiaries. Based on the finding 71.11% of the respondents from NGO officials were male. Whereas from the beneficiaries 62.12% were male while the female were recorded as 28.89% from NGOs officials and 37.88% of the female were from beneficiaries. This is as per the table 4.2 .This study finding revealed that majority of the managers and the projectbeneficiaries by the selected Non- governmental organization were male as compared to female. This is an indication that most NGOs in the education sector prefer male work force in their project activities. And that most beneficiaries from these NGOs are preferably male.

Table 4.2 Respondents by gender

Status of respondents	NGOs officials		Beneficiaries	
	frequency	percentage	frequency	percentage
Female	26	28.89	25	37.88
Male	64	71.11	41	62.12
Total	90	100	66	100

4.2.2.2 Respondent distribution by age.

The researcher also aimed at establishing the actual age of the respondents from both NGOs officials and the project beneficiaries who participated in the study. On the age of the respondents the study revealed that most of the respondents from the NGO officials were from the age bracket between 36 to 40 years by 44.44%.Whereas most beneficiaries were from the age bracket of 31 to 35 years by 36.36% of the beneficiaries respondents.

This is an indication that most NGOs officials are between the agesbrackets of 31 to 40 years. And very few (5.57%) are above 41 years. Similarly the age of beneficiaries of these projects by NGOs in the education sector range between 31 to 40 years. However a good number beneficiaries are aged above 41years of age (16.67%).this findings gives an indications that most NGOs prefer workforce that is within productive age limit. And that beneficiaries are also mature people who understand well project management criteria and sound decision making. A quality that cannot be found among the youth.

Table 4.3 Respondents by age

Status level of respondents	NGOs officials		Beneficiaries		
	Age Bracket	Frequency	Percentage	Frequency	Percentage
	18 to 25 years	3	3.33	4	6.06
	26 to 30 years	7	7.77	6	9.09
	31 to 35 years	35	38.89	24	36.36
	36 to 40 years	40	44.44	21	31.82
	Above 41 years	5	5.57	11	16.67
	Total	90	100	66	100

4.2.2.3 Respondent distribution by their educational level.

The researcher also gunned for an establishment of the actual level of education of the top NGO management workforce and the level of education of the beneficiaries of the projects being implemented by these NGOs in the education sector. The findings of this study shows that majority of the respondents both NGOs officials and the beneficiaries had obtained a university level of education with majority holding a bachelor degree with a percentage of 61.11% of the NGOs officials and 46.97% of the beneficiaries.

Surprisingly a good number of beneficiaries have obtained post university level of education by 36.36% as compared to NGO officials who only recorded 10% had post university level of education. This finding clearly show that since most beneficiaries are managers of schools and institutions where these NGOs implement their projects, they had an opportunity to further their studies to post graduate level hence high number of respondents in this category with this high level of education.

Most respondents from NGOs officials were of college diploma level of education with 28.89% as compared to beneficiaries with diploma level of education that recorded only 16.67%. None of the respondents was recorded to have primary level of education as indicate in the table 4.4. These findings insinuate that the level of literacy among the respondents both from NGO officials and beneficiaries of projects, were high and therefore the information gathered from the respondents could be considered reliable and relevant for the study.

Table 4.4 Respondents by level of education

Status level of respondents	NGOs officials		Beneficiaries		
	Education level	Frequency	Percentage	Frequency	Percentage
	Post university level	9	10	24	36.36
	University level	55	61.11	31	46.97
	College level	26	28.89	11	16.67
	Primary level	0	0	0	0
	Total	90	100	66	100

4.2.2.4 Respondents distribution by years of services and beneficiary in their current NGO.

The researcher also aimed at unveiling the actual years the respondents have been in contact with their current NGOs through either service provision or receiving services from the concerned NGO. Based on the finding of the study as stipulated in table 4.5, the majority of both NGOs officials and beneficiaries have been linked to their current NGOs for a period between 4 to 6 years this is by 45.56% and 43.93% respectively. This was followed by those respondents who had served and benefited in the organizations for 1 to 3 years by 37.78% of NGOs staffs and 36.36% of the beneficiary.

For those who had worked for these NGOs and benefited from their service for a period less than 1 year and more than 10 years was recorded as 5.56% and 2.21% respectively for NGOs officials. However, the beneficiaries who have benefited from the NGO services for a period less than 1 year and more than 10 years are given as 4.55% and 3.04% respectively.

Only 8.89% of NGOs officials and 12.12% of the beneficiaries had worked and got services with their current organization for a period between 7 to 10 years of services. These findings is a showcase that majority of the respondents had been at their current NGOs for long period of time which is enough to be able assess and elaborate further on the Causal elements for project sustainability in their respective organizations.

Table 4.5 Respondents distribution by year of services and benefiting in their organization

Year of service / Beneficiary	NGOs official year of service	Beneficiaries year of benefits
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	Frequency	Percentage	Frequency	Percentage
Less than 1 year	5	5.56	3	4.55
1-3 years	34	37.78	24	36.36
4-6 years	41	45.56	29	43.93
7-10 years	8	8.89	8	12.12
Over 10 years	02	2.21	2	3.04
Total	90	100	66	100

4.2.2.5 Respondent distribution by the actual number of current existing projects by the NGOs.

This research study also aimed to explore the actual number of projects that currently exist on the ground and being run by the NGOs to different schools in Nairobi County. The finding of the study showed that 43.59% of the respondents both NGOs officials and beneficiaries said that there were 2 projects currently under implementation by the concerned NGOs. This was followed by 34.62% of the respondent who suggested that there was only one project currently in operation under the current NGOs. However, 13.46% had three projects currently while 7.69% and 0.64% had four projects and five and above current projects under implementation respectively as shown in table 4.6.

This is an indication that the number of projects being implemented by the NGOs to the appropriate schools were good enough to give an assessment on project sustainability and how monitoring and evaluation plan is vital. This is based on the respondents sample size that indicates that all had running projects irrespective of the number.

Table 4.6 Respondent distribution by number of current projects

Number of current projects	Frequency	Percentage
1 project	54	34.62
2 projects	68	43.59
3 projects	21	13.46
4 projects	12	7.69
5 and above	1	0.64
Total	156	100

4.2.2.6 Distribution of respondents by number of projects closed over the last 5 years

The study also focused onto the establishment of the number of similar projects of the NGOs that had closed down over the last five years of the organization operation. The finding of the study elaborates that 55.77% of the respondents consisting of both NGOs officials and beneficiaries showed that their concerned NGO had closed down only 1 project and 31.41 % had closed down 2 projects. While 7.69 %, and 5.13% suggested that 3, and 4 and projects had been closed over the last five years respectively.

However no NGO had closed over four projects in the period of five years of NGO operation as shown in table 4.7. This findings gives an indication that the sample population was very efficient to assess the actual Causal elements of project sustainability among these NGOs in education sector based on the actual number of the projects these organizations have closed down and the actual projects currently being implemented. Since the closure of NGOs project activities cases are minimal as per the finding, this is an indicator of sustainability. The drivers of sustainability is now the main focal point in this investigation on causal elements for project sustainability in this study.

Table 4.7 Distribution of respondents by number of closed projects over the last 5 years.

Number of closed projects	Frequency	Percentage
1 project	87	55.77
2 projects	49	31.41
3 projects	12	7.69
4 projects	8	5.13
Over 4 projects	0	0.00
Total	156	100

4.2.3 The Influence of income diversification on Project Sustainability among NGOs.

This section gives presentation concerning respondent’s views on how income diversification has an influence on project sustainability among the selected NGOs working in the education sector. The researcher aimed at finding out how far income diversification influence project sustainability process. The researcher also sought to establish the major source of funding for the projects being implemented by the concerned NGOs under study.

4.2.3.1 Major sources of funding for NGOs project activities

The researcher first sought to establish major sources of funding for NGOs project activities. The finding was based from the respondents who were only NGOs officials and not the beneficiaries since beneficiaries could not clearly give the source of funding of the projects they are benefiting from. The study finding revealed that majority of NGOs officials indicated that donor funding is the major source of funding for nearly all NGOs project activities such as feeding program, provision of sanitary towels , construction of water tanks at schools and provision of learning materials and aids by 53.85%.This was followed by intergovernmental organizations by 28.21%.The finding also revealed that private sectors do fund NGO projects in the education sector by 16.02%.And the least funding source of NGOs was the government sources by only 1.92 % this is as shown in table 4.8. These findings gives an indication that most NGOs activities are funded by donor and intergovernmental organizations .And also that government plays very little role as far as funding local NGOs in the education sector is concerned.

The interpretation of this finding is that NGOs with their project activities in the education sector get relay on donor funding as the major source of funds for their activities. However some NGOs get funding from intergovernmental organization and private sector.

Table 4.8. Distribution of respondents based on major source of funding of NGO projects.

Sources of NGO funding	Frequency	Percentage
Government source	02	1.92
Intergovernmental organizations	25	28.21
Private sectors	14	16.02
Donor funding	49	53.85
Total	90	100

4.2.3.2. Extent to which income diversification influence sustainability of NGO.

The researcher also sought to establish the extent to which diversification of income had an influence on project sustainability of NGOs in the education sector. Therrespondent’sviews were ranked based on five scale points. The scaling was ranked in such a way that; 1 represented very great extent, 2 represented Great extent, 3 represented Moderate extent, 4 was ranked as Little extent while Not at all was given Value of 5. The respondent percentagewas then calculated as per table 4.9.

Based on the finding diversification of income with 57.7% influence project sustainability to very great extent among the selected NGOs in the education sector. This was followed by to great extent. This is an indicator that income diversification play a key role in determination of sustainability of projects by any organization.

Table 4.9 Respondents opinion on the extent to which income diversification influence the sustainability of the projects by NGOs

Ranks	Frequency	Percent	Valid Percent	Cumulative Percent
Very high extent	90	57.7	57.7	57.7
Great extent	39	25.0	25.0	82.7
Moderate extent	11	7.1	7.1	89.7
Little extent	10	6.4	6.4	96.2
Not at all	6	3.8	3.8	100.0
Total	156	100.0	100.0	

The interpretation of this finding therefore shows that income diversification is major causal element for project sustainability especially to NGOs in the education sector. For sustainability of the NGOs project activities then the organization should have diversified income sources. However in relation to the finding NGO that has not diversified its income source is prone to facing sustainability challenges. And therefore for sustainability of NGOs income diversification is mandatory as per the finding of this study.

These research also aimed at finding out the influence of vital sustainability issues linked to income diversification and how they influence project sustainability among the selected Non-governmental organizations in the education sector. The respondents were to give their results based on the ranking in a scale of 1 to 5. In which 1 represented strongly agree, 2. Represented Agree, 3 was neither agree nor disagree 4. Disagree while strongly disagree was ranked value 5. The mean score and standard deviation of the respondents was then calculated as shown in the table 4.10.

Table 4.10 Statements on Significance of various drivers of income diversification on project sustainability among NGOs

Objectives related statements	Fund raising strategy of an NGO in a place enables it to implement its project sustainability.	NGO international funding streams could enhance sustainability of NGOs projects	The most effective method of ensuring project sustainability by NGOs is by corporate donors.	NGOs should own and manage business to ensure their sustainability.
Mean	1.76	2.50	1.98	1.90
N	156	156	156	156
Std. Deviation	0.132	1.127	1.188	1.112

The interpretation of the findings from the table 4.10 gives an elaboration that fund raising strategies of an NGO in place is the most likelihood causal element to ensure that there is proper implementation of sustainable projects by the organizations This is by (a mean of 1.76) and standard deviation of (SD 0.132). This was closely followed by NGOs owning and managing businesses. This ensure that sustainability of their projects is realized (Mean of 1.90 and standard deviation of 1.112), corporate donors as source of funding is also considered an effective source of ensuring project sustainability by NGOs with a mean of 1.98 and standard deviation of 1.188. The results also shows that NGOs should source for international funding streams to enhance sustainability of their projects with mean of 2.50.

Based on this findings for sustainability of their projects, NGOs should source for fundraising strategies, owning and managing of businesses, and seek corporate donor funding in order to ensure that there is project sustainability in their organization. And to less extent depend on international funding streams to enhance project sustainability. Furthermore, respondents from NGOs officials and beneficiaries in their own opinion suggested that NGOs should embrace income diversification in their project activities to enhance sustainability. Since sustainability is closely linked to income of the organization. And the more the income of the NGO the more sustainable its projects are. Therefore income diversification is the way to go for most NGOs in the education sector in Nairobi county and Kenya at large.

4.2.4 The Influence of Project conceptualization on Project sustainability among selected NGOs in education sector.

This section gives a presentation of respondent's opinion and responses on how project conceptualization process may have an influence on the sustainability of projects being implemented by the selected NGOs in Nairobi County. Project conceptualization is considered as the ability to formulate new ideas and concepts in a project plan. The process occurs at the initial project design stage. Project conceptualization therefore ascertain whether a project shall be sustainable or not. This is especially when the beneficiaries are incorporated during the process of conceptualization as well as incorporation of different strategies for sustainability in the project at the conceptualization stage.

The researcher therefore sought to find out the extent to which conceptualization stage of project have an influence on project sustainability. The findings of the study from the respondent's responses showed that project conceptualization scored percentage of 56.4% indicating that project conceptualization according to the respondent's opinions influences project sustainability of the NGOs to a very greater extent. This is as shown in table 4.11.

Table 4.11: The extent to which project conceptualization influence the sustainability of projects.

	Frequency	Percent	Valid Percent	Cumulative Percent
Very great extent	88	56.4	56.4	56.4
Great extent	43	27.6	27.6	84.0
Moderate extent	15	9.6	9.6	93.6
Little extent	7	4.5	4.5	98.1
Not at all	3	1.9	1.9	100.0
Total	156	100.0	100.0	

The interpretation of the finding shows that project conceptualization is a vital causal element for project sustainability of NGOs in the education sector. This is as indicated by high response rate that suggested that it has very great extent influence on sustainability of NGOs project activities in the education sector. This therefore means that for sustainability to be realized then the NGOs should have a clear project conceptualization process.

The research further aimed at establishing how various indicator of project conceptualization influences the sustainability of the project by the concerned NGOs .The indicator statements were ranked on a scale of 1 to 5. Where Very large extent was ranked (1), large extent was ranked (2) Neutral (3) Small extent (4) No extent at all (5).The findings based on the respondent’s views are shown in table 4.12

Table 4.12. Project conceptualization indicators that have an influence on sustainability of projects by the NGOs

	Project beneficiaries should be involved during project conceptualization to enhance sustainability of projects by NGOs	Project beneficiaries involvement enhances project ownership and hence sustainability of the project by NGOs.	Sustainability strategies should be identified right from the project conceptualization stage if projects by NGOs are to be sustainable.
Mean	1.69	1.67	1.52
N	156	156	156
Std. Deviation	.921	.958	1.685

Based on the findings in the table 4.12 the respondents generally agreed to a very large extent that involvement of project beneficiaries during project conceptualization enhances project sustainability of NGOs with a mean of 1.69 and standard Deviation of 0.921. This shows that project beneficiaries must be involved in the project planning process in order to enhance sustainability.

The respondents also agreed to a very large extent that the involvement of project beneficiaries enhances ownership of the projects and this leads to sustainability of the project with a mean of 1.67 and standard deviation of 0.98. Finally the respondents further agreed to a large extent that sustainability strategies should be identified right from the project conceptualization stage of the project for the sustainability to be realized with a mean of 1.52 and standard deviation of 1.685.

This act as an indicator that for the NGOs to realize project sustainability the need to involve Beneficiaries just right from the project conceptualization stage is mandatory as well as sustainability strategies to be adopted right from the conceptualization stage of the project.

4.2. 5 Influence of strategic planning on project sustainability.

All organizations need a well elaborate strategic plan to not only strengthen the organization but also enable the organization deliver their services more effectively to the beneficiaries. Any organization with a well elaborate strategic plan in place is more likely to implement sustainable projects to its beneficiaries.

With this in mind the researcher sought to investigate the extent to which strategic planning may have an influence on project sustainability of NGOs with their activities in the education sector in Nairobi county.

The findings of this research shows that most NGOs have a strategic plan in place for the organization. Where 84.6% of the respondents said that their organizations have a strategic plan in place compared to only 15.4 % of the respondents who revealed that their NGOs lacked strategic plan. This is as shown in table 4.13.

This findings is an indication that a strategic plan is an important tool in project management. And therefore NGOs in the education sector to enhance on sustainability of their project activities must adopt a well-planned strategic plan.

Table 4.13: The respondent’s views on presence of a strategic plan in NGOs

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	132	84.6	84.6	84.6
No	24	15.4	15.4	100.0
Total	156	100.0	100.0	

The researcher further sought to establish the actual period that the NGOs in the education sector in Nairobi County have been with their strategic plan in operation. According to the findings of the study most NGOs in the education sector had their strategic plan in place for a period ranging from 3 to 4 years.

This was by 39.7%.while 32.7% of the NGOs have been having their strategic plans in operation for more than five years. On the other hand only 27.6% of the NGOs in the education sector have their strategic plan in operation for a period of 1 to 2 years.

A clear interpretation of the finding indicates that most NGOs have their strategic plans in operation for longer periods at least above 3 years. This therefore mean that for sustainability to be achieved by the concerned NGOs in the education sector, then the organization need to have adopted a strategic plan for a long period of time .According to the findings, NGOs officials are the one concerned with the responsibility of ensuring that their NGOs have a strategic plan in place.

Table 4.14: Period for which strategic plans been operational within NGOs

	Frequency	Percent	Valid Percent	Cumulative Percent
1-2 years	17	18.89	18.89	18.89
3-4 years	42	46.67	46.67	65.56
Above 5 years	31	34.44	34.44	100.0
Total	90	100.0	100.0	

Table 4.14 shows that 46.67% of respondents from NGOs officialshad the view that strategic plan has been used by the organization for 3 to 4 years. 34.44% had the view of 5 years and above. The table therefore shows that strategic plan has been adopted by the NGOs for better period of time.

The research further aimed at finding out the extent to which strategic plans in place within the NGOs has an influence on sustainability of the projects being implemented by the organizations in the education sector within Nairobi County.

The findings shows that strategic planning in NGOs have influence on project sustainability to high extent by 56.4% of the respondents. This was closely followed by 22.4% of the respondents who proposed that strategic plan influence project sustainability at great extent. Little extent and moderate extent had a percentage of 10.3% and 7.1% respectively.

However only 3.8% of the respondents had a view that strategic planning does not have any influence on project sustainability. This is as shown in Table 4.15.

Table 4.15: The extent to which strategic planning influence the sustainability of projects by NGOs.

	Frequency	Percent	Valid Percent	Cumulative Percent
Very high extent	88	56.4	56.4	56.4
Great extent	35	22.4	22.4	78.8
Moderate extent	16	10.3	10.3	89.1
Little extent	11	7.1	7.1	96.2
Not at all	6	3.8	3.8	100.0
Total	156	100.0	100.0	

Table 4.15 shows that strategic planning has the greatest influence on sustainability of NGOs project activities by 88 respondents both from NGOs officials and the beneficiaries. This gives a percentage of 56.4 %. Only 6 respondents making a percentage of 3.8% disagreed to totality.

The influence of various parameters related to strategic planning in an organization and their influence on sustainability of projects run by NGOs was also an area under investigation. This was through administering objectively based statement to the respondents. The answers on the questionnaire were rated on a scale of 1 to 5, where 5 from where the respondents were expected to select the most appropriate to their organization. The score given were 1 is strongly agree with 2 as agree, 3 is neither agree nor disagree and 4 is disagree. The finding of the study in relation to the statements is as shown in table 4.16.

Table 4.16: Strategic planning and sustainability of project by NGOs

Parameters Related to strategic plan and sustainability.	An organization with very clear vision, mission and goal statements are most likely to implement sustainable projects as compared to those without.	An NGO with clear strategic objectives are most likely to implement sustainable projects as compared to those without.	An organizations with a strategic plans are more likely to implement sustainable projects as compared to those without.	A strategic plan should be integrated with M&E frame work for the sustainability of project aimed at implementing strategic plan.	A properly costed strategic plan is more likely to lead to sustainable project as opposed to one which is not costed.
Mean	1.87	1.94	1.85	1.73	1.60
N	156	156	156	156	156
Std. Deviation	1.170	1.105	1.052	.953	.900
% of Total N	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.16 gives different parameters related to strategic plan and the extent to which they have influence on sustainability of the projects of NGOs in the education sector. Mean and standard deviation of this parameter are given based on the respondent's responses as per the score scale.

The results from table 4.16 shows that a properly costed strategic plan is more likely to lead to sustainable project as opposed to one which is not costed with a mean of 1.60 and standard deviation of 0.900. This is as compared to the mean of other parameters.

The finding also showed that a strategic plan should be integrated with M&E frame work for the sustainability of project aimed at implementing strategic plan (Mean 1.73 and standard Deviation .953). The results further showed that an organizations with a strategic plans are more likely to implement sustainable projects as compared to those without (with a mean of 1.85 and standard Deviation of 1.052).

The results under the study also showed that An NGO with clear strategic objectives are most likely to implement sustainable projects as compared to those without (Mean=1.94 and SD=1.105).

The finding finally also showed that an organization with very clear vision, mission and goal statements are most likely to implement sustainable projects as compared to those without. These results based on the above parameters on sustainability is an indicator of vital role that strategic planning has to the sustainability of an NGO. It is also considered as a major contributor to the project sustainability among NGOs with their projects under implementation in the education sector more specifically in Nairobi County.

4.2. 6. Influence of monitoring and evaluation on sustainability of projects among selected NGO in the education sector.

The management of NGOs uses Monitoring and evaluation system to identify and assess potential problems that may face the projects during implementation phase as well as the success of the projects under NGOs jurisdictions. M&E also helps in the provision of basis for corrective actions within the project as well as operations to improve the design of the projects and the manner in which quality of the results are implemented. The researcher aimed at finding out whether NGOs have adopted M&E framework in monitoring and evaluating their project activities.

In relation to the finding from table 4.17, 84% of the respondent both from the officials of the NGOs and the beneficiaries both strongly agreed that the organization they are attached have fully adopted M&E framework in place. This is being used to monitor their project activities. Only 16% of the total respondents reported that their organization does not have M&E frame work in place. This shows that most NGOs under the study has realized that for sustainability of their project activities to be achieved then having monitoring and evaluation framework is not an exception.

Table 4.17. Respondent views on the availability of M&E framework within NGOs

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	131	84.0	84.0	84.0
No	25	16.0	16.0	100.0
Total	156	100.0	100.0	

The researcher further sought to find out whether monitoring and evaluation have connections on sustainability of projects that are being implemented by the NGOs table 4.18. The results obtained during the study showed that 50% of the respondents strongly agreed that M&E has an influence on project sustainability.

29.5% of the respondents agreed, 14.1 % were not sure while 4.5% disagreed and 1.9% strongly disagreed that there is connection of M&E on project sustainability by the NGOs.

Based on the findings from table 4.18, there is strong connection between M&E and project sustainability of the NGOs projects. And this indicates that for NGOs to ensure that there is sustainability in the projects being implemented by the organization then M&E framework is mandatory.

This is because M&E frame work in place enables the NGOs to track financial progress of the organization as well as the activities under implementation. The project managers therefore are in position to evaluate the worth and viability of the project hence sustainability.

Table 4.18 Respondent views on connection of M&E on sustainability of projects by NGOs.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	78	50.0	50.0	50.0
Agree	46	29.5	29.5	79.5
Not sure	22	14.1	14.1	93.6
Disagree	7	4.5	4.5	98.1
Strongly disagree	3	1.9	1.9	100.0
Total	156	100.0	100.0	

The research further aimed at investigating various issues related to monitoring and Evaluation influence on project sustainability by the selected NGOs in the education sector. The responses from the respondents were ranked based on a scale of 1 to 5 in that 1 represented strongly agree, 2 –agree 3- Neither agree nor disagree, 4- Disagree and 5 –Strongly disagree. The results based on the table 4.19 indicates that clear job allocation and designation based on expertise on the project should be given to the human resource is the main causal element on how technical skills and capacity influence project sustainability by the selected NGOs (with Mean of 1.12 and standard deviation of .389).

The results also indicated that technical capacity is a major determinant on how monitoring and evaluation are communicated in the project activities to enhance sustainability. (With Mean of 1.16 and SD .178).

The finding further shows that Effective M&E should result in more sustainable projects (Mean =1.74 and SD=.953). Finally the results based on the respondent view show that monitoring and evaluation should be done by an impartial employee who never participated in the design and implementation of the project for more sustainable projects by the NGOs.

Based on the findings monitoring and evaluation is important aspect for NGO who aims at achieving project sustainability in the projects they implement especially in the education sector.

This therefore means that NGOs should have a technical capacity team in place to implement M&E systems in the organization. The organization should have technical human resource withrole in Monitoring and evaluating projects activities under implementation by the NGO. The team should conduct both external and internal project monitoring and evaluation to enhance project sustainability table 4.19.

Table 4.19: Aspects of monitoring and evaluation on project sustainability among selected NGOs in the education sector.

Aspects of monitoring and evaluation on project sustainability	Technical capacity is a major determinant on how monitoring and evaluation are communicated in the project activities to enhance sustainability.	Clear job allocation and designation based on expertise on the project should be given to the s resource.	Monitoring and evaluation should be done by an impartial employee who never participated in the design and implementation of the project	Effective M&E should result in more sustainable projects
Mean	1.16	1.12	1.18	1.74
N	156	156	156	156
Std. Deviation	.178	.389	.329	.953
% of Total N	100.0%	100.0%	100.0%	100.0%

4.2.7. Other Causal elements for project sustainability.

The respondents were also required to categorically outline and list down other causal elements of project sustainability which were not covered by the study. Based on their views some of the responses from the respondents involved , Good accountability mechanism in place, stakeholder participation and involvement, routine training and capacity building of project team on sustainability, project managers being flexible during implementation of the project, close collaboration and involving partners among NGOs, political good will from the state, high quality of projects implemented by the organization and the country’s policy formulation framework that may have an impact on project implementation and sustainability.

4.3 Discussion of the findings.

This part represents full discussion of the finding of the research study. The section is based on conceptual frame work and the objectives of the study.

4.3.1 The influence of income Diversification on project sustainability among selected NGOs.

The researcher aimed at establishing how far income diversification influence project sustainability of projects by selected NGOs in the education sector. And also the major source of funding for projects being implemented by concerned NGOs under the study.

On source of funding the study revealed that donor funding was the major source of funding for nearly all NGOsimplementing their projects in the education sector within Nairobi County. This was closely followed by intergovernmental organizations.

The respondents also revealed that private sector do fund NGOs activities as well a government through their funding scheme. But the funds from the private sectors and government was only available to few NGOs based on the respondents opinions where majority said that the government plays very little role as far as funding of local NGOs in the education sector is concerned.

On the extent to which diversification of income have an influence on project sustainability of activities of NGOs in the education sector, the respondents revealed that diversification of income by the NGO really influence sustainability of projects to very great extent. This is an indication that income diversification play a vital role for sustainability of the project activities of the organization.

The study also aimed at establishing the influence of vital issues related to income diversification on project sustainability. The finding shows that fund raising strategies of an organization in place is the most crucial to ensure there is proper implementation of sustainable projects by the organization , thatNGOs owning and managing businesses have sustainable projects and that cooperate donor source of funding is also considered an effective source of ensuring project sustainability by these NGOs.

The results further showed that NGOs should source for funding from international source in order to ensure that their project activities are sustainable.

The above finding, clearly shows that NGOs should embrace income diversification as a way to enhance sustainability of their projects.

Diversification of funding sources of NGOs is very important in increasing financial sustainability of the NGOs activities and bolster on the sustainability of projects among NGOs especially in the selected NGOs in the education sector.

This findings can be compared to the previously reviewed literature where Jenkins & Yakovleva (2006) who emphasized that adoption of different sources of income by the organization will enhance diversification as compared to the one that solely depend on one single source of income source. Income diversification is therefore essential for the stability of NGO financial flow and enhancing their project sustainability. Income diversification is the way to go for most NGOs in the education sector in Nairobi county and Kenya at large.

4.3.2 The influence of project conceptualization on project sustainability among selected NGOs in education sector.

The researcher aimed at establishing the extent to which conceptualization process of a project influences sustainability of projects by NGOs with their operation in the education sector. The research also sought to elaborate on how various project conceptualization indicators influence sustainability of NGOs project activities.

The findings of this study gave a revelation that project conceptualization have an influence on project sustainability of NGOs to a very great extent based on the high percentage values of 56.4% of the respondents. This therefore informs and give a clear view for upcoming and existing NGOs to have better project conceptualization plan to enhance sustainability of the project activity by the NGOs in the education sector.

On how various indicators influence sustainability of projects in the education sector, the study found out that most respondents strongly agree to large extent with various indicator statements in regard to project conceptualization. This statements were empathizing on the involvement of project beneficiaries during project conceptualization stage to enhance sustainability of projects by NGOs as well as their involvement in the project ownership. And also the need to identify sustainability strategies right away from project conceptualization stage especially when the NGOs is aiming at being sustainable in future.

This was drafted from the mean and standard deviations scores which were computed in relation to the respondents views on various indicator statements on conceptualization. These findings also transparently indicated that for NGOs to realize sustainability in their projects its pre requisite to involve beneficiaries just right from the project conceptualization stage.

This can easily be compared to Meg (2005) who outlined that stake holders when involved in the project activities under implementation are most likely to work through thick and thin to ensure that output and project outcome is realized. This therefore proves the need for stakeholder involvement during project conceptualization stage for sustainability of the projects to be realized especially to those NGOs in the education sector.

4.3.3 Influence of strategic planning on project sustainability among selected NGOs.

The researcher sought to examine influence of strategic planning on project sustainability among selected NGOs in the education sector and whether this NGOs have an elaborate a strategic plan.

The finding of this study indicate that nearly all NGOs under the study have a strategic plan in place the fact that was indicated by higher percentage of respondent (84.6%). However, some NGOs still lack strategic plan. Based on this findings a strategic plan is now becoming an essential tool for NGOs to ensure that their projects are sustainable since strategic plan gives an outline of how the organization is to achieve the set goals. Therefore good strategic plan is the key to sustainability of NGOs activity.

The researcher further sought to establish the period for which NGOs have been having a strategic plan in place. The outcome of the research shows that most NGOs (46.67%) have been having a strategic plan for over 3 years of the organization operation. This forms a clear indication that NGOs have been having strategic plan before implementing their project activities with a view of ensuring that there is sustainability of the projects under implementation.

The research further aimed at finding out the extent to which strategic planning influence project sustainability among selected NGOs in the education sector within Nairobi County. The finding shows that strategic planning influences sustainability of NGOs project activities to a very high extent. This is an indicator of how vital a strategic plan is crucial to an organization's performance and sustainability.

The study also aimed at establishing the influence of various parameters related to strategic planning on project sustainability of selected NGOs in the education sector. This was based on computation of the respondents mean and standard deviations on various statements of strategic planning process in an organization.

The findings shows that respondents who participated strongly agreed with various statements in regard to strategic planning and sustainability of the project by the organizations. This clearly shows that the parameters of strategic planning under the study is an indication that strategic planning plays an important role to the contribution towards project sustainability among selected NGOs in the education sector.

It also act as an indicator that strategic planning in an organization is one of the ways in which NGOs are able to ensure that their projects are sustainable over a long period of time without facing unsustainability problem in process of implementation.

This is in direct link to the previous literature that were reviewed in relation to strategic planning and project sustainability of NGOs. And was explored by funds for NGOs (2012) that a well elaborate strategic plan in an organization strengthens sustainability ideas within the organization and its future prospect. Strategic planning is therefore essential for the organization to realize its project sustainability.

4.3.4 Influence of Monitoring and evaluation on project sustainability among selected NGOs in the education sector.

The researcher aimed at establishing whether NGOs have adopted M&E frame work in monitoring and evaluation in their projects activities. Based on the findings most respondents strongly agreed that the organizations they are attached to have a well elaborate M&E system to monitor their project activities.

The use of M&E systems has enhanced sustainability. The researcher further sought to establish the influence of M&E on sustainability of projects by the organizations.

From the findings majority of the respondents strongly agreed that M&E has an influence on project sustainability of the NGOs in the education sector this is based on the high percentage of the respondents who strongly agreed. This therefore means that an organization with a well elaborate monitoring and evaluation system is most likely to be sustainable in implementing its projects in long run as compared with NGO without M&E systems.

The study also sought to elaborate on the influence of various aspects related to monitoring and evaluation on project sustainability among selected NGOs. The findings of the study indicates that respondents who participated in the study strongly agreed with nearly all the aspect in relation to Monitoring and evaluation and their influence on sustainability of projects by the selected NGOs in the education sector.

The standard deviation and Mean results computed indicates that M&E has positive influence on sustainability of projects by NGOs. This findings gives an indicator that majority of the respondents concurred with various statement linked to monitoring and evaluation and their direct effect on sustainability of project activities by selected NGOs in the education sector. Based on these findings, for NGOs to ensure their project are sustainable in long run during project implementation then they should be in position to adopt Monitoring and evaluation frame work in the organizations.

These findings can easily be compared to the previous monitoring and evaluation on project sustainability literatures reviewed by Montano, Arce & Louman (2006) who also outlined how monitoring and evaluation in an organization is crucial in the assessment of NGOs projects sustainability which in long run assist the managers NGOs in better management planning within the organization.

4.3.5 Other Causal elements for project sustainability.

The respondents were also required in their own opinion to categorically outline on other causal element for project sustainability by selected NGOs in the education sector. The results of their opinions shows that most respondents enlisted, Good accountability mechanism in place, stake holder participation and involvement, routine training and capacity building of project team on sustainability, project managers being flexible during implementation of the project, close collaboration and involving partners among NGOs, political good will from the state, high quality of projects implemented by the organization and the country's policy formulation framework that may have an impact on project implementation and sustainability as other causal elements that enhance project sustainability other than the one covered with the research questions and objectives of the study. Based on this finding, there several causal element for project sustainability that should be adopted by Non-governmental organizations to ensure that sustainability criteria prevails in their organizations.

V. SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The major Aim of the study was to investigate causal elements for project sustainability among selected NGOs in the education sector concisely within Nairobi County. This chapter therefore gives an elaboration on the summary of the findings of the study, conclusions that are made based on the findings and the recommendations made in relation to the results of the research and finally an outline of areas of further research.

5.2 Summary of the research findings.

This subsection gives a clear summary of the results of the research focusing all the objectives of the study.

5.2.1. Influence of income diversification on project sustainability among selected NGOs.

In relation to income diversification on project sustainability by the NGOs in the education sector, the researcher sought to first establish major sources of funding for NGOs project activities. Based on this concept the respondents who participated revealed that the major source of funding of NGOs activities includes donor funds as the main source, followed by intergovernmental organizations while private sector do fund NGOs activities but at a lower percentage while Government source is the least source of funding for NGOs activities in the education sector.

Based on the first study objective the researcher also aimed at investigating how income diversification has an influence on sustainability of projects by NGOs in the education sector. The finding shows that Income diversification influence project sustainability to a very high extent with percentage of 57.7%.

The findings also show that Fund raising strategies of an NGO in place is the most likelihood to ensure that there is proper implementation of sustainable projects by the organizations with projects in the education sector. This is by (a mean of 1.76) and standard deviation of (SD 0.132). This finding was closely followed by NGOs owning and manage businesses to ensure their sustainability of their projects (Mean of 1.90 and standard deviation of 1.112).

Corporate donors as source of funding is also considered an effective source of ensuring project sustainability by NGOs with a mean of 1.98 and standard deviation of 1.188. The results also show that NGOs should source for international funding avenues to enhance sustainability of their projects with mean and standard deviation of 2.50 and 1.127 respectively.

5.2.2. Influence of project conceptualization on project sustainability among selected NGOs in the education sector.

On how project conceptualization influence sustainability of projects under implementation by selected NGOs in the education sector, which is the second objective of the study, the findings indicated that project conceptualization has an influence on project sustainability to a very high extent with percentage score of 56.4% of the respondents.

Based on how various project conceptualization influence sustainability of the projects by selected NGOs, the results of the study revealed that involvement of project beneficiaries during project conceptualization enhances project sustainability of NGOs with a mean of 1.69 and standard Deviation of 0.921. The respondents also agreed to a very large extent that the involvement of project beneficiaries enhances ownership of the projects and this leads to sustainability of the project with a mean of 1.67 and standard deviation of 0.98. Finally the respondents also agreed to a large extent that sustainability strategies should be identified right from the project conceptualization stage of the project for the sustainability to be realized with a mean of 1.67 and standard deviation of 1.685.

This act as an indicator that for the NGOs to realize project sustainability the need to involve Beneficiaries just right from the project conceptualization stage is mandatory as well as sustainability strategies to be adopted right from the conceptualization stage of the project.

5.2.3. Influence of strategic planning on project sustainability of selected NGOs in Education sector.

This is based on the third objective of the study which tried to examine the influence of strategic planning on sustainability of projects within selected NGOs in the education sector. The researcher sought to examine whether NGOs had a strategic plan as well as the period the strategic plan has been in existence. And also to examine the extent to which strategic plan influence project sustainability of the organization. Based on the findings from the respondents most NGOs have a well elaborate strategic plan in place which recorded respondent score of 84.6%. And that 39.7 percent of the respondent saying that the strategic plan has been used for long period of time, between 3 to 4 years.

On influence of strategic planning on sustainability, the finding shows that strategic planning has influence on project sustainability to a very high extent with a score of 56.4%. Finally the study also sought to examine influence of various issues which are directly related to strategic planning on project sustainability.

The finding of the study show that a properly costed strategic plan is more likely to lead to sustainable project as opposed to one which is not costed with a mean of 1.60 and standard deviation of .900. The finding also showed that a strategic plan should be integrated with M&E frame work for the sustainability of project aimed at implementing strategic plan (Mean 1.73 and standard Deviation .953).

The results further showed that an organizations with a strategic plans are more likely to implement sustainable projects as compared to those without (with a mean of 1.85 and standard Deviation of 1.052).The

results under the study also showed that an NGO with clear strategic objectives are most likely to implement sustainable projects as compared to those without (Mean=1.94 and SD=1.105).

The finding finally also showed that an organization with very clear vision, mission and goal statements are most likely to implement sustainable projects as compared to those without. This results based on the above parameters on sustainability is an indicator of vital role that strategic planning as a major a contributor to the project sustainability among NGOs with their projects under implementation in the education sector more specifically in Nairobi county.

5.2.4. Influence of Monitoring and evaluation on sustainability of projects among selected NGOs in the education sector.

This is with reference to object four which was to find out how monitoring and evaluation influence project sustainability among selected NGOs in the education sector.

The researcher aimed at finding out whether NGOs have set up M&E frameworks in their project activities. The finding shows that 84% of the respondents strongly agreed that most NGOs have M&E systems in the organization. This shows that most NGOs with projects in the education sector have fully adopted Monitoring and evaluation systems to monitor performance of projects hence sustainability. The researcher further sought to find out the how various issues related to monitoring and evaluation influence project sustainability.

The results of the study indicates that Clear job allocation and designation based on expertise on the project should be given to the human resource is the main causal element on how technical skills and capacity influence project sustainability by the selected NGOs (with Mean of 1.12 a standard deviation of .389).the results also indicated that Technical capacity is a major determinant on how monitoring and evaluation are communicated in the project activities to enhance sustainability.(with Mean of 1.16 and SD .178).the finding further shows that Effective M&E should result in more sustainable projects(Mean =1.74 and SD=.953).

Finally the results based on the respondent view show that Monitoring and evaluation should be done by an impartial employee who never participated in the design and implementation of the project for more sustainable projects by the NGOs.Based on the findings monitoring and evaluation is important tool for NGO who aims at achieving project sustainability in the projects they implement especially in the education sector.

Therefore NGOs should have a technical capacity team in place to implement M&E systems in the organization. The organization should have technical human resource with role in Monitoring and evaluating projects activities under implementation by the NGO. The team should conduct both external and internal project monitoring and evaluation to enhance project sustainability.

5.3 Conclusions made from the study.

The general findings of the research work shows that diversification of income by the NGOs in the education sector have an influence on project sustainability to a very high extent. The conclusion that can be derived from this findings is that those NGOs with multiple source of funding are in position to implement successfully sustainable projects in the organization as opposed to those NGOs with a single source of funding. This is due to the facts that funds are readily available for project activities of the NGOs and hence sustainability of the NGOs projects.

Furthermore conclusion also made from the findings indicates that income diversification by the NGOs can be enhanced through NGOs owning and managing businesses, seeking for corporate funding source, NGOs international funding sources, and adoption of fund raising strategies by the concerned NGO which are considered as a driving force for project sustainability in the organization.

On project conceptualization and sustainability, the findings of the study indicates that involvement of project beneficiaries during project conceptualization enhances project sustainability to a very high extent. And that involvement of beneficiaries also enhances project ownerships which results to project sustainability and that sustainability strategies should be identified right from the project conceptualization stage.

Based on this objective of the study and finding, the conclusion that can be derived at is that involvement of beneficiaries and other stake holders during project conceptualization stage as enhance sustainability of the project. Furthermore including sustainability strategies at the conceptualization stage of the project not only benefit the concerned community but also ensures that project activities of the NGOs are sustainable in the long run.

The findings of the study also shows that strategic planning in an NGO influence project sustainability to a very high extent. The conclusion made from this finding is that strategic planning in Nongovernmental organization is very essential in ensuring that the project activities by the organization are sustainable just like in the business sector.

NGOs should therefore ensure that they have a well elaborate strategic planning scheme for their projects which in future translates to sustainability of projects. And also NGOs are most likely to get funding from donor sources only when they have a good strategic plan in place to guarantee sustainability of the NGOs projects being funded by donors.

Based on the finding of the study on monitoring and evaluation on project sustainability, M&E have an influence on projects sustainability to a great extent. In addition other aspects of Monitoring and evaluation such as effective use of M&E, Conducting project monitoring and evaluation by impartial employee, clear job allocation which is based on expertise and having a good technical capacity directly have an influence on sustainability of the project.

The conclusion drawn from this finding is that M&E system ensures that there is a clear implementation of staffs and project resources is done based on the intended purpose in the project schedule and work plan. This ensures that project activities by the NGOs are completed within the set time line and in an effective manner. This will be in position to make the organization to attract funding's from different sources since sustainability becomes an area of concern to most donor funded projects.

5.4 Recommendations of the study for practice.

The following recommendation are made in relation to this study.

- The study do recommends that Non-governmental organizations should search for conglomerate sources of funds for their project activities to ensure that they don't fail to implement projects due to lack of funds in order to ensure that there is project sustainability in their organization.
- The study also advocates that project beneficiaries should be involved right away from the project conceptualization stage to affirm project ownership and hence project sustainability. In addition, sustainability strategies should be incorporated right away from the conceptualization stage of the project to ensure sustainability in the project activity.
- The study further recommends that Non-governmental organizations should have an elaborate strategic plan and adopt strategic planning in ascertaining project sustainability. This is under consideration that NGOs with a clear strategic plan are in better position to lure for donor funding more readily in preference to those NGOs without a strategic plan in place.
- The study finally recommends that Non-governmental organizations set up monitoring and evaluation systems in their projects in order to improve sustainability and adopt implementation strategies in the organization.

5.5 Recommendations for further research in this area of study.

This study was conducted among selected Non-governmental organizations in the education sector within Nairobi County. There is need to carry out research in same sector with reference to other counties in Kenya for the comparison of the findings per county. There is also need for further research on other causal elements that influence project sustainability other than the ones that have been covered under the study. There is also need for conducting similar research but with a focus other sectors such as community service sector, health sector and real estate sectors.

ACKNOWLEDGEMENT

I take this opportunity to categorically appreciate all individuals who have bequeathed to development of this research project work. Am particularly very grateful to my immediate supervisors Dr. Levi Mbugua and Dr. Karuri Thiongo for providing guidance and direction to the development of this research project. My acknowledgement also go to the entire Mount Kenya university fraternity including all the lecturers in the department of Development studies, my classmates for creating a conducive environment for learning within the University. I wish to also acknowledge all managers at NGOs implementing education projects in Nairobi County and their beneficiaries for the support they provided through availing to me important information that was vital during the data collection of this project. As well as their fully cooperation during the data collection process. Last but not least, I am equally thankful to all the people including my family, classmates and colleagues who provided positive criticism and developmental feedback towards this research project work.

OPERATIONAL DEFINITIONS OF IMPORTANT TERMS

The following are some of the terminologies which have been used frequently in this research work.

Causal Elements: These are the factors that would influence project sustainability among NGOs and as such would determine whether project sustainability is attained.

Financial Sustainability: the ability of Non-governments organization to ensure that their project activities are run without interference even if the external donors withdraw donor funding support to the organization. The ability of the NGO to meet their financial obligations without depending on external sources.

NGOs in the education sector: These are Non-governmental organizations that aims at initiating and implementing projects in the education sector and other programs that have a direct effect to school going children at both basic and tertiary levels of education in Kenya.

Non-Governmental Organizations (NGO). These are Nonprofit making organizations that are mandated by the government through National Board of NGOs to provide services to the local communities with target of improving the livelihood and social welfare of the local communities who are the beneficiaries of their projects.

Project conceptualization: This is the initial project design phase where the scope of the project is drafted and the list of important activities of the project is formulated and created. Conceptualization stage of the project is the first phase of project cycle where project ideas are put in place.

Project sustainability: this is the ability of a project to run its activities normally for a long period of time even if the donor funding's have been withdrawn from the project.

Resource Mobilization Techniques: This is the process of raising both financial and material support for an organization to ensure that project activities are supported.

Strategic planning: This is a management activity in an organization that is used to set targets and priorities based on the organization available resources in which the employees and other stakeholders of the organization work towards in order to achieve the project goals and visions.

Monitoring and evaluation (M&E): This is the systematic process of collecting and analyzing information in order to track the progress of a project activity towards achieving its objectives and assist the project management team to make decisions that are in line with the activities being implemented and the work plan.

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APPENDIX 1

Consent form

I am **Fredrick Juma Syanya**, A master student at Mount Kenya University School of social sciences Department of development and social studies .I'm conducting a study on

“Causal elements for project sustainability among selected nongovernmental organizations in the education sector: A case of Nairobi County”

I kindly wish to inform you that the study is partial fulfillment of my master degree program. I recruit you conveniently and freely to participate in this study and I'm seeking your consent. Confidentiality will be maintained by using code numbers rather than names and information gathered will not be revealed to anybody. Participation in this study is a voluntary. The project poses no any risks to the participants.

Before I involve you in this study, I kindly request you to sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded) NO. -----

Sign.....

Date.....

Principal investigator

Name: FREDRICK JUMA SYANYA

Sign.....

In case of any complains or further clarification, kindly contact the;

The Chairman

Mount Kenya University, Ethics Review committee (MKU-ERC)

P.O BOX 342-0100

THIKA

APPENDIX II:

Research questionnaire

QUESTIONNAIRE FOR TOP LEVEL MANAGERS, MIDDLE LEVEL, LOWER LEVEL MANAGERS OF ORGANIZATIONS AND BENEFICIARIES

(PROJECT COORDINATORS, FINANCE OFFICERS, & M&E OFFICERS)

This research is purposely done as prerequisite for the fulfillment for the award of a degree of masters of art in monitoring and evaluation tenable at Mount Kenya University.

The aim of this research is to examine **“CAUSAL ELEMENTS FOR PROJECT SUSTAINABILITY ADOPTED BY SELECTED NGOS IN EDUCATION SECTOR. ACASE NAIROBI COUNTY**

” The findings of this study will provide the management of NGOs as well as other stakeholders with information that can be used to increase their sustainability and continue to meet their missions” objectives into the future. The data collected shall be handled with a lot of confidentiality since done for academic purposes.

SECTION I:

RESPONDENTS INDIVIDUAL GENERAL INFORMATION

This section is divided into two parts. Part A requires general information of the managers of the NGOs (Project coordinator, project finance officer, Monitoring and evaluation officer) while part B requires general information concerning the Beneficiaries of the project

Please tick in the respective boxes as may apply to you.

PART A

MANAGERS GENERAL INFORMATION

(This part to be filled in by the managers of the NGO only)

1. Respondent Gender Female [] Male []
2. Indicate Age: 18-25 years [] 26- 30 [] 31- 35 years [] 36-40 years []
40 + years []
3. Indicate your highest education level?
Primary [] secondary [] college [] University [] post university []
4. For how long have you worked for this NGOs in this project?
Less than 1 yr. [] 1-3 yrs. [] 4-6 yrs. [] 7- 10 yrs. [] over 10 []
5. How many of this NGO projects are currently running in schools?
1 project [] 2 projects [] 3 projects [] 4 projects [] Above 5 projects

6. How many of this NGOs projects have closed down over the last five years of your operation?
 1 project [] 2 projects [] 3 projects [] 4 projects [] above 5 projects []

PART B

GENERAL INFORMATION FOR BENEFICIARIES

(To be filled in by the beneficiary of the projects of the organization only)

Please tick in the respective boxes as may apply to you.

1. Respondent Gender Female [] Male []
2. Indicate Age: 18-25 years [] 26- 30 [] 31- 35 years [] 36-40 years []
40 + years []
3. Indicate your highest education level?
Primary [] secondary [] college [] University [] post university []
4. For how long have your school been working with this NGO?
Less than 1years [] 1 to 3 years [] 4 to 6 years [] 7to 10 years [] above 10 years []
5. How many projects is your school benefitting from currently from this organizations?
1 project [] 2 projects [] 3 projects [] 4 projects [] above 5 projects []
6. How many similar projects that your school have benefited from NGOS have closed down over the past five years?
1 year [] 2 years [] 3 years [] 4 years [] over 5 years,
Specify the number [].

SECTION II:

**THE INFLUENCE OF INCOME DIVERSIFICATION ON PROJECT SUSTAINABILITY AMONG
LNOS**

7. What is the major source of funding? Tick one.

- Government sources
- Intergovernmental organizational
- Private sectors
- Donors

8 (a) How does income influence sustainability-----

(b). In your opinion, to what extent does income diversification influence the sustainability of projects by NGOs?

- Very High extent [] Great extent [] Moderate extent [] little extend []
- Not at all [].

Explain the answer above.

.....

8. The following are some statements on the influence of income diversification on project sustainability among NGOs. How much do you agree to each of the statement in the table below based on the scale 1 to 5: 1 - Strongly agree: 2 -Agree : 3 -Neither agree nor disagree : 4 – Disagree 5 - strongly disagree

	Objectively related statements	1	2	3	4	5
	Fund raising strategy of an NGO in place enables it to Implement its project sustainability					
	NGO international funding streams could enhance sustainability of					

	NGOs projects.					
	The most effective method on ensuring project sustainability by NGOs is corporate Donor sources.					
	NGOs should own and manage business to ensure their sustainability					

9. In your own understanding, how does income diversification influence project sustainability among NGOs?

SECTION III:

THE INFLUENCE OF PROJECT CONCEPTUALIZATION ON PROJECT SUSTAINABILITY AMONG NGOS.

10 (a) To what extent does project conceptualization influence the sustainability of projects?

Very High extent [] Great extent [] Moderate extent [] little extent []

Not at all []

11 (b.). Explain the above answer.

12. The following are statements on the influence of project conceptualization on project sustainability among NGOs. Tick the level to which you concur with the statement based on the scale 1 to 5 below:

1 is Very large extent; 2 is large extent; 3 is Neutral extent; 4 is Small extent and 5-No extent at all (Tick as appropriate)

	Statement	1	2	3	4	5
	Project beneficiaries should be involved during project conceptualization to enhance sustainability of projects by NGOs					
	Project beneficiaries involvement enhances project ownership and he sustainability of projects by NGOs					
	Sustainability strategies should be identified right from the pro conceptualization stage if projects by NGOs are to be sustainable					

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

SECTION IV:

THE INFLUENCE OF STRATEGIC PLANNING ON PROJECT SUSTAINABILITY AMONG NGOS

14 Does your NGO have strategic plans? Yes [] No. []

15For what period have this strategic plans been operational in your organization? Tick where appropriate: 1-2 Years [] 3 – 4 Years [] above5 Years []

16. (a). To what extent does strategic planning influence the sustainability of projects by NGOs?

Very High extent [] Great extent [] Moderate extent [] little extent []
 Not at all [] .

b. Explain the answer above

.....
 17. The following are some statements on the effects of strategic planning on the sustainability of projects by NGOs. Show your level of agreement on each of the statements. With reference to scales below 1 to 5: **1 is strongly agree: 2 is Agree: 3 is neither agree nor disagree: 4 is Disagree 5: is strongly disagree** (Tick as Appropriate)

OBJECTIVE BASED STATEMENTS;	1	2	3	4	5
An organization with very clear vision , mission and goal statements are most likely to implement sustainable projects as compared to those without					
An NGOs with clear strategic objectives are most likely to implement sustainable projects as compared to those without					
Organizations with a strategic plan are more likely to implement sustainable projects as compared to those without					
A strategic plan should be Integrated with M&E Frame work for sustainable project aimed at implementing strategic plan.					
A properly costed strategic plan is most likely to lead to sustainable project as opposed to one which is not costed					

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

.....

SECTION V:

CONNECTIONS OF M&E ON SUSTAINABILITY OF PROJECTS BY NGOs

18. Do you have an M& E framework in use within your organization? Yes [] No. [] .

19. Do Monitoring and evaluation have any connection on sustainability of projects by NGOs?

Strongly agree [] Agree [] Not sure [] Disagree []

Strongly disagree []

20. The following are some statements on the influence of technical skills and capacity on the sustainability of projects. Show your opinion level as per the scale 1 to 5.

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

Statement	1	2	3	4	5

	Technical capacity is a major determinant on how monitoring and evaluation are communicated in the project activities to enhance sustainability.					
	Clear job allocation and designation based on expertise on the project should be given to the human resource					
	Monitoring and Evaluation should be done by an impartial employee who never participated in the design and implementation of the project					
	Effective M&E should result in more sustainable projects					

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

.....

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

.....

THANK YOU FOR YOUR COOPERATION

**APPENDIX. III:
 Krejcie and Morgan's table of sampling.**

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354

95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

APPENDIX IV:


List of selected NGOs with projects in the education sector Nairobi County

1. Africa Muslims Agency - Kenya.
2. Active Association for Community Development.
3. African Poverty Research Network.
4. Al - Momin Foundation.
5. Arise and Help International.
6. Association for Aid and Relief (Ar) Japan.
7. Bread for Children Kenya.
8. Catholic Fund for Overseas Development.
9. Centers for International Programs - Kenya.
10. Christian Reformed World Relief Committee - Kenya.
11. Community Transformation and Rural Development.
12. Concern Worldwide.
13. Child Survival Centre.
14. Compassionate Hearts Organization.
15. Danoko Outreach Organization.
16. Dream girls Builders Initiative Programme
17. Dutch International
18. Education and Public Awareness Media Centre.
19. Faith Homes of Kenya.
20. Feed The Children Kenya.
21. Focus 2000 Child Rescue Programme.
22. Furaha Children's Home And Rehabilitation Centre
23. Global Fund Kenya
24. Good People World Family.
25. Halal Development Organization.
26. Helping Hands International Foundation Inc.
27. Hope Africa Management Initiative
28. Ideal Educational Counseling Center.
29. Integrated Programme On Hiv/Aids In Kenya.
30. International Association For The Protection Of Marginalized Children
31. Kenya Drug Education Programme.
32. Kenya Red Cross Society.
33. Kibera Human Development Project.
34. Kibera Slums Community Development Program.
35. Merciful Children Care and Education Centre.
36. Norwegian Church Aid.
37. Passionate Funds International
38. St. John community Centre
39. Sudan Education And Development Organization
40. Vision Africa Give A Child A Future

Source: NGO Coordination council of Kenya (2017)

APPENDIX V:

Mount Kenya university ethical review committee (mku-erc) certificate of clearance.


Mount Kenya University

AUGUST 1, 2017

Ref. No. MKU/ERC/0491

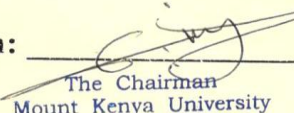
CERTIFICATE OF ETHICAL CLEARANCE

This is to certify that the proposal titled “CAUSAL ELEMENTS FOR PROJECT SUSTAINABILITY AMONG SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN THE EDUCATION SECTOR: A CASE OF NAIROBI COUNTY”, whose Principal Investigator is Mr Fredrick Juma Syanya (MAME/2015/28094) has been reviewed by Mount Kenya University Ethics Review Committee (ERC), and found to adequately address all ethical concerns.

Mr Francis W. Makokha
Secretary, Mount Kenya University ERC

Sign:  Date: 01.08.2017


Prof. Francis W. Muregi
Chairman, Mount Kenya University ERC

Sign:  Date: 01.08.2017

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 067 2820 000, Cell: +254 720 790 796
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2008 Certified institution.

**APPENDIX VI:
University letter of introduction.**



Mount Kenya University

SCHOOL OF POSTGRADUATE STUDIES

REF: MAME/2015/28094

1st August, 2017

*The Director, Research Coordination Division
National Commission for Science, Technology & Innovation
Utalii House, 8th & 9th Floor
P.O Box 30623- 00100
Nairobi*

Dear Sir/Madam,

RE: FREDRICK JUMA SYANYA - REGISTRATION NO - MAME/2015/28094


The purpose of this letter is to introduce the above named student who is pursuing Master of Arts in **Monitoring and Evaluation** in the Department of Social and Development Studies in the School Social Sciences.

The title of his project is *"Casual Elements for Project Sustainability among Selected Nongovernment Organizations in the Education Sector: A Case of Nairobi County."*

He has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data for his research in the course of this semester (**August - October, 2017**)

Any assistance accorded to him will be highly appreciated.

Thank you.

 **Registrar**
School of Prograduate Studies
Mount Kenya University
P.O. Box 30623-00100, Thika
Madam **Emily Warome**
Registrar, School of Postgraduate Studies

For Dean, School of Postgraduate Studies

Enc

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 067 2820 000, Cell: +254 720 790 796
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2008 Certified institution

APPENDIX VII

Letter of authority from national commission for science technology and innovation (Nacosti)



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

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

9th Floor, Utalii House
Uhuru Highway
P. O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/14324/18701**

Date: **7th September, 2017**

Fredrick Juma Syanya
Mt. Kenya University
P.O. Box 342-01000
THIKA.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Causal elements for project sustainability among selected non-governmental organizations in the education sector: A case of Nairobi County*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **5th September, 2018.**

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

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

A handwritten signature in blue ink that reads 'G. Kalerwa'.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO
Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

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

APPENDIX VIII
Letter of Authority from Ministry of Education.



Republic of Kenya
STATE DEPARTMENT OF BASIC EDUCATION

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

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

When replying please quote

Ref: **RCE/NRB/GEN/VOL.1**

DATE: **21st September, 2017**

Fredrick Juma Syanya
Mount Kenya University
P O Box 342-01000
NAIROBI

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "**Casual elements for project sustainability among selected non-governmental organizations in the education sector: A case of Nairobi County,**"

This office has no objection and authority is hereby granted for a period ending 5th September, 2018 as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.



JAMES KIMOTHO
FOR: REGIONAL COORDINATOR OF EDUCATION
NAIROBI

c.c.


Director General/CEO
Nation Commission for Science, Technology and Innovation
NAIROBI

APPENDIX. IX.
Research permit from Nacosti to conduct research in Nairobi County.


THIS IS TO CERTIFY THAT:
MR. FREDRICK JUMA SYANYA
of MOUNT KENYA UNIVERSITY,
68999-622 NAIROBI, has been permitted
to conduct research in Nairobi County


on the topic: CAUSAL ELEMENTS FOR
PROJECT SUSTAINABILITY AMONG
SELECTED NON-GOVERNMENTAL
ORGANIZATIONS IN THE EDUCATION
SECTOR: A CASE OF NAIROBI COUNTY

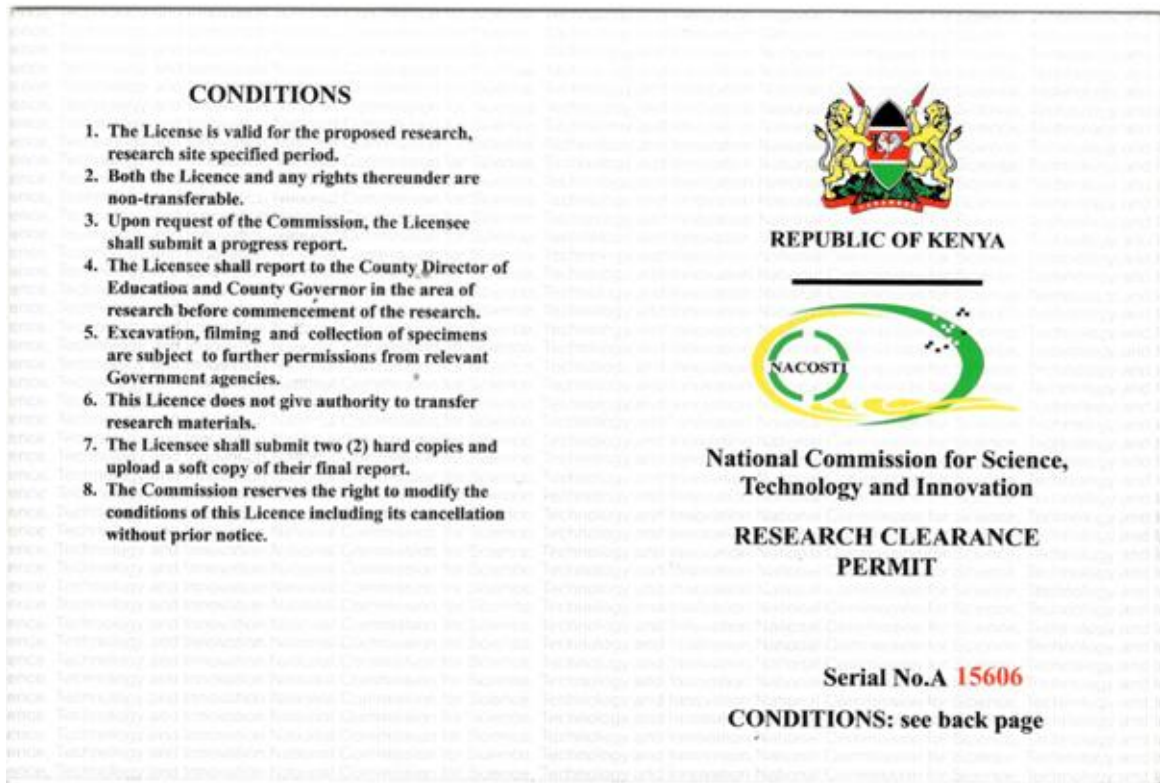
for the period ending:
5th September, 2018


Applicant's
Signature

Permit No : NACOSTI/P/17/14324/18701
Date Of Issue : 7th September, 2017
Fee Received : Ksh 1000




Director General
National Commission for Science,
Technology & Innovation



Fredrick Juma Syanya "An Investigation on Causal Elements for Project Sustainability among Selected Nongovernmental Organizations in The Education Sector: A Case Of Nairobi County." IOSR Journal Of Humanities And Social Science (IOSR-JHSS), vol. 23, no. 1, 2018, pp. 63-105.