

Factors Influencing Performance of NGOs' Socio-Economic Interventions: A Case of Kisii Central District, Kenya

By

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CMII/0172/03

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A Research Project Submitted to the Graduate School in partial fulfilment of the requirements for the award of Master in Business Administration (MBA) Degree, Faculty of Commerce, EGERTON UNIVERSITY

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DECLARATION AND RECOMMENDATION

DECLARATION

I declare that this research project is my original work and has not been submitted for any award or any degree in any other university.

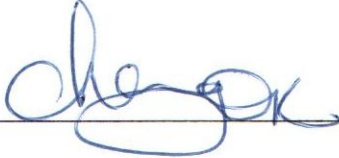
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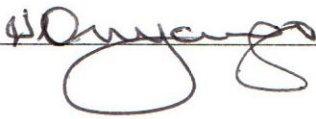
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DEDICATION

This work is dedicated to my husband, K.N. Nyamori, children: Harry, Edgar and Fiona for their support and understand of my plight shared between academic and parental obligations.

ACKNOWLEDGEMENT

An most grateful to those people whose support enabled me prepare and complete this research project. I recognize my supervisors Messrs. Jonathan Onyango and Charles K. Siongok who offered valuable advice and guidance in the preparation of this research project. I owe them a debt of gratitude. Finally, very special thanks to may MBA class colleagues for their assistance and support throughout the period of may study.

ABSTRACT

The object of this study is to explore factors influencing the performance of NGOs Socio – economic interventions in Kisii Central District of the Republic of Kenya, the focus being NGOs operating in the District. Since 1980s, the number of NGOs in Kisii Central has increased and their role in socio – economic development expended rapidly, a trend, which is manifested countrywide. Donors, both local and foreign, who have traditionally worked with government as development partners are now shifting from abandoning government to work with NGOs in developing programme, good governance, sustainable development programmes and environmental conservation programmes. Factors such as mismanagement, inefficiency, corruption, misappropriation and theft of donor funds, and political interference on the part of government are responsible for this shift. The study craves to find out these factors. The method of study involved selection of respondents from officials of the respective NGOs at their area of operations. It involved collection of data by both self – administered and “drop – and pick later” type of questionnaires. The data was analyzed using both descriptive and inferential data analysis methods. A five point Likert Scale was used to convert qualitative data to quantitative data. Descriptive statistics of salient features was carried out. The factors were then ranked and analyzed in order of significance.

12 NGOs are based in Kisii. This constituted the population of the study. The chief Executive Officers of these 12 NGOs were requested to fill in a questionnaire designed for this study. 11 of the 12 NGOs filled the questionnaire. This represented 92% response rate.

The study found out that for new organization to successfully enter the NGOs sector, especially in Kisii Central District, they need to build their credibility, gain the trust of donors, develop positive relations with target community and develop links trough which services can reach beneficiaries among other factors.

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LIST OF ABBREVIATIONS

ACBF –	African Capacity Building Foundation
CBOS –	Community Based organizations
COTU –	Central organization of Trade unions
ECOSOC –	Economics & Social Council
ERS –	Economic Recovery Strategy
FGM –	Female Genital Mutilation
NARC –	National Rainbow Coalition
NGO –	Non – governmental organization
PRSP –	Poverty Reduction Strategy Paper
SAP –	Structural Adjustment Programmes

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Kisii Central District is one of the twelve districts in Nyanza province. It shares common boarders with Nyamira, Trans – Mara, Migori, Gucha and Rachuonyo Districts. It covers an area of about 648.9 kilometers square. At the time of compiling this study the district is divided into seven divisions, thirty one locations and ninety two sub – locations. There are four constituencies in the district, namely: Bonchari, Kitutu Chache, Nyaribari Chache and Nyaribari Masaba. NGOs in the district have played a role in all socio – economic development activities such as education, health, agriculture, environment, poverty eradication, human rights, educating people on gender issues and so on.

According to the (NGOs Bulletin, 2002) the aim of the NGOs is to increase the community's capacity to organize and collectively address these development concerns. The Government has traditionally been solely responsible for dealing with such challenges. However, Kenyans are finding alternatives in NGOs. It is therefore a challenge for NGOs to prove that they are capable of effectively dealing with such problems and issues and offer practical solutions. They should show a difference and cause a difference (Homan, 2003).

NGOs must endeavor to find solutions to such challenges in order to succeed in their operation (NGOs Bulletin, Jan – March 2002). Solutions to such challenges include getting proper and adequate funding to sustain their operations.

NGOs should strive to educate and explain their activities to government agents in their area of operation and encourage them to take participatory roles in their activities to avoid mistrust. NGOs should also encourage professionalism within their ranks. They should also encourage and promote participation of locals in their projects to avoid cultural hindrances. Insecurity and poor infrastructure should also be addressed by government (Barbara Lugham, 1995).

1.2 Statement of the Problem

The government is the major provider of socio-economic services to the community. Such socio-economic services include: education, health, agriculture, environmental protection, poverty eradication, human rights, awareness campaigns, educating people on gender issues and so on. However, the government does not provide enough required services to the extent of quality required. In this background, the NGOs have socio – economic interventions. How can they become more effective in delivering socio-economic services? Its therefore a challenge for NGOs to prove that they are capable of effectively dealing with such problems and issues and offer practical solutions. Then, what are the factors which influence their performance. One needs to study such factors which influence the performance.

1.3 Objectives of the Study

1. To identify factors influencing NGOs' projects' sustainability.
2. To find out the socio – economic factors influencing the performance of NGOs in Kisii Central District.

3. To find out the perceptions of the NGOs chief executive officers, divisional officers of community and government representatives on the factors influencing the performance of NGOs.

1.4 The Scope of the Study

The area of coverage included all NGOs in Kisii Central District as at March 2005.

1.5 Justification of the Study

The results of this study are useful to the following categories of people:

1. The NGOs, donors and consultants can use this information to develop strategic policies
2. The academics and any other researchers can use it as a basis for further research.

1.6 Limitations of the Study

The most significant constraint was time. The short time schedule given for the study could not allow a comprehensive study to be carried out. Even where the researcher would have liked to conduct a personal interview, the opportunity was sometimes denied on the grounds that it will take a long time.

Given the sensitive nature of the topic, many NGOs felt that they were being investigated and therefore they were reluctant to fully give out the necessary information. Some felt that the study would reveal the organization's weaknesses. Other NGOs which were approached were reluctant to have the study done for they were not sure how the information would be used despite assurance from the researcher that the information would be used only for academic

purposes. Some Chief Executive Officers had very busy schedules and thus delayed filling of questionnaires for several weeks.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 General Information

Ng'ethe (1991) define not – for profit organizations as those organizations that do not provide goods and services in exchange for profit. These organization range from community based organizations, religions organizations, universities, hospitals and non-governmental organizations among others and they have varied missions. Non – Governmental Organizations are categorized under diverse not – for profit organizations. They include many groups and institutions that are entirely or largely independent of government and that have they primarily humanitarian or cooperative rather than commercial objectives. They are private agencies in industrial countries that support international developments; indigenous groups organized regionally or nationally; and member – groups in villages. NGOs include charitable and religious associations that mobilize private funds for development, distribute food and family planning services and promote community organization. They also include independent cooperatives, community associations, water – user societies, women's groups and pastoral associations. Citizen Groups that raise awareness and influence policy are also NGO (Barbara, 1995).

2.2 Meaning of Performance

Bates and Holton (1995) define performance as a multi – dimensional construct, the measurement of which varies depending on a variety of factors. They also state that it is important to determine whether the measurement objective is to assess performance outcomes or behaviour. Kane (1996) argues that performance is something that the person leaves behind and that exists a part from the purpose.

The Oxford English Dictionary defines performance as: the accomplishment, execution, carrying out, working out of anything ordered or undertaken. A more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcomes.

Performance means both behavior and results. Behaviors emanate from the performer and transform performance from abstraction to action not just instruments for results, behaviors are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results (Brumbach, 1988).

2.3 Dealing with Performance Problems (Armstrong 2003)

1. Identify and obtain agreement from individuals on the shortfall

Analyze the feedback and, as far as possible, obtain agreement from the individual on what the shortfall has been. This takes place when individuals are aware of their targets and standards, know what performance measures will be used and either receive feedback or have easy access to it.

2. Establish the reason(s) for the shortfall

It is necessary first to identify any causes that are external to the job and outside the control of either the manager or the individuals.

3. Decide and agree on the action required

This could include changing behavior, changing attitude, clarifying expectations and jointly developing abilities and skills.

4. Resource the action

Provide the coaching, training, guidance, experience or facilities required to enable agreed actions to happen.

5. Monitor and provide feedback

Take steps to monitor performance, ensure that feedback is provided or obtained and analysed and agree on any further actions that may be necessary.

6. Managing performance throughout the year

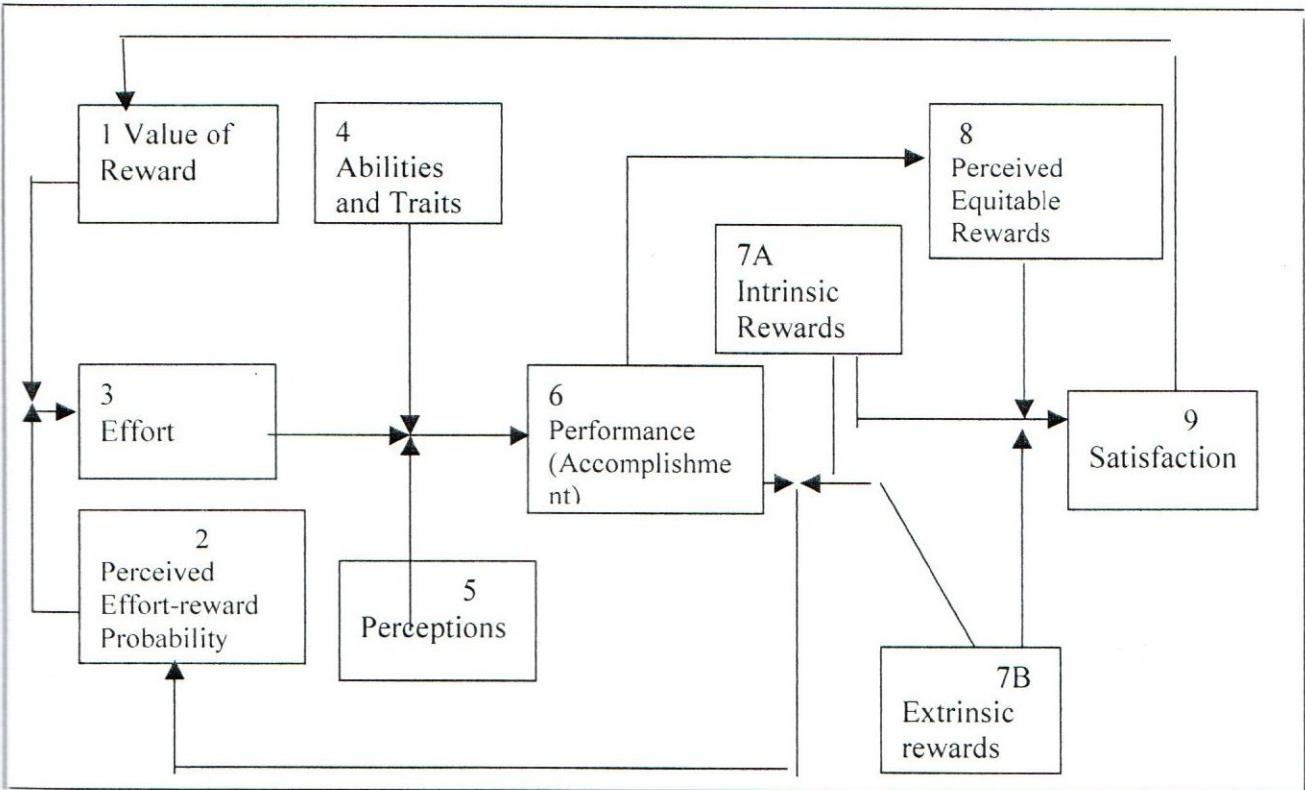
Performance is a continuous process, which reflects normal good management practices of setting direction, monitoring and measuring performance and taking action accordingly.

2.4 Theoretical Framework

1. Porter and Lawler's Performance and satisfaction model

The research reviewed shows that there is no theory that explain the full range of performance, (Dubrian, 1988). Porter and Lawler state that motivation, performance, and satisfaction are all separate variables and relate in ways. **Fig 1** shows the multivariable model of Porter and Lawler. The two points out that an effort, does not directly lead to a performance. It is mediated by abilities, traits and role perceptions. More importance in the Porter and Lawler model is what happens after the performance. The rewards that follow and how they are perceived will determine the satisfaction.

Figure 1 The Porter and Lawler Model.



Source: Williams (1991). Organizational theory a strategic Approach. 5th Edition Longman Ltd pg 578.

2. Goal theory

Goal theory developed by Latham and Locke (1979) states that motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted, and when there is a feedback on performance.

NGOs need to develop capability to deliver their services effectively and efficiently in order to achieve their goals. This involves employing competent staff, improving accountability, and gaining the trust of donors.

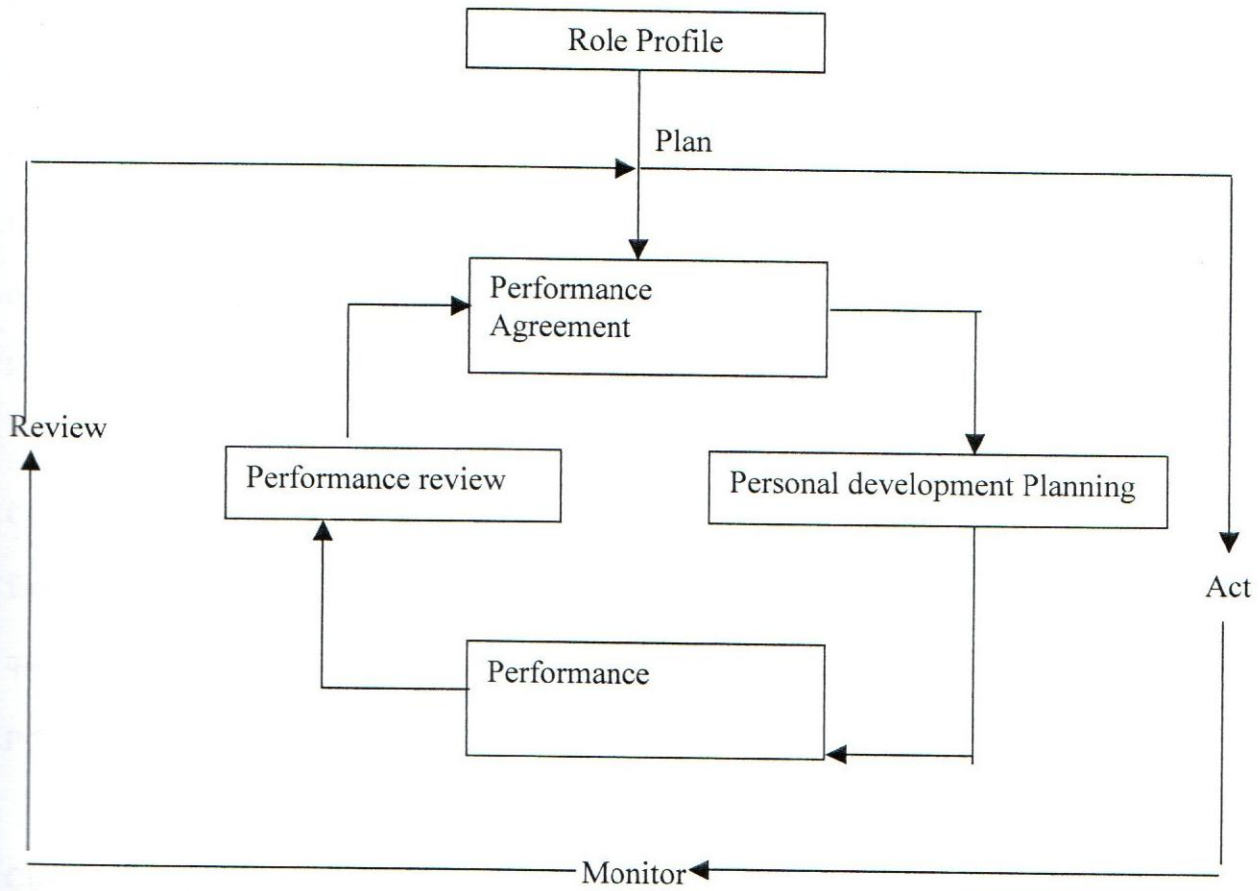
3. Expectancy theory

This theory was developed by Porter and Lawler (1968) into a model. The theory suggests that motivation and performance are influenced by:

1. The perceived link between effort and performance.
2. The perceived link between performance and outcomes.
3. The significance (valence) of the outcome to the person.

NGOs are government partner in the provision of services to the target community. These services have to meet the expectations of the government and the target community. NGOs have made certain efforts in order to improve performance. These comprise of improving their reputation, collaborating between organizations (NGOs) which allows NGO to concentrate on its own core competencies and avoid peripherals, wasteful activities (Johnson and Scholes, 1991).

Figure 2. Performance management circle



Source: Armstrong (2003) **A Handbook of Human Resource Management Practice**. 9th Edition; New Delhi pg 479.

The above figure tries to explain the role the NGOs play in socio-economic development. The NGOs Plan on how they will reach the beneficiaries and the performance standards required (Performance Agreements). This also involved planning, acting, monitoring and finally carrying out performance review.

4. Quality Service

According to Crosby (1980), quality service is defined as that which conforms to the customer's requirement. That is, the quality of a product or service must meet and even exceed the customer's expectations. Quality service within the NGOs sector in general is all about care, people's passion and consistency (Peters, 1986). He further argued that everything could be made better, including the services provided to the customers (target groups). The assessment of quality is made during the service delivery process which usually takes place with encounter between a customer (target groups) and the service provider (NGOs).

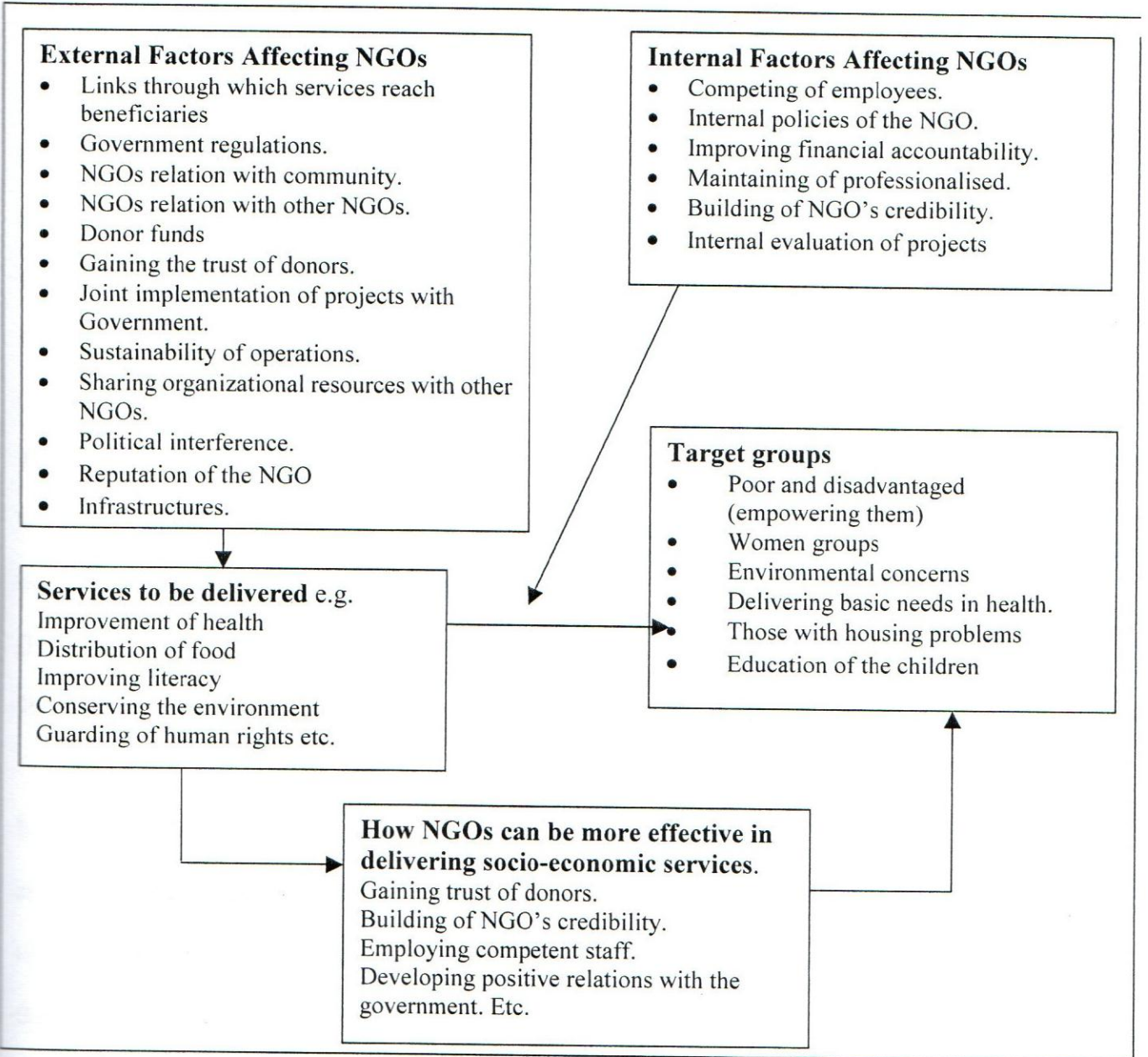
Crosby emphasized that the most important element in the organization (NGO) was the human factor. He later put forward the concept of quality in human terms as the only way through which quality systems would succeed. That is employees must be motivated in order to increase their performance.

Customer satisfaction can be defined by comparing the perception of the service received with the expectations met. When expectations match performance, then, quality is satisfactory.

2.5 Conceptual Framework

The researcher conceptualized the variables which were studied under internal factors and external factors. There are internal and external factors that affect the NGOs operating in Kisii Central District and this in turn affect the services to be delivered to the target groups.

Figure 3. Conceptual Framework



Source: Author (2006).

2.6 NGO Sector

Moyo (2000) define Non-Governmental Organizations (NGO) as organizations that receive funds from donors to implement projects and do not make profit or pay dividends. This definition excludes other not – for profit organizations such as religious organization, hospitals, and schools among others. In terms of characteristics, NGOs have some form of membership, elected leaders, several full time staff, some sort of hierarchy, budget and an office (Poter, 1996). However, these are general features and do not necessarily apply to all NGOs.

The number of NGOs worldwide has been growing rapidly in recent years. At the international level, the number has risen from just over 1000 in the late 1950s to 2900 in early 1990s. The number of NGOs with consultative status with the United Nations Economics and social Council (ECOSOC) has increased from about 200 in 1950 to almost 1000 in the early 1990s and 1500 by 1995 (Thomas & Allen, 2000).

In Kenya, the number of NGOs has grown steadily since the 1970s. By late 1970s, there were about 120 NGOs in the country registered with the Kenya National Council of Social Services, the department that was responsible for registration of voluntary development organizations at the time. By 1988, the number had grown to about 288 NGOs. Estimates for the early 1990 stood at about 400 NGOs (Fowler, 1995; Kanyinga, 1995). The NGO coordination Board directory of 1996 has a total of 672 registered in Kenya.

Several factors account for this high growth. Firstly, is the introduction of Structural Adjustment Programmes (SAPs) by the World Bank. The central feature of SAPs was the encouragement of

market liberalization. The size and efficiency of the public sector was seen as the main cause of lack of growth in developing countries, Kenya included. The World Bank's concern, therefore, was to institute policy changes that involved reduction of the role of the state in development. The alternative was to promote the activities of NGOs and the private sector to fill the gaps resulting from government withdrawal (Kanyinga, 1993).

The other factor accounting for the increase in the number of NGOs is donor demand for better accountability from states in the south including Kenya. This has resulted into a much more favorable attitude to NGOs. Donors prefer NGOs for many types of service provisions citing their efficiency, quick returns, effectiveness and grassroots linkages (Kanyinga, 1995). Ng'ethe (1991) further observes that NGOs are perceived as having practical experience in mitigating local development problems, utilizing cost-effective and flexible methods of development operations and understanding and incorporating local institutions and values. Therefore, the changes in donors' policies in favor of NGOs derive from the disillusionment with past disbursement through the state and the surge to neo-liberal influence in the North leading to increase of funds for both foreign and local NGOs and the growth of new ones (Mosley, 2004).

The precise figure on NGO resources in Kenya are difficult to obtain because of inadequate records and generally unsystematic knowledge of NGOs activities. Lekyo (1989) estimated that NGOs contribute between US\$150 million and US\$200 million annually. Fowler (1989) shows that budgetary figures for about 10 NGOs operating in Kenya were close to US\$72 million or above US\$228 million for the entire 400 NGOs operating in the country, assuming the same size and activity. From the returns made by NGOs to the NGO coordinating bureau, the volume of

NGO financial contribution is estimated at about Kshs. 250 billion for the period 1990 and 2000 (Lekyo, 1989).

It is, therefore, apparent that the increase in number is in line with the expansion of the role NGOs are playing in development. Moyo (2000) observes that NGOs are now a ubiquitous feature of the development interventions in Africa. They have become essential players in the socio-economic and political development of many countries throughout the world. This situation is a result of the weakening role played by the state in development because of the massive deficits, privatization policies and restructuring programmes being implemented across Africa and other continents. Subsequently, NGOs have found themselves acquiring new roles and claiming considerable space in the development arena. This has created a new dimension on the state – NGO relations. The main issue driving these relations is: ‘who leads development?’ (Sandberg, 1994).

Fowler (2000) adds that most of the NGOs rely on donor funding. This has raised concerns about the sustainability of these organizations as institutions/reliance on donor funding exposes them to the effect of changing donor policies. It means that if the changes in donor policies do not match the NGO’s mission, then either the NGO changes its mission or seeks new donors with favorable policies. This challenge has pushed NGOs to seek alternative ways of sustaining themselves. Some NGOs have turned to resource generating strategies while others have turned to ways of subsidizing their services, thus, the reference to commercialization of NGOs.

2.7 NGO/Government Relationship in Kenya

The relationship has considerably improved over the last few years following the election of a Government that professes commitment to some of the values that NGOs pursue namely social justice, democracy and good governance (William, 1991).

The NGO Co – ordination Board which brings together representatives of the NGO Council, the Government and the wider civil society is currently facilitating the development of a national policy for the NGO sector which will streamline the operations of the sector, facilitate effective government/NGO cooperation and create an enabling the environment for NGOs to contribute to national development.

In its ten years of existence, the NGO Council has played an important role in mobilizing the sector engage the government and other stakeholders on policy matters. This includes discussions on the development of Kenya's Poverty Reduction Strategy Paper (PRSP), the basic Rights Campaign, raising awareness on the constitutional review process, agitating for rights of the people of Kwale in relation to the mining of titanium and the writing and implementation of the National Rainbow Coalition (NARC) Government's Economic Recovery Strategy for Wealth and Employment Creation (ERS) (NGOs Bulletin, 2002).

The NGO Council achieved tremendous success and recognition on these major policy concerns by coordination and harmonizing the voices of the sector. In the course of this engagement, the NGO Council has developed a working relationship with the government that provides a base for cooperation and collaboration while allowing the NGO Council to critique government policy

development and implementation. This has been the NGO Council in recent times engaged more closely with the government in discussions with the government taskforce on taxation of NGOs and promotion of philanthropy, representation on the Ministry of Health and the Department of immigration Corruption prevention Committees, and the Water Sector Reforms Committees. This is a path that the NGO Council is keen to continue a long and, in so doing to increase its members influence on policy ([WWW. Acton.org](http://WWW.Acton.org)).

In contrast, the relationship of NGOs with other stakeholders in the private sector and the wider civil society has always been cordial. On its part, the NGO Councils strives to work with all relevant stakeholders in realizing its mission and the aspirations fog the NGO sector. Future relations with these other stakeholders are set to improve even further as the NGO council consolidates its successes and broadens its reach. For this reason, the NGO council believes that the current acrimony between the Central organizational Trade Unions (COTU) leadership and some NGOs does not augur well for the rights of workers and their respective communities ([WWW. Acton.org/policy/comment/article.](http://WWW.Acton.org/policy/comment/article.)).

It must be clarified from the outset that the NGO sector make no pretence to representation of workers: This is better undertaken by COTU and its constituent union, in consonance with the country's laws, the Industrial court and tripartite management of labour matters. Nevertheless the COTU leadership needs to come to terms with the fact that NGOs working on labour issues were responding to deep – seated human rights violations that had been unattended for years. The NGO Council believes closer collaboration between COTU and the NGO sector can only be beneficial to workers. With regard to the private sector, the NGO council foresees a closer

relationship on the basis of corporate social responsibility and other values on the social a gender (WWW. Action. Acton. Org/policy).

2.8 Role of NGOs in National Reconstruction and Development

As the country embarks on national reconstruction and democratization following decades of authoritarian rule, endemic corruption and economic stagnation, NGOs will need to play their role by raising civil awareness, promoting citizen participation in public affairs, monitoring governance processes, supplementing government efforts in the provision of services and infrastructure and agitating for social justice. To effectively play these roles, NGOs will have to improve their internal governance to ensure transparent and accountable use of donor funds, relevant and focused project selection, zero tolerance to corruption and effective participation, of beneficiaries in the management of their projects (WWW transformarica. Org.).

The NGO council will play its role of enforcing the Code of conduct to ensure this is achieved. It will also be more aggressive in creating awareness of the need for good corporate government in the sector and the promotion of values to ensure that NGOs are more firmly rooted in the destiny of the communities they work with. The NGO council is also planning to conduct a survey on the contribution of NGOs to development. The participation of the Central Bureau of Statistic as a partner in this endeavor is further proof of the intention of the government to work more closely with the NGO sector. What's more it will allow the NGO council and the government to collect relevant information for a better understanding of the sector by the latter and for joint development programming and management (WWW. unhabitatorg).

2.9 Self – Regulation of NGOs

The National Council of Non – Governmental Organization popularly known, as the NGO council is the umbrella body of the NGOs registered under the NGOs Co-ordination Act (No. 19 of 1990). The Council is established under section 23 of the Act and is charged with responsibility of ensuring self – regulation of the sector. The Regulations under this Act were passed in 1993. In 1995 the Council facilitated the development and adoption of a Code of Conduct for the sector. The code was subsequently gazetted by the minister responsible for NGO affairs at the time, and is one of the NGO sector's statutory instrument. The code provides for the regulation of NGOs on matters of activities, funding programmes, foreign affiliations, national security, training etc. It binds all NGOs to respect the values of probity transparency, accountability, justice and good governance. Every NGO is expected to have a copy of the code in their offices and to be guided by the code in all its operations (www,inc/.org/Journal/Ke).

The code of conduct is administered by the Regulatory committee, which is elected by the General Assembly of NGOs, the highest decision – making body of the NGO Council, every 2 years. The Regulatory committee comprises 7 members. It is a quasi – judicial tribunal, established to facilitate self – regulation in the NGO sector. The regulatory Committee sits at least once a month to hear complaints against NGOs and/or their officials and/or staff members. It promotes and maintains adherence to the NGO Code of conduct and the Rules and Regulations. The committee also has the power to define and review the criteria for support by the NGO Council on registration, applications for work permits and tax exemptions. On average the committee handles about 50 complaints annually. It is important to point out that the committee has no power to deal with matters that are essential criminal cases involving NGOs.

These are handled by the ordinary courts of law. The Regulatory Committee deals with complaints that touch on the ethical conduct of NGOs. It is empowered to recommend deregistration of NGOs, removal of officials from office, among other sanction and penalties (WWW.org/policy/comment).

2.10 Barriers to a Health State – NGO Relationship

The following identified by a range of commentators, are the major factors which impair the relationship between government and NGOs (see especially Fowler 1988 and 1992). Salamon and Anheier 1991 and 1992, Braton 1988, Elliot 1987 and Brodhead and Herbert – Copley 1988).

- A highly political policy environment NGOs often fall in the opposition camp and the government or ruling party may see itself as the sole legitimate voice of the people. The route cause of such political polarization warrants study.
- NGOs preference for isolation hence unwillingness dialogue with government, and poor coordination with one another. Some NGOs prefer to keep well separated from the government orbit to avoid drawing attention and therefore outside control, to their activities. However, by keeping a low profile they may actually be making themselves more vulnerable to government attach, as illustrated by the case of the savings development movement (SDM) in Zimbabwe an effective but little known NGO whose operations were temporally suspended and whose Board was amended by the government because of alleged corruption (Bratton 1990).
- Jealousy of civil servants toward the NGOs access to resource.

- Pressure on successful NGOs from major donors to receive more funds, leading to a decline in performance. For example, the Voluntary Agencies Development Assistance Organization of Kenya was deflected by donor Pressure from its original institutional development function to acting as a funding intermediary. This has been at the expense of both its original agenda and its relationship with NGOs this has consequently undermined its advocacy effectiveness towards the government (Bratton 1990).
- The NGOs constituency. If as frequently is the case it is a narrow constituency (Such as one kinship group, or even the poorest farmers)
- The government may consider it too selective since it must consider the common good. Similarly, NGOs have Luxury to pick one or two issues which dominate their attention, while government may juggle with a multitude of concern.
- NGOs capacity. NGOs projects may not be as effective as claimed, the professional skill of NGO staff, the accountability of NGOs to the grassroots, and strategic planning poorly developed.
- The public sector's capacity. The government's commitment to improving services, eradicating discriminating and poverty may be weak; there may be shortage of competent staff especially at local level; corruption and nepotism may be rife. In countries driven by strife there is often a legitimacy issue when much of the country is not under government control.
- Political jealousy. Government may not want to foster a healthier NGO sector for fear of bolstering the political opposition. How NGOs survive operate in an adverse policy environment is an important issue for study. In some countries they have been crushed, but elsewhere they have thrived on controversy.

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- Dependence of foreign donors. A government might be more suspicious of NGOs which are highly dependent on foreign funds and therefore might impugn their motives “guided by a foreign hand” Conversely; an NGO which derives a considerable proportion of its funding from its members has maximum authenticity. When the NGO sector is dominated by foreign or international NGOs as has been documented by Edward (1991) and Hanlon (1990), there can be problems between the government and the NGOs. For example, in Mozambique in 1990, 170 foreign were running programs in complete isolation from state. Hanlon describes how these “new missionaries” have divided the country into “mini – kingdoms”. Edward describes how his own NGO save the children fund (U.K) decided to work closely with the government, providing technical assistance at local and national levels in the fields of health and food security. This has had an important scaling – up effect (Hanlon, 1990).

2.11 Fostering an Enabling Environment

How can government construct a policy environment conducive to the strengthening NGO sector? This will depend significantly on the initial relationship between two sectors, as described by Tandon (1991).

The first form of relationship is where NGOs are in a dependent – client position vis-avis the government; in which NGOs implement state – prepared programs and/or receive funding through the state (a dependency of money, ideas and resource).examples include, Tanzania (especially during the 1980s) and China. The second type of relationship is adversarial in which there are no common starting points and no wish from either side to search out areas of

agreement. Examples include Zaire, Kenya and Chile. The third and most constructive relationship emerging in certain liberal democracies is a collaborationist one; a genuine partnership to tackle mutually agreed problems, coupled with energetic but constructive debate on areas of disagreement. Example includes India and Brazil. Each example that has been offered runs the risk of being an over – generalization. As with companies in the private sector, individual NGOs differ enormously from one another and hence there is a variety of state – NGO relationships. The illustrations here are of national patterns (www.voluntaryself.doc).

The state has various instruments it can use, for good or ill, to influence the health of the NGO sector (Brown 1990). The level of response can be non – interventionist, active encouragement, partnership, co-option or control. And the policy instruments used can be:

- Factors of governance (encouraging public debate and consultation, and the right to organize interest groups);
- NGO regulations and the legal framework (for example, regarding registration and reporting, auditing and accounting requirements);
- NGO incentives (including taxation policies on income or local fundraising, duties on imports, subsidies for NGOs, etc);
- Collaboration (use of NGOs in program/project implementation);
- Involvement in policy – making (serving on committees, assisting with public consultations);
- Public disclosure of information (NGOs serving as a conduit to inform the public about development schemes which affect them);
- Coordination requirements within the NGO sector, and

- Direct expenditure, including official support (grants, contracts, etc.) and research benefiting the NGO sector.

For individual NGOs the most favorable policy setting is when legal restrictions are minimized, when they have complete freedom to receive funds from whomsoever they choose, to speak out as they wish and to associate freely with whoever they select. In such setting, the NGO sector is likely to grow most rapidly (in particular, the number of NGO sector is likely to rise rapidly), but “bigger” does not necessarily mean, “better” Growth of the sector can be a mixed blessing (Fox, 2001).

Loose regulations and reporting open the door for unhealthy and even corrupt NGO activities which may taint the sector as a whole. Where the expansion of the sector has been most rapidly (e.g. South Asia and certain African countries) there is considerable concern about the rapid ascension of “bogus” NGOs; NGOs which serve their own interest rather than those of vulnerable groups. An assessment is required as to which regulation are necessary to ensure that incentives provided are used for the intended purpose and which merely hamper the contribution of the NGO sector (Ngunyi, 1990).

Even if it were possible to curb bogus and corrupt NGO activities, a non – interventionist policy environment may not make for the healthiest NGO sector. The individual NGOs may be health, but collectively there may be insufficient coordination, duplication of effort, and important gaps left undressed.

A conducive policy environment can help make the whole greater than the sum of the parts, through judicious use of policy instruments. Best practice lessons appear to indicate the following ingredients of an enabling policy environment:

- “Good Governance” – social policies, which encourage a health civil society and public accountability of, state institutions.
- Regulations – designed to help, not hinder, NGO growth, but also to root out corruption and to foster sound management discipline; eliminates restrict laws and procedures.
- Taxation policies – to provide incentives for activities, which conform with state development priorities; to encourage indigenous philanthropy and income generation.
- Project / Policy implementation – State NGO collaboration with proven NGOs in a way, which allows the NGOs to remain true to their agenda and accountable to members or their traditional constituency. This might typically indicate the following roles for NGOs within government programs (Salmen and Eaves, 1989): articulation of beneficiaries needs to project authorities, providing information about the scheme to communities, organizing communities to take advantage of the scheme’s benefits, delivering services to less accessible populations, serving as intermediaries to other NGOs.
- Policy formulation – provision of information to NGOs for dissemination to their constituencies; offering a role to NGOs in public consultations; invitation to NGO leaders to serve on official commissions etc. (For example, the India NGO, DISHA, has been an influential members of the Central Government’s Commission on bonded Labor). Public access to information is the key to success in this area.
- Coordination – where the government fosters but does not dominate coordination, for example, through having NGO Units in relevant line ministries or NGO consultative

committees; NGOs would be encouraged to attend to geographic or sectoral gaps, to avoid religious or ethnic bias, to avoid activities which contradict state programs or which make unrealistic promises; the government encourages training of NGO staff, for example, by ensuring that its own training institution offer courses of relevance to NGOs; the government encourages improved attention to management skills strategic planning and sharing of experience within the sector.

- Official support – the government provides funds, contracts and training opportunities to give special encouragement to NGO activities in priority areas without undermining NGOs' autonomy and independence; broad agreement is sought with NGO on such priorities by establishing formal consultation with NGO leaders. For example such as the council for Advancement of people's Action and Rural Technology (the body which channels government funds to NGOs in India) and the forthcoming Community Action program (a local government scheme for financing NGOs and community initiation in Uganda) are illustrations ([WWW./Pan Cender.Act.AT.](http://WWW.PanCender.Act.AT.))

2.12 Professionalization of the Voices of Civil Society

It is now said that, with the recent regime change in Kenya, NGOs and the larger, civil society must shift from protest to proposal that the era of merely criticizing policies and programmes without offering viable alternatives is now gone. In this regard, the NGO Council is designing and implementing programmes to inculcate good practices in NGO management. Three booklets on NGO management, developed after research on NGO management in Kenya, are not only popular regionally and locally but offer useful suggestion that reflects the critical convergence of the sector's values with the principles of good corporate governance. With the aid of a grant

from the African Capacity Building Foundation (ACBF), the NGO Council's resources and strategic partnerships with relevant institutions, capacity building in a broad range of areas, such as financial management, resources mobilization, media relations, policy research and policy advocacy, will be undertaken on an on – going basis. This way, the NGO council hopes to contribute towards the further strengthening of civil society to enable it to play its watchdog role more effectively (WWW.acton.orga/article).

In the short and medium term, the NGO Council envisages the major areas of intervention to be successful democratic transition, economic recovery, anti corruption and transitional justice, the HFV7 Aids pandemic, constitutional review and policy engagement with stakeholders. The NGO council is committed to working with the private sector, the government and the larger civil society to achieve a more just and equitable Kenya (www.org.article).

2.13 Review of Related Literature

As the number of NGOs keeps on growing so is their role and participation in development matters according to survey carried out by Ng'ethe (1990) focusing on the role of NGOs in development matters between 1963 and 1990, the finding was that NGOs contribute up to 40% in the provision of health services in Kenya and Between 40% and 50% in the provision of family planning services.

On the relationship between governmental and NGOs, a study carried out by Fox (2000) unearthed that it is characterized by conflict and hostility based on the flow of funds from donors. Donors reduced channeling funds through government and increased funding through NGOs which situation gave rise to conflict and hostilities between the two.

On factors influencing strategic choices by NGOs involved in offering relief and development services in Kenya, a survey carried out by Ndio (2001) found out that leadership of an organization plays an important role selection of strategy, in addition to other factors like the communities targeted and the operations of other NGOs.

All the studies underline the importance of clear understanding and analysis of the external within which NGOs operate in order to formulate effective strategies (Ndio, 2001). Socio – economic factors that influence performance of NGOs are key factors with the NGOs environment, which should be considered when formulating strategies.

2.14 Roles of NGOs

Among the wide variety of roles that NGOs play, the following six can be identified as important, at the risk of generalization:

Development and operation of Infrastructure: Community – based organizations and cooperatives can acquire, subdivided and develop land, construct housing, provide infrastructure and operate and maintain infrastructure such as wells or public toilets and solid waste collection services. They can also develop building material supply centers and other community – based economic enterprises. In many cases, they will technical assistance or advices from government agencies or higher – level NGOs (Williams, 1991).

Supporting Innovation, Demonstration and Pilot Projects: NGO have the advantage of selecting particular places for innovative projects and specify in advance the length of time which they will be supporting the project – overcoming some of the shortcomings

that governments face in this respect. NGOs can also be pilots for larger government projects by virtue of their ability to act more quickly than the government bureaucracy.

Facilitating Communication: NGOs use interpersonal methods of communication, and study the right entry points whereby they gain the trust of the community they seek to benefit. They would also have a good idea of the feasibility of the projects they take up. The significance of this role to the government is that NGOs can communicate to the policy – making levels of government, information about the lives, capabilities, attitudes and culture characteristics of people at the local level.

NGOs can facilitate communication upward from people to the government and downward from the government to the people. Communication upward involves informing government about what local people are thinking, doing and feeling while communication downward involving informing local people about what government is planning and doing. NGOs are also in a unique position to share information horizontally, networking between other organizations doing similar work (Williams, 1991).

Technical Assistance and Training: Training institutions and NGOs can develop a technical assistance and training capacity and use this to assist both CBOs and government.

Research, Monitoring and Evaluation: Innovative activities need to be carefully documented and shared effective participatory monitoring would permit the sharing of results with the people themselves as well as with the project staff.

Advocacy for and with the Poor: In some cases, NGOs become spokespersons or ombudsmen for the poor and attempt to influence government policies and programmes on their behalf. This may be done through a variety of means ranging from demonstration and pilot projects to participation in public forums and the formation of government policy and plans, to publishing research results and case studies of the poor. Thus, NGOs play roles from advocates for the poor to implementers of government programmes, from agitators and critics to partners and advisors; from sponsors of pilot projects to mediators (Cousins, 1991).

2.15 Contribution of NGOs in Socio – Economic Development in Recent Times

Non – governmental organizations has been asking for involvement of Kenyans in managing constituency funds to ensure the money was spent on poverty reduction. The organization also asked that Kenyans should be included in implementing the Millennium development Goals (MDGs). The Millennium Development Goals include universal primary education, improved maternal health, gender equality and women’s empowerment.

Other goals include fighting HIV/AIDS, Malaria, tuberculosis and other diseases, environmental protection and developing global partnerships. Kenyans must take a stand to ensure that constituency development funds are spent on eradicating poverty, and that they are spent accountably. Gender demands should be supported by all stakeholders if the goals were to be realized. Gender equality and women’s empowerment are central and unless the issues are made

key to achieving these goals, poverty will not be eradicated because it bears a woman's face.
(NGOs Bulletin, 2002).

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, the population and sample design. It also explains the research instruments that were used and how the data was analysed.

3.2 The Research Design

This was an exploratory study. It was based on NGOs in Kisii Central District for an exhaustive and in-depth study of the factors influencing performance of NGO's socio-economic interventions. The study was to assess factors influencing NGOs project sustainability; socio-economic factors influencing the performance of NGOs and the perceptions of the NGOs Chief Executive Officers, divisional officers as representatives of the community and government representatives.

3.3 Population of the Study

The population of this study consisted of all the NGOs registered and operating in Kisii Central District as at March 2005.

A list of 12 NGOs names, registration numbers postal and physical address, telephone number, contact persons, sector and were in operation was provided by NGOs registration office concerned with the operation of these NGOs. Two point criteria was used to determine the sampling units: the NGO has its operational office located in Kisii Central District, and the NGO has clear physical and postal address including telephone number. These were to enable the

researcher visit the NGO given that the study adopted the “drop and pick later” date collector methodology.

3.4 The Sample Design and Sampling Design

The Chief Executive of the 12 NGOs in the District and the Divisional Officers of the 7 divisions were all included in the sample using the census sampling technique. This was because they were very few in number and interviewing all of them enriched the study. A random sample of 3 divisions were selected (representing 43%) which gave a representative sample. The random sampling ensured that all divisions got equal chances of being selected and hence eliminated biases. One officer from the District Development Committee as a representative of the government was also randomly picked for the study. In all the sampled NGOs, Divisional Officers, District Development Officer, a total of 13 respondents were interviewed.

3.5 The Research Instrument used

Structured questionnaires were used to collect information from the sampled respondents and their responses were coded in the questionnaire. There were three sets of questionnaires; one for Chief Executive Officers of each of the twelve NGOs which were in operation, the other for District Development Officer, as a representative of the Government and the last one, for Divisional Officers as representatives of the community.

3.6 Data Collection

Both primary and secondary data was used. Primary data was collected using questionnaires, interviews and observation while secondary data was obtained from literature and records kept

by the department of social and cultural affairs. The “drop – and pick later” method was adopted for the 12 NGOs. This method was appropriate for this study because it enabled the respondents to dedicate enough time convenient to themselves to fill the questionnaires. The Chief Executive Officers of the NGOs were targeted because they dealt directly with the environmental issues affecting the NGOs in many occasions. Using the questionnaire, the researcher also conducted face-to-face interviews to get information from District Development officer and Divisional Officers. This method provided a good forum, particularly for unstructured questions, because, it gave room for further explanations about the subject and an in – depth interview conducted in order to exhaust the points.

Pilot study was done and then the questionnaire was adjusted on the basis of this, and the final version was then developed for use. The questionnaire was a convenient method of data collection because it provided a standard set o questions for all the respondents to respond to.

3.7 Data Processing and Analysis

Data was initially tabulated and put into various categories. The study further involved computation of frequency distribution, percentages and cross tabulations of these responses. Descriptive statistics was used to analyze all the closed – ended questions.

A likert scale of a five-point continuum, values of 5,4,3,2,1 were assigned to items requiring respondents to check one of the offered five fixed – alternative expressions such as “strongly agree”, “agree”, “neither agree nor disagree”, “disagree” and “strongly disagree”, comprising a continuum of responses.

In this five-point continuum, values of 5,4,3,2,1 were assigned: These values expressed the relative weights and their direction, determined by the favourableness or unfavourableness of the items.

CHAPTER FOUR

4.0 DATA ANALYSIS

4.1 Introduction

This chapter contains results, analysis and findings of the data collected from the field based on the entire data collection of the factors influencing performance of NGO's Socio-Economic Interventions.

Table 1: National Vs International Status of NGOs Operating in Kisii Central District

Status	Frequency	Percentage
National	4	36.4
International	7	63.6
Total	11	100

Of the NGOs operational in Kisii Central District, (63.6%) are International while 36.4% are national.

Table 2: Ownership of NGOs Operating in Kisii Central District

Ownership	Frequency	Percentage
Wholly foreign owned	2	18.2
Wholly locally owned	4	36.4
Both local and foreign	5	45.4
Total	11	100

Regarding NGO ownership in Kisii, majority of NGOs are both locally and foreign owned (45.4%); 36.4% of the NGOs are wholly local while 18.2% of the NGOs are wholly foreign owned.

Table 3: Number of Employees in the NGOs Operating in Kisii Central District

No of employees	Frequency (f)	Mid point (x)	fx
1 - 10	6	5.5	33
11 - 20	2	15.5	31
21 - 30	1	25.5	25.5
31 - 40	2	35.5	71
Total	$\Sigma f=11$		$\Sigma fx=160.5$

$$\bar{X} = \frac{\Sigma fx}{\Sigma f} = 14.59$$

Majority of NGOs in Kisii Central District employ an average of 15 employees.

Table 4: Category of Employees in Various NGOs Operating in Kisii Central District

Category	Frequency	Percentage
Kenyan	6	54.5
Expatriates	5	45.5
Totals	11	100

Of the NGOs operating in Kisii Central District, most of them have employed Kenyans; 55% while 46% comprise of expatriates.

Table 5: Range of other Districts covered by the NGOs operating in Kisii Central District.

No of Districts	Frequency (f)	Mid point of class (x)	fx
1 - 5	3	3	7
6 - 10	8	8	64
Totals	$\Sigma f=11$		$\Sigma fx = 73$

$$\bar{X} = \frac{\Sigma fx}{\Sigma f} = \frac{73}{11} = 6.63$$

Majority of NGOs operating in Kisii Central District Cover an average of 7 Districts. The range of other Districts covered by the NGO is partly an indication of the size of the NGO.

Table 6: Number of Divisions Covered by NGOs Operating in Kisii Central District

No of divisions	Frequency(f)	Mid point of class (x)	fx
1 – 3	1	2	2
4 – 7	10	5.5	5.5
Totals	$\Sigma f=11$		$\Sigma fx = 77$

$$\bar{X} = \frac{\Sigma fx}{\Sigma f} = \frac{77}{11} = 7$$

Of the NGOs operating in Kisii Central District, Majority of them cover a minimum of seven divisions. This analysis indicates that NGO activities are well distributed in the District since the District has 7 divisions.

Table 7: Sectors Covered by NGOs Operating in Kisii Central District.

Sector	Frequency	Percentage
Relief	3	8.8
Religion	3	8.8
Advocacy	3	8.8
Socio economic development	8	23.5
Environment	5	14.8
Human rights	1	2.9
Appropriate technology	2	5.9
Agriculture	3	8.8
Education	3	8.8
Children	3	8.8
Total sectors	34	100

The main sectors covered by NGOs (23.5%) are aimed at socio-economic development, environment 14.8%, Relief, Religion, and Advocacy, Agriculture, Education and children care

were all ranked at 8.8% Appropriate technology was ranked at 5.9% and least was Human rights at 2.9%.

Table 8: Mandate of NGOs Operating in Kisii Central District

Mandate	Frequency	Percentage
Poverty reduction	2	18.2
Health improvement	4	36.4
Environmental improvement	1	9.1
Women empowerment	3	27.1
Serving the less privileged	1	9.1
Totals	11	100

In terms of NGOs mandate, Most NGOs (36.4%) are involved in health improvement and 27.2% concerned with women empowerment. Other areas included poverty reduction 18.2% environmental improvement, and serving the less privileged both at 9.1%.

Table 9: Methods of Mobilizing Capital by NGOs Operating in Kisii

Method	Frequency	Percentage
Grants	6	40.0
Donations	5	33.8
Fundraising	3	20.0
Loans	1	6.7
Total	15	100

Majority of NGOs mobilize capital by getting grants (40.0 %) while 33.3% get donations. Fundraising accounted for 20% while loans accounted for 6.7%.

Table 10: Categories of People Covered by NGOs Operating in Kisii Central District

Category	Frequency	Percentage
Low income earners	2	10.0
Women groups	4	20.0
Aids victims	2	10.0
Youth groups	2	10.0
Sick	3	15.0
Orphans	3	15.0
Widows	2	10.0
Disabled, & street children	2	10.0
Total	20	100

The main group of people covered by NGOs is women groups (20%) The sick and the orphans both accounted for 15.0%. Low income earners, Aids Victims, youth groups, windows and disabled and street children all accounted for 10%.

Table 11: Frequency of Project Evaluation in a Year

Rate	Frequency	Percentage
Once	6	54.5
Twice	3	27.3
Thrice	1	9.1
Four times	1	9.1
Total	11	100

Mainly projects initiated by NGOs (54.5%) are evaluated once a year. This is an indication that donors take slightly longer time to know ho their funds have been used. This can lead to mismanagement of funds.

Table 12: NGOs Project Evaluators

Evaluator	Frequency	Percentage
Internal Auditors	1	9.1
External Auditors	3	27.3
Both internal & external Auditors	7	63.6
Totals	11	100

Majority of NGOs are evaluated by both internal and external auditors (63.6%). External auditors account for 27.3% while internal auditors for 9.1% account.

Table 13: Rate of Leading to Successful Operation of NGOs

Weight (W) Factors	Very Important 5	Important 4	Fairly Important 3	Least Important 2	Not Important 1	Σf	Σfw	$\frac{\Sigma fw}{\Sigma f}$
No of operational offices	4	6	1	0	0	11	47	4.27
Links of service delivery	7	4	0	0	0	11	51	4.64
Government regulations	4	5	2	0	0	11	46	4.18
Employee experience	7	3	1	0	0	11	50	4.55
Relations of NGO & Government	7	4	0	0	0	11	51	4.64
Relations of NGO & NGO	6	3	2	0	0	11	48	4.36
Relations of NGO & community	7	4	0	0	0	11	51	4.64

Factors such as links of service delivery, relation of NGO with Community rate as the most important factors leading to successful operation of NGOs, (Likert Scale of 4.64). The least factors leading to successful operation of NGOs although important are the Government regulations.

Table 14: Impact Rate of the level of effect donors have on the following policies

Weight (w)	Very high	High	Fairly high	low	Very low	Σf	Σfw	$\frac{\Sigma fw}{\Sigma f}$
Influence by community in	5	4	3	2	1			
Choice of projects	2	3	6	0	0	11	40	3.64
Timing of projects	2	5	4	0	0	11	42	3.82
Modification of mission	2	2	4	2	1	11	34	3.09
Selection f target	1	4	4	2	-	11	37	3.36
Selection of geographical area	1	1	7	1	1	11	33	3.0
Internal policies	0	5	5	1	0	11	37	3.36

Timing of the projects with scale of 3.82 rates was considered to be the most important donor policy that affect operation of NGOs while selection of geographical area with the rate of 3.0 was the least factor affecting operation of NGOs in Kisii Central District.

Table 15: Number of NGOs Practicing Collaboration with Others

No of collaborations	class	Frequency	Mid point	fx
1-2		1	1.5	1.5
3-5		3	4	12
6-8		7	7	49
Totals		11		$\Sigma fx = 62.5$

$$\bar{x} = \frac{\Sigma fx}{\Sigma f} = \frac{62.5}{11} = 5.68$$

NGOs operating in Kisii Central District collaborate with an average of 6 NGOs. This collaboration is important in that it can lead to sharing of information for high performance.

Table 16: The Influence of Communities in Determining Success of NGOs

Weight (W)	Strongly agree	Agree	Fairly agree	Disagree	Strongly disagree	Σf	Σfw	$\frac{\Sigma fw}{\Sigma f}$
Influence by community in:	5	4	3	2	1			
Choice of projects	2	6	2	1	0	11	42	3.82
Timing of projects	1	3	3	4	0	11	34	3.09
Modification of mission	1	4	3	2	1	11	35	3.18
Implementation of projects	1	6	2	1	1	11	38	3.45
Evaluation of projects	1	5	4	1	0	11	39	3.45

Choice of projects rated at 4.0 in the Likert scale is the only influential factor from the community in determining success of NGOs while other factors as timing of projects, modification of mission, implementation of projects and evaluation of projects rated as fairly influencing factors from the community in determining success of NGOs.

Table 17: Rate of Causing Competition of NGOs to Resources

Factor	Strongly Agree	Agree	Fairly agree	Disagree	Strongly Disagree	$\sum f$	$\sum fw$	$\frac{\sum fw}{\sum f}$
Donor Funds	1	7	2	1	0	11	41	3.73
Better Services	1	5	4	1	0	11	39	3.55
Labour Force	1	6	3	1	0	11	40	3.64
Community Acceptance	1	6	3	1	0	11	40	3.64
Project Ideals	1	7	2	1	0	11	41	3.73

Donor funds and project ideals both rated at 3.73, were considered to be the major factors causing competition of NGOs to resources while better services rated at 3.55 was considered to be the least factor causing competition of NGOs resources.

Table 18: Key areas of competition by NGOs operating in Kisii Central District.

Scheme to go for	Frequency	Percentage
Quality service	7	35.0
Quality staff	5	25.0
Accountability	4	20.0
Advertisement	1	5.0
Collaboration and partnership	3	15.0
Totals	20	

Improving quality of services, ranked at 35.0% is the most important way used to improve competition among NGOs.

Table 19: Rate of modes of Co-operation of NGOs with Other NGOs

Mode Of co-operation	Weight (W) Most Used	Often used	Used	Rarely used	Not used	Σf	Σfw	$\frac{\Sigma fw}{\Sigma f}$
Fundraising	2	4	2	2	1	11	37	3.36
Advocating for common issues	3	5	3	0	0	11	44	4.0
Joint NGOs project implementation	1	2	8	0	0	11	37	3.36
Joint Government project implementation	3	3	5	0	0	11	42	3.82
Sharing resources	2	4	4	1	0	11	40	3.64

Advocating for common issues, rated at 4.0 of the Likert scale was often used mode of co-operation of NGOs with other NGOs. Joint NGOs project implementation and fundraising both rated at 3.65 were least used modes of co-operation.

Table 20: Number of NGOs Practicing Collaboration with Others

No of collaborations	Mid-point (x)	Σfx
1-2	1.5	3
3-5	4	16
6-8	7	14
Total	8	$\Sigma fx = 33 = 4.2$

NGOs operating in Kisii Central District collaborate with an average of 4 NGOs

Table 21: Factors to have in mind in selecting collaborating NGOs

Weight (W) Factor	Very important 5	important 4	Fairly important 3	Unimportant 2	Least important 1	Σf	Σfw	$\frac{\Sigma fw}{\Sigma f}$
Similarity of objective	3	4	2	0	2	11	39	3.55
Similarity of values	4	2	3	2	0	11	41	3.73
Outcomes of past co-operation	3	4	4	-	-	11	43	3.91
Reputation of organization	7	3	1	-	-	11	50	4.55

Reputation of an organization, rated at 4.55 was the most important factor in selecting a collaborating NGO. Similarity of objectives rated at 3.55 was the least important factor in deciding which NGO to collaborate with.

Table 22: Hindrance facing NGOs in realizing their goals

Weight Challenge	Most Serve 5	serve 4	Fairly serve 3	Least serve 2	Not serve 1	Σf	Σfw	$\frac{\Sigma Fw}{\Sigma f}$
Building credibility	0	2	4	5	0	11	30	2.73
Development of links for good services	0	1	7	3	0	11	31	2.82
Employing staff	0	3	8	0	0	11	36	3.27
Development of positive relation with government	0	3	6	2	0	11	34	3.09
Development of positive relation with community	0	2	7	2	0	11	33	3.0
Gaining trust of donors	0	2	7	2	0	11	33	3.0

Employing competent staff was the leading hindering factor facing NGOs in realizing their goals rated at 3.27. Building of credibility was the least factor acting as a hindrance rated at 2.72 in the Likart Scale.

Table 23: General Assessment Rate of NGOs

Weight (w)	Strongly agree	Agree	Fairly agree	Disagree	Strongly Disagree	Σf	Σfw	$\frac{\Sigma fw}{\Sigma f}$
Assessment tools	5	4	3	2	1			
Increase of NGOs cause competition for funding	0	2	8	1	0	11	34	3.09
NGOs projects are directed by Donors	0	4	1	6	0	11	29	2.64
Donors easily fund old NGOs	2	6	2	1	0	11	42	3.82
Formation of new NGOs is difficult	0	1	3	6	1	11	26	2.36
Beneficiaries are not involved in project identity	1	3	5	1	1	11	35	3.18
Government is hostile to NGOs	0	2	3	4	2	11	27	2.45
Donors fund trusted NGOs	4	5	1	1	0	11	45	4.09
NGOs are involved In formation of Government Policies	3	4	3	1	0	11	42	3.82
NGOs are pressurized for transparency	3	7	0	0	1	11	44	4.00
NGOs are now easily registered	0	7	3	1	0	11	39	3.55
NGOs operations likely to increase	0	6	3	1	1	11	36	3.27

From the assessment of the state of NGOs, most donors find trusted NGOs, rated at 4.09. NGOs are pressurized for transparency rated at 4.00 in the Likart Scale. The NGOs are also involved in the formation of Governments policies rated at 3.82. Donors easily fund old NGOs rated at 3.82.

Table 24: Challenges Facing NGOs

Wt(w)	Most challen ging	Challeng - ing	Fairly challenging	Least challenging	Not challenging	Σf	Σfw	$\frac{\Sigma fw}{\Sigma f}$
Challenges	5	4	3	2	1			
Fundraising	4	3	1	1	2	11	39	3.55
Infrastructure	0	5	6	6	0	11	38	3.45
Donor Fatigue	0	7	4	4	0	11	40	3.64
Accountability	4	4	3	3	0	11	45	4.09
Political Interference	1	3	4	4	0	11	35	3.18
Unpredictable future	2	4	3	3	2	11	37	3.36
Sustainability of operations	4	4	3	3	0	11	45	4.09
Maintaining of professionalism	4	2	3	3	0	11	41	3.73

The most challenging factors facing NGOs are the sustainability of operations and accountability both rated at 4.09. The least challenging factor is political interference rated at 3.18. Problems with accountability makes it to difficult for NGOs to sustain their operation other challenges include maintaining professionalism (3.73), donors fatigue (3.64), fundraising (3.55), infrastructure (3.45), and unpredictable future (3.36).

Table 25: The Future of NGOs in Kisii Central District

Assessment	Frequency	Percentage
Bright	7	63.6
Reduced Activity	3	27.3
Uncertain	1	9.1
Total	11	100

Majority of respondents suggested that the future of NGOs (63.6%) is bright. Other respondents (27.3) suggested reduced activity and 9.1% respondents were uncertain.

4.2 Findings

Of the NGOs operating in Kisii Central District, 63.6% were international while 36.4% were National. Regarding NGOs ownership in Kisii, majority of NGOs are both locally and foreign owned, 45.4% and they employ an average of 15 employees. Regarding the category of employees in various NGOs which were in operation in Kisii Central District, the study found out that 54.5% add in their employ Kenyans. With regard to the range of other Districts covered by the NGOs in operations in Kisii Central District, majority of them cover an average of 7 Districts.

Analysis of the number of divisions covered by NGOs which were in operation in Kisii Central District was done and the studies found out that majority of them cover a maximum of seven divisions.

Analysis of the sectors covered by NGOs which were in operation in Kisii Central District, showed that the main sectors covered by NGOs 23.5% were aimed at socio-economic development.

In terms of NGOs mandate, most NGOs, 36.4% were involved in health improvement and 27.2%, were concerned with women empowerment. 40% of NGOs mobilized capital by getting grants, 40.0% while 33.3% of NGOs got donations from well wishers.

NGO projects are evaluated by both internal and external auditors, 63.6%. The study found out that factors such as links of service delivery, relation of NGOs with government and relations of NGO with community were rated as the most important factors leading to successful operation of NGO, 4.64. The least factors leading to successful operation of NGO although important also was the government regulations; 4.18.

With regard to the impact rate of the level of effect donors have on certain policies, timing of the projects with scale of 3.82 rate was considered to be the most important donor policy that affect operation of NGOs while selection of geographical area; 3.0 was rated as the least important policy affecting operation of NGOs which were in operation in Kisii Central District. For successful performance of NGOs, the study found out that an average of 5.68, NGOs which were in operation in Kisii Central District Collaborate.

The study revealed that the choice of projects rated at 3.82 is the only factor by the community in determining success of NGOs, while other factors as timing of the projects; 3.09, modification of

mission; 3.18, implementation of projects; 3.45 and evaluation of projects; 3.45, were rated as fairly influential factors by the community in determining success of NGOs.

With regard to the nature of competition prevalent in the sector, the study revealed that donor funds and project ideals both rated at 3.73, were considered to be the major factors causing competition among NGOs, while better services rated at 3.55 was considered to be the least factor causing competition among NGOs for resources. This shows that for any NGO to successfully perform within this sector, it needs to secure funding from donors and to provide better services to target communities.

In the analysis of the key areas of competitions, the study found out that key areas used by NGOs to improve competition with others was by improving quality of services, 35.0%. With regard to the rate of the modes of co-operation of NGOs with other NGOs, the study revealed that advocating for common issues; rated at 4.0, was often used. Joint NGOs project implementation and fundraising both rated at 3.65 were least used modes of cooperation.

The research also found out that reputation of an organization, rated at 4.55 was the most important factor in selecting a collaborating NGO. Similarity of objectives rated at 3.55 was the least important factor in deciding which NGO to collaborate with.

The study revealed that employing competent staff was the leading hindering factor facing NGOs in realizing their goals, rated at 3.27 in the Likart Scale.

CHAPTER 5

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes the research findings and gives recommendations for future works.

5.2 Conclusions

The study found out that NGOs can play a very active and significant role in the promotion of culture of human rights, democracy, and supervision of development programs, educational and informative assistance towards removing obstacles in the way of human development and sustainable development, and help and pay attention to vulnerable groups.

The study also found out that entry of new NGOs into the NGO sector in Kisii is bound to continue. NGOs are now becoming more responsive to the needs of the communities they serve.

The government – NGO relations are largely positive but the quality of support the government gives NGOs is inadequate. Competition for donor funds is also likely to become more intense.

Pressure on NGOs to show impact of their intervention and number of NGOs is also likely to continue increasing. The NGOs have found it better to co-ordinate their efforts during emergencies in bid to achieve more effective results.

The study revealed that the financial dependence on donors is one key factor that can make NGOs ephemeral. If funds dry up, so does the organization. Also the tendency of donors to give money in small amounts leads to the proliferation of many small organizations. The competition for funds and status can be an obstacle to communication among NGOs.

NGOs dependence on donor money, goals and time cycle means that NGOs have to respond to changing demands on them (poverty, environment, women etc) and the overall dependence on external funding means NGOs tend to overstate what they have achieved by way of participation, impact, efficiency and sustainability, and to resist evaluations which could otherwise generate useful lessons for improving the quality of NGO work.

NGOs need to build their credibility, gain the trust of donors, develop positive relations with target communities and develop links through which services can reach beneficiaries in order for them to perform well.

5.3 Recommendations

Checking Cash usage by Donors

Donors should exert more pressure on the government over usage of financial assistance. Making follow – ups on how the funds are used is necessary. The laxity of donors means that even the people who are supposed to benefit may not do so.

If the donors give Government money and they (donors) find that the funds are not reaching the people, then they should cut it off. It is important that ordinary Kenyans benefit from the donor funds and grants because they are the ones who would repay it.

5.4 Suggestions for Further Research

In regard to factors influencing socio – economic performance of NGOs, only those NGOs that are still in operation were interviewed.

Detailed knowledge of the NGO sector in Kenya, knowledge not just of the NGOs themselves but also of how they relate to the government, communities, the private sector and donors is necessary.

The detailed knowledge will help identify the appropriate mix of policy instruments to achieve synergies of impact through enabling and encouraging NGOs to contribute more fully to a greed national development priorities. The policy instruments to be studied under the following headings:

1. Public information, education and consultation. Does the government use NGOs for these purposes, encourage, permit or resists such activities? In which sectors is the informational and educational work of NGO most valuables (e.g. AIDS prevention; environmental awareness, combating gender / ethnic / caste bias, promoting family panning, adult literacy)? Do NGOs serve on government commissions or other official bodies? In what capacity do they serve?
2. Co-ordination. What structures exist for coordinating NGO activities? What role does the government play in these?
3. Official support. Does government finance NGO activities directly, and if so, what mechanism does it use? What impact does this have on the work constituency and autonomy of the NGO sector?
4. Collaboration. In what sectors / projects does the government collaborate with NGOs? At what stage is collaboration sought (e.g. with projects; at identification, design, appraisal, implementation, service delivery, monitoring, or evaluation stages)?

5. Taxation Policies. Do they make it difficult for NGOs receive foreign funds and donated goods? Are there tax exemptions for NGOs operating in priority sectors?

The study of the above topics are intended to help strengthen the relationship between the donors and the relevant NGO.

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APPENDIX 1

MARY K. OSINDI,
FACULTY OF COMMERCE,
EGERTON UNIVERSITY,
P.O BOX 536,
NJORO.
29TH MARCH 2005

TO THE RESPONDENT,

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH WORK

I am a Master of Business Administration student at the Faculty of Commerce, Egerton University.

Part of the requirement for the successful completion of this course is to write a management project. My project is in area of NGO. I would like to find out the factors influencing performance of NGO's Socio – economic interventions in Kisii Central District, KENYA. The study focuses on the key factors affecting performance of NGOs operating in Kisii Central District of Kenya.

I have enclosed the questionnaire, which will enable me to collect the data I require for this project, which is due for submission to the University at the end of April 2005.

The selection of your NGO is purely for academic purposes and all the information contained therein will be treated with strict confidence. A confidential report of the project will be made available to you at your request.

Yours sincerely,

Mary K. Osindi.

APPENDIX 2

QUESTIONNAIRE ONE

To be filled in by Chief Executives and staff of NGOs.

Questionnaire instructions.

The questionnaire has two sections; A & B. kindly answer all questions in each section.

If a question is not applicable, kindly, mark ('N/A'. If you simply do not have the knowledge, mark 'N/K'.

Section A: NGO profile

1. What is the name of your NGO?

2. In which year did your NGO start?

3. What is your NGO status?
 - a) National
 - b) International

4. What is the ownership of your NGOs (Tick where appropriate)
 - a. Wholly foreign owned
 - b. Wholly locally owned
 - c. Group ownership
 - d. Individually owned
 - e. Both local and foreign owned.

5. i) What is the number of your employees currently as per the following brackets
- a) 1-10
 - b) 11-20
 - c) 21-30
 - d) 31-50
 - e) over 50

ii) Categorize your employees using the criteria below. Please indicate the number of each category.

- a. Kenyan []
- b. Expatriates []
- c. Volunteers foreign []
- d. Volunteers (Kenyan) []
- e. Others (Please specify) []

6. (i) In how many district does your organization work? (Tick one)

- a. more than 10 []
- b. less than 5 []
- c. between 6 and 10 []

ii) In how many Divisions does your organization work?

- a. 1-3 []
- b. 4-7 []
- c. above 7 []

7. In which sectors does your organization work?
- a) Relief
 - b) Religious
 - c) Advocacy
 - d) Social economic development e.g. Health
 - e) Environment
 - f) Human rights and good governance
 - g) Application of technology
 - h) Agriculture
 - i) Education
 - j) Children
 - k) Any other (specify)

8a) Please state your vision

b) Please state your mission

9. Please list three organizational objectives

a)

b)

c)

10. (i) What three most important methods that your organization employs in raising funds from donors.

- 1) _____
- 2) _____
- 3) _____

(ii) What category of people does your organization cover? Please name them.

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)

Section B The NGO Sector

11. (i) How often is your project evaluated?

- a) Once a year []
- b) Twice a year []
- c) Three times a year []
- d) Four times a year []
- e) Never evaluated at all []

12. Who evaluates your project?

a) Internal auditors []

b) External auditors []

c) Others (please specify) []

13. Rank the following factors in terms of importance in determining successful operations of your organization by ticking the appropriate box (Tick appropriately)

	Very important 5	Important 4	Fairly important 3	Unimportant 2	Least important 1
Number of operational offices					
Links through which services can reach the beneficiaries					
Government regulation					
Experience of the employees					
Your organization's relations with the Government					
Your organization relation with other NGO's					
Your organization's relationship with the community					

14. Please indicate the level of effect the donors' policies have on the following aspects of your organization. (Tick as appropriate)

	Very High 5	high	Fairly High	Low	Very Low
Choice of projects					
Timing of projects					
Modification of your organization's mission					
Selection of target communities / groups					
Selection of targeted geographical areas					
Internal policies of your NGO					

15. Please indicate how your organization respond to the influence of donor policies by ticking in the appropriate box.

lobbying	Very high 5	High 4	Fairly high 3	Low 2	Very low. 1
Collaborating financial accountability improving implementation of projects					

16. Please indicate the level of influence of the communities you serve on the following aspects of your organization. (Tick as appropriate)

	Very High 5	High 4	Fairly High 3	Low 2	Very Low 1
Choice of projects					
Timing of projects					
Modification of your organization's mission					
Implementation of projects					
Evaluation of projects					

17. Rank the state of competition between your organization and others against the following characteristics.

	Fierce	Strong	Fairly Strong	Moderate	Mild
	5	4	3	2	1
Donor funds					
Project ideals					
Provision for better service to communities					
Labour force					
Acceptance by the community					

18. What are the most important methods that your organization employs in competing with other NGOs?

1 _____

2 _____

3 _____

19. Rank the rate of co-operation between your organization and others scoring the blanks.

	Very high 5	High 4	Fairly high 3	Low 2	Very low 1
Fundraising					
Advocating for common issues					
Joint implementation of NGOs					
Sharing of information					
Joint implementation of projects with government					
Sharing organizational resources					

20. State the number of organizations you have co-operated with.

.....

.....

21. Were your objectives for co – operating achieved? -

a) Yes [] b) No []

if no please say why?

.....

.....

.....

22. How important are the following factors in determining the selection of organization (s) to co – operate with?

	Very important 5	Important 4	Fairly important 3	Unimportant 2	Least important 1
Similarity of vision and mission					
Similarity of values					
Outcomes of past co – operation with the organization					
Reputation of organization					

23. Please indicate how easy or difficult it is to achieve the following factors.

	Very easy 5	Easy 4	Fairly easy 3	Difficult 2	Very difficult 1
Building of the NGO's credibility					
Developing the links through which services can reach the beneficiaries					
Gaining registration by NGO Co-ordination Board					
Employing staff with requires skills					
Developing positive relations with the government					
Developing positive relations with target communities					
Gaining the trust of donors					

24. Please indicate your degree of agreement or disagreement about the following statements on operations of NGOs in Kisii Central District.

Statement	Strongly Agree 5	Agree 4	Fairly agree 3	Disagree 2	Strongly disagree 1
The increase in the number of NGOs operating in Kisii Central has made competition for donor funds to become intense					
NGOs implement projects favored by donor policies and not necessarily required by the communities.					
It is easy for more than 3 years old NGOs to be funded by donors than new NGOs					
It has now become more difficult for new NGOs to be formed.					
In most projects, beneficiaries are not involved in project identification and design.					
The government is in most cases hostile to NGOs.					
Most donors only fund those NGOs that they trust					
NGOs are now involved in making national development policies than in the past.					
NGOs are now under more pressure to show how their project have benefited the intended beneficiaries than in the past.					
It is now easier for new NGOs to obtain registration.					
The number of NGOs operating in Kisii Central is likely to continue increasing in the next five years.					

25. What do you consider to be the main challenges facing your organization? List in order of importance.

	Very important 5	Important 4	Fairly Important 3	Unimportant 2	Least Important 1
Fundraising					
Infrastructure					
Donor Fatigue					
Accountability					
Political interference					
Unpredictable Future					
Sustainability of operations					
Maintaining of professionalism					

26. How do you see the future of this organization?

1. Bright []
2. Likely to reduce its activities []
3. Others (specify) []

APPENDIX 3

QUESTIONNAIRE TWO

To be filled in by representatives from the community.

1. State the number of various NGOs operating in your Division

a. 1 – 3 []

b. 4 – 7 []

c. above 7 []

2. Do these NGOs have operational offices in your Division?

a. Yes []

b. No []

3. How do you link the NGOs

a. Village elders []

b. Sub – chiefs []

c. Chiefs []

d. Politicians []

e. Religious leaders []

f. Others (please specify)

4. What benefit do you get from NGOs.

- a. Improvement of health []
- b. Distribution of food []
- c. Improving literacy []
- d. Conserving the environment []
- e. Guarding of human rights []
- f. Others (please specify)

5. Of the NGOs working in your division, what can you comment about them in terms of services they are providing?

- a. excellent []
- b. very good []
- c. good []
- d. average []
- e. below average []
- f. poor []
- g. very poor

6. Rank the rate of project sustainability by scoring the blanks.

Community contribution	Very high	high	Fairly high	Low	Very low
Donor funding					
Government funding					

7. In your own view do these NGOs working in Kisii Central District benefited your community?

a. Yes []

b. No []

8. How many projects have been started by the NGOs in your community.

1 – 5 []

6 – 10 []

11 – 15 []

16 -20 []

Above 20 []

9. How often do these NGO officials visit your community?

a. weekly []

b. monthly []

c. yearly []

d. others (please specify)

10. Does your community members participate in initiation of projects together with these NGOs?

a. Yes []

b. No []

11. Who runs these projects after they have been started by NGOs.

a. Government []

b. Politicians []

c. selected community members []

d. none of the above []

e. others (Please specify)

12. Among the NGOs operating in your Division which one is most preferable

THANK YOU FOR YOUR CO-OPERATION

APPENDIX 4

QUESTIONNAIRE THREE

Focus interview

To be filled by District Development Committee representative

1. How many NGOs are registered in you District?

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

2. Are there some NGOs operating in Kisii Central District which are not registered?

a. Yes []

b. No []

c. If yes please specify

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

3. How does your office monitor financial operations of these NGOs in Kisii District.

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

4. How do you ensure that these NGOs benefit the community

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

5. How do you rate the relationship in terms of consultation of your office with these NGOs?

- a. excellent []
- b. very good []
- c. good []
- d. average []
- e. poor []
- f. very poor []

6. In your own perception do the NGOs support the target groups in anyway?

- a. yes []
- b. no []
- c. If no (please specify)

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

7. How do you rate the level of funding to any of the projects funded by NGOs?
- a. Very good []
 - b. Good []
 - c. Fair []
 - d. Poor []
8. How do you rate the level of funding of these NGOs based in Kisii District
- a. adequately funded []
 - b. inadequately funded []
9. How do you rate the assistance given to the NGOs operating in Kisii Central District by the government?
- a. Government is highly supportive
 - b. Moderately supportive
 - c. Unsupportive

Please support your answer.

.....

.....

.....

THANK YOU FOR YOUR CO – OPERATION

APPENDIX 5

6 KENYA Administrative Units

1:4 500 000
 20 0 20 40 60 80 100 miles
 20 0 20 40 60 80 100 120 140 160 km



KEY INFORMATION

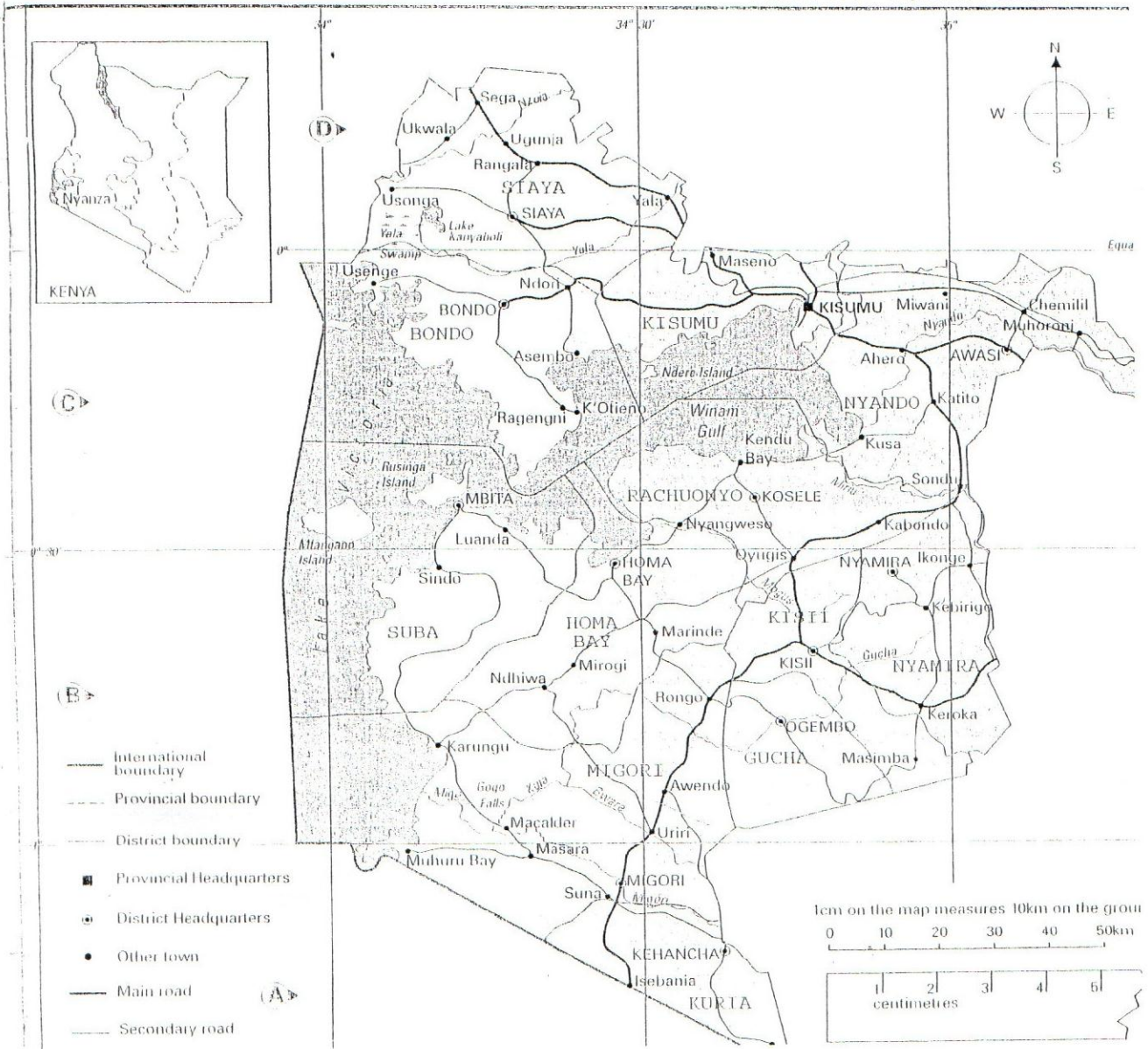
Size: 582 000Km²
 No. of Provinces: 8
 No. of Districts: 67
 Capital City: Nairobi

REFERENCE

EMBU Provincial Capital
 Kitui Other Towns
 - - - - - International Boundaries
 - - - - - Internal Boundaries of Kenya

APPENDIX 6

KENYA Nyanza Province



EGERTON UNIVERSITY LIBRARY