



PROJECT EVALUATION AND PERFORMANCE OF NGO PROJECTS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

NGO projects are initiatives or programs undertaken by non-profit organizations aimed at addressing specific social, environmental, economic, or humanitarian issues. Non-governmental organizations (NGOs) in Nairobi City County face a range of challenges that hinder their effectiveness and sustainability. The general objective of the study is to determine the effect of project evaluation on performance of NGO projects in Nairobi city county, Kenya. Specifically, the study sought to investigate effect of process evaluation and outcome evaluation on performance of NGO projects in Nairobi city county, Kenya. This study was guided by Theory of Change (ToC) and Goal-Setting Theory. This study used a descriptive research design. This study targeted the NGOs operating in Nairobi County with the highest utilization of funds. According to NGO coordination board, there are 12162 registered NGOs operating in Kenya. This study targeted the NGOs with the highest utilization of funds. According to the sector report of 2021/2022, there are 100 NGOs operating in Nairobi County who recorded the highest utilization of funds during the year operating in different thematic areas. All the implementing staff employees from 100 NGO's operating within Nairobi County with the highest utilization of funds comprised the target population. The NGO's were the primary sampling units and the employees who are directly involved in implementing the projects formed secondary sampling units. The study's primary data was obtained using semi-structured questionnaires. The researcher carried out a pilot study to ensure the data collection tool is reliable and valid. Quantitative and qualitative data was generated from the closed-ended and open-ended questions, respectively. Qualitative data was analyzed on thematic basis and the findings provided in a narrative form. Before the data can be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics was employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Data analysis was done using descriptive statistics and inferential statistics. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. The study results were presented in tables and figures. The study concludes that process evaluation and outcome evaluation has a positive and significant effect on performance of NGO projects in Nairobi city county, Kenya. Based on the findings, the management of NGOs in Kenya should enhance process evaluation mechanisms by monitoring fidelity to project plans, ensuring broad reach among target beneficiaries, and promoting active stakeholder engagement to improve the effectiveness and performance of NGO projects.

Key Words: Project Evaluation, Process Evaluation, Outcome Evaluation, Performance of NGO Projects

Background of the Study

Non-Governmental Organization (NGO) projects are initiatives or programs undertaken by non-profit organizations aimed at addressing specific social, environmental, economic, or humanitarian issues (Buechele, *et al*, 2024). These projects are often designed to fill gaps where government or private sector involvement may be limited, and they typically focus on improving the well-being of vulnerable populations or tackling global challenges. NGO projects can span a wide range of areas, such as education, healthcare, human rights, environmental conservation, disaster relief, and economic development (Ahmad & Bin, 2021).

NGO projects play a crucial role in addressing global challenges and improving the lives of disadvantaged communities. One of the primary roles of NGO projects is to act as a catalyst for social change, often targeting issues that are overlooked or insufficiently addressed by governments or the private sector. These projects can help raise awareness about critical issues, advocate for policy changes, and provide direct services to those in need. Through their efforts, NGOs contribute significantly to fostering social justice, equality, and human rights, striving to create a more inclusive and equitable world (Borisch, Amer & Jahaf, 2023). Another important role of NGO projects is providing humanitarian assistance in times of crisis. During natural disasters, armed conflicts, or humanitarian emergencies, NGOs often mobilize quickly to provide relief, such as food, shelter, medical care, and clean water. These organizations are well-positioned to operate in areas where governments or other institutions may be unable to reach or provide immediate help due to logistical challenges or political barriers. NGO projects in these contexts are essential in alleviating suffering and helping communities recover from devastating events (Hall & Le, 2020).

NGO projects also contribute to sustainable development by addressing long-term issues such as poverty, education, environmental degradation, and healthcare. For example, NGOs often run educational programs to increase literacy rates or provide vocational training to help people build skills and gain employment. Environmental NGOs may implement projects to protect natural resources or promote sustainable farming practices (Masawe & Isanzu, 2020). Through such initiatives, NGOs help build resilience within communities, ensuring that they can continue to thrive even after the projects end. This focus on sustainability is central to many NGO projects, as they aim to create lasting positive impacts without creating dependency on external aid. Furthermore, NGO projects can serve as a bridge between different stakeholders, fostering collaboration between governments, international organizations, the private sector, and local communities (Habiyambere & Gitahi, 2023). NGOs often advocate for marginalized groups and ensure that their voices are heard in decision-making processes. By involving local communities in project design and implementation, NGOs help ensure that interventions are culturally appropriate, relevant, and tailored to the specific needs of the population. In this way, NGO projects play a key role in promoting participatory development, where communities are empowered to take ownership of their own progress (Kissi, *et al*, 2019).

Project evaluation is a systematic process used to assess the design, implementation, and outcomes of a project to determine its effectiveness, efficiency, and impact. Different types of evaluation such as formative, summative, process, and outcome evaluation serve distinct purposes and are employed at various stages of a project (Ahumuza & Babirye, 2024). Process evaluation examines how a project is being implemented in real-time, looking at the inputs, activities, and outputs. This helps identify whether the project is being carried out as planned, if resources are being utilized effectively, and if there are any operational issues that need to be addressed (Mutsune & Ngugi, 2023). Outcome evaluation focuses on measuring the long-term effects and changes resulting from the project, such as improved community health, increased literacy rates, or greater economic stability. It looks at the broader impact and

whether the project has achieved its ultimate goals, providing critical information for assessing its value and guiding future initiatives (Banzi & Tumuti, 2024). This study aimed to determine the effect of project evaluation on performance of NGO projects in Nairobi city county, Kenya.

Statement of the Problem

NGOs play a crucial role in Kenya's socio-economic development, particularly in Nairobi City County, where they supplement government efforts in addressing pressing social issues (Koima & Mukulu, 2020). NGOs in Kenya work to bridge gaps in healthcare, education, poverty reduction, environmental conservation, and community development, with a significant impact on marginalized and vulnerable populations (Mutsune & Ngugi, 2023). According to the NGO Coordination Board sector report of 2021/2022, NGOs in Kenya contribute billions of shillings annually to various sectors, enhancing access to essential services and improving quality of life for many Kenyans. These organizations often operate in challenging environments, making their contributions even more valuable. However, the success of these NGOs is largely contingent on their project performance, as successful project delivery ensures that they meet their mandates, attract donor funding, and maintain public trust (Mutsune & Ngugi, 2023).

Despite the importance of NGO projects, there has been a growing concern regarding their performance. Many NGO projects in Nairobi County face challenges such as cost overruns, time overruns, and issues with quality, ultimately failing to meet set objectives (Waweru & Kimathi, 2022). A report by the KIPPRA indicates that over 40% of NGO projects in the country exceed their budget by an average of 20%, largely due to poor planning and resource mismanagement (Koima & Mukulu, 2022). Furthermore, close to 35% of NGO projects experience time delays, often spanning several months, leading to donor dissatisfaction and decreased project impact (Mutsune & Ngugi, 2023). A study by Development Initiatives (2023) showed that more than 25% of NGO projects in Nairobi fail to achieve their intended objectives due to inadequate quality assurance measures, lack of beneficiary engagement, and insufficient monitoring processes. Such performance issues not only undermine the effectiveness of these projects but also erode donor confidence, risking funding cuts that could jeopardize the welfare of the communities relying on these initiatives (Macharia & Bowa, 2023).

Project evaluation plays a crucial role in influencing the performance of development projects by providing systematic insights into what is working, what is not, and why. Regular evaluation helps organizations measure progress against goals, identify challenges, and make informed decisions on how to improve project outcomes (Mutsune & Ngugi, 2023). By assessing the effectiveness, efficiency, and relevance of interventions, project evaluation ensures that resources are being used optimally, contributing to improved decision-making and overall project success (Banzi & Tumuti, 2024). Various studies have been conducted in different parts of the world on project evaluation and project performance. For instance, Macharia and Bowa (2023) investigated on project evaluation and project performance. Mutsune and Ngugi (2023) examined on the influence of project evaluation on project implementation by national lands commission and Banzi and Tumuti (2024) conducted a study on project evaluation and performance of county funded health construction projects. However, none of these studies focused on process evaluation and outcome evaluation on performance of NGO projects in Nairobi city county, Kenya. To fill the highlighted gaps, the current sought to determine the effect of project evaluation (process evaluation and outcome evaluation) on performance of NGO projects in Nairobi city county, Kenya.

Objectives of the Study

General Objective of the Study

The general objective of the study is to determine the effect of project evaluation on performance of NGO projects in Nairobi city county, Kenya

Specific Objectives of the study

- i To investigate effect of process evaluation on performance of NGO projects in Nairobi city county, Kenya.
- ii To assess effect of outcome evaluation on performance of NGO projects in Nairobi city county, Kenya.

Theoretical Review

Theory of Change (ToC)

The Theory of Change (ToC) developed by Weiss (1995) is a conceptual framework used primarily in program planning, evaluation, and social change initiatives. It outlines how and why a desired change is expected to happen in a particular context. At its core, a ToC articulates the relationship between the activities a program will undertake and the outcomes it aims to achieve. By detailing the pathways through which change occurs, it helps stakeholders understand the assumptions behind the program's strategies and how these strategies lead to the intended impacts (Khalid, Rehman & Ashra, 2020). One of the key components of a Theory of Change is the identification of specific goals and outcomes. This involves defining the long-term objectives of the program and the intermediate outcomes that must be achieved along the way. By mapping out these outcomes, stakeholders can create a logical sequence that shows how initial activities lead to short-term outputs, which in turn contribute to broader, long-term impacts. This clarity allows for better planning, as well as a more coherent framework for measuring progress and success (Larissa *et al*, 2020). Another important aspect of the ToC is its emphasis on assumptions and contextual factors. It encourages practitioners to articulate the beliefs and conditions that must hold true for the proposed change to occur. This might include social, economic, or political factors that could influence the success of the program. By identifying these assumptions, stakeholders can engage in critical reflection about the feasibility of their strategies and adjust their plans accordingly. This element of the ToC fosters greater transparency and accountability, as it invites scrutiny of the underlying logic of the proposed interventions (Nguthuri, Maringa & Gongera, 2020). This theory was relevant in investigating effect of process evaluation on performance of NGO projects in Nairobi city county, Kenya.

Goal-Setting Theory

Goal Setting Theory, developed by Edwin (1968), posits that specific and challenging goals can lead to higher performance levels compared to vague or easy objectives. The theory emphasizes the importance of clarity in goals; well-defined goals provide direction and focus, allowing individuals to channel their efforts effectively. When individuals know exactly what they aim to achieve, they are more likely to commit to the necessary actions, thus enhancing their motivation and performance (Bashir, Maawra & Muhammad, 2024).

Another critical aspect of Goal Setting Theory is the role of feedback. Regular feedback allows individuals to assess their progress toward their goals, adjust their strategies if necessary, and stay motivated. This process of monitoring performance helps to reinforce commitment and enables individuals to celebrate small successes along the way. Feedback serves as a mechanism for continuous improvement, ensuring that the goals remain relevant and achievable (Heller *et al*, 2020). Additionally, Goal Setting Theory highlights the significance

of goal complexity and individual capability. While challenging goals can enhance motivation, they must be attainable based on one's skills and resources. Setting overly ambitious goals can lead to frustration and decreased motivation if individuals feel overwhelmed. Therefore, balancing challenge with realism is crucial in the goal-setting process. When goals align with an individual's abilities and context, they foster a sense of competence and drive, ultimately leading to greater satisfaction and achievement (Wambua *et al*, 2022). This theory was relevant in assessing effect of outcome evaluation on performance of NGO projects in Nairobi city county, Kenya.

Conceptual Framework

A conceptual framework is a system of concepts, assumptions, expectations, beliefs, and theories that supports and informs research. It provides a visual representation of the relationships between key variables or concepts in a study. This framework helps researchers outline what they plan to study and the expected relationships among the variables, thereby guiding the research design and methodology (Miles & Huberman, 2019). The Figure 2.1 shows the relationship between the dependent and independent variables.

Independent variables

Dependent variable

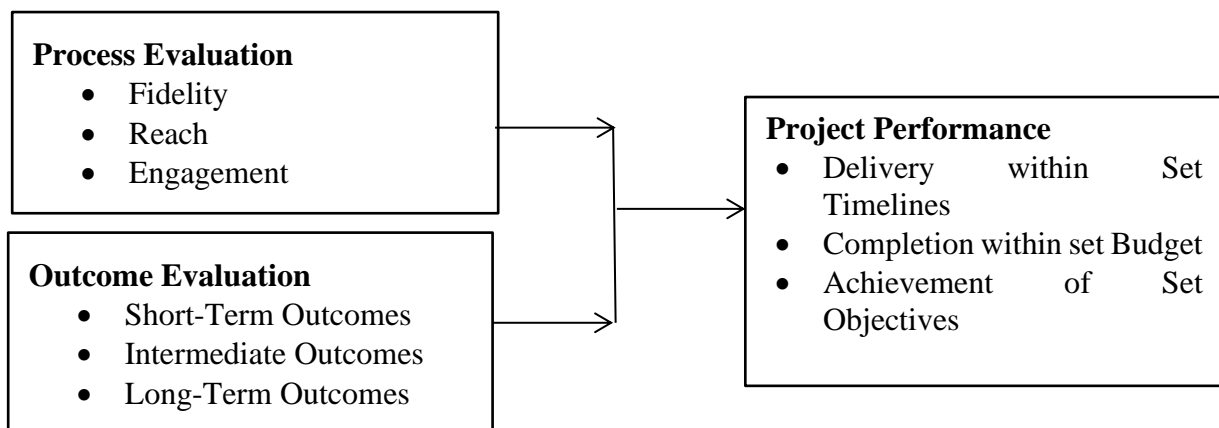


Figure 2. 1: Conceptual Framework

Process Evaluation

Process evaluation is a type of evaluation that focuses on assessing the implementation of a program or intervention as it occurs, rather than evaluating its outcomes or results. The primary goal of process evaluation is to understand how a program is being delivered, whether it is being implemented as planned, and identify any challenges or areas for improvement during its execution (Khalid, Rehman & Ashra, 2020). It examines the activities, strategies, resources, and procedures used in the program to ensure that it is being carried out effectively and efficiently. Fidelity refers to the degree to which a program is implemented as intended or designed. Reach refers to the extent to which a program successfully engages its intended target population. It measures how well the program attracts, involves, and serves the individuals or groups it was designed to help. Reach is critical for understanding whether the program is reaching the right people—those who need it most—and whether it is being implemented on the intended scale. For instance, a vaccination campaign's reach would involve tracking how many people in the target demographic have received the vaccine, as well as whether certain subgroups (e.g., rural populations or low-income individuals) are underserved. Evaluating reach helps to identify gaps in participation and can inform strategies to improve access or broaden the program's impact (Gaturu *et al*, 2020).

Engagement goes a step further by assessing how actively and meaningfully the participants are involved in the program. It measures the degree to which the target population is participating in and benefiting from the program activities. Engagement can be assessed through various indicators, such as attendance rates, participation in activities, completion of program requirements, or qualitative feedback on the participants' involvement. High engagement typically correlates with better outcomes, as active participation often leads to a deeper understanding of, and commitment to, the program's objectives. For example, in an educational program, engagement might involve not just students attending classes but also their involvement in discussions, assignments, and extra-curricular activities (Ochieng' & Mungai, 2024).

Outcome Evaluation

Outcome evaluation is a type of evaluation that focuses on assessing the short-term, intermediate, and long-term results or effects of a program or intervention. The primary goal of outcome evaluation is to determine whether the program has achieved its intended objectives or outcomes, such as changes in knowledge, attitudes, behaviors, or conditions within the target population (Bashir, Maawra & Muhammad, 2024). Short-term outcomes refer to the immediate effects or changes that occur shortly after the program has been implemented. These outcomes are typically measurable within a few weeks to months and are often associated with changes in knowledge, attitudes, or awareness (Heller *et al*, 2020). Intermediate outcomes are the next level of effects that usually emerge within a few months to a year after the program is implemented. These outcomes reflect changes in behavior, practices, or conditions that are a direct result of the changes observed in the short term. For instance, in a public health program aimed at reducing smoking, an intermediate outcome might be an increase in the number of individuals who have successfully reduced or quit smoking.

Long-term outcomes are the broader, more enduring effects that are typically realized over a longer period—often several years after the program has been completed. These outcomes reflect the ultimate goals of the program and often include significant, sustainable changes in the population or community, such as improvements in health, economic status, or social well-being. In the smoking cessation example, a long-term outcome might include a reduction in smoking-related diseases within the target population or improved overall public health. Long-term outcomes are the most significant in terms of demonstrating the lasting impact of a program, but they also take time to measure and may depend on the program's success in achieving short-term and intermediate outcomes (Falkenström *et al*, 2020).

Empirical Review

Process Evaluation and Project Performance

Khalid, Rehman and Ashra (2020) conducted a case study exploring the link between Kirkpatrick (kp) and context, input, process and product (cipp) training evaluation models, and its effect on training evaluation in public organizations of Pakistan. This study is based on theoretical perspective of literature review and finds a link between Kirkpatrick (KP) and context, input, process and product (CIPP) training evaluation models to enhance efficacy of training in Pakistan. This study reiterates that pre-training context is imperative to finding viable training criterion to make training successful. Evaluation lacks criteria setting in Pakistan training institutions. The study found that, all the evaluation methods offer different analytical tools to evaluate training activity in developed countries but their application in under developed countries, like Pakistan, is debatable where mind set and educational levels are stunningly low. Kirkpatrick training evaluation model, takes its initiative from participants' reactions. CIPP model starts training evaluation from context which focuses on development

of criterion of training. Context is important in Pakistani environment and training plan needs to be designed on real time indicators to produce positive results. The study concluded that there is no second opinion about the importance of training and to make the investment in training fruitful is the priority of every nation so as, to lay stringent check on public investments. Training evaluation system is considered vital for public or private organizations and in order to get desired efficacy of training, evaluating training is a fruitful activity.

Gaturu *et al* (2020) assessed the influence of process evaluation on organizational performance of Mission Hospitals in Kenya. The study was both qualitative and quantitative so for the analysis descriptive statistics, Pearson correlation and t-test were used. The study found that majority of the hospitals reviews their strategic plans once a year. About the extent to which strategic plans fit hospital organizational purpose, the study found out that it was to a very great extent. On whether the hospitals can fund their strategic plan and perform to the required level the study established that it's to a very large extent while other respondents said that it is to a moderate extent. According to the extent to which the strategic plan is acceptable to the hospital's stakeholders-patients, community, suppliers, creditors and others, the researcher concluded that majority of the respondents said that the strategic plan is acceptable to a greater extent.

Ochieng' and Mungai (2024) assessed monitoring and process evaluation tools and project performance in the ministry of health in Kenya. The study adopted descriptive research design. This study was conducted at the ministry of health. According to MOH(2023) report, ministry of health has a total of 630 employees comprising of 105 top managers, 210 middle level managers and 315 lower level managers. Management employees were targeted since they are in the best position to provide information on monitoring and evaluation tools. The study's sample size was reached at using Krejcie and Morgan sample size determination formula. The 239 respondents were chosen with the help of stratified random sampling technique. The study found that that process evaluation has a positive and significant influence on project performance in the ministry of health in Kenya. In addition, the study concludes that process evaluation has a positive and significant influence on project performance in the ministry of health in Kenya.

Outcome Evaluation and Project Performance

Heller *et al* (2020) conducted an investigation on hypertension testing and treatment in Uganda and Kenya through the SEARCH study: An implementation fidelity and outcome evaluation. The researchers designed and performed a fidelity evaluation of the step-by-step process (cascade) of HTN care within SEARCH, calculating rates of HTN screening, linkage to care, and follow-up care. We evaluated SEARCH's assessment of each participant's HTN status against measured blood pressure and HTN history. The study found that the SEARCH study's consistency in delivering screening and treatment services for HTN was generally high, but SEARCH could improve effectiveness in linking patients to care and achieving HTN control. The study concluded that its model for implementing population-scale HTN testing and care through an existing HIV test-and-treat program—and protocol for evaluating the intervention's stepwise fidelity and care outcomes—may be adapted, strengthened, and scaled up for use across multiple resource-limited settings.

Wambua *et al* (2022) examined the outcome evaluation of psychological interventions offered to adolescents seeking mental health services at the national referral and teaching hospital in Nairobi, Kenya. Making use of a naturalistic, observational approach, the study followed a cohort of adolescents receiving talk therapy. Assessments were collected at the beginning and end of each session to assess patient outcomes and therapeutic alliance over the 12-month study period, with participants attending an average of three sessions. It was noted that the

adolescents received multiple therapies. The findings on outcome showed that there was statistically significant mean decrease in scores from intake to second follow-up on the self and clinician rated outcomes. The study also revealed that outcome scores statistically significantly decreased from intake to second follow-up on self-rated and on the clinician-rated scores. The study concluded that the mental health services, specifically psychotherapies offered to adolescents seeking care in a public institution are associated with alleviation of adolescent distress over time.

Falkenström *et al* (2020) examined the factor analysis of the clinical outcomes in routine evaluation – outcome measures (CORE-OM) in a Kenyan sample. Three hundred and forty-five patients filled out the CORE-OM after their initial therapy session. Confirmatory and Exploratory Factor Analysis (CFA/EFA) were used to study the factor structure of the CORE-OM. The English version of the CORE-OM seemed acceptable and understandable to psychiatric patients seeking treatment at the state-owned hospitals in Nairobi. Factor analyses showed that a model with a general distress factor, a risk factor, and a method factor for positively framed items fit the data best according to both CFA and EFA analysis. Coefficient Omega Hierarchical showed that the general distress factor was reliably measured even if differential responding to positively framed items was regarded as error variance. The study concluded that the English language version of the CORE-OM can be used with psychiatric patients attending psychiatric treatment in Nairobi. The factor structure was more or less the same as has been shown in previous studies.

RESEARCH METHODOLOGY

Research Design

This study used a descriptive research design. Mugenda and Mugenda (2018) explained the descriptive design is a process of collecting data to test a hypothesis or to answer the questions of the status of the subject under study. Its advantage is that it is used extensively to describe behavior, values, attitude, and character. The description research design aspect of it attempted to provide more details and insights from the respondents on how the dependent variables impact on the independent variable. It also enables the researcher to analyze the findings and draw informed conclusions.

Target Population

For the success of this research study, NGOs operating in Nairobi County, with the highest utilization of funds, was used as primary sampling units in a sampling frame. According to NGO coordination board, there are 12162 NGOs operating in Kenya. This study targeted the NGOs with the highest utilization of funds. According to the NGO Coordination board sector report of 2021/2022, there are 100 NGOs operating in Nairobi County who recorded the highest utilization of funds during the year. Thairu (2019) opined that “the major sectors in which NGOs operate include Education, Health, Environment, Relief, and Economic Empowerment”. All the implementing staff employees from 100 NGO's operating within Nairobi County with the highest utilization of funds comprised the target population. The NGO's were the primary sampling units and the employees who are directly involved in implementing the projects formed secondary sampling units.

Sample and Sampling Techniques

A multistage sampling procedure was used to identify the respondents. In the first stage, a purposive sampling technique was employed to select the NGOs in Nairobi County. In the second stage, the simple random sampling technique was employed to select the number of

employees who are directly involved in project implementation. In the final stage, a systematic sampling procedure selected the respondents.

The sample size, n , was determined using the Yamane formula (1967)

$$n = \frac{N}{1 + N * e^2}$$

Where

n : sample size

N : Population size

e : margin of error

The Target population of implementing employees according to survey is 3400, the margin of error at the 95 percent level of confidence is 0.05, yielding a sample size of 358 respondents.

$$n = \frac{3400}{1 + 3400 * 0.05^2} = 357.89 \sim 358$$

Data Collection Instruments

Primary data was used in this study. Greener (2019) indicates that primary data is made up of first-hand information that has not been processed or analyzed. A questionnaire which is a form of quantitative data collection tool was used to collect primary data. The study's primary data was obtained using structured questionnaire.

The structured questions were useful as they enable easy analysis of data and reduce the time and resources needed for data collection. The unstructured questionnaires helped the researcher get in-depth responses from the respondents as they give a chance to provide views and suggestions on the various issues. Kultar (2019) points out that a questionnaire is a cheap tool for data collection and is very effective in collecting information from a large population. Further the data would not be biased as the questionnaire guarantees anonymity. The questionnaire had three sections, with the first part requesting the respondent's socio-demographic data. Part two composed of five sections and had data on the independent variables and dependent variables.

Pilot Test Study

A pilot study, or pilot test or pre-test is defined as small-scale preliminary research that is conducted to evaluate time, cost, and feasibility to improve on the design of a particular study prior to conducting the actual one or full-scale research project (Kultar, 2019). The researcher carried out a pilot study to ensure the data collection tool is reliable and valid. The pilot test helped correct some of the challenges encountered before undertaking the final study. According to Lancaster, Dodd, and Williamson (2019), the sample size for high precision pilot studies should be between 1% and 10%. The pretesting sample was made of 10 respondents, representing 10% of the sample size. The results from the pilot test were not used in the main study. In addition, the respondents used in the pilot test were excluded from the final study.

Data Analysis and Presentation

Before the data can be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics was employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). To summarize the respondent's responses in relation to their views on the various aspects of the variables, and the respondents' demographic information analysis was undertaken using descriptive statistics (Bhattacharjee, 2019).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Descriptive statistics therefore enable researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2019). Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential statistics are used to make judgments about the probability that an observation is dependable or one that happened by chance in the study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Whereby:

Y = Performance of NGO projects in Nairobi City County, Kenya

β_0 = Constant

β_1, β_2 , = Coefficients of determination

X₁ = Process evaluation

X₂ = Outcome evaluation

ε = Error term

DATA ANALYSIS AND FINDINGS

Descriptive statistics

Process Evaluation and Performance of NGO projects

The first specific objective of the study was to investigate effect of process evaluation on performance of NGO projects in Nairobi city county, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to process evaluation and performance of NGO projects in Nairobi city county, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that the project is implemented according to the original plan and design. This is supported by a mean of 3.943 (std. dv = 0.986). In addition, as shown by a mean of 3.926 (std. dv = 0.840), the respondents agreed that the key activities and components of the project are delivered as intended, without major deviations. Further, the respondents agreed that the project successfully reaches its intended target audience. This is shown by a mean of 3.846 (std. dv = 0.879). The respondents also agreed that the project engages a diverse group of participants from the target population. This is shown by a mean of 3.831 (std. dv = 0.904). As shown by a mean of 3.816 (std. dv = 0.789), the respondents agreed that the project maintains high levels of participation throughout its duration. Further, the respondents agreed that the project content and activities effectively captures and maintains participants' interest. This is shown by a mean of 3.796 (std. dv = 0.937).

Table 1: Process Evaluation and Performance of NGO projects

	Mean	Std. Deviation
The project is implemented according to the original plan and design.	3.943	0.986
The key activities and components of the project are delivered as intended, without major deviations.	3.926	0.840
The project successfully reaches its intended target audience.	3.846	0.879
The project engages a diverse group of participants from the target population.	3.831	0.904
The project maintains high levels of participation throughout its duration.	3.816	0.789
The project content and activities effectively captures and maintains participants' interest.	3.796	0.937
Aggregate	3.788	0.897

Outcome Evaluation and Performance of NGO projects

The second specific objective of the study was to assess effect of outcome evaluation on performance of NGO projects in Nairobi city county, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to outcome evaluation and performance of NGO projects in Nairobi city county, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2. From the results, the respondents agreed that the project results in immediate improvements in knowledge or skills among participants. This is supported by a mean of 3.891 (std. dv = 0.865). In addition, as shown by a mean of 3.818 (std. dv = 0.945), the respondents agreed that participants demonstrate a clear understanding of the key concepts introduced by the project. Further, the respondents agreed that the project contributes to measurable improvements in participants' practices or performance. This is shown by a mean of 3.808 (std. dv = 0.611). The respondents also agreed that the project makes significant progress toward achieving its mid-term goals and objectives. This is shown by a mean of 3.721 (std. dv = 0.908). As shown by a mean of 3.661 (std. dv = 0.776), the respondents agreed that the project leads to sustained positive changes in participants' behaviors or outcomes over time. From the results, the respondents agreed that the long-term impact of the project has a lasting effect on the target community or population. This is supported by a mean of 3.654 (std. dv = 0.967).

Table 2: Outcome Evaluation and Performance of NGO projects

	Mean	Std. Dev.
The project results in immediate improvements in knowledge or skills among participants.	3.891	0.865
Participants demonstrate a clear understanding of the key concepts introduced by the project.	3.818	0.945
The project contributes to measurable improvements in participants' practices or performance.	3.808	0.611
The project makes significant progress toward achieving its mid-term goals and objectives	3.721	0.908
The project leads to sustained positive changes in participants' behaviors or outcomes over time.	3.661	0.776
The long-term impact of the project has a lasting effect on the target community or population.	3.654	0.967
Aggregate	3.765	0.758

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (performance of NGO projects in Nairobi city county, Kenya) and independent variables (process evaluation and outcome evaluation).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (process evaluation and outcome evaluation) and the dependent variable (performance of NGO projects in Nairobi city county, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 3: Correlation Coefficients

		Project Performance	Process Evaluation	Outcome Evaluation
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	321		
Process Evaluation	Pearson Correlation	.826**	1	
	Sig. (2-tailed)	.002		
	N	321	321	
Outcome Evaluation	Pearson Correlation	.871**	.278	1
	Sig. (2-tailed)	.000	.076	
	N	321	321	321

From the results, there is a very strong relationship between process evaluation and performance of NGO projects in Nairobi city county, Kenya ($r = 0.826$, p value $=0.002$). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Wenbo and Qin (2020) that there is a very strong relationship between process evaluation and organization performance.

The results also revealed that there was a very strong relationship between outcome evaluation and performance of NGO projects in Nairobi city county, Kenya ($r = 0.871$, p value $=0.000$). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Otim (2023) who revealed that there is a very strong relationship between outcome evaluation and organization performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (process evaluation and outcome evaluation) and the dependent variable (performance of NGO projects in Nairobi city county, Kenya)

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931	.857	.858	.10428

a. Predictors: (Constant), process evaluation and outcome evaluation

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.857 . This implied that 85.7% of the

variation in the dependent variable (performance of NGO projects in Nairobi city county, Kenya) could be explained by independent variables (process evaluation and outcome evaluation).

Table 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	141.081	2	70.541	3067	.000 ^b
Residual	7.254	318	.023		
Total	148.335	320			

a. Dependent Variable: Performance of NGO projects

b. Predictors: (Constant), process evaluation and outcome evaluation

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 3067 while the F critical was 3.024. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of process evaluation and outcome evaluation on performance of NGO projects in Nairobi city county, Kenya.

Table 6: Regression Coefficients

Mode 1		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	0.239	0.061		3.918	0.000
	Process Evaluation	0.357	0.098	0.356	3.643	0.002
	Outcome Evaluation	0.375	0.099	0.376	3.788	0.001

a Dependent Variable: performance of NGO projects

The regression model was as follows:

$$Y = 0.239 + 0.357X_1 + 0.375X_2 + \varepsilon$$

According to the results, process evaluation has significant effect on the performance of NGO projects in Nairobi city county, Kenya, $\beta_1=0.357$, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Wenbo and Qin (2020) that there is a very strong relationship between process evaluation and organization performance.

In addition, the results revealed that outcome evaluation has significant effect on the performance of NGO projects in Nairobi city county, Kenya, $\beta_1=0.375$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Otim (2022) who revealed that there is a very strong relationship between outcome evaluation and organization performance.

Conclusions

The study concludes that process evaluation has a positive and significant effect on performance of NGO projects in Nairobi city county, Kenya. The study findings revealed that fidelity, reach and engagement influences performance of NGO projects in Nairobi city county, Kenya.

The study also concludes that outcome evaluation has a positive and significant effect on performance of NGO projects in Nairobi city county, Kenya. The study findings revealed that short-Term Outcomes, intermediate Outcomes and long-term outcomes influences performance of NGO projects in Nairobi city county, Kenya.

Recommendations

Based on the findings, the management of NGOs in Kenya should enhance process evaluation mechanisms by monitoring fidelity to project plans, ensuring broad reach among target beneficiaries, and promoting active stakeholder engagement to improve the effectiveness and performance of NGO projects

The study also recommends that the management of NGOs in Kenya should prioritize comprehensive outcome evaluation by clearly defining and tracking short-term, intermediate, and long-term outcomes to assess project effectiveness, inform decision-making, and enhance the overall performance of NGO projects

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