

**ROLE OF LOGICAL FRAMEWORK ADOPTION ON PROJECT SUCCESS IN  
NON-GOVERNMENTAL ORGANIZATIONS IN KENYA: A CASE OF RELIEF  
NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY**

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**AUGUST 2019**

**DECLARATION**

I declare that this document and the research it describes are my original work and that they have not been presented in any other university for academic work.

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This research was conducted under my supervision and is submitted with my approval as the university supervisor.

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## **DEDICATION**

I dedicate this research to all the people studying and pursuing development.

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## ABSTRACT

In order for projects to be successful, certain methodologies and tools are incorporated. One of these tools recommended by majority of donors is the Logical Framework. The Logical Framework is a tool that is used to facilitate project planning, implementation and management. It originated from the United States Agency of International Development in late 1960's. The agency developed it as a strategy to bolster the quality of planning and evaluation of its projects. However despite the recommendation by a majority of donors to adopt Logical Framework in project planning, implementation and management, available information shows that there are low levels of adoption of this tool and this leads to poor project implementation, lack of learning and knowledge sharing, lack of accountability, absence of stakeholder involvement, and lack of donor trust. The aim of this study was to find out the role of Logical framework adoption on project success in Non-Governmental Organizations in Nairobi, Kenya, a case of relief NGOs within Nairobi County. Relief NGOs are those NGOs whose activities revolve around provision of food, shelter, water, sanitation and medical care. The objectives of this study were to examine the effect of viable indicators on project success in relief NGOs, to determine the effect of communication on project success in relief NGOs, to investigate the effect of participation of stakeholders on project success in relief NGOs, and to assess the effect of setting targets on project success in relief NGOs. The study population was the heads of monitoring and evaluation within the selected relief NGOs. A sample of 40 relief NGOs in Nairobi County were selected to participate in the study. The study sample was selected using systematic sampling technique. Primary data that relate to the independent and dependent variables was collected using questionnaires. Descriptive statistics was used to explain the relationships of these sub variables of the independent variable and project success, which was the dependent variable. This study was intended to be of benefit to NGOs and the groups that work with NGOs. It was also intended to be beneficial to other researchers who are aspiring to carry out research in this field. Out of the 40 relief NGOs that were selected to participate in the study, 32 responded by filling and returning the questionnaires. The findings of this study were presented in form of tables and charts. The findings indicated that Logical Framework adoption project success. This was so because Logical framework was found to promote selection of viable indicators including input, activity and output indicators. It was also found to promote communication of project related information, stakeholder participation, and setting targets. At the same time, it was concluded that selection of viable indicators, communication of project related information, stakeholder participation and setting targets promote project success. One of the major recommendations was that project officers as well as other stakeholders involved in the preparation of the logical framework should ensure that the logical framework brings the major aspects of a proposed project into the limelight in order to promote ownership and sustainability of projects.

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## LIST OF ABBREVIATIONS

**ANU:** Africa Nazarene University

**DfID:** Department for International Development

**EIO:** European Integration office

**ICRC:** International Committee of the Red Cross

**IFAD:** International Fund for Agricultural Development

**IFRC:** International Federation of the Red Cross

**MDG(s):** Millennium Development Goal(s)

**NACOSTI:** National Commission for Science, Technology and Innovation

**NGO(s):** Non-Governmental Organization(s)

**RBM:** Results Based Management

**UNDP:** United Nations Development Program

**USAID:** United States Agency for International Development

## DEFINITION OF TERMS

**Accountability:** Responsibility to explain if the activities agreed upon took place as planned.

**Communication:** This is the process of constantly circulating monitoring and evaluation results to avail feedback to decision makers.

**Decision making:** This is the process of selecting a choice from available options.

**Effectiveness:** The extent to which outcomes of a project are achieved.

**Impact:** This is the General long term role of a project in relation to national development.

**Indicators:** These are variables that prove whether planned objectives have been achieved.

**Participation:** This refers to consultation and meaningful involvement of stakeholders.

**Progress:** The process of moving towards certain predetermined goals.

**Stakeholder:** Individuals, groups or entities that may shape a project's accomplishments.

**Sustainability:** Resilience of positive results of projects after their termination.

**Targets:** For the purpose of this study, the hierarchy of objectives as defined in the first column of the logical framework

## **CHAPTER ONE: INTRODUCTION AND BACKGROUND OF STUDY**

### **1.1 Introduction**

This chapter presented the background, statement of the problem, purpose and objectives of the study, study hypothesis, significance, scope as well as the conceptual framework of the study. The independent variable was logical framework adoption while the dependent variable was project success.

### **1.2 Background of Study**

In 2017, the University of Southern California defined background of the study as information that puts forward the occurrence of an established area of research supported by literature that is at hand. This part presented background information about project success, logical framework, and relief non-governmental organizations. The chapter developed crucial aspects as put forward in the introduction and aimed to help in appreciating the research problem.

#### **1.2.1 Project Success**

The aspect of project success has been highly debated upon and there seems to be no consensus as to what constitutes project success (Prabhakar, 2008). According to Kerzner (1998), the definition of project success has changed over time. Maimun, Ramly & Abdullah (2006) argue that since the early 90's project success has been linked to the aspects of time, cost and quality. This view is shared by Verzuh (2004) who however argues that in addition to these three criteria, the different views and perceptions of stakeholders need to be put in consideration when determining the success of projects.

Smith (2007), substitutes quality for performance and adds the criterion of client acceptance.

Wideman (2000) argues that project success is a relative term and is multidimensional in nature. Thus, project success ought to be prescribed at the initial stages of a project in order to facilitate decision making and ensuring project is on track as well as to promote post project evaluation. According to Wideman (2000), features such as scope quality and relevance are important in defining acceptance of project deliverables. Features such as time and cost are important in defining a project's processes. In addition the dimensions of cost time and quality are not enough in gauging project success. When transferring ownership to beneficiaries, products need to be marketable, and thus the success of a project.

Project scope entails a description of the business needs that the results are intended to address, while time entails a project's schedule, cost focuses on project budget and quality focuses on quality of project performance and results (Anastasios, 2007). According to Lewis (2000), a successful project is one that delivers what it is supposed to deliver, achieve the expected results and meets the expectations of stakeholders. Lewis (2000) argues that performance, cost time, and scope are the four important criteria that need to be considered in measuring project success. Pinto & Rouhiainen (2001) and Kerzner (2001) argue that other than the four criteria, customer satisfaction is also an important feature of project success.

### **1.2.2 Logical Framework**

The logical framework is defined as a methodology for grasping the idea of projects and a tool that can communicate the aspects of a project in a clear and understandable way (Mosse & Sonthimer, 1996). It is a matrix that consists of four or five rows, and four columns. The first column displays the hierarchy of objectives that range from inputs, activities, outputs, outcomes and goal or impact (European Integration office [EIO], 2011). It promotes the achievement of orderly project design, transparency, participation, reliable strategy, viable indicators and flexibility (Walsh 2000). According to Bond (n.d), the logical framework is a tool for planning and managing development projects, and it aims to present information about the key components of a project in clear concise and systematic way. The logical framework summarizes what the project is going to achieve, activities which will achieve the outputs and purpose, potential problems, and how project progress will be measured and verified (Bond, n.d; Myrick, 2013).

According to Walsh (2000), the logical framework presents the project objectives in an orderly manner as well as the underlying association between them and this guides tracking of project objectives as well as exogenous factors affecting their achievement. The logical framework originated from the United States Agency of International Development (USAID) in late 1960's. The agency developed it to aid in the planning and evaluation of its projects (European Commission, 2004; Walsh 2000). According to Walsh (2000), USAID came up with the idea of the logical framework in order to increase project effectiveness, and to deal with problems experienced including vague planning, lack of clear responsibility, and conflict due to differing views on desired targets.

### **1.2.3 Non-Governmental Organizations (NGOs) in Kenya**

An NGO, according to the Non-Governmental Organizations coordination act (2012), is a private voluntary assembly of individuals or other entities, that are non-profit making but are rather for the sole benefit of the public and aim at promoting social welfare and include community based organizations. Non-governmental organizations can thus be viewed as organizations that carry out their mandate from donor funding for the benefit of the public and in doing so they supplement government efforts in developmental issues (Brass, 2010; Wanjiru, 2013). NGOs have been in existence since the colonial times and they were mainly focused on welfare. However this later changed to accommodate political actions and advocacy (Mbote, 2000). History of NGOs in Kenya began as from 1963 in the wake of independence their formation was encouraged and were locally called “Harambee” groups. The first president of Kenya recognized the need of Kenyans to participate in development efforts in sectors such as education and health (Brass, 2010).

According to Kanyinga (1995), before independence, NGOs existed in the form of church-based organizations whose activities involved merging of evangelical approaches with a number of educational and social welfare interests. Kanyinga (1995) argues that after independence non-church based NGOs focused on providing relief and afterwards they focused on development activities. An upsurge in NGO growth occurred in the 1980s and 90s (Osodo & Matsvai, 1998) and according to Goldberger (2007), this upsurge was as a result of structural adjustment programs that were imposed by the International Monetary Fund, the inability of the state to provide basic needs to most of Kenyan population, a buildup of socioeconomic problems, and growth in official aid accessible by NGOs.

Despite the fact that all NGOs can be classified as educational since they tend to raise awareness of and support of their cause, NGOs can be sub classified into different categories (Berger, 2003). According to Berger (2003), educational or information NGOs are those that provide services directly linked to institutes of formal and informal education, advice, information, or educational material, as well as research concerned with the NGOs activities. Relief NGOs, which were the main concern of this study, are those that distribute food, provide shelter, water, sanitation and medical care. Social service NGOs are those that deal with activities that encompass peace building and community development. Salvation NGOs are those whose activities include reaching out to people with religious message in order for people to be converted. NGOs that deal with mobilization of opinion aim to influence the opinion of governments and civil society to influence policy reforms.

Passing of the NGOs Co-ordination Act in 1990 provided an institutional and legislative framework to govern NGOs (Mbote, 2000). NGOs are registered, coordinated and regulated with the NGOs coordination board (NGO coordination act, 2012). According to the national survey of NGOs report (2009), on the existence of and operational status of NGOs that were registered with the NGO Board, out of the 5,929 NGOs previously registered with the NGO Board, only 2,029 NGOs were traced. This was so because some ceased operations without informing the NGO Board, others filed wrong information while others were inactive. Out of the 2,029 NGOs traced, 35% were operating in Nairobi province (National Survey of NGOs report, 2009).

### **1.3 Statement of the Problem**

Project success in NGOs, those in Kenya not being an exception, are usually made successful through the adoption of the logical framework. This is because during the monitoring of projects, the logical framework promotes tracking of project deliverables including inputs, activities, and outcomes to ensure that implementation of projects adhere to the initial plans (Hunter, 2009; Mosse & Sonthimer, 1996; UNDP, 2002). The logical framework also acts as a communication tool that communicates the vital features of projects to relevant stakeholders and thus promoting accountability and ownership (EIO, 2011; Middleton, 2005; Jozwiack, 2014). Accountability to top management and donors ensures that funds are available, and that hurdles and bottlenecks are addressed in good time. Consequently this promotes project success as projects fulfill the criteria for project success. In this regard, projects are completed in time, they receive client acceptance due to stakeholder involvement and they are cost effective because costly deviations from initial plans are avoided (Phiri, 2005; Beileu, Crisan, and Nistor, 2015).

Project planning and implementation, in some instances does not entail adoption of the logical framework. At times, lack of resources such as time and finances are lacking and thus other avenues other than adoption of the logical framework, are taken (Myrick, 2013). Other authors such as Kumar (n.d) cite that lack of personnel skilled in design may cause non adoption of logical framework. According to Bakewell & Garbutt (2005), adoption of logical framework in monitoring and evaluation is discouraged because it causes a shift in focus from concentrating on project activities to concentrating on targets stated in the logical framework. Similarly, Molander, Schmidt, & Vahamaki (2011) argue that RBM which insists on logical framework adoption shifts focus from accountability to learning

lessons, and also leads to risk aversion visa vie the fact that projects that entail higher risk are of more importance.

Results from Monitoring and evaluation in NGOs in Kenya are likely to provide reason for disagreement about expected targets when the logical framework is not adopted, contrary to their expected aim which is to promote positive deliberations for project improvement (Walsch, 2000). Such disagreements are likely to compromise on the timely completion of projects and cause projects not to be cost effective (Barassa, 2014; Njeri & Were, 2017). Lack of logical framework adoption also denies the stakeholders from participating in projects and eventually projects are unlikely to receive ownership from the stakeholders (Weldearegay, 2017; Phiri, 2005; Beleiu, Crisan, & Nistor, 2015). Therefore this shows that project success is likely to be compromised when logical framework is not adopted throughout the life cycle of a project because projects end up being completed out of schedule, they end up not being cost effective and they do not receive ownership. This study aimed at establishing the role of logical framework adoption on project success

## **1.4 Objectives of the Study**

### **1.4.1 General Objective of the Study**

To establish the role of logical framework adoption on project success in relief Non-Governmental Organizations in Nairobi County.

### **1.4.2 Specific Objectives of the Study**

- i. To examine the effects of selecting viable indicators on project success in relief NGOs in Nairobi County
- ii. To determine the effects of communication on project success in relief NGOs in Nairobi County
- iii. To investigate the effects of participation of stakeholders on project success in relief NGOs in Nairobi County
- iv. To assess the effects of setting targets on project success in relief NGOs in Nairobi County

### **1.5 Research Questions**

- i. How does selection of viable indicators affect project success in relief NGOs in Nairobi County?
- ii. How does effective communication influence project success in relief NGOs in Nairobi County?
- iii. What is the outcome of participation of stakeholders on project success in relief NGOs in Nairobi County?
- iv. How does setting of targets affect project success in relief NGOs in Nairobi County?

### **1.6 Significance of the Study**

Significance of a study is the motive as well as the worth of a study being undertaken by a researcher (Mugenda & Mugenda, 2003). This research study aimed at being helpful to the individuals and groups involved in management of projects in NGOs by showing the importance of logical framework adoption on project success in NGOs. This research study also aimed at assisting the researchers and students pursuing project management as well

as in providing literature to those pursuing research on the influence of logical framework adoption on project success in NGOs.

### **1.7 Scope of the Study**

This study was carried out to examine the influence of logical framework adoption on project success in Non-Governmental Organizations (NGOs) in Kenya, a case of Relief NGOs in Nairobi County. The researcher collected data from monitoring and evaluation officers from within the sampled relief NGOs.

### **1.8 Limitations of the Study**

Limitations are difficulties associated with the methods selected by the researcher (Kumar, 2011). In this study, some of the respondents were not accessible in person in order to hand them the questionnaires. This study focused on project related variables and thus the respondents were involved either directly or indirectly with the projects. Therefore in almost all instances the respondents were not easily accessible. The researcher overcame this limitation by acquiring these respondents' email addresses and sending the questionnaires via email.

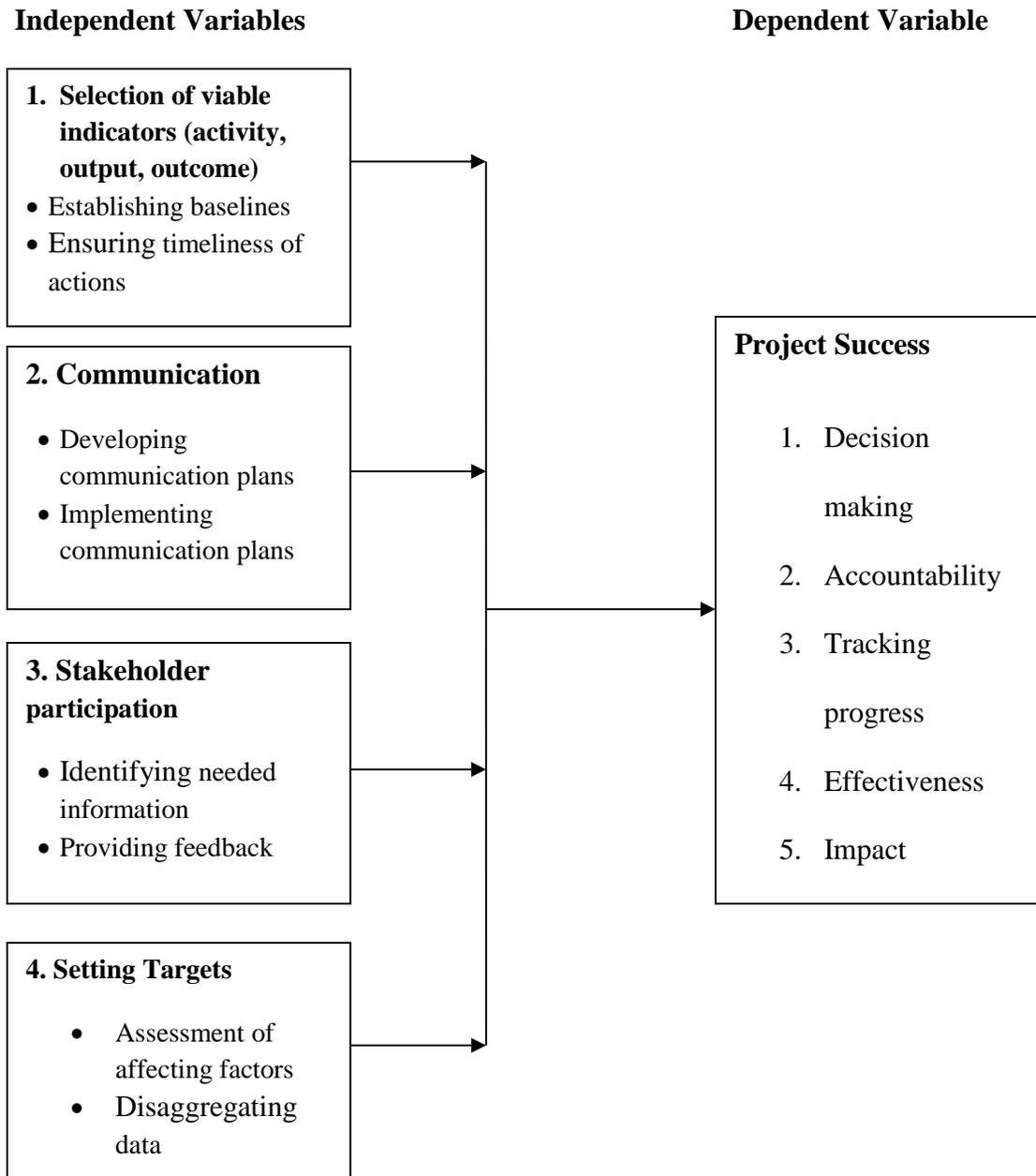
Secondly, respondents were likely to withhold information. This was because of the fear of being exposed and the fact that the topic might be touching on some sensitive issues about the organization. As a result, the researcher, in the questionnaires issued, assured the respondents of their confidentiality and that individual names shall not be used. In addition the researcher assured the respondents that the research was for academic purposes only.

### **1.9 Delimitations of the Study**

Delimitations are issues that are included or excluded based on the researchers own decision (Mugenda, 2008). This study did not intend to cover the role of logical framework adoption on project planning and Implementation. Another delimitation was that this study only focused on one tool, the logical framework, which promotes project planning, implementation and management, despite the fact that there might be other tools. In addition this study did not focus on other categories of NGOs.

### **1.10 Conceptual Framework**

The conceptual framework is a narrative that gives details on the variables and the assumed association among them (Mugenda, 2008). This research looked at the influence of logical framework adoption on project success in NGOs in Kenya. The study conceptual framework was as shown in figure 1.1.



**Figure 1.1** Conceptual Framework

Source: Researcher (2018)

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presented the literature review on the influence of logical framework adoption on project success in NGOs in Kenya, a case of relief NGOs in Nairobi County. Section 2.2 presented the theoretical review while 2.3 presented the empirical review of the studies carried out on the influence of logical framework adoption on project success.

### **2.2 Theoretical Review**

This section presented the main theories in support of the study variables. The main theories presented are the reductionist theory, systems theory, and stakeholder theory.

#### **2.2.1 Reductionist Theory**

Reductionism whose proponents were Rudolf Carnap and Otto Neurath is the premise that all systems can be dissected into uncomplicated aspects that make analysis, understanding and explanation easier (Kemeny & Oppenheimer, 1965; Nage, 1961). Chen (2016) states that reductionism emphasizes the aim of research which is to identify, isolate, and assess causal relationships existing between variables, which in the case of project success are the intervention and the outcome. One of the proponents of the reductionist theory was Suchman who came up with the Campbellian validity typology which served as a framework for performing accurate causal analyses of associations between interventions and outcomes (Campbell & Stanley, 1963; Cook & Campbell, 1979; Shadish, Cook, & Campbell, 2002). The reductionist theory can be applicable to project success because certain factors can be attributed to project success. Thus by looking at the specific aspects

of a project helps in establishing causality between the planned actions and the results borne.

The reductionist theory has some advantages. One of the advantages is that it provides assurance in terms of rigor of evaluation by eliminating the influence of confounding factors. It also enhances evaluations scientific recognition and reputation. In addition it serves as a basis for the evidence based intervention movement. Despite these advantages, the reductionism theory faces some challenges. For one, it ignores practical issues of high interest to stakeholders. It also extrapolates efficacy from controlled settings to real world setting effectiveness. In addition, it neglects complexity (Chen, 2016). Reductionist theory postulates that all systems can be dissected into uncomplicated aspects that make analysis, understanding and explanation easier (Kemeny & Oppenheimer, 1965; Nage, 1961). Logical framework adoption is one of the aspects that constitute project success and studying it promotes understanding of project success as a whole.

### **2.2.2 Systems Theory**

Unlike the reductionist theory, systems theory whose proponent was Talcot Persons contends that understanding a system cannot take place if it is broken down into smaller parts but rather through the acceptance of its multifaceted nature (Chen, 2016). Cabrera, Colosi, & Lobdell (2008) argue that systems theory is applicable in several disciplines including analyzing a program. A project is in the real sense a system since it is made up of interacting components such as indicators, inputs and activities, that work together to achieve a common purpose (Hunter, 2009).

Systems theory, like the reductionist theory has some advantages. For instance it serves as a magnifying lens for investigating synergies and emergent behaviors. It also facilitates multidisciplinary collaborations to solve a problem. Some of its disadvantages include the fact that it entails information overload. In addition it bears some amount of difficulty in data analysis, reporting findings, and communicating results. It is also reliant on the reductionist theory (Chen, 2016). Systems theory supports the idea that understanding a system cannot take place if it is broken down into smaller parts but rather through the acceptance of its multifaceted nature (Chen, 2016). Therefore understanding project success as a whole increases the probability of adoption of tools that promote the process including the logical framework.

### **2.2.3 Stakeholder Theory**

This theory was advocated by Freeman Edward R. and the theory is based on the premise that organizations ought to pursue strategies that put into consideration groups that are likely to affect or be affected by the organizations decisions (Freeman, 1984). These groups are otherwise known as stakeholders. Stakeholder theory supports the idea that organizations ought to pursue strategies that put into consideration groups that are likely to affect or be affected by the organizations decisions (Freeman, 1984). One of the criteria used to ascertain whether a project is successful is client acceptance (Smith, 2007; Verzuh, 2004). Therefore the stakeholder theory finds applicability in this study as project success entails the dimension of stakeholders.

## **2.3 Empirical Review**

This section provided the critique of the influence of logical framework adoption on project success as presented by other researchers and organizations. It was based on the specific research objectives which included, to examine the effects of selecting viable indicators on project success in relief NGOs in Nairobi County; to determine the effects of communication on project success in relief NGOs in Nairobi County; to investigate the effects of participation of stakeholders on project success in relief NGOs in Nairobi County; to assess the effects of setting targets on project success in relief NGOs in Nairobi County.

### **2.3.1 Effects of Viable Indicators on Project Success**

Migwi (2015) conducted a research study on the influence of monitoring and evaluation tools on project completion and was able to conclude that the logical framework helped in identifying indicators that were useful in ensuring projects are kept on track. Nasambu (2016) conducted a study on the factors influencing the performance of monitoring and evaluation systems in NGOs in Lira District, Northern Uganda, and the findings indicated that while input and output indicators are easier to assess, impact indicators are more complex. In addition, it was also concluded that input and output indicators provide an indirect measure of project success.

Ottaro (2017) conducted a research study on the effect of monitoring and evaluation system in program implementation. From the study, it was concluded that indicators fairly influence the implementation process of projects by NGOs in Kenya. This is because indicators guide the project as well as the project team in achieving the desired goals as

well as a means of assessing whether the desired goals have been met or not, during evaluations. However, Ottaro (2017) concludes that the process of selecting indicators needs to be participatory in order to ensure the interests of the stakeholders have been put into consideration. In addition, indicators promote project performance by enabling communication of significant project related information with stakeholders.

### **2.3.2 Effects of Communication on Project Success**

Weldearegay (2012) conducted a research study on the role of communication on managing projects. From the findings, it was concluded that communication promotes the success of any project because important information concerning the project is shared with, and satisfies the demands of external stakeholders as well as enhancing the interaction of the project team. According to Phiri (2005), communication of vital project related information can take place through the use of information systems which involve organizing and storing such information in manner that brings out a clear picture of the project status to allow relevant stakeholders to re-plan.

According to Beleiu, Crisan, and Nistor (2015), communication and consultation with stakeholders promotes project success. This is because communication and consultation with stakeholders enhances provision of timely data to key players. It also influences client acceptance of the results as well as stakeholder satisfaction, since they feel as part of projects. In addition, communication and consultation promotes owner and sponsor involvement, as well as top management support (Beleiu, Crisan, and Nistor, 2015). Njeri and Were (2017) also conclude that communication and collaboration are vital in determining the performance as well as the success of NGOs in Kenya.

Osedo (2017) on a study on the determinants of effective implementation of county construction projects in Kenya concluded that the logical framework is a monitoring and evaluation tool that promotes project performance by ensuring that relevant and significant project related information is communicated to all stakeholders. In addition it promotes project performance by ensuring the setting of targets as well as identification of indicators for tracking of project progress.

### **2.3.3 Effects of Participation of Stakeholders on Project Success**

According to Barassa (2014), project stakeholders are required to work together to promote performance and timely project completion due to harmonization and coordination amongst the stakeholders. Barassa (2014) conducted a research study on influence of monitoring and evaluation tools on project completion in Kenya. From the findings, it was clear that stakeholder involvement promotes monitoring and evaluation because projects are mainly aimed at meeting the interest of certain stakeholders and it would be of paramount importance if the stakeholders who proposed projects are involved in making their interests and priorities known as this would influence timely completion of projects (Barassa, 2014). In addition, Barassa (2014) concluded that stakeholder involvement in implementation stages promoted monitoring and evaluation as the stakeholders are able to track project progress and ensure that implementation is in line with meeting their needs as well as aiding in decision making. However, Barassa (2014) found that stakeholders need to receive training in M&E as feedback from M&E process.

Wangei (2013) conducted a research study on the determinants influencing performance of agricultural projects and reached a conclusion that stakeholder involvement particularly

in project initiation is highly significant in ensuring that stakeholders own up the project. According to the study stakeholders need to be involved in identifying indicators, monitoring and evaluation. However stakeholders need to be literate in order to ensure their participation is effective in promoting project performance.

Njeri and Were (2017) concluded that stakeholder involvement promotes project performance and lack thereof critically affects timely completion of projects. According to Migwi (2015), stakeholder involvement promotes project performance by ensuring that projects receive the required support due to the goodwill portrayed. On the contrary, Osedo (2017) conducted a study on the determinants of effective implementation of county construction projects in Kenya and was able to conclude that stakeholder participation is not highly significant on effective implementation of county construction projects in Kenya.

#### **2.3.4 Effects of Setting Targets on Project Success**

Choon and Patrick (2016) conducted a research study on the impact of goal setting on employee effectiveness to improve organization effectiveness and concluded that, setting goals promotes employee effectiveness and consequently organization effectiveness. According to the findings, this was because goal setting provided a sense of alignment, direction and purpose for the organization. Li and Jarvenpaa (2015) conducted a research study on the effect of goal setting on project performance in online crowd funding and from the study it was concluded that goal setting increases funding performance. In addition, where communities are involved, funding performance tends to be higher. However the study also concluded that setting of targets increases chances of delays in projects and this

is mainly because the funders often need to be informed of the potential risks associated with the targets.

Idoro (2012) conducted a study on influence of the monitoring and control strategies of indigenous and expatriate Nigerian contractors on project outcome. The findings indicate that setting objectives promote project performance through the significant influence of monitoring and evaluation processes. This is because during monitoring, stakeholders are able to check actual performance of the project against initial plans and thus keep track of the projects. During evaluations, stakeholders are able to assess the extent to which the set objectives have been met as well as issues to do with relevance (Idoro, 2012).

#### **2.4 Summary of Review of Literature**

The theories of reductionism, systems and stakeholders can be used to explain project success. Several researchers and organization have shown that the adoption of the logical framework in project success has brought about both benefits that arose from the use of indicators, communication, stakeholder participation and setting of targets, which are key features of the logical framework. On the other hand, other groups have experienced demerits while using the tool in monitoring and evaluation. However, the benefits in these cases seem to outweigh the demerits.

#### **2.5 Knowledge Gap**

Several studies have been undertaken on the role of logical framework and other project planning and management tools on project performance. Studies have also been carried out on the determinants of project performance, influence of monitoring and evaluation on project outcome, as well as on the determinants of effective implementation of projects.

This study sought to investigate the role of the logical framework on project success in relief NGOs as there was scarce data touching on this field. The study therefore aimed at filling this gap and to contribute to the knowledge on the role of the logical framework, specifically in relief NGOs.

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Introduction**

This chapter presented the methodical steps that were taken to arrive at the findings for the study on the influence of logical framework adoption on project success in relief NGOs in Kenya. It presented the design for the research study, and the site where the study was undertaken. The procedure of coming up with sample was also presented in this chapter. Data collection, data collection instruments and the various methods that were used in analysis were also presented in this chapter. This chapter ended by looking at the ethical considerations during the undertaking this study.

### **3.2 Research Design**

A research design is the procedural steps of carrying out a research and includes the process of collection and analysis of data (Kothari, 2004). Descriptive research design was adopted for this study. This research design aims at providing a description of a problem at hand or views about an issue (Kumar, 2011). This research design was selected in order to be able to answer the research questions that are in tandem with the research objectives.

### **3.3 Research Site and Rationale**

A research site can be defined as the location of the inquiry (Creswell, 2012). This study was carried out at the 40 selected relief NGOs within Nairobi County. These were as presented on appendix 4 in the appendices section.

### **3.4 Target Population**

All units that are considered in a research study are known as a population (Kothari, 2004). Target population relevant to this study included the 222 registered relief NGOs within Nairobi County as at the time this study was undertaken. The researcher obtained the list of registered NGOs in Nairobi County from the National Council of NGOs. This study adopted the approach by Berger (2003), who defined relief NGOs, as those that distribute food, provide shelter, water, sanitation and medical care. The list of the 222 registered relief NGOs in Nairobi County are shown in the sampling frame on appendix 4.

### **3.5 Sampling Procedures**

Sampling is the process of selecting items or respondents that are representative of the total population to participate in a research study (Kothari, 2004). This study involved the use of systematic sampling technique. This involved selection of every  $n^{\text{th}}$  item (Kothari, 2004). This method was chosen because the sampling frame was in the form of a list as shown on appendix 4. The sampling frame was first divided into intervals using the formula;

$$‘i’ = \text{total population} / \text{sample size}$$

In this case, ‘i’ represented interval (Kumar, 2011). In this case the interval was 5.55. Then one item was selected randomly from the first interval using the fishbowl draw method. The fishbowl draw is whereby each item was given a number then these numbers were written on small pieces of paper which were then folded and put in a bowl and mixed together. One piece of paper was then picked from the bowl and this became the first item (Kumar, 2011). The subsequent items were selected using the same criteria until the required sample size was achieved.

### **3.6 Sample Size**

A sample can be described as the items selected out of the population to participate in a research study (Kothari, 2004). The sample size for this study was 40 relief NGOs. The researcher decided to use this sample size because it was an optimum sample size. According to Kothari (2004), an optimum sample size is one that will ensure efficiency, representativeness, reliability and flexibility. The sample size of 40 that the researcher chose was a manageable size given the time that was available to complete the study and ensure credibility of the results. It was also an acceptable size to enable generalization of results.

Out of the 222 registered relief NGOs in Nairobi County, the researcher selected a sample of 40 NGOs to participate in the study. This sample was selected using systematic sampling technique where the element of randomness was introduced in selecting the first NGO, and then every fifth NGO was selected. The sampled NGOs had the same characteristics as the population and thus the applicability of systematic sampling, which is a form of random sampling method. The population was made up of relief NGOs which as explained earlier, are concerned with, distribution of food, provision of shelter, water, sanitation and medical care (Berger, 2003). Thus the use of stratified sampling method guaranteed a sample with the same composition and characteristics as the universe (Kothari, 2004). The sampling frame as well as the selected NGOs was as shown on appendix 4.

### **3.7 Data Collection Procedures**

This involved obtaining letter of authority and research permit. A pilot test of the research instrument, which in this case was questionnaires, was carried out to test instrument

reliability and validity. The researcher then distributed the questionnaires to the respondents within 40 selected registered relief NGOs. Finally the researcher collected the filled questionnaires and proceeded with data analysis.

### **3.8 Research Instruments**

The independent variables in this study were viable indicators, effective communication, stakeholder participation and setting targets. This study sought to find out how these variables influenced the dependent variable which in this case was project success. The main instrument for data collection for this study was questionnaires. This instrument was selected in order to minimize bias within the study. In addition, questionnaires increased reliability of the data collected. The research instrument that was used in this study is as attached on appendix 2 in the appendices section.

#### **3.8.1 Piloting of Research Instruments**

A pilot test of the research questionnaire was carried out from the head of monitoring and evaluation from the Freedom from Hunger organization in order to establish instrument reliability and validity. Results of the pilot test were as presented in chapter 4.

#### **3.8.2 Validity of Findings**

An instrument's validity is its ability to measure what the researcher intended to measure when he designed it (Kumar, 2011). The type of validity tested by the researcher was content validity. This is the measurement as to whether the questions within the questionnaires the researcher intends to use deal with the aspects being measured fully (Kumar, 2011). Content validity will be checked with the help of the supervisor and experts in research within the university as well as in other universities.

### **3.8.3 Instrument Reliability**

Instrument reliability is an instrument's ability to realize similar results after repeated trials (Mugenda & Mugenda, 2003). In order to establish the reliability of the questionnaire, the researcher used 'test-retest' method. The selected participants were allowed to fill the questionnaires the first time then provided with the same questionnaires the second time. The ratio between the test score and the retest score will then be obtained. The equation for calculating instrument reliability is as follows;

$$(\text{Test score}) / (\text{retest score}) = 'r'$$

In this case, 'r' represented instrument reliability (Kumar, 2011). According to Kumar (2011), if 'r' is equal to '1', then the instrument is 100 percent reliable. However this is virtually impossible and thus for this study, a value of 'r' which is '0.7' and above indicated acceptable level of instrument reliability and thus the researcher approved the questionnaire and thus administer it to respondents .However, values much lower than this will represent unreliability of the instrument and the researcher will reconstruct the questionnaire and repeat the exercise until desired level of reliability is achieved.

### **3.9 Data Analysis and Presentation**

Primary data was analyzed using descriptive data analysis method. According to Kothari (2004), descriptive data analysis is a study of the distributions of variables such as profiles of persons or preferences among others. This method was selected mainly because the data collected was mostly qualitative data and thus quantitative data analysis methods would not have been applicable. In the case of this study the relationship between logical framework adoption (independent variable) and project success (dependent variable) was analyzed. Data was presented in form of tables and figures.

### **3.10 Ethical Considerations**

In order to act in an ethical manner, the purpose of the study was explained to the participants in the letter of authority as well as data collection instruments. This study was undertaken with the highest standards of confidentiality of the participants. Individual rights were also observed while undertaking this study, and findings of the study were shared with the relevant users. Efforts were also be made to maintain the integrity of Africa Nazarene University. This study was objective as possible in trying to come up with findings. In order to collect data for this study, a letter of authority was acquired from Africa Nazarene University and is as shown on appendix 5 in the appendices section.

## **CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF FINDINGS**

### **4.1 Introduction**

This chapter presents the research findings based on the responses of the participants as obtained from the data collection process. It also presents analysis of the data in relation to the objectives of the study as stated in chapter one.

### **4.2 Reliability and Validity Test Results**

After conducting reliability and validity tests, the research instruments were found to be both reliable and valid. A value of 0.83 was obtained from the reliability test conducted. This figure was slightly above the acceptable figure of 0.7 and thus the research instrument was deemed reliable to conduct the study. The research instrument was also deemed valid in terms of its ability to measure what the researcher intended to measure. However, this was after making consultations with both the supervisor and other qualified lecturers from the university.

### **4.3 Response Rate**

Out of the 40 participants who were selected as the study sample, 32 responded by returning duly filled questionnaires. This represented 80% of the respondents and this is shown in table 4.1.

**Table 4.1 Response Rate**

<b>NARRATIVE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
1. Number of returned questionnaires duly filled	32	80
2. Number of returned questionnaires not filled	8	20
<b>Total</b>	40	100

#### **4.4 Demographic Characteristics**

The information sought from the respondents was based on source of information on logical framework adoption which was the independent variable in the study, and number of years the respondents worked.

##### **4.4.1 Source of Information on Logical Framework Adoption**

Out of the 32 respondents, 6 agreed to have obtained information on logical framework adoption from training and this represented 18.75% of the total respondents. 26 respondents agreed to have obtained the information from formal knowledge and this represented 81.25% of the total respondents. This is as shown in table 4.2

**Table 4.2 Source of Information on Logical Framework Adoption**

<b>SOURCE OF INFORMATION</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
1. Formal knowledge	26	81.25
2. Training	6	18.75
<b>Total</b>	32	100.00

#### **4.4.2 Number of Years Worked**

Out of the 32 participants who responded, 14 respondents who represented 43.75% of the total respondents had worked for over 5 years. 10 respondents who represented 31.25% of the total respondents had worked for between 3-5 years. 8 respondents who represented 25% of the total respondents had worked for between 1-3 years while none of the respondents had worked for less than a year. This therefore implies that the respondents possessed considerable experience and thus their responses will be valid. This is as shown in table 4.3.

**Table 4.3 Respondents Work Experience**

<b>NUMBER OF YEARS WORKED</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
<b>1. More than 5</b>	14	43.75
<b>2. 3-5</b>	10	31.25
<b>3. 1-3</b>	8	25.00
<b>4. Less than 1</b>	0	0.00
<b>Total</b>	32	100.00

#### **4.5 Logical Framework Adoption**

This study sought to establish specific aspects of logical framework adoption. The findings obtained are presented in this section in form of tables. This study entailed the use of descriptive statistics. Specific aspects of logical framework adoption that this study aimed at establishing included development of viable indicators including input, activity and output indicators. It also included communication of project related information, participation of stakeholders and setting of targets. A likhert scale ranging from Strongly Disagree (**SD**), Disagree (**D**), Neutral (**N**), Agree (**A**), and Strongly Agree (**A**) was adopted in order to rate the variables. Table 4.4 shows the findings.

**Table 4.4 Aspects of Logical Framework Adoption**

<b>VARIABLES</b>	<b>RATING</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
<b>1</b> Logical framework adoption helps develop viable indicators (input, activity, outcome indicators etc)	<b>1.</b> Strongly disagree	0	0.00
	<b>2.</b> Disagree	0	0.00
	<b>3.</b> Neutral	5	15.625
	<b>4.</b> Agree	18	56.25
	<b>5.</b> Strongly agree	9	28.125
<b>2</b> Logical framework adoption enhances communication of project related information	<b>1.</b> Strongly disagree	0	0.00
	<b>2.</b> Disagree	1	3.125
	<b>3.</b> Neutral	3	9.375
	<b>4.</b> Agree	22	68.75
	<b>5.</b> Strongly agree	6	18.75
<b>3</b> Logical framework adoption enhances participation of stakeholders	<b>1.</b> Strongly disagree	0	0.00
	<b>2.</b> Disagree	2	6.25
	<b>3.</b> Neutral	8	25.00
	<b>4.</b> Agree	22	68.75
	<b>5.</b> Strongly agree	0	0.00
<b>4</b> Logical framework adoption facilitates setting of targets	<b>1.</b> Strongly disagree	0	0.00
	<b>2.</b> Disagree	1	3.125
	<b>3.</b> Neutral	5	15.625
	<b>4.</b> Agree	17	53.125
	<b>5.</b> Strongly agree	9	28.125

From the findings, 15.625% of the respondents were neutral on whether the logical framework supports selection of viable indicators, 56.25% agreed while 28.125% of the respondents strongly agreed. 3.125% of the respondents disagreed when asked if the logical

framework enhances communication of project related information, 9.375% were neutral, 68.75% agreed while 18.75% of the respondents strongly agreed.

The findings also showed that 6.25% of the respondents disagreed when asked if the logical framework adoption enhances participation of stakeholders, 25% were neutral, 68.75% of the respondents agreed. When asked if the logical framework adoption facilitates setting of targets, 3.125% of the respondents disagreed, 15.625% were neutral, 53.125% agreed and 28.125% of the respondents strongly agreed. These findings showed that most of the respondents who participated in the study agreed that logical framework adoption promotes development of viable indicators including input, activity and output indicators, and that it promotes communication of project related information, participation of stakeholders and setting of targets.

#### **4.6 Influence of Logical Framework Adoption on Project Success**

This study sought to establish the perception of the participants on the influence of logical framework adoption on project success. In order to establish relationship between logical framework adoption which was the independent variable, and project success which was the dependent variable, sub variables of both the independent and dependent variables were developed. Sub variables for logical framework adoption included selecting viable indicators, communication of project related information, stakeholder participation, and setting targets. Sub variables for the dependent variable included decision making, accountability, tracking progress, effectiveness, impact, and sustainability. For purposes of this study, decision making was referred to as **D.M**, accountability as **ACC**, tracking

progress as **T.P**, effectiveness as **EFF**, impact as **IMP**, sustainability as **SUS**. In addition frequency was referred to by the letter **F**, and for percentage the symbol **%** was used.

#### 4.6.1 Effect of Selecting Viable Indicators on Project Success

Selection of viable indicators was operationalized and its relationship with the dependent variable sought from the respondents. Table 4.5 shows the findings in regards to the relationship between specific aspects of selection of viable indicators and project success.

**Table 4.5 Effect of Specific Aspects of Selecting Indicators on Project Success**

<b>NARRATIVE</b>	<b>RATING</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
1. Project success is supported by setting baselines	1. SD	3	9.375
	2. D	2	6.25
	3. N	4	12.5
	4. A	18	56.25
	5. SA	5	15.625
2. Project success process is supported by ensuring timelines of planned actions	1. SD	1	3.125
	2. D	2	6.25
	3. N	5	15.625
	4. A	19	59.375
	5. SA	5	15.625

From the findings it was clear that 56.25% of the respondents agreed that establishing baselines is effective in promoting project success, while 15.625 % of the respondents strongly agreed. 59.375% of the respondents agreed that ensuring timelines of planned

actions is effective in promoting project success, while 15.625% strongly agreed. Detailed responses were as shown in table 4.5. The relationship between logical framework adoption and specific aspects of project success was also investigated and the findings were as shown in table 4.6.

**Table 4.6 Effect of Selecting Viable Indicators on Aspects of Project Success**

Rate	Aspects of project success											
	1. D.M		2. ACC		3. T.P		4. EFF		5. IMP		6. SUS	
	F	%	F	%	F	%	F	%	F	%	F	%
<b>1. SD</b>	0	0.00	0	0.00	2	6.25	0	0.00	0	0.00	0	0.00
<b>2. D</b>	1	3.125	3	9.375	1	3.125	0	0.00	0	0.00	1	3.125
<b>3. N</b>	6	18.75	4	12.5	4	12.5	0	0.00	3	9.375	8	25.00
<b>4. A</b>	18	56.25	18	56.25	19	59.375	21	65.625	21	65.625	24	75.00
<b>5. SA</b>	7	21.875	7	21.875	6	18.75	11	34.375	8	25.00	0	0.00

The findings indicated that 56.25% of the respondents agreed that selection of viable indicators was effective in promoting decision making, while 21.875% of the respondents strongly agreed. 21.875% of the respondents agreed that selection of viable indicators is effective in promoting accountability while 56.25% of the respondents strongly agreed. 59.375% of the respondents agreed that selection of viable indicators is effective in promoting the tracking of progress while 18.75% of the respondents strongly agreed.

It was also clear that 65.625% of the respondents agreed that selection of viable indicators was effective in promoting project effectiveness, while 34.375% of the respondents

strongly agreed. 65.625% of the respondents agreed that selection of viable respondents agreed that selection of viable indicators was effective in promoting project impact while 25% of the respondents strongly agreed. 75% of the respondents agreed that selection of viable indicators was effective in promoting project sustainability however on this occasion none of the respondents strongly agreed. Detailed figures of the findings are as indicated in table 4.6.

#### **4.6.2 Effect of Communication on Project Success**

Communication of project related findings as a variable was operationalized and its relationship with project success established. The findings in regards to this were as shown in tables 4.7.

**Table 4.7 Effect of Specific Aspects of Communication on Project Success**

<b>NARRATIVE</b>	<b>RATING</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
<b>1. Developing communication</b>	<b>1. SD</b>	1	3.125
plans promotes project success	<b>2. D</b>	4	12.5
	<b>3. N</b>	3	9.375
	<b>4. A</b>	21	65.625
	<b>5. SA</b>	3	9.375
<b>2. Implementing communication</b>	<b>1. SD</b>	0	0.00
plans promotes project success	<b>2. D</b>	1	3.125
	<b>3. N</b>	5	15.625
	<b>4. A</b>	20	62.5
	<b>5. SA</b>	6	18.75

The findings indicated that 65.625% of the respondents agreed that developing communication plans was effective in promoting project success while 9.375% of the respondents strongly agreed. 62.5% of the respondents agreed that implementing communication plans was effective in promoting project success, while 18.75% of the respondents strongly agreed. Detailed findings are as shown in table 4.7.

Specific aspects of project success were established and their relationship with communication of project related information investigated. From the investigation conducted, 59.375% of the respondents agreed that communication of project related information was effective in promoting decision making, while 25% of the respondents strongly agreed. 59.375% of the respondents agreed that communication of project related

information was effective in promoting accountability while 28.125% of the respondents strongly agreed. 78.125% of the respondents agreed that communication of project related information was effective in promoting the tracking of progress while 18.75% of the respondents strongly agreed.

From the investigation, 59.375% of the respondents agreed that communication of project related information promoted project effectiveness, while 25% of the respondents strongly agreed. 59.375% of the respondents agreed that communication of project related information was effective in promoting project impacts while 28.125% of the respondents strongly agreed. 78.125% of the respondents agreed that communication of project related information was effective in promoting project sustainability while 18.75% of the respondents strongly agreed. Detailed findings were as shown in table 4.8.

**Table 4.8 Effect of Communication of Project Related Information on Aspects of Project Success**

Rate	Aspects of project success											
	1. D.M		2. ACC		3. T.P		4. EFF		5. IMP		6. SUS	
	F	%	F	%	F	%	F	%	F	%	F	%
<b>1.SD</b>	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
<b>2.D</b>	2	6.26	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
<b>3.N</b>	3	9.375	4	12.5	1	3.125	2	6.25	5	15.625	6	18.75
<b>4.A</b>	19	59.375	19	59.375	25	78.125	25	78.125	22	68.75	23	71.875
<b>5.A</b>	8	25.00	9	28.125	6	18.75	5	15.625	5	15.625	3	9.375

### 4.6.3 Effect of Stakeholder Participation on Project Success

Stakeholder participation as a variable was operationalized and its relationship with project success established. The findings in regards to this are as shown in table 4.9.

**Table 4.9 Effect of Aspects of Stakeholder Participation on Project Success**

<b>NARRATIVE</b>	<b>RATING</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
1. Stakeholder involvement in identifying needed information promotes project success	1. SD	2	6.25
	2. D	2	6.25
	3. N	4	12.5
	4. A	23	71.875
	5. SA	1	3.125
2. Providing feedback to stakeholders promotes project success	1. SD	0	0.00
	2. D	4	12.5
	3. N	6	18.75
	4. A	21	65.625
	5. SA	1	3.125

From the study conducted, 71.875% of the respondents agreed that stakeholder involvement in identifying needed information was effective in promoting project success while 3.125% of the respondents strongly agreed. 65.625% of the respondents agreed that providing feedback to stakeholders was effective in promoting project success while 3.125% of the respondents strongly agreed. Detailed findings were as shown in table 4.9.

The relationship between stakeholder participation and specific aspects of project success was investigated and the findings showed that 68.75% of the respondents agreed that stakeholder participation was effective in promoting decision making, while 31.25% of the respondents strongly agreed. 56.25% of the respondents agreed that stakeholder participation was effective in promoting accountability while 43.75% of the respondents strongly agreed. 78.125% of the respondents agreed that stakeholder participation was effective in promoting the tracking of progress while 6.25% of the respondents strongly agreed.

It was also clear that 59.375% of the respondents agreed that stakeholder participation was effective in promoting project effectiveness, while 28.125% of the respondents strongly agreed. 12.5% of the respondents agreed that stakeholder participation was effective in aiding the project impact while 68.75% of the respondents strongly agreed. 68.75% of the respondents agreed that stakeholder participation was effective in aiding project impact while 28.125% of the respondents strongly agreed. Detailed findings were as shown in table 4.10.

**Table 4.10 Effect of Stakeholder Participation on Specific Aspects of Project Success**

Rate	Aspects of project success											
	1. D.M		2. ACC		3. T.P		4. EFF		5. IMP		6. SUS	
	F	%	F	%	F	%	F	%	F	%	F	%
<b>1.SD</b>	0	0.00	0	0.00	0	0.00	0	0.00	1	3.125	0	0.00
<b>2.D</b>	0	0.00	0	0.00	0	0.00	2	6.25	2	6.25	0	0.00
<b>3.N</b>	0	0.00	0	0.00	5	15.625	2	6.25	4	12.5	1	3.125
<b>4.A</b>	22	68.75	18	56.25	25	78.125	19	59.375	22	68.75	22	68.75
<b>5.SA</b>	10	31.25	14	43.75	2	6.25	9	28.125	3	9.375	9	28.125

#### 4.6.4 Effect of Setting Targets on Project Success

Setting of targets as a variable was operationalized and its relationship with project success established. The findings in regards to this are as shown in tables 4.11.

**Table 4.11 Effect of Specific Aspects of Setting Targets on Project Success**

<b>NARRATIVE</b>	<b>RATING</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
1. Assessment of factors affecting achievement of targets promotes project success	1. SD	1	3.125
	2. D	2	6.25
	3. N	1	3.125
	4. A	22	68.75
	5. SA	6	18.75
2. Disaggregating relevant data promotes project success	1. SD	0	0.00
	2. D	0	0.00
	3. N	3	9.375
	4. A	25	78.125
	5. SA	4	12.5

The findings indicated that 68.75 of the respondents agreed that assessment of factors affecting achievement of targets promotes project success, while 18.75% of the respondents strongly agreed. 78.125% of the respondents agreed that disaggregating relevant data promotes project success while 12.5% of the respondents strongly agreed. Detailed figures of the findings were as shown in table 4.11.

The relationship between setting targets and specific aspects of project success was examined. The findings indicated that 81.25% of the respondents agreed that setting targets promotes decision making, while 18.75% of the respondents strongly agreed. 71.875% of the respondents agreed that setting of targets promotes accountability while 3.125% of the respondents strongly agreed. 62.5 of the respondents agreed that setting targets promotes

tracking of project progress, while 37.5 strongly agreed. 50% of the respondents agreed that setting targets promotes project effectiveness while 34.375 of the respondents strongly agreed. 84.375% of the respondents agreed that setting targets promotes project impact while 15.625% of the respondents strongly agreed. 53.125% of the respondents agreed that setting of targets promotes project sustainability of projects while 28.125% of the respondents strongly agreed. Detailed figures of the findings were as shown in table 4.12.

**Table 4.12 Effect of Setting Targets on Specific Aspects of Project Success**

Rate	Aspects of project success											
	1. D.M		2. ACC		3. T.P		4. EFF		5. IMP		6. SUS	
	F	%	F	%	F	%	F	%	F	%	F	%
<b>1.SD</b>	0	0.00	0	0.00	0	0.00	0	0.00	1	3.125	1	3.125
<b>2.D</b>	0	0.00	2	6.25	0	0.00	2	6.25	1	3.125	2	6.25
<b>3.N</b>	0	0.00	6	18.75	0	0.00	3	9.375	2	6.25	3	9.375
<b>4.A</b>	26	81.25	23	71.875	20	62.5	16	50.00	23	84.375	17	53.125
<b>5.SA</b>	6	18.75	1	3.125	12	37.5	11	34.375	5	15.625	9	28.125

## **CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter contains the summary, discussion, conclusion and recommendation with regards to the findings of the study. It begins with a summary of the research findings which follows the same order as the research questions. The researcher then gave a conclusion as well as recommendation for each of the research objective.

### **5.2 Summary of Research Findings**

The findings of this research study were organized in accordance with the research objectives. The main finding of this study was that logical framework adoption promotes selection of viable indicators, communication of project related information, stakeholder participation, and setting of targets.

#### **5.2.1 Effect of Selecting Viable Indicators on Project Success in Relief NGOs in Nairobi County**

From the findings of the study selecting viable indicators which is a sub variable of logical framework adoption promotes project success. This is in regards to the acknowledgement by most of the respondents that selecting viable indicators promotes aspects or sub variables of project success including decision making, tracking progress project effectiveness, impact and sustainability. Selecting indicators allows project stakeholders to make the necessary decisions to ensure that projects achieve their overall goals. It also enables project stakeholders to track project progress and ensure that project

implementation does not deviate from the initial agreed upon plans. In doing so, projects are likely to be effective in solving identified problems as well as achieving the desired impact.

### **5.2.2 Effect of Communication on Project Success in Relief NGOs in Nairobi County**

The findings of the study indicate that indeed communication promotes project success. The findings indicate that communication of project related information to the relevant stakeholders allows them to have knowledge as to whether the project is on track or not. Communication also promotes decision making during project implementation in order to ensure implementation is kept on track. It also increases accountability as the relevant stakeholders need to be kept informed of important issues. Communication also ensures that projects are effective in solving identified problems and having a positive impact.

### **5.2.3 Effect of stakeholder participation on project success in relief NGOs in Nairobi County**

The findings of the study indicate that participation of stakeholders support's project success. Stakeholder participation promotes tracking of project progress. During project implementation, various stakeholders can be able to know whether projects are on track to achieving the planned objectives or not. Stakeholder participation also increases accountability levels which are likely to promote project success. It is also likely to promote project effectiveness since the interests of stakeholders are put into consideration. In addition, positive impacts are likely to result when stakeholder participate in projects.

#### **5.2.4 Effect of Setting Targets on Project Success in Relief NGOs in Nairobi County?**

From the findings of the study, it is evident that setting targets promotes project success. Despite the fact that some of the participants who responded did not acknowledge it, most of the respondents acknowledged that setting targets promotes aspects of project success. Setting targets allows project stakeholders to track project progress and determine whether it is on track or not and consequently make decisions that ensure projects are kept on track. The findings also indicated that setting targets ensures that projects are effective in solving identified problems. In addition, the findings indicated that setting targets contribute to positive impacts of projects.

### **5.3 Discussion**

The logical framework allows project stakeholders to have indicators at all levels of the hierarchy. Thus there are input, activity, output, outcome and overall goal indicators. During implementation of projects, stakeholders need only refer to the logical framework in order to ensure that there is adherence to the initial plans. This way, the indicators become a significant feature that allows stakeholders to ensure that project implementation process is in tandem with initial plans. This finding is in line with the findings arrived at by Nasambu (2016), who conducted a research study, on the factors influencing the performance of monitoring and evaluation systems in NGOs and concluded that indicators are important in ensuring that projects are kept on track. Similarly, Migwi (2015) conducted a research study on the influence of monitoring and evaluation tools on project completion and was able to conclude that the logical framework helped in identifying indicators that were useful in ensuring projects are kept on track.

The logical framework is a tool that guides project planning, implementation, monitoring and evaluation. In addition it is a tool that when designed in a participatory manner, it ensures that the views and interests of stakeholders are put into consideration. In this regard, stakeholders identify the indicators that will guide project implementation, as well as monitoring and evaluation to ascertain that the project is in track, as well as effectiveness of the projects. Thus in a nutshell, a participatory approach in design of logical framework vis-a-vis identification of indicators proves that projects are aimed at satisfying the needs of stakeholders (Ottaro, 2017).

The researcher was keen to establish the role of selection of indicators on project success. The findings of this study coupled with the findings of other studies reviewed by the researcher clearly indicate that selection of indicators significantly influence project success. This is because to begin with, one criteria of project success is client or stakeholder acceptance. Secondly, because indicators that measure the level of achievement of stakeholders objectives are identified and are used to guide project implementation, it is highly likely that ultimately projects will be accepted by stakeholders and receive ownership thus ensuring their sustainability.

The researcher sought to investigate the role of communication on project success. The findings of this study have clearly indicated that the logical framework is a tool that promotes communication of issues related to the project. In addition, Weldearegay (2017) argues that the logical framework is a tool that can be able to communicate the vital dynamics of a project to any given stakeholder and thereby ensuring stakeholders are informed of important information concerning project implementation. This is because the logical framework summarizes important features concerning a project in form of a matrix.

It may for instance show the inputs necessary for given activities that are required to be undertaken. It also shows the outputs that should be realized after the said activities have been undertaken and the outcome that is expected in order for the overall goal of a project to be achieved (EIO, 2011).

Project stakeholders need to be informed of important issues concerning the projects that they are involved in. The project team needs to know the inputs that are required as well as the activities that are expected to be carried out. The top management and donors need to know exactly what projects entail so as to ensure accountability is established. Interaction between donors, top management and project team fosters decision making which is a vital component in ensuring projects are kept on track. Similarly, project beneficiaries need to know if the outcome and overall goal of a project is likely to solve the underlying problem or not and consequently promote ownership and sustainability of projects (Weldearegay, 2017; Phiri, 2005; Beleiu, Crisan, & Nistor, 2015).

Findings from this study can be compared to the findings from similar studies that indicate that communication promotes project success. Projects are aimed at ensuring that the interests of stakeholders have been met. These stakeholders need to be informed, at all stages of project implementation, of relevant project information. As a result of this communication, hurdles and bottlenecks will be rectified, projects will be kept on track and ownership and sustainability will be established. Consequently, projects will be said to have succeeded because additional costs will be avoided, projects will be completed in a timely manner and stakeholder acceptance will be won (Phiri, 2005; Beleiu, Crisan, & Nistor, 2015).

According to UNDP (2002), stakeholders are the individuals or groups who take part or have an interest in a project or program and they may include project team, the government or its agencies, or donor agencies. From the findings, it was clear that participation of stakeholders in projects from the planning phase where the design of the logical framework takes place, to implementation where they need to be involved in monitoring of projects ensures that project implementation is on kept track. This finding can be compared to the findings of Barassa (2014).

The researcher found that stakeholder participation guarantees that the interests and aspirations of the people and groups that are likely to affect or be affected by the projects are made known. Moreover, stakeholder participation ensures that hurdles and bottlenecks are resolved, and that decisions that are critical to achieving a project deliverables are made. These findings can be compared to the studies by Barassa (2014). Ogolla and Moronge (2016) undertook a research study on the determinants of effective monitoring and evaluation of government funded water projects in Kenya concluded that stakeholder participation is important in promoting monitoring and evaluation. Their study indicated that the more stakeholders were involved in monitoring and evaluation meetings the more effective the process became and as a result projects were able to remain on track. Similarly, Mushori (2015) in his study on the determinants of effective monitoring and evaluation of county government funded infrastructural development projects concluded that stakeholder participation remains an important determinant in ensuring that monitoring and evaluation processes are effective and thus tracking of progress. Besides this, stakeholder participation reflects the community's needs and stimulate people's interests, a view shared by International Fund for Agricultural Development [IFAD] (2002).

The researcher sought to establish the role of stakeholder participation on project success. From the findings of this study, it was clear that stakeholder participation ensures projects are kept on track during implementation, and that important decisions that affect the projects deliverables are made. In addition, stakeholder involvement promotes project ownership and consequently their sustainability. In view of these, stakeholder involvement promotes project success because it ensures timely completion of projects, and ensures client acceptance (Barassa, 2014; Njeri & Were, 2017).

The logical framework is a matrix that consists of four or five rows, and four columns. The first column displays the hierarchy of objectives that range from inputs, activities, outputs, outcomes and goal or impact (European Integration office [EIO], 2011). In addition, these objectives ought to be 'SMART'. In other words, they ought to be specific, measurable, achievable, realistic and time bound (Hunter, 2009; ICRC, 2008). The researcher was keen to find out how this hierarchy of objectives affects project success. The hierarchy of objectives also presents the project's strategy and it summarizes the 'means-end' logic of the proposed project. It can also be verified with the 'if-then' test in terms of: if adequate inputs are provided then the stated activities will be undertaken; if the stated activities are undertaken, then the outputs will be produced; if the outputs are produced then the outcomes will be achieved; and if the outcomes are achieved, then they shall contribute to realization of the overall objective (EIO, 2011).

From the findings it was clear that setting targets ensures that project stakeholders are capable of tracking project progress and in case of any deviations, decisions that counter such deviations are made and necessary actions are taken. This finding can be compared to the findings arrived at by Choon and Patrick (2016). Setting targets also ensure that project

teams are accountable to the top management and thus to the project funders. According to Li and Jarvenpaa (2015), accountability secures funding from the funders. In a nut shell, setting of targets promotes project success because projects are likely to be completed in good time due to availability of funds and tracking of progress.

#### **5.4 Conclusion**

The main objective of this study was to establish the influence of logical framework adoption on project success in relief NGOs in Nairobi County. From the findings, it was clear that logical framework adoption promotes selection of viable indicators, communication of project related information, stakeholder participation and setting of targets. An investigation of the influence of these aspects of the logical framework on aspects or sub-variables of project success was carried out. From the investigation, it was confirmed that all the four aspects of logical framework as identified in the conceptual framework and comprise of selection of viable indicators, communication of project related information, stakeholder participation and setting of targets promote project success by fulfilling the criteria of project success which include schedule, cost, quality, and client acceptance.

#### **5.5 Recommendations**

Project stakeholders should participate in identifying viable indicators. These should be specific, measurable, achievable, realistic, and time bound. Indicators express measurable

changes made towards objectives during project implementation and after completion and therefore help to keep track of a project. As a result decisions can be made on project elements that need adjustment as well as contributing to timeliness and client acceptance or sustainability.

Project officers and managers should encourage participation of stakeholders in order to promote monitoring of project progress, and decision making. Stakeholders are parties who are likely to affect or be affected by a project. Stakeholder participation can be ensured through involvement throughout the lifetime of a project, availing relevant information to stakeholders as well as encouraging feedback from the stakeholders. Stakeholders can be identified during the planning phase of a project by carrying out stakeholder analysis. The stakeholders, who may involve donor agencies, beneficiaries and the government among others, should also ensure they participate as required in order to promote project success. Stakeholder can participate in designing logical frameworks, identifying problems and solutions, and objectives as well as providing feedback.

Project officers and managers together with other stakeholders involved in the preparation of the logical framework should ensure that the logical framework clearly articulates the major aspects of a proposed project in a manner that can be understood and promote ownership and sustainability of projects. The logical framework should act as a communication tool that can be used to track project progress and compare planned objectives with actual objectives.

Project stakeholders including beneficiary community, donors, project team, and government agencies should ensure they set targets in a participatory manner. Sharing

views, interests and priorities will ensure that monitoring and evaluation process will be effective. This is because the logical framework that contains these targets will act as a guiding tool. In addition objectives ought to be simple, measurable, achievable, realistic, and time bound. This ensures project ownership thus sustainability, cost effectiveness and timely completion due to avoidance of disputes.

### **5.6 Areas for further studies**

This study focused on relief NGOs in Nairobi County. Further studies can be carried out on the influence of logical framework adoption in other types of NGOs including educational, social service, salvation and advocacy NGOs as classified by Berger (2003). In addition, further studies can be carried out in alternative Counties within Kenya and the findings compared with the findings in this study.

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## **APPENDICES**

### **APPENDIX I LETTER OF INTRODUCTION**

My name is Wycliffe Okeri Okinyi and I am a student at Africa Nazarene University pursuing a Master of Arts in Monitoring and Evaluation Degree. I intend to carry out a research study on ‘Role of Logical Framework adoption in project success’, a case of relief NGOs in Nairobi, Kenya. The findings of this study will be of help in knowing the areas of improvement in terms of the Logical Framework as well as project success. The information shared by the participants will be confidential and the names of the participants will not be used. The members’ participation will be appreciated.

## APPENDIX II RESEARCH QUESTIONNAIRE

My name is Wycliffe Okeri Okinyi and I am pursuing A Master of Arts degree in monitoring and evaluation. This questionnaire intends to collect information on *'role of Logical Framework adoption on project success in Non-Governmental Organizations in Kenya'*. All information provided will be confidential and your individual names will not be used. This study is for academic purposes only and the findings of this study will be helpful to your organization by showing the importance of the Logical Framework on project success. Please answer the following questions appropriately. Respondents intending to respond through email, please use the star or asterisk (\*) where you are required to tick.

### **PART A: Background information**

Respondent job position .....

I have information on monitoring and evaluation functions through

- i. Training
- ii. Formal knowledge

Number of years worked

- i. Less than a year
- ii. 1-3 years
- iii. 3-5 years
- iv. More than 5 years

### **PART B: Baseline information on monitoring and evaluation**

1. a) What do you understand by the term monitoring?

- i) .....
- .....
- .....
- .....
- .....
- .....

ii) No idea

b) What do you understand by the term evaluation?

i) .....

.....

.....

.....

.....

ii) No idea

2. a) How often do you monitor your projects?

i. Always

ii. Occasionally

iii. When requested by stakeholders

iv. When funding is needed

v. Other .....

.....

b) How often do you evaluate your projects?

i. Always

ii. Occasionally

iii. When requested by stakeholders

iv. When funding is needed

v. Other .....

.....

### **PART C: Baseline information on the Logical Framework**

2. a) How do you understand the term “Logical Framework”?

i) .....

.....

.....

.....

.....

ii) No idea

b) Why do you suppose the Logical Framework should be adopted?

i. It facilitates monitoring and evaluation

ii. It is a donor requirement

iii. Both i) and ii)

iv. Other \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

v. No idea

c) What do you think are the reasons why Logical Framework adoption should not be encouraged?

i. Lack of resources

ii. It is ineffective

iii. Both i) and ii)

iv. Others \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

v. No idea

- d) How would you rate the Logical Framework in terms of the following? (Please Tick where appropriate) **SD** = Strongly disagree, **D** = Disagree, **N** = Neutral, **A** = Agree, **SA** = Strongly agree

		<b>1. SD</b>	<b>2. D</b>	<b>3. N</b>	<b>4. A</b>	<b>5. SA</b>
<b>1.</b>	Logical framework adoption helps develop viable indicators (input indicators, activity indicators, outcome indicators etc.)					
<b>2.</b>	Logical framework adoption enhances communication of project related information					
<b>3.</b>	Logical framework adoption enhances participation of stakeholders					
<b>4.</b>	Logical framework adoption facilitates setting of targets					

**PART C: Influence of Logical Framework adoption on monitoring and evaluation**

**SECTION I: The effects of selecting viable indicators in monitoring and evaluation**

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Monitoring process is supported by setting baselines					
2. Monitoring process is supported by ensuring timeliness of planned actions					

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Evaluation process is supported by establishing baselines					
2. Evaluation process is supported by ensuring timeliness of planned actions					

3. a) Does selecting viable indicators promote the following aspects of monitoring?  
(Please tick where appropriate)

<b>Monitoring aspect</b>	<b>1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
<b>1. Decision making</b>					
<b>2. Accountability</b>					
<b>3. Track progress</b>					

- b) Does selecting viable indicators promote the following aspects of evaluation? (Please tick where appropriate)

<b>Evaluation aspect</b>	<b>1. Strongly Disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly Agree</b>
<b>1. Effectiveness</b>					
<b>2. Impact</b>					
<b>3. Sustainability</b>					

## **SECTION II: The effect of communication in monitoring and evaluation**

	<b>1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
<b>1. Developing communication plans promotes monitoring process</b>					
<b>2. Implementing communication plans promotes monitoring process</b>					

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Developing communication plans promotes evaluation process					
2. Implementing communication plans promotes evaluation process					

4. a) Does communication promote the following aspects of monitoring? (Please tick where appropriate)

Monitoring aspect	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Decision making					
2. Accountability					
3. Track progress					

b) Does communication promote the following aspects of evaluation? (Please tick where appropriate)

Evaluation aspect	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Effectiveness					
2. Impact					
3. Sustainability					

**SECTION III: The effect of stakeholder participation in monitoring and evaluation**

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Stakeholder involvement in identifying needed information promotes monitoring process					
2. Providing feedback to stakeholders promotes monitoring process					

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Stakeholder involvement in identifying needed information promotes evaluation process					
2. Providing feedback to stakeholders promotes evaluation process					

6. a) Does stakeholder participation promote the following aspects of monitoring? (Please tick where appropriate)

Monitoring aspect	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Decision making					
2. Accountability					
3. Track progress					

b) Does stakeholder participation promote the following aspects of evaluation? (Please tick where appropriate)

Evaluation aspect	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. Effectiveness					
2. Impact					
3. Sustainability					

**SECTION IV: The effect of setting targets on monitoring and evaluation**

	<b>1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
<b>1.</b> Assessment of factors affecting achievement of targets promotes monitoring process					
<b>2.</b> Disaggregating relevant data promotes monitoring process					

	<b>1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
<b>1.</b> Assessment of factors affecting achievement of targets promotes evaluation process					
<b>2.</b> Disaggregating relevant data promotes evaluation process					

6. a) Does setting of targets promote the following aspects of monitoring? (Please tick where appropriate)

<b>Monitoring aspect</b>	<b>1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
<b>1. Decision making</b>					
<b>2. Accountability</b>					
<b>3. Track progress</b>					

b) Does setting targets promote the following aspects of evaluation? (Please tick where appropriate)

<b>Evaluation aspect</b>	<b>1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Neutral</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
<b>1. Effectiveness</b>					
<b>2. Impact</b>					
<b>3. Sustainability</b>					

## **SECTION V: Concluding remarks**

7. a) What difficulties have you encountered in terms of Logical Framework adoption in monitoring?.....

.....

.....

.....

.....

b) What difficulties have you encountered in terms of Logical Framework adoption in evaluation?.....

.....

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.....

.....

c) What alternative monitoring and evaluation tools would you recommend?.....

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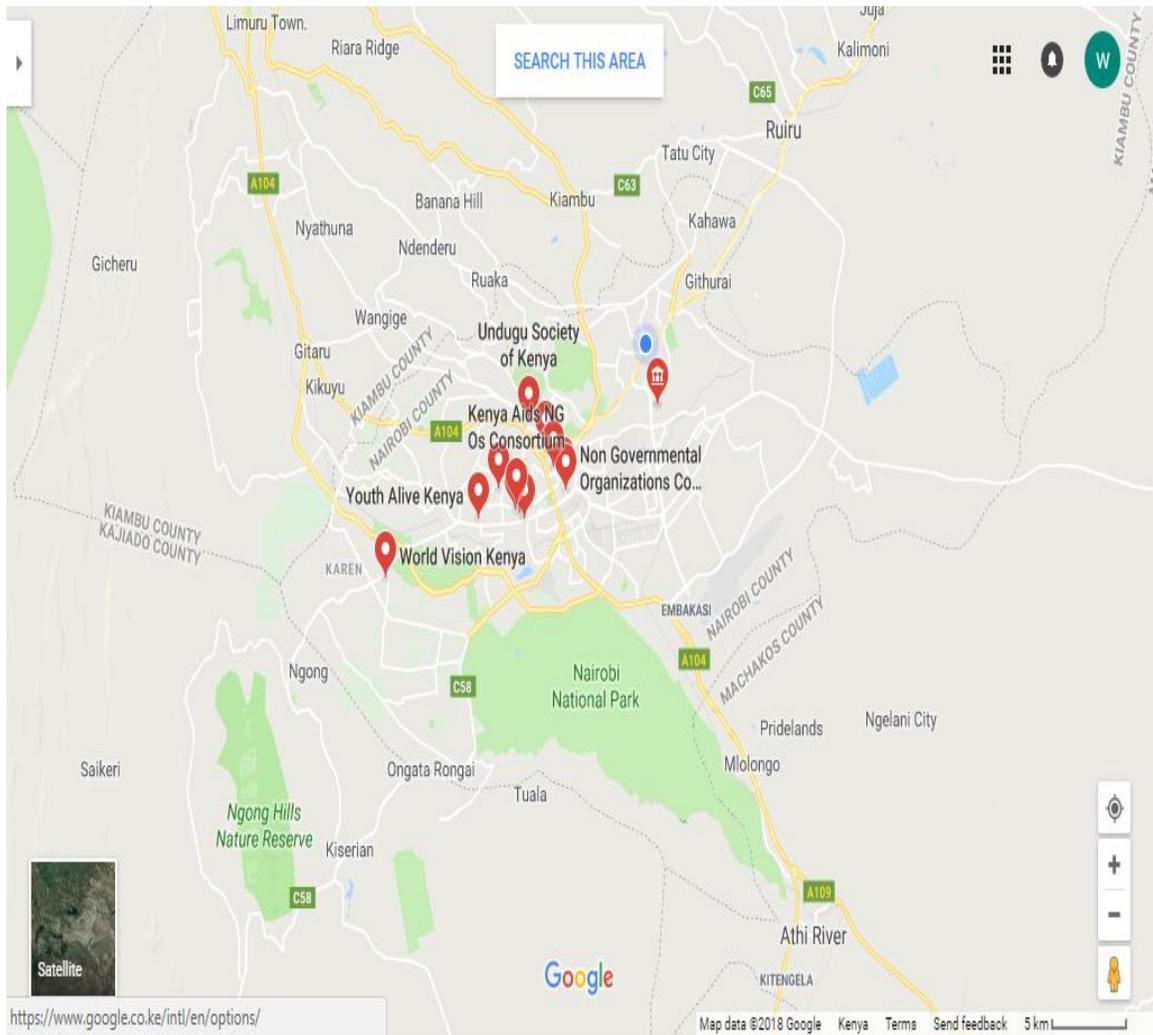
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**END**

**THANK YOU FOR YOUR PARTICIPATION**

### APPENDIX III NAIROBI COUNTY MAP



Source: Google maps

**APPENDIX IV SAMPLED RELIEF NGOs IN NAIROBI COUNTY**

<b>NUMBER</b>	<b>NGO NAME</b>	<b>INTERVAL</b>	<b>SELECTED NGO</b>
1.	Abanyala floods relief services		
2.	Action against leprosy, tuberculosis and lung disease		
3.	Action aid international Kenya		✓
4.	Action for appropriate drug use		
5.	Action in Africa international		
6.	Action in focus		
7.	Adam's mirror international		
8.	Adventist development and relief agency - Kenya		✓
9.	Africa genesis foundation (East Africa)		
10.	Africa health and community programme		
11.	Africa psoriasis organization		
12.	Africa refugee relief and development organization		
13.	Africa solidarity fund		✓
14.	African biomedical center		
15.	African boreholes initiative		
16.	African food security and environmental programme		
17.	African medical network		
18.	African refugees agency		✓
19.	African relief fund Kenya		
20.	African rescue committee		
21.	African traditional healthcare practitioners		
22.	African water network		
23.	African women and orphans support foundation		✓
24.	Afriken charitable organization		
25.	Afya connections international		
26.	Agape touch for the aged		
27.	Agency for pastoralists relief		
28.	Aids healthcare foundation, Kenya		✓
29.	Aids orphans guardian outreach programme		
30.	Akudep community aids support organization		
31.	Alliance for care and prevention of tuberculosis in Kenya		

32.	Alliance for care and prevention of tuberculosis in Kenya		
33.	Allied charity foundation		✓
34.	Aloe vera rescue		
35.	Alpha and omega missions Kenya		
36.	Anti - retroviral therapy initiative		
37.	Aragti relief and development organization		
38.	Arise and help international		✓
39.	Ashoka East Africa		
40.	Association for aid and relief (AAR) Japan		
41.	Association for needy children of Kenya		
42.	Association of complementary medicine and art organization		
43.	Barwaqa relief organization		✓
44.	Basic needs UK in Kenya		
45.	Blind and low vision network - Kenya		
46.	Care highway humanitarian aid		
47.	Centre for Disaster Management and Humanitarian Assistance		
48.	Centre for sickle cell anemia		✓
49.	Centre for water governance		
50.	Cervical cancer prevention foundation		
51.	Chalbi women health organization		
52.	Change a life international agency		
53.	Charity camp children centre		✓
54.	Charity relief organization		
55.	Childfund Kenya		
56.	Children health implementation for life development		
57.	Christian outreach relief and development		
58.	Christian reformed world relief committee- Kenya		✓
59.	Community health access program		
60.	Comprehensive environmental health management solutions international		
61.	Co-operative housing foundation (CHF) international		
62.	Craftaid initiative		

63.	Creative initiatives in water hygiene and sanitation development organization		✓
64.	Cush community relief international		
65.	Deaf community development and relief services		
66.	Dental and oral care initiative		
67.	Development operations towards health and needs		
68.	Diase - k organization		✓
69.	Disability aid organization		
70.	Disabled development foundation		
71.	Disaster relief programme		
72.	Disaster support agency		
73.	Dorcas aid international - Kenya		✓
74.	Dream rescue international		
75.	Durable network for integrated assistance		
76.	Eastern Africa treatment access movement		
77.	Eastern Kenya water initiative		
78.	Ecumenical pharmaceutical network		✓
79.	Emergency preparedness and response programme		
80.	Equipment support for aids orphans - Kenya		
81.	Ethiopian relief and rehabilitation organization		
82.	Family aids initiative response organization		
83.	Family care relief organization		✓
84.	Family empowerment and relief organization		
85.	Family health international (FHI)		
86.	Family health options Kenya		
87.	Family relief and rehabilitation organization		
88.	Feed the children Kenya		✓
89.	Focus 2000 child rescue programme		
90.	Forum for restoration for disadvantaged organization		
91.	Foundation for aid and exchange development		
92.	Foundation of people living with HIV/AIDS in Kenya (FOPHAK)		
93.	Fountain of hope organization		✓

94.	Freedoms house foundation -Kenya		
95.	French medical and cultural assistance (FMCA)		
96.	Frepals community nursing home		
97.	Friends committed to caring international		
98.	Friends of Africa international		✓
99.	Frontiers of hope international		
100.	FTRT		
101.	Furaha organization for care upkeep, shelter for children		
102.	Global alliance for Africa		
103.	Global concern inc.		✓
104.	Global forces support programme		
105.	Global hope care		
106.	Global organization for health and development		
107.	Global outreach foundation		
108.	Global rescue emergency disaster victims and development (GREDVAD)		✓
109.	Global victims support programme		
110.	Global welfare programmes and projects		
111.	Goka aid Kenya		
112.	Gold star Kenya		
113.	Golden hearth for the needy Kenya		✓
114.	Guardian of love international		
115.	Habitat for humanity in Kenya		
116.	Haki water organization		
117.	Handicap international		
118.	Havilah Kenya		✓
119.	Help child/mother organization		
120.	Helpage international		
121.	Hijra organization for welfare and development		
122.	Holistic development and relief international		
123.	Hope agency for relief and development		✓
124.	Hope for African children initiative Kenya		
125.	Hope for teenage mothers		
126.	Horn of Africa Community Based Health Project		
127.	Hospital support organization		

128.	Human health and sanitation initiative		✓
129.	Humanitarian Africa relief development organization		
130.	Imani rehabilitation agency		
131.	Integrated development Africa programme		
132.	International community for the relief of starvation and suffering		
133.	International development and relief board		✓
134.	International dispensary association		
135.	International Islamic relief organization		
136.	International medical relief organization		
137.	International missions organization of Kenya		
138.	International relief friendship foundation		✓
139.	International water project		
140.	Islamic relief-Kenya		
141.	Jengana association		
142.	Jubalandese charity centre		
143.	Karama charity foundation		✓
144.	Katumo international foundation		
145.	Kenya community based health financing association		
146.	Kenya debt relief network		
147.	Kenya relief and educational services		
148.	Kenya vincentian volunteers		✓
149.	Kenya water for health organization		
150.	Kenya water, energy, cleanliness and health project		
151.	Kibera human development project		
152.	Lea international rescue centre		
153.	Life force kiosks		✓
154.	Living in total health initiative		
155.	Living water service centre		
156.	Lutheran world federation department for world services		
157.	Lutheran world relief - east southern Africa regional office		
158.	Lutheran world relief east and southern Africa regional office		✓

159.	Maji kwa umma organization		
160.	Manga ridge development and relief foundation		
161.	Map international		
162.	Medair East Africa		
163.	Medecins sans frontieres - France (Kenya)		✓
164.	Medical aid and disaster management services		
165.	Medical emergency relief international (MERLIN)		
166.	Mercy USA for aid and development Kenya		
167.	Miracles ground charitable organization		
168.	Moses Otunga foundation		✓
169.	Mount olive relief programme		
170.	Mubarak for relief and development organization		
171.	Music for life Kenya		
172.	Mwangaza humanitarian assistance		
173.	Nairobi children care and rehabilitation centre		✓
174.	Nairobi hospice		
175.	Nasib relief and development organization		
176.	National school feeding council of Kenya		
177.	Nile agency for relief and development (nard)		
178.	Nub relief, rehabilitation and development organization		✓
179.	Oikos household of faith		
180.	Open arms international		
181.	Operation give and grow		
182.	Operation smile mission in Kenya		
183.	Organization for assisting hearing impaired persons		✓
184.	Pamoja resources for transformation		
185.	Pan African relief and development organization		
186.	Paramount integrated relief initiative		
187.	Parental care Kenya		
188.	Pathfinder international		✓
189.	Peggy comfort centre		

190.	People for people initiative - Kenya		
191.	Poverty relief aid		
192.	Prisoners aid Kenya		
193.	Programme against malnutrition		✓
194.	Provide international		
195.	Providence whole care international		
196.	Pure love expressed health care international		
197.	Quick aid organization		
198.	Reaching out changing lives		✓
199.	Refuge point international		
200.	Relief and development initiative support programme		
201.	Relief foundation		
202.	Reproductive health services		
203.	Rescue initiatives centre		
204.	Rural aid - Kenya		
205.	Safe water and aids project		
206.	Samaritan medical services		
207.	Samaritan's heart relief and development centre		
208.	Samaritan's purse international relief		
209.	Save the aged Africa international		
210.	Servant's heart, Kenya		
211.	Shelter 2000		
212.	Springs of life international		
213.	Spurgeon child care Kenya		
214.	Sunaid - Africa		
215.	Sustainable water supply international		
216.	Transaid Kenya		
217.	Wardi relief and development initiatives		
218.	Water and sanitation for poverty reduction		
219.	Water association support organization		
220.	Water for all organization		
221.	Wem integrated health services		
222.	World relief international		
TOTAL	222	44	40

## APPENDIX V ANU RESEARCH LETTER OF AUTHORITY



**AFRICA NAZARENE**  
UNIVERSITY

25<sup>th</sup>, July 2017

E-mail: [researchwriting.mba.anu@gmail.com](mailto:researchwriting.mba.anu@gmail.com)

Tel. 0202711213

*Our Ref: 15S03EMME003*

The Director,  
National Commission for Science,  
Technology and Innovation (NACOSTI),  
P. O. Box 30623, 00100  
Nairobi, Kenya

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: MR. WYCLIFFE OKERI OKINYI**

Mr. Okinyi is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete his program, Mr. Okinyi is conducting a research entitled: **“Influence of Logical Framework Adoption on Monitoring and Evaluation in NGS’s in Nairobi: A Case of Relief NGO’s in Nairobi County”**

Any assistance offered to him will be highly appreciated.

Yours Faithfully,

<p style="text-align: center;">AFRICA NAZARENE UNIVERSITY PRINCIPAL, NAIROBI CBD CAMPUS</p> <p style="text-align: center;">25 JUL 2017</p> <p>Sign: </p> <p style="text-align: center;">P. O. Box 53067 - 00200, NAIROBI</p>
--

**PROF. ORPHA ONG'ITI,**  
**PRINCIPAL: NAIROBI CBD CAMPUS.**

## APPENDIX VI NACOSTI RESEARCH PERMIT

THIS IS TO CERTIFY THAT:  
**MR. WYCIFFI OKERI OKINYI**  
 of AFRICA NAZARENE UNIVERSITY,  
 0-600 Nairobi, has been permitted to  
 conduct research in *Nairobi County*

Permit No : NACOSTI/P/17/85905/18721  
 Date Of Issue : 17th August, 2017  
 Fee Recieved :Ksh 1000

on the topic: **INFLUENCE OF LOGICAL  
 FRAMEWORK ADOPTION IN MONITORING  
 AND EVALUATION OF NON  
 GOVERNMENTAL ORGANIZATIONS IN  
 NAIROBI KENYA A CASE OF RELIEF  
 ORGANIZATIONS IN NAIROBI COUNTY**



for the period ending:  
**17th August, 2018**

  
 .....  
 Applicant's  
 Signature

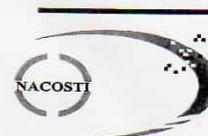
  
 .....  
 Director General  
 National Commission for Science,  
 Technology & Innovation

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National Commission for Science,  
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**RESEARCH CLEARANCE  
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Serial No.A 15374

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