INFORMATION TECHNOLOGY INVESTMENT AND PERFORMANCE OF NGOS IN KENYA

By

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university

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Supervisor's Approval

This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

I am proud to dedicate this study to my family; wife Ann Wanjiru and three great loving kids Loyce, Joy and Tonny Clement.

To all for their encouragement, love and understanding.

Without their love, support and encouragement my studies would have been an impossible task to undertake.

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ABSTRACT

Information and communications technology (IT) has revolutionized the way people live, learn, work and interact. According to World Bank's convention (2001), NGOs are divided into two categories mainly; operational NGOs, whose purpose is the design and implementation of development related projects, and advocacy NGOs whose purpose is to defend or promote a specific cause (World Bank Operational Directive, 2001).

The purpose of this study was to provide evidence of the use of IT investments by Kenyan NGOs and the relationship of this investment on their performance. In particular, the following research question was addressed. What is the relationship between IT investment and Performance of NGOs in Kenya? This study took a cross-sectional survey research design. The study was cross-sectional survey as it sought to describe data and characteristics about the population or phenomenon being studied. The study targeted all the NGOs operating within Nairobi County and utilized stratified sampling technique in coming up with a sample for the study. The study used questionnaires as the instrument of data collection.

The study also found out that the IT tools in their organization were; computers (desktop, laptops, I-pad), telecommunication (Phones, Fax, Radios), network (Internet, E-mail, Intranet), business applications (Accounting Packages, Project management packages). The study also established that most of the companies indicated that the IT investment compared to the overall organization total assets was 30%. This depicts that a substantial amount of the majority of the NGOs' overall organization total assets comprised of the IT investment. On vision and mission, the study revealed that the vision and mission are well documented and understood by all in the organization. On organizational culture, the study revealed that the culture supports IT, staffs are empowered and cross-functional communication encouraged, and that teamwork and innovation is highly encouraged respectively. On the effect of adoption of IT on organizational sustainability, the study found that the through adoption of IT they are able to attract donor funding and collaborate with other partners respectively.

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ABBREVIATIONS:

ALIN   -   Arid Lands Information Network

CBA   -   Cost Benefit Analysis

CBO   -   Community-Based Organizations

COTS   -   Commercial off The Shelf

DCF   -   Discounted Cash Flow

DFID   -   UK Department for International Development

EU   -   European Union

GDP   -   Gross Domestic Product

IT   -   Information Technologies

IMF   -   International Monetary Fund

IRR   -   Internal Rate of Return

MIT   -   Massachusetts Institute of Technology

NGO   -   Non-Governmental Organization

NPV   -   Net Present Value

OECD   -   Organization for Economic Co-operation and Development

UNDP   -   United Nations Development Program

UN   -   United Nations

USAID   -   United States Agency for International Development

ROI   -   Return on Investment

SANGONET -   Southern African NGO Network

CHAPTER ONE: INTRODUCTION

1.1 Background

Less than ten years ago, information and communication technology belonged to the information technology industry; IT managers, systems engineers, and support staff. Today, information and communication technology is part of the mainstream of business strategy as well as everyone and every department in the organization is taking it up. IT is no longer just another cog in the enterprise but a major component of the organization and according to Ochieng (2012), the adoption and integration of Information and Communications Technology (IT) into business processes is increasing at a fast rate. When properly applied and managed, IT has significant productivity gain in that processes are simplified; tasks automated; operational costs are reduced and improve the speed and accuracy of the decisions (Freitas, Luciano and Testa, (2004).

Information and communications technology (IT) has revolutionized the way people live, learn, work and interact (Okinawa Charter, 2000). The world has become a Global village with Internet, mobile phones and satellite networks shrinking time and space, bringing together computers and communications resulting in new ways of communication, processing, storing and distributing enormous amounts of information (UNDP 2001). It improves efficiency, accuracy, instantaneous transmission of information, increase quantity, enhance quality, and speed up availability of information in a complex world (Okorie, 2010). Countries' development agenda has accelerated at a higher speed while organizations have increased production at a higher rate than before. IT has simplified processes in all the operational function of an organization (Ochieng, 2012).

IT investment was correlated with better performance in large and decentralized companies compared to small and centralized companies. The wealthier industrialized countries showed a positive and significant relationship between IT and productivity but no evidence of such a relationship was seen for developing countries (Dedrick & Kraemer, 2001). Most developing countries, had not achieved a reasonable measure

of e-readiness status due to high IT cost, Government policy towards IT, underutilization of existing technologies, digital illiteracy, lack of trained manpower and inadequate IT exposure and infrastructure (Mutula & Brakel, 2006). The Government of Kenya and decision makers in organizations are now investing more on IT. Kenya's vision 2030 incorporates IT infrastructure in its plan with Konza city being its blue print (Kenya vision 2030), however the question still remains; is this investment reflected in organization performance?

1.1.1 Information Technology Use in NGO's

Many NGOs are still in an early stage of IT adoption, in their organizational settings due to lack of funding, unstable organizational structures and diversity in operations (Saeed, Rohde & Wulf, 2010). According to World Bank's convention (2001), NGOs are divided into two categories mainly; operational NGOs, whose purpose is the design and implementation of development related projects, and advocacy NGOs whose purpose is to defend or promote a specific cause (World Bank Operational Directive, 2001). Advocacy NGOs focus on awareness, opinion and policy making hence eliminating field activities and thus adopting a centralized control structure making their IT requirement a bit simpler (Saeed, Rohde & Wulf, 2010).

Several studies have showed that information and communication technologies (ITs) can provide a valuable support to NGOs in improving their transparency level (Tapscott & Ricoll, 2003). Most Non-Government Organizations (NGOs) in the developed world use a vast array of technology and communications systems to manage their operations. Some use commercial off the shelf (COTS) products and others use satellite and cell phones for communication and networking purposes with Internet being a major driver (Barrigan, & Hemingway, 2002). The investment in IT is heavy and most large NGOs utilize proven strategic models to drive their business. In the developing world the story is different. Research efforts indicate that most NGOs in the developing world lack appropriate information technologies with knowledge being a big obstacles and most of them do not use the technology beyond e-mail and browsing internet (Saeed, Rohde & Wulf, 2010). NGOs don't view IT as a management tool hence they give it less priority and managers lack appropriate

knowledge and skills that can recognize and apply appropriate IT solutions with most executive board failing to link the IT investments with their NGOs mission (Barrigan, & Hemingway 2002). Many NGOs in the developing countries are blinded by the financial gains hence encountering many challenges including; low IT uptake and awareness, lack of involvement in IT policy issues and very few IT NGOs; lack of funds and affordability issues; corruption which has seen an upward trend on brief case NGOs (Kameri-Mbote, 2002).

1.1.2 Information Technology and Organization Performance

Information Technology (IT) is a term used to refer to the use of computers or any other process that helps to produce, manipulate process, store, communicate, and/or disseminate information and it includes hardware, software, databases, networks and other related components which are used to build information systems (Shaukat & Zafarullah, 2010). Traditionally, IT investments included IT equipment, communications equipment and software (pre-packaged software, customized software and software developed in-house) (OECD Fact book, 2011-2012). Present-day IT investments include intellectual capital structure and complementary assets such as human capital, organizational capital, process capital, innovation capital, customer capital and financial capital (Yi-Ming Tu et al, 2010). Different firms allocate their resources differently in a way that maximizes their objectives and those firms that allocate more resources on IT perform better than those firms that allocate less resource (McAfee & Brynjolfsson, 2008). Achieving high performance also requires good IT infrastructure supported by good IT management practice (Mwania & Muganda, 2012).

The IT paradox was that there was no correspondent increase in productivity when IT investment was increased. Firms were investing in IT with no obvious payoff and according to Brynjolfsson (1993), this argument was true before the second millennium; however, after 2000 various studies concluded that increase in IT investment increased productivity (Kohli & Devaraj 2003). A new productivity paradox questions why organization executive are not investing much more on IT than they already have, given the fact that IT returns are high. Brynjolfsson et al

(1993) claimed that organizations with high IT investment showed higher returns than those with non-IT investments. Their conclusion was that managers could be acting irrationally by spending too little on IT and thus missing on investment opportunities (Brynjolfsson 1993, Mark et al 2003).

Countries and organizations all over the world make huge investments in information and communication technologies (IT) with the aim of increasing efficiency and effectiveness (Loukis, Sapounas & Milionis, 2009), however there is need to investigate whether this investment is directly translated into performance. Over the last decade, many studies undertaken in US and Canada examined the relationship between IT investment and organization performance and concluded that there was a positive relationship between IT investment and business performance (Brynjolfsson & Hitt, 1996). However, according to Tembo (2004), there is little or no clear evidence that the same outcome is being achieved in developing countries, largely because of lack of relevant research being undertaken and also partly because of political and economic structure, restrITive regulatory environments, and hence less well-equipped to take advantage of the potential of ITs to stimulate growth (Tambo, 2004). Dyerson et al, (2009) reiterated that the cause of poor performance in developing countries was attributed to several factors including the level of IT adoption within the organization, cost of IT investments, IT knowledge competency gap and management's attitude towards the technology (Dyerson, Harindranath & Barnes, 2009).

1.1.3 NGOs in Kenya

The Non-Governmental Coordination's Act (1990) defines an NGO as a private grouping of individuals or associations not operated for profit or for commercial purposes but which has organized themselves nationally and internationally for the benefit of the public at large and or promotion of social welfare development, charity or research in the areas inclusive of, but not restrITed to health, relief, agriculture, education, industry and supply of amenities and services. NGOs in Kenya have grown tremendously after the colonial period (Kameri-Mbote, 2002). According to the National Survey of NGOs Report 2009, NGO coordination board had registered 6,075

by August 2009 and they are found in all parts of the country. The size of these NGOs varies from small organizations operating locally to big international organizations with various branches all over the world with diverse activities that cover several areas including Environment, health, Welfare, Education amongst others (Kameri-Mbote, 2002). The NGO sector complements the Government of Kenya by providing basic services in many parts of the country contributing over Kenya shilling 80 billion annually to the country's economy by year 2003 (National Survey of NGOs Report, 2009).

NGOs in Kenya tend to rely exclusively on external sources of funding with analysis from Kanyinga et al (2007) indicating only 6% of their revenues coming from internal sources (including foundations) concluding that in the long run sustainability of Kenya NGOs was in doubt (Kanyinga, Mitullah & Njagi, 2007). The funding comes from partnerships with the government, and the private sector particularly from World Bank, UN agencies, IMF and Foreign government's bilateral funding agencies such as EU, DFID and USAID (Abdel-Kader & Wadongo, 2011).

Performance management practices in Kenyan NGOs were reported by Abdel-Kader et al (2011) to be diverse due to the nature of the sector in Kenya, ranging from community Based Organization (CBO) to large Voluntary and Charitable networks. The NGOs are characterized by tension between the community-based organizations (CBOs), National NGOs, and International NGOs over the right to implement projects at grassroots level and accountability and efficiency of local NGOs (Abdel-Kader & Wadongo, 2011). Small local NGOs are perceived to lack capacity and effective governance systems to implement projects while international NGOs are perceived to have the capacity knowledge, resources and organizational structures to effectively adopt and implement comprehensive performance management frameworks (Shivji, 2007).

IT for development is taking root in Kenya where some IT experts are introducing avenues that are connecting different NGOs under one platform at a lower cost. Southern African NGO Network (SANGONeT), in conjunction with the Arid Lands Information Network (ALIN) in Kenya, launched an online technology donation

portal aimed at the Kenya NGO sector known as TechSoup Kenya. Their major objective is to assist NGOs strengthen their IT infrastructure and also enable them access lower cost software and hardware. ALIN is also working with other NGOs to form a group lobbying for an all-inclusive sustainable IT policy in Kenya (Nguo & Barnard, 2009).

1.1.4 Performance of NGOs in Kenya

According to Abdel-Kader and Wadongo, (2011), NGO in Kenya range from community-based organizations (CBO), Non-governmental organizations, associations, charitable trusts, social enterprises, and foundations and there work has shifted overtime from initially relief to service provision, capacity building, advocacy and networking with both government and private sectors (Abdel-Kader & Wadongo, 2011). According to their research work most Kenyan NGOs managers perceived performance to be; effectiveness, goals and objectives achieved, capacity of human resource and skills, processes, activities that are used, positive change in society, budget targets, social transformation, good public perception, sustainability and better service delivery (Abdel-Kader & Wadongo, 2011).

Abdel-Kader and Wadongo (2011) research reported that Most Kenyan NGOs had clearly specified statements of vision, mission and with clearly written core values that emphasizes on commitment, accountability, service to humanity, trust, good stewardship integrity, partnership and participation (Abdel-Kader & Wadongo, 2011). Most NGOs used 'logical framework' to identify project indicators and set targets, however, some NGOs did not have clear performance measurement framework in place. Most common performance indicators among the NGOs were 'output based' and 'quantitative' linked to specific NGO objectives such as 'number of people trained', 'number of students supported', 'number of trees planted', 'number of computers supplied' 'number of interventions set up', and 'time taken to deliver and order'(Abdel-Kader & Wadongo, 2011).

1.2 Statement of the Problem

Many organizations are stepping up the pace to increase the size of investment in IT due to the benefits accruing on such investments and as a result organizations, and hence IT departments, are under increasing pressure to achieve an above-average performance using IT (Boer, Vandecasteele & Rau, 2001). Studies in the developed world have proved that given the proper infrastructure, IT can be an enabler for socioeconomic development with examples given from the developed world where significant IT investments had major impacts including increasing the United States gross domestic product (GDP) by 7.8%, UK by 8.0%, Singapore by 8.3% and Australia by 8.4% (Kamel, Rateb & El-Tawil, 2009).

Several studies have been undertaken on the tools and the skills that increases performance including the logical framework, a planning tool that have been adopted by many donor organizations (Bakewell & Garbutt 2005). Performance planning and measurement emphasizing on the vision and mission of NGOs core values with key success factors included in formal strategic planning process has been studied by management strategist (Abdel-Kader & Wadongo, 2011). NGO's coordination and collaboration as a means to improving performance has also been looked. Little studies have looked at IT investment and performance of NGO's hence the essence of this research.

In Kenya, NGO sector accounted for 5% of the country's GDP (approximately UK£1.5 billion) and employed over 250,000 people in 2009 (Salamon et al, 2004; Kenya National Bureau of Statistics, 2010). Kenya has made remarkable progress putting in place an IT policy framework and implementation strategy including promulgating a National IT Policy in January 2006 that aims to "improve the livelihoods of Kenyans by ensuring the availability of accessible, efficient, reliable and affordable IT services". However there have been some challenging issues like; lack of resources, national IT infrastructure and electrical supply (particularly in the rural areas), lack of reliable and affordable internet with restrITive bandwidth and lack of proper training curriculum with emphasis on the local content (Farrel, 2007).

NGOs in Kenya have come under heavy criticism due to management and accountability of resources by their beneficiaries. These NGOs interpret accountability and transparency to mean periodically furnishing donors with narrative and financial statements on how issues of accountability touch on the overall performance of these NGOs. IT investment can solve such problems of accountability including irregularities and improve the performance of these NGOs (Onyando R, 1999). Therefore, this study aimed at exploring whether IT investments could help improve organization performance. As such, this study attempted to provide evidence of the use of IT investments by Kenyan NGOs and the relationship of this investment on their performance. In particular, the following research question was addressed. What is the relationship between IT investment and Performance of NGOs in Kenya?

1.3 Research objectives

The two objectives were;

  i. To assess the level of IT adoption among the NGO's in Kenya.
  ii. To determine the effect of information technology investment on performance of NGOs in Kenya.

1.4 Value of the Study

This study may be important to the management of NGOs in Kenya by acting as a management reference point for adoption of technological advances needed to be put in place, both in the present and future.

The results from this study provided insight into information technology investment and it effectiveness in NGOs. This would allow them to better learn how to improve their abilities in service delivery. The study may provide NGOs with new concepts and educational resource to improve their insights about performance and effectiveness in their organizations based on information technology.

Finally, researchers may benefit from the study as it added on to the growing body knowledge in IT. This may act as a source of reference for studies to be done on technology. It is in this light that the research aimed at filling the existing academic gap by carrying out a research on the relationship between information technology investment and performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 IT and Organization Performance

IT paradox has been studied at length and the major one is by Brynjolfsson (1993) where he indicated that there was a discrepancy between the IT investment growth and the national level of productivity and productive output, however he points out that the problem could be productivity measurement difficulty especially on the intangibles like customer satisfaction. Brynjolfsson (1993) pointed out several causes of the Productivity Paradox including; mis-measurement issues, Time lags between the time of investment and the time of the gain and mismanagement issues (Brynjolfsson, 1993).

Different schools of thought have been presented on IT productivity with one school of thought contending that IT investment is an input into a firm's production function (Brynjolfsson 1993) and the other school of thought is that IT investment is process oriented and examines relationship between output performance, including efficiency and quality, and other input factors at various levels such as capacity utilization, inventory turnover, relative prices, and product quality (Kauffman & Kreibel, 1991). These schools of thought contend that IT investments do have a positive impact on organizations productivity.

The impact of IT investments on a company's output and productivity depends on the size of the company because the decisions are based on different expectations in different company sizes (Dozier & Chang, 2006). Dozier and Chang (2006) in their concluding remarks stated that on average, sectors with large companies dedicated a larger percentage of their business expenses to information technology than smaller companies and that with higher IT levels employees level decreased resulting in higher efficiency and higher productivity level.

Developed countries have higher productivity level related to IT investment than developing countries (Dedrick, Shih & Kraemer, 2006). The reasons given are; developing countries lacked complementary assets such as human capital and telecommunications infrastructure needed to support IT use and had less experience

with IT, and as a result had not learned to use IT effectively. The other reason was lack of appropriate productivity measuring technics to capture the impacts of IT on productivity in standard production function models (Dedrick, Shih & Kraemer, 2006). Government policy on openness to the global economy also influences the impacts of IT productivity. Global openness can provide access to a broad range of technical and managerial knowledge that exists beyond its borders (Dedrick, Shih & Kraemer, 2006).

2.2 IT adoption

IT adoption affects a firm's performance and it can help NGOs improve performance and effectiveness. Various studies have tried to un-earth why different nations and organizations are at different levels of IT usage despite the evidence given of the benefits accruing on IT investments. Even after two decades of the development of the World Wide Web there exits the digital dive (Javier & Frank, 2006). The digital divide was described as the difference between the rate of IT usage across nations (Javier & Frank, 2006). The rate of IT usage across nations is attributed to the characteristics of the technology itself and the characteristics of the adopting bodies which include the social and institutional context in which adopters operate (Javier & Frank, 2006).

The developing countries have adopted IT at a faster rate than the developing economies and that is why they are experiencing high growth rate from the other regions (Javier & Frank, 2006). Political liberty issues also affect technology adoption with Nations that have encouraged IT usage experienced higher democracy, human rights, and even societal empowerment while dITatorial States suppresses IT adoption in order to repress political and economic rights (Amar & Marwa, 2012). There is evidence from several studies that shows those nations that adopt information technologies experience higher levels of trade, income, literacy, technological infrastructure, and market-oriented policies whether developed or developing (Ann, Casey, Kathryn & Ricardo, 2007). The controllability of technology has made authoritarian regimes also shun or adopt the technology. Such regimes tend to encourage television use, but discourage internet use because they have no control of

the internet (Javier & Frank, 2006) a factor that contributed to the downfall of Mubaraks regime in Egypt (Amar & Marwa, 2012).

At the organizational level there are those factors which influence a firm's IT adoption including anticipated benefits and anticipated barrier. An organization will adopt the new technology if it perceives there will be savings of inputs, general efficiency, gains, higher flexibility and improvement of product quality (Brynjolfsson & Hitt, 2006). Also a firm will fail to adopt the new technology if it perceives that the organization is faced with unfavorable financial conditions, human capital restrITions (e.g. lack of IT specialists, multi-skilled workers), information and knowledge barriers and managerial barriers like resistance to the new technology within the firm (Heinz H, 2002). Technology diffusion theory also contributes to the literature of IT adoption by stating that skilled machine-users adopt a new technology first, while unskilled users wait until machines become more reliable and accessible (Mukoyama, 2003).

Rogers (1995) in his diffusions of innovation theory categorized five stages of adopters namely; innovators, early adopters, early majority, late majority and laggards (Rogers, 1995). Organizations as well as individual can fall in either category and each depended on adopter's willingness and ability to adopt an innovation, awareness, interest, evaluation, trial, exposure, and capacity to adopt. Also the ease of adoption depended on the characteristic of the technology, functionality and ease of adoption. Hence IT adoption can be said to depend on both the characteristic of the technology in question and the adopting unit (Javier & Frank, 2006).

2.3 Benefits of IT to Organization

Bell IT solutions enumerate several benefits that can accrue to the organization with the proper implementation of Information Technology. IT helps organizations to connect, collaborate and compete more effectively by combining information, knowledge, processes, and technology to provide a foundation for driving efficiencies and fuelling innovation. Business performance, productivity and profitability are improved, cost is reduced, quality becomes the focal point of the management and customer satisfaction takes the center stage (Bell IT solutions).

One of the findings of the research projects conducted by MIT, the management of the 1990s, was that IT can help integrate the functions of the activity at all levels within and among organizations (Scott, 2001). IT can be a means of facilitating communication and the exchange of information between various departments and functions in the organization and in this light IT acts as an enhancer of collaboration and networking tool amongst employees, customers and partners because it removes the barriers to real-time communication and effective information sharing (Scott, 2001).

IT helps companies innovate through fusion of new technologies with society and business thus enabling the creation of new knowledge and discovery (Diem, 2007). IT is being used by organizations to improve performance, communication, motivate employees, increase competitiveness, improve market dynamics, and repositions the company against its competitors and allowing entry into new markets (Hagen, 2010).

IT contributes to goals such as; Information access for all, Wellbeing and quality of life for all, Enrichment in the social contact between people, Integration and respect for diversity, Greater autonomy for the individual, Prevention of various kinds of overload and stress, Deepening of true human qualities, Deepening and broadening of democracy, E-cooperation and peace, Sustainability in a broad sense, including the environment, economy, and human side (Bradley, 2010). Knowledge sharing is virtuous for organizations and IT facilitates knowledge sharing by providing a link between the levels of the individual knowledge workers, where knowledge resides, and the level of the organization, where knowledge attains its (economic, competitive) value (Hendriks, 1999). IT also facilitates access to meta-knowledge, using technology that facilitates the access to information bases stored in data that are relevant beyond the individual level (Hendriks, 1999).

2.4 Evaluating IT Investments

IT evaluation is all about assessing the value of information technology and a great deal of the difficulties associated with IT evaluation stems from the characteristics of information itself (Walter & Spitta, 2004; Nijland, 2004). Information is a nonphysical thing which is easy to duplicate, transport and manipulate at low costs. Most of IT evaluations problems include; inappropriate measures, budgeting practices which conceals the full cost, overstating costs, neglecting intangible benefits, not fully investigating risk, failure to consider time-scale and failure to devote evaluation time and effort to major capital asset (Willcocks, 1999).

Willcocks (1999) noted that the difficulties of evaluation bring out questions of cost, benefit, risk, value, and process. Failure to align strategy with organizational climate and decision making culture has separated evaluation practices from business needs and plans making managers concentrate on technology rather than the information aspect (Willcocks, 1999).

Traditionally, IT investments were evaluated based on costs and benefits by specialist with little knowledge on the overall consequence of the IT investment like accountants. Appraisal methods used included; Cost Benefit Analysis (CBA), Cash Flow method both the Discounted Cash Flow (DCF) and the Net Present Value (NPV) method, Internal Rate of Return (IRR) method and Return on Investment (ROI) method (Woksepp & Olofsson, 2006).

The IT evaluation literature Ballantine and Stray (1998) shows that evaluation is needed to serve various objectives. They are: to justify a proposed or existing system; to enable organizations to decide between competing projects; to enable decisions concerning expansion, improvement or the postponement of projects; to gain information for project planning; to act as a control mechanism over expenditure, benefits and the development and implementation of projects; to act as a learning device enabling improved appraisal and systems development to take place in the future; to evaluate and train personnel responsible for systems development and implementation; to ensure that systems continue to perform well; to enable decisions

concerning the adaptation, modification or dismissal of information systems; and to allocate (and distribute) costs and benefits to appropriate organizational departments or business units (Ballantine & Stray, 1998; Nijland, 2004). High IT investment is significantly impacting on the way organization are doing business and also transforming Nations making IT evaluation (Nijland, 2004).

There are several models on IT evaluation including Strategic Grid Analysis which was developed by McFarlan and McKenney (1983) and is used to indicate the importance of information systems to organization at the current point and in the future. Value Chain was developed by Porter and Millar (1991) looked at what can be done to add value both internally and externally of which Value added IT investment is one of the components to be considered (Willcocks, 1999). IT investment mapping developed by Peters (1993) looked at organization infrastructure on one grid and benefits on another grid with aim of revealing gaps and overlaps. Multiple methodologies to IT strategy formulation developed by Earl (1989) related IT investment with strategic aims and direction of the organization (Willcocks, 1999).

2.5 Performance of NGOs

According to Lacey et al (2009), traditionally NGOs performance was looked at in terms of; goal attainment, systems resources, reputation and multi-dimensional measurement approaches of NGO performance. Goal attainment looks at progress towards the goal, system resources emphasizes survival and ability to influence and utilize its environment to gain scarce and valuable resources (mostly financial resources) to achieve goals, while reputational approach relies on perception of multiple key stakeholders to measure NGO performance and multi-dimensional model incorporates all the above (Lecy et al, 2009).

Lecy et al (2009) recommended that performance of NGOs should be looked at in terms of four multidimensional domains which includes; organizational management, program design and implementation, responsiveness to environment, and partnerships and networks which should incorporate goal attainment, resource systems and reputational measurement approaches (Lecy et al, 2009). NGO performance should

look at several issues including; activities, processes, outcomes of NGOs own governance, core management systems such organizational learning, innovation, accounting, fundraising, governance, and board effectiveness, all enshrined under the organizational management domain (Abdel-Kader & Wadongo, 2011). Performance under Program Design and implementation domain should focus on design, implementation and outcomes of the specific projects and programs which should also include measuring projects effectiveness and efficiency, inputs, processes, capacity, outputs, outcomes and impacts (Lecy et al, 2009). Performances under environment domain should look at NGO's ability to mobilize resources, resist external influences and ensure future survival and sustainability (Lecy et al, 2009). Partnerships and networks domain looks at performance of success of NGOs partnerships processes and outcomes involving private and public organizations, peers, government and international partners (Lecy et al, 2009).

Ferreira and Otley (2009) advocates for a Performance Management and Control Framework that looks at levers of controls which are Performance planning, Performance measurement and Performance control (Ferreira & Otley, 2009). Issues under performance planning will include; vision and mission, organizational objectives and purposes and how they are all effectively communicated to the managers, employees and other members. Identification of key successful factors under planning is crucial since important factors that hinder success of NGOs performance is brought to attention of managers and employees. Organization structure is also an important factor in the successful implementation of NGOs strategies and plan (Abdel-Kader & Wadongo, 2011). Issues under performance management includes key financial measures and non-financial measures, target setting the processes for evaluating individual, group and organization performance (Ferreira & Otley, 2009). Performance control includes evaluation and monitoring activities such as information flow and feedback systems which determines how NGOs have performed and how they corrective measures will be undertaken (Ferreira & Otley, 2009).

2.8 Summary of key issues

IT is increasingly integrated into the cores of businesses and may satisfy the organization's desire of having a competitive edge, but that require IT investments to compete for scarce resources of the organization which adds pressure on decision makers to have better justification for the investments. Although that sound good, evaluating an IT investment is not an easy task due to the problem inherited from the evaluation itself, the untangling value of IT investment itself, and multi-impact of the IT investment on the organization. Organizations may evaluate IT investment from more than one dimension, evaluations may concentrate on the profitability, the strategic value, the risk, the use and operations, or the development success of the IT investment, and that may depend on a large extent on the reason of the IT investment.

Clearly, NGOs are facing increasing demands to solve additional and more complex problems. To respond to the new demands, NGOs need to develop and improve their skills. "NGOs current focus on narrow management issues (often borrowed uncritically from the corporate sector), the acquiring of skills valued by donors, and traditional concepts of lobbying need to be replaced by a broader base of capacities that include the ability to listen, learn, and work with others at both local and global levels" (Edwards et al., 2000, p.12). These involve building networks, working in a collaborative way, being open to new ideas, and a willingness to learn from others through knowledge sharing.

Although IT is being adopted in many organizations, assessment of its appropriateness and effects on performance has not been fully understood. Based on this, the study seeks to assess the relationship between information technology investment and performance of NGOs in Kenya.

2.9 Conceptual Framework

The conceptual framework looks at IT investment as the dependent variables with ratios of IT over the total organizations asset giving the level of IT investment while performance of NGOs being the independent variables where sustainability, target

achievement, accountability and quality of service measuring the performance of NGOs. Quality of NGO management is the moderating variable.

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Quality of NGO Management

Vision

Mission

Objective

IT investment ratio

(IT investment)/(Total Asset Employed)

(IT Budget/Total Budget)

NGOs

Sustainability; Ability to attract donor funds and generate internal income.

Achieve targets: Ability to achieve stakeholder's objectives.

Accountability: Timely and accurate reports.

Quality of service: Ability to satisfy customer
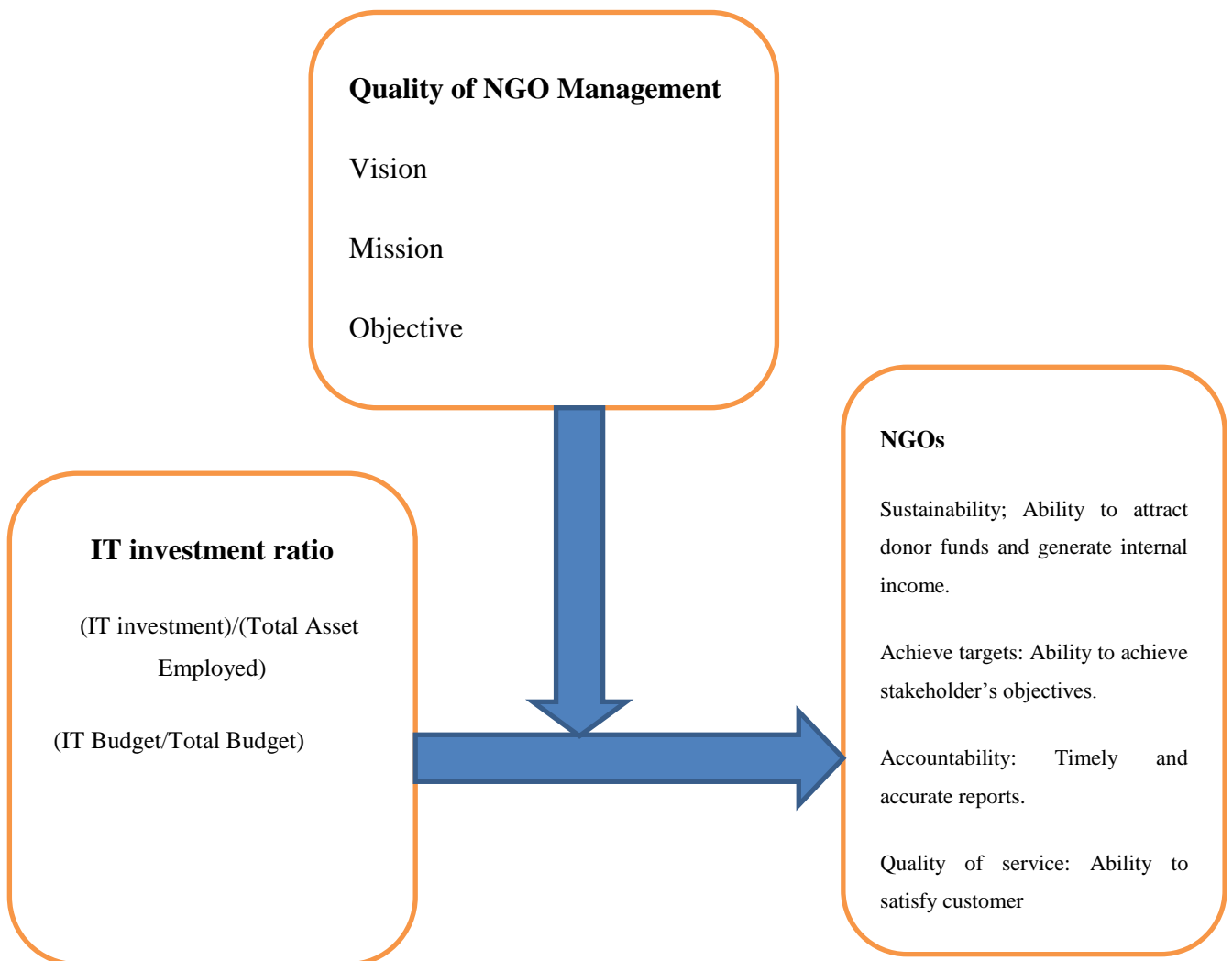
Figure 2.1 Conceptual framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods and modalities that were used to collect data on relationship between information technology investment and performance of NGOS in Kenya. This chapter is structured into research design, target population and sampling techniques, data collection instruments and procedures and data analysis techniques.

3.2 Research Design

This study took a cross-sectional survey research design. The study was cross-sectional survey as it sought to describe data and characteristics about the population or phenomenon being studied. The study was a survey of NGOs in Nairobi County which are 708 in number, hence the descriptive survey research design.

3.3 Population of the Study

The study targeted all the NGOs operating within Nairobi County. According to NGOs Co-ordination Board (2012) by mid of 2012, there were 708 NGOs in Nairobi.

3.3 Sampling Technique

The study used stratified sampling technique in coming up with a sample for the study. This is because the population studied was heterogeneous. Stratified random sampling techniques was considered for different sectors of NGOs such as health, relief, agriculture, education, industry and the supply of amenities and services. Sample size was determined by the following formula (Barlett, Kotrlik and Higgins 2001); $n=(t^2 \times s^2)/m^2$, where; n = required sample size; t = confidence level at 95% (standard value of 1.96); s^2 = estimate of standard deviation in the population on 5 point scale is 0.833; m = margin of error at 5% on 5 point scale (.05*5=0.25), hence $(1.96^2*0.833^2)/.025^2$ which is 43. Since 43 exceed 5% of the population size of 708 then Cochran correction formula was used to calculate the final sample size. $((43/((1+(43/708)))$ thus the final sample size assuming no 'non response' rate was

41. Assuming a response rate of 65%, oversampling level that captured non response rate was; (41/.65) = 63.

Table 1.1: Sample Distribution

Sector		Sample	Percentage
Health	128	11	8.6
Relief	275	25	9.1
Agriculture	25	2	8.0
Education	92	8	8.7
Water And Sanitation	82	7	8.5
Supply of Amenities and Services	41	4	9.6
Other Sectors	65	6	9.2
Total	**708**	**63**	**8.9**

3.4 Data Collection

The study used questionnaires as the instrument of data collection. The questionnaire was semi-structured; consisting of both open and close-ended questions. The structured questions helped the researcher to get specific information while the non-structured questions helped the respondent express his or her opinion. The

respondents were mainly the director or executive manager or a person with similar responsibility and authority.

The questionnaire contained of four sections. Section A involved the demographic traits of respondents and the Organization information; Section B entailed the level of IT investment in the Organization; Section C contained information on NGO management and Section D had information on NGO performance.

3.5 Data Analysis

The research objective tried to find the correlation between IT investment and NGO performance. The impact on performance was measured using multivariate analysis of the following equation. $Y_1 = a + bx_1 + cx_2 + e$ and $Y_2 = a + bx_1 + e$ where; Y_1 is the performance of the organization including the management variable. Y_2 is the performance of the organization excluding the management variable from the equation. x_1 is the IT investment variable and x_2 the management variable. The study relied primarily on quantitative data. Quantitative data was analyzed using descriptive statistics with the help of the Statistical Packages for Social Sciences (SPSS).

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results were presented on information technology investment and performance of NGOs in Kenya. The research sought to assess the level of IT adoption among the NGO's in Kenya. The research also sought to determine the effect of information technology investment on performance of NGOs in Kenya. The study targeted 63 respondents out of which 45 respondents responded to the study contributing to the response rates of 71.42%. This response rates were sufficient and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This commendable response rate was due to extra efforts that were made via personal visits to request the respondents to participate in the study. The chapter covers the demographic information, and the findings are based on the objectives. The study made use of frequencies on single response questions. On multiple response questions, the study used Likert scale in collecting and analyzing the data whereby a scale of 5 points were used in computing the means and standard deviations. These were then presented in tables, graphs and charts as appropriate with explanations being given in prose.

4.2 Background Information

The study initially sought to inquire information on various aspects of respondents' background, i.e. the respondent's designation, highest level of educational qualification, years they have worked for the organization, the sector that the NGO belongs to, age of the organization and the number of employees in the organization. This information aimed at testing the appropriateness of the respondent in answering the questions regarding information technology investment and performance of NGOs in Kenya.

Respondents' designation

In order to understand the respondents' responsibilities, the respondents were asked to indicate their designation. Figure 4.2 indicates an analysis of staff designation.

Figure 4.2 Respondents' designation
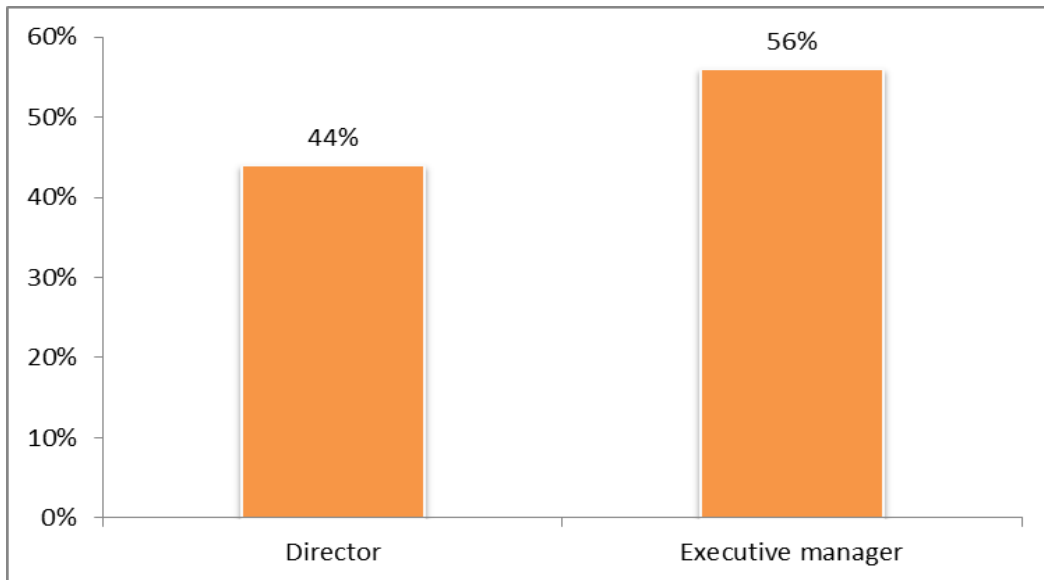
From the findings, majority of the respondents (56%) were executive managers of their organization while 44% were directors. This depicts that the respondents were well trained in their worked as reflected by their designations in the company.

Highest level of educational qualification

The respondents were asked to indicate their highest level of educational qualification and the findings are as stipulated in figure 4.3.

Figure 4.3 Highest level of educational qualification
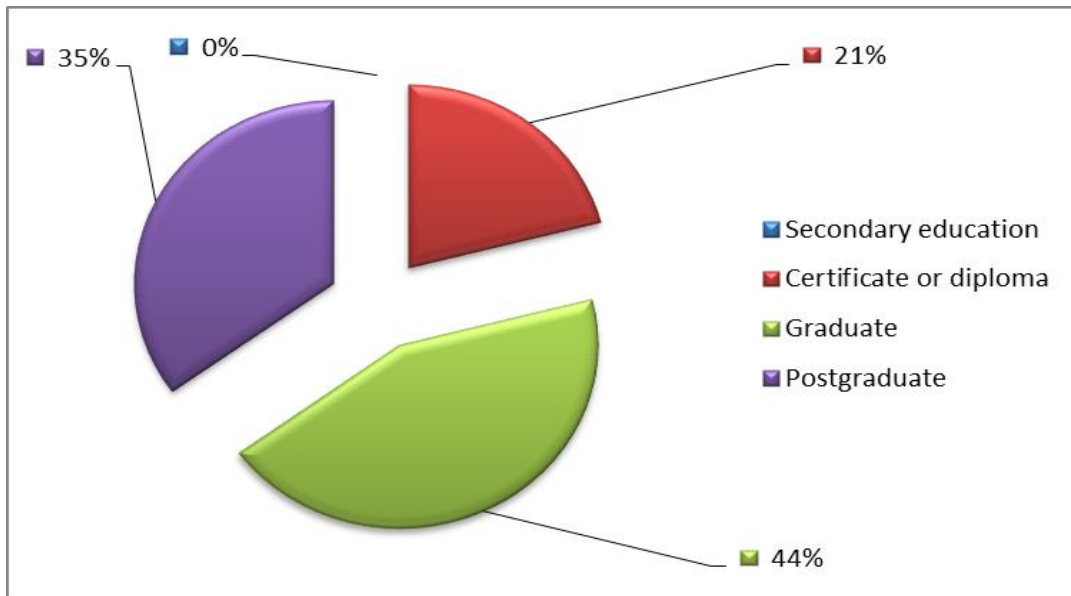
From the findings, most of the respondent (44%) were graduates, 35% were postgraduates while 21% were certificate or diploma holders. This implies that most of the respondents were highly educated and skilled in their mandate in the running of their organization hence they had rich information on information technology investment and performance of NGOs.

Duration of Staff Working Life

The respondents were asked to indicate the duration for which they had been working in the organization. Findings are presented in figure 4.4.

Figure 4.4 Duration of Staff Working Life
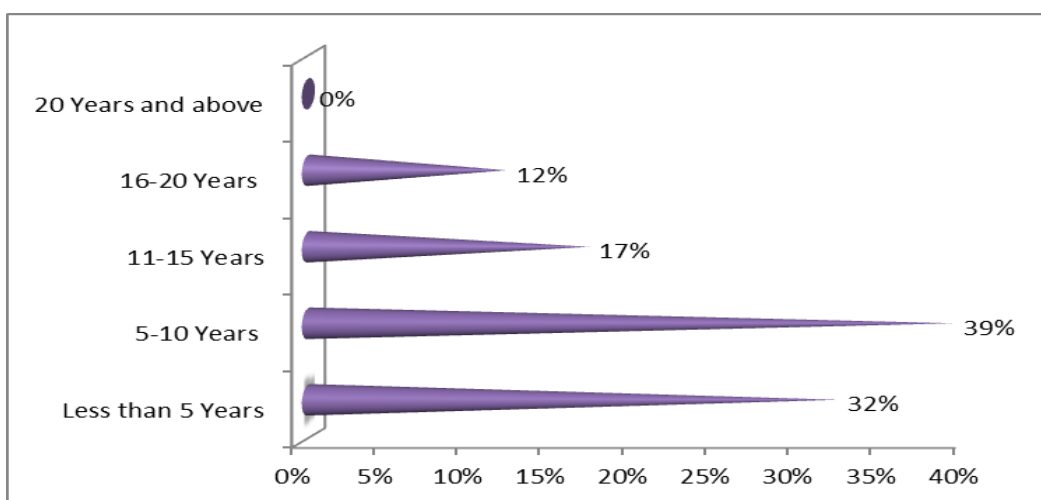
From the findings, most of the respondent (39%) had worked in the organization for 5 to 10 years, 32% for less than 5 years, 17% for 11-15 years, while 12% had been working in the organization for 16-20 years. These findings mean that most of the employees in organization had worked for a long duration of more than 5 years, and hence they had rich information on effects of ICT adoption in NGOs.

Sector that the NGO belongs to

The respondents were further required to indicate the sector that the NGO belongs to.

Table 4.1 Sector that the NGO belongs to

	Frequency	**Percentage**
Health	9	20.0
Relief	15	33.3
Agriculture	2	4.4
Education	6	13.3
Water & Sanitation	5	11.1
Supply of amenities	4	8.9
Other sectors	4	8.9
Total	**45**	100.0

From the findings, most of the NGOs (33.3%) were based on relief services, 20% in health, 13.3% in education, 11.2% in water and sanitation while 8.9% were either in Supply of amenities or other sectors. This illustrates that the adoption of IT was crucial to the improving the operation of NGOs in various sectors in the country.

Number of years the NGO had been operational

The study sought to ascertain the information on how old the organizations (NGOs) were since their inception.

Figure 4.5 Number of years the NGO had been operational
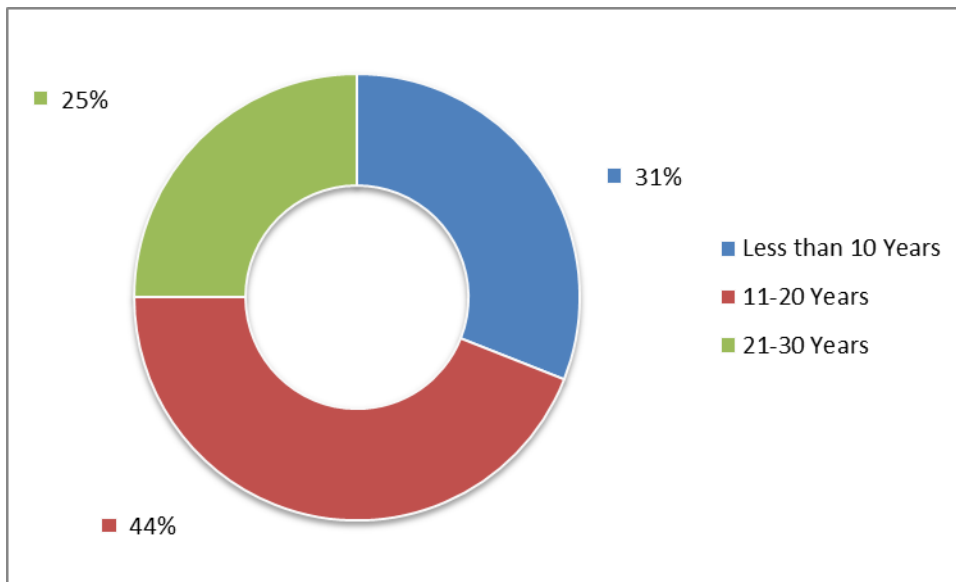
According to the findings, 44% of the NGOs had been operational for 11-20 Years, 31% for less than 10 Years while 25% had been operational for 21-30 Years. This depicts that most of the NGOs had been operational for a long time for over 10 years and thus they gave credible information on the benefits of adopting ICT in their operations.

Number of employees based on gender

The respondents were required to indicate the number of employees that the organization had.

Figure 4.6 Number of employees
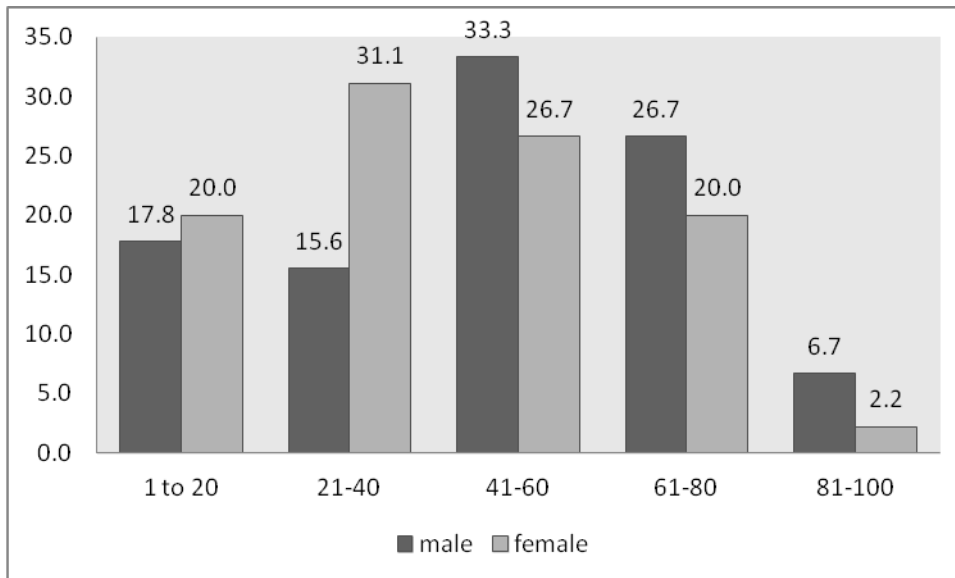
According to the findings, 33.3% of the NGOs had 41-60 males. On the other hand 31.1% had the number of females ranging between 21-40. It is also clear that very few organizations had the number of employees of between 81-100. The findings indicate that there is gender disparity in most NGO in terms of employment.

IT usage in the organization

The study in this area asked the respondents to state the extent to which they used various IT tools in their organization. The responses were rated on a five point Likert scale where 1- No extent at all, 2- Little extent, 3- Moderate extent, 4- Great extent and 5-Very great extent. The mean and standard deviations were generated from SPSS and are as illustrated in table 4.2 below.

Table 4.2 IT usage in the organization

Aspect	Mean	Std Dev
All employees have Computers (Desktop, laptops, I-pad) to perform their duties.	3.34	0.8751
All employees have official phones.	4.26	0.8812
All employees have unlimited access to Internet, E-mail and Intranet for communications.	3.13	0.7902
NGO uses Grant Management software to manage their grants.	2.92	1.1501
NGO uses accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective.	2.71	0.9132
NGO uses collaboration tools (Google docs, Project2manage, Skype, Lotus) for communications	3.05	0.9823

From the study findings, the majority of the respondents agreed to a great extent that all employees in many NGOs have official phones [M=4.26]. In addition, the respondents indicated that all employees have Computers (Desktop, laptops, I-pad) to perform their duties [M=3.34], and all employees have unlimited access to Internet, E-mail and Intranet for communications [M=3.13]. On the other hand, the respondents strongly disagreed that NGO uses Grant Management software to manage their grants [M=2.92], and NGO uses accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective [M=2.71]. These findings indicate that although many NGOs have adopted ICT where all employees have Computers (Desktop, laptops, I-pad) to perform their duties, and use Integrated Enterprise Applications (ERP, CRM),they have inadequately implemented Grant Management software to manage their grants accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective.

4.3 Level of IT investment

Percentage of IT budget compared to overall organization budget

The respondents were asked to indicate the percentage of the organization IT budget as compared to the overall organization budget.

Figure 4.7 Percentage of IT budget compared to overall organization budget
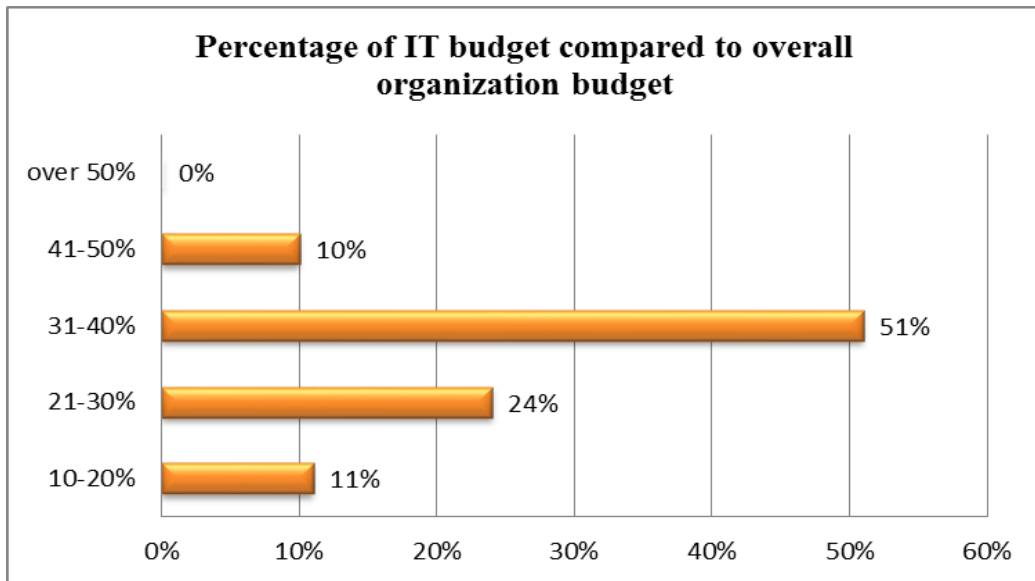
From the findings, majority of the respondent (51%) posited that their organization IT budget as compared to the overall organization budget was 31-40%, 24% said that it was 21-30%, 11% said it was 10-20% while 10% of the respondents that their organization IT budget as compared to the overall organization budget was 41-50%. This illustrates that majority of the NGOs used a significant part of their budget for the adoption and implementation of IT for their operations.

Percentage of the organization IT Investment compared to the overall organization total assets

The respondents were further required to indicate the percentage of the organization IT Investment compared to the overall organization total assets.

Figure 4.8: Percentage of the organization IT Investment compared to the overall organization total assets
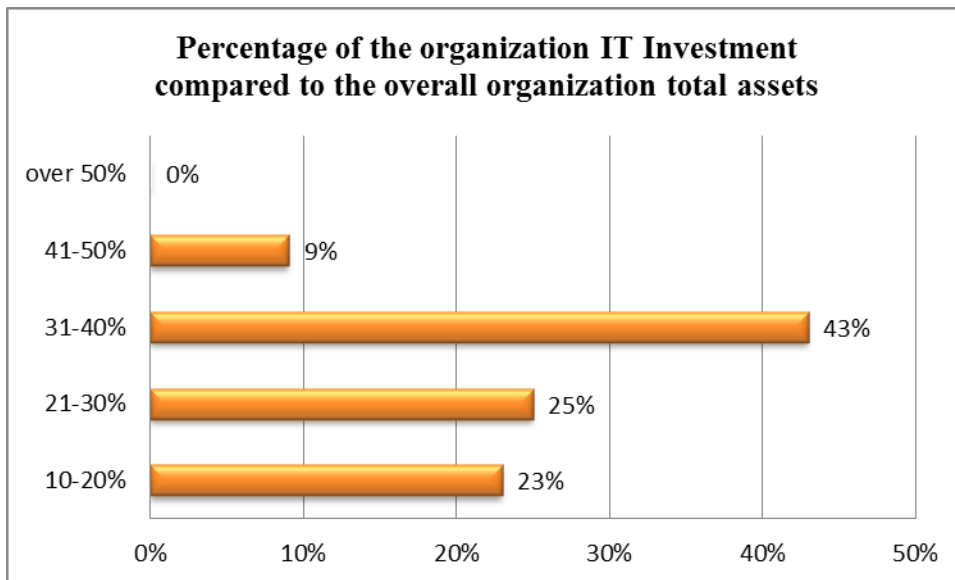
According to the findings, most of the companies (43%) indicated that the IT investment compared to the overall organization total assets was 31-40. 25% posited that the IT investment compared to the overall organization total assets was 21-30% while 23% indicated that the IT investment compared to the overall organization total assets was 10-20%. This depicts that a substantial amount of the majority of the NGOs' overall organization total assets comprised of the IT investment. Thus it can be deduced that adoption of IT in the NGOs was crucial in the efforts to improve performance of NGOs.

4.4 NGO Management

In this section, the study assessed the level of NGO Management in terms of vision and mission, objectives, structure, culture, and availability of resources. This assessment aimed at establishing the organizations capacity to implement ICT technology and their performance. The respondents were requested to rate the extent to which various aspects of NGO Management. The responses were rated on a five point Likert scale where: 1- No extent at all, 2- Little extent, 3- Moderate extent, 4- Great extent and 5-Very great extent. The mean and standard deviations were generated from SPSS and are as illustrated in table 4.5 below.

Table 4.3 NGO Management

NGO Management	Mean	Std Dev
Vision and Mission		
Vision and Mission are well documented and understood by all in the organization.	4.269	0.7138
Do vision and Mission give clear direction of the organization?	4.234	0.1245
Objective		
Organization objectives are clear and well understood by all	4.146	0.9652
Objectives are SMART (Specific, Measurable, Achievable, Realistic, Time-Bound).	3.982	0.6924
Objectives meet all stakeholders need.	4.073	0.7245
Team goals are clearly understood by all.	4.126	0.3894
Structure		
There is division of labor with clear hierarchy of authority	4.143	0.7342
There is less bureaucracy and high delegation of authority.	4.093	0.5231
Communication flow is both top-down as well as down-top basis.	4.391	0.5037
The structure is flexible and allow for innovative ideas.	4.045	0.652
Position descriptions are not well classified.	2.434	0.124
Culture		
The culture supports IT.	4.232	0.9254
Teamwork and Innovation is highly encouraged.	4.029	0.8624
Open culture that is all inclusive.	4.568	0.3021
Staffs are empowered and cross-functional communication encouraged.	4.033	0.2104
Resources		
There are enough resources to achieve organization objectives.	3.4694	1.05717
All personnel have access to computer to enable them execute their function.	4.10	0.75760
Organization is constantly building capacity through training.	3.9286	4.32268
Staff retention is low.	2.1837	1.17839

From the findings, majority of the respondents agreed to a great extent that vision and mission are well documented and understood by all in the organization (M=4.269) and give clear direction of the organization (M=4.234).

On organizational objective, majority of the respondents agreed to a great extent that organization objectives are clear and well understood by all (M=4.146), objectives are

SMART (Specific, Measurable, Achievable, Realistic, Time-Bound) (M=3.982), objectives meet all stakeholders need (M=4.073), and that team goals are clearly understood by all (M=4.126) respectively.

On organizational structure, majority of the respondents agreed to a great extent that communication flow is both top-down as well as down-top basis (M=4.391), there is less bureaucracy and high delegation of authority (M=4.093), the structure is flexible and allow for innovative ideas (M=4.045), and that there is division of labor with clear hierarchy of authority (M=4.143) respectively.

On organizational culture, the majority of the respondents agreed to a great extent that; the culture supports IT (M=4.232), staffs are empowered and cross-functional communication encouraged (M=4.033), the teamwork and innovation is highly encouraged (M=4.029) and open culture is all inclusive (M=4.568).

On organizational resources, majority of the respondents agreed to a great extent that All personnel have access to computer to enable them execute their function (M=4.1). They also agreed to a moderate extent that organization is constantly building capacity through training (M=3.9286), there are enough resources to achieve organization objectives (M=3.4694).

These findings indicate that most organizations have a steady management depicted mostly by proper documentation of vision and mission, clear objectives that meet all stakeholders need, a flexible structure that allows both top-down as well as down-top communication flow, a culture supports, and provision of computers to employees. Thus, mean the organizations have a clear management that allows growth and development in ICT inclined towards attainment of objectives.

4.5 NGO Performance in various areas

The study sought to establish the NGO performance in various areas. The respondents were requested to indicate their level of agreement with various statements on various aspects of NGO performance. The responses were rated on a five point Likert scale where: 1- No extent at all, 2- Little extent, 3- Moderate extent, 4- Great extent and 5-

Very great extent. The mean and standard deviations were generated from SPSS and are as illustrated in table 4.6 below.

Table 4.4: NGO performance (Sustainability and achievement of target)

NGO Performance	Mean	Std Dev
Sustainability		
Use of IT has helped our organization attract sustainable donor funding.	4.01	0.7576
Use of IT has helped our organization to collaborate with other partners.	4.12	0.9691
Achievement of Targets		
Use of IT has helped our organization monitor and report targets with accuracy.	3.52	1.5147
Use of IT has helped our organization achieve stakeholders objectives.	3.82	1.397
Use of IT has helped our organization incorporate quantitative targets at planning stage.	3.63	1.067
Use of IT has helped brake targets in to task and incorporate time frames.	3.73	1.871
Use of IT has helped our organization implement target schedules on time.	4.18	.8537
Use of IT has helped our organization achieve quality targets	3.91	.43303
Use of IT has helped our organization reduce cost in achieving targets.	3.83	.72321

From the findings, majority of the respondents agreed to a great extent that through investing in NGOs are able to attract donor funding (M=4.01) and collaborate with other partners (M=4.12).

On the effect of IT investment on achievement of its targets, **a** majority of the respondents agreed to a great extent the use of IT has helped the organization to implement target schedules on time (M=4.18); achieve stakeholders objectives [M=3.82], achieve quality targets [3.91]; reduce cost in achieving targets [3.83]. At a moderate extent IT use helps the organization incorporate quantitative targets at planning stage [M=3.63]; brake targets in to task and incorporate time frames [3.73]

and organization monitoring and reporting targets with accuracy[M=3.52]. The findings thus indicate that through investing in IT, NGOs in Kenya attract donor funding, collaborate with other partners, implement target schedules on time, achieve stakeholders objectives, achieve quality targets and reduce cost in achieving targets.

Table 4.5: NGO performance (Accountability and Quality of service)

Accountability	Mean	StDev
Use of IT has helped our organization monitor variances (budget versus actual) on real time basis.	3.79	0.952
Use of IT has helped our organization produce accurate and timely reports.	3.76	1.111
Use of IT helps our organization get a clean audit recommendation.	3.78	1.079
Whistleblowers have used our organization IT to report malpractice and malfeasance.	3.63	1.143
Quality of service		
Use of IT has helped our organizations improve our standard measures.	4.57	0.773
Use of IT has helped our organization reduce cost (efficiency) of personnel, time spent reporting etc.	3.21	0.176
Use of IT has improved customers satisfaction.	4.3776	0.681
Use of IT has helped our organization improve productivity of employees and increased flexibility.	4.2755	0.588
Use of social media has helped our organization reach our beneficiaries and also collaborate with our partners.	4.5306	0.789

From the findings, a majority of the respondents agreed to a moderate extent that use of IT has helped in monitoring variances (budget versus actual) on real time basis. (M=3.79), produce accurate and timely reports. (M=3.76), get a clean audit recommendation (M=3.78) and whistleblower have used organization IT to report malpractice and malfeasance (M=3.63) respectively.

On organizational quality of service; majority of the respondents agreed to a great extent that the use of IT has enhanced improved quality standards (M=4.57), reach the beneficiaries and also collaborate with our partners (M=4.53), improved customers satisfaction (M=4.37), and improve productivity of employees and increased flexibility. (M=4.27) respectively. The findings thus indicate that IT use has a moderately enhanced monitoring variances (budget versus actual) on real time basis; production of accurate and timely reports and obtaining a clean audit recommendation. At a great extent, ICT use has enhanced improved quality standards; improved customers satisfaction and improve productivity of employees and increased flexibility in majority of NGOs.

4.6 Relationship Between Information Technology Investment and Performance of NGOS in Kenya

The study conducted a stepwise multiple regression analysis to test relationship between independent IT investment (with management variable) on the NGOs performance; and another model without the management variable. The researcher applied the statistical package for social sciences (SPSS V 17.0) to code, enter and compute the measurements of the multiple regressions for the study. The study utilized the mean scores data based on each variable (see appendix). The following results are for the first model (with management variable)

4.6.1 Model Summary

Table 4.6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 918[a]	.843	.805	.51038

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the

percentage of variation in the dependent variable (performance) that is explained by all the independent variables (IT investment and management). The two independent variables studied, explain 84.3% of the performance of NGOs in Kenya as represented by the R2. The standard error of the estimate (.51038) for regression measures the amount of variability in the points around the regression line. It is the standard deviation of the data points as they are distributed around the regression line. The results means that other variables not studied in this research contribute 15.7% of the performance of NGOs in Kenya. Therefore, further research should be conducted to investigate other variable, information technology investment and performance of NGOs in Kenya.

Table 4.7 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.744	5	.904	18.448	.000
	Residual	1.656	40	.049		
	Total	2.400	45			

The Analysis of Variance (ANOVA) was used to check how well the model fits the data. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). The F significance value is .000, which is less that 0.05 thus the model, is statistically significant in predicting how IT investment and management affect the performance in the IT firms in Kenya.

Table 4.8 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.589	.593		9.4249	0.00
	IT investment	0.548	.235	0.894	2.332	0.001
	Management	0.336	.164	0.419	2.0087	0.012

a. Dependent Variable: Performance

As per the SPSS generated table above, the equation

$(Y_1 = a + bx_1 + cx_2 + e)$ becomes:

$Y = 5.589 + 0.548X_1 + 0.336X_2 + +\varepsilon$

The multiple linear regression model indicates that the two independent variables have positive β coefficients. According to the regression equation established, taking IT investment and management into account and the constant at zero, NGOs performance will be 5.589. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in IT investment will lead to a 0.548 increase in NGOs performance; a unit increase in management will lead to a 0.336 increase in NGOs performance. At 5% level of significance and 95% level of confidence, management had a 0.012 level of significance while IT investment had 0.001 level of significance; hence, the most significant factor is IT investment.

In addition, another multiple regression analysis was conducted as to determine the relationship between NGOs' performance and the IT investment without the management variable.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831[a]	.690	.132	.38568

From the findings, the IT investment alone, explain only 69.0% of the performance of NGOs in Kenya as represented by the R2. The standard error of the estimate (.38568) for regression measures the amount of variability in the points around the regression line. The result means that management variable contributes 15% while other variables not studied in this research contribute 16% of the performance of NGOs in Kenya.

Table 4.9: ANOVA (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.214	5	.114	5.7	.001
	Residual	5.045	40	.020		
	Total	6.259	45			

a. Predictors: (Constant), IT investment

b. Dependent Variable: Performance

From the findings the significance value is .001, which is less that 0.05 thus, the model is statistically significance in predicting how IT investment and management affect the performance in the IT firms in Kenya.

Table 4.10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.235	3.657		1.6434	0.013
	IT investment	0.506	.248	0.957	2.043	.001

a. Dependent Variable: Performance

As per the SPSS generated table above, the equation

$Y_2 = a + bx_1 + e$ become:

$Y = 4.235 + 0.506X_1 + \varepsilon$

According to the regression equation established, taking IT investment into account and the constant at zero, NGOs performance will be 4.235. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in IT investment will lead to a 0.506 increase in NGOs performance significance at 0.001. This infers that IT investment contributes a great deal to the performance of NGOs in Kenya.

4.7 Discussion of findings

4.7.1 Level of IT investment

From the study findings, the majority of the respondents agreed to a great extent that all employees in many NGOs have official phones [M=4.26]. In addition, the respondents indicated that all employees have Computers (Desktop, laptops, I-pad) to perform their duties [M=3.34], and all employees have unlimited access to Internet, E-mail and Intranet for communications [M=3.13]. This depicts that NGOs have adopted IT to a large extent due to its many benefits to the employee performance particularly through coordination of work in the organizations. The study findings are in line with Scott, (2001), who found that IT is a means of facilitating communication and the exchange of information between various departments and functions in the organization and in this light IT acts as an enhancer of collaboration and networking tool amongst employees, customers and partners because it removes the barriers to real-time communication and effective information sharing (Scott, 2001).

In most of the companies (43%) the IT investment compared to the overall organization total assets was 31-40. Thus it can be deduced that adoption of IT in the NGOs was crucial in the efforts to improve performance of NGOs. The study findings are collaborated with Nijland, (2004) who established that high IT investment is significantly impacting positively on the way organization are doing business and in transforming nations.

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4.7.2 NGO Management

From the findings, majority of the respondents agreed to a great extent that vision and mission are well documented and understood by all in the organization (M=4.269) and give clear direction of the organization (M=4.234). On organizational objective, majority of the respondents agreed to a great extent that organization objectives are clear and well understood by all (M=4.146), objectives are SMART (Specific, Measurable, Achievable, Realistic, Time-Bound) (M=3.982), objectives meet all stakeholders need (M=4.073), and that team goals are clearly understood by all (M=4.126) respectively.

On organizational structure, majority of the respondents agreed to a great extent that communication flow is both top-down as well as down-top basis (M=4.391), there is less bureaucracy and high delegation of authority (M=4.093), the structure is flexible and allow for innovative ideas (M=4.045), and that there is division of labor with clear hierarchy of authority (M=4.143) respectively. According to (Abdel-Kader & Wadongo, 2011), organization structure is also an important factor in the successful implementation of NGOs strategies and plan.

These findings depicts that most organizations have a steady management depicted mostly by proper documentation of vision and mission, clear objectives that meet all stakeholders need, a flexible structure that allows both top-down as well as down-top communication flow, a culture support, and provision of computers to employees. Thus, mean the organizations have a clear management that allows growth and development in ICT inclined towards attainment of objectives. The findings are collaborated by Lecy et al (2009) who recommended that performance of NGOs should be looked at in terms of four multidimensional domains which includes; organizational management, program design and implementation, responsiveness to environment, and partnerships and networks which should incorporate goal attainment, resource systems and reputational measurement approaches (Lecy et al, 2009).

4.7.3 IT Investment and NGO Performance

From the findings, majority of the respondents agreed to a great extent that through investing in IT, NGOs are able to attract donor funding (M=4.01) and collaborate with other partners (M=4.12).

On the effect of IT investment on achievement of its targets, **a** majority of the respondents agreed to a great extent that the use of IT has helped the organization to implement target schedules on time (M=4.18); achieve stakeholders objectives [M=3.82], achieve quality targets [3.91]; reduce cost in achieving targets [3.83]. At a moderate extent IT use helps the organization incorporate quantitative targets at planning stage [M=3.63]; brake targets in to task and incorporate time frames [3.73] and organization monitoring and reporting targets with accuracy[M=3.52]. The findings thus indicate that through investing in IT, NGOs in Kenya attract donor funding, collaborate with other partners, implement target schedules on time, achieve stakeholders objectives, achieve quality targets and reduce cost in achieving targets. The findings are in line with Diem, (2007) who indicated that IT helps companies innovate through fusion of new technologies with society and business thus enabling the creation of new knowledge and discovery. IT is being used by organizations to improve performance, communication, motivate employees, increase competitiveness, improve market dynamics, and repositions the company against its competitors and allowing entry into new markets (Hagen, 2010).

From the findings, majority of the respondents agreed to a moderate extent that use of IT has helped in monitoring variances (budget versus actual) on real time basis. (M=3.79), produce accurate and timely reports. (M=3.76), get a clean audit recommendation (M=3.78) and whistleblower have used organization IT to report malpractice and malfeasance (M=3.63) respectively.

On organizational quality of service; majority of the respondents agreed to a great extent that the use of IT has enhanced improved quality standards (M=4.57), reach the beneficiaries and also collaborate with our partners (M=4.53), improved customers satisfaction (M=4.37), and improve productivity of employees and increased

flexibility. (M=4.27) respectively. The findings thus indicate that IT use has a moderately enhanced monitoring variances (budget versus actual) on real time basis; production of accurate and timely reports and obtaining a clean audit recommendation. At a great extent, ICT use has enhanced improved quality standards; improved customer satisfaction and improve productivity of employees and increased flexibility in majority of NGOs. The findings are collaborated by Bradley, (2010) who indicated that IT contributes to goals such as; Information access for all, Wellbeing and quality of life for all, Enrichment in the social contact between people, integration and respect for diversity, greater autonomy for the individual, prevention of various kinds of overload and stress, deepening of true human qualities, deepening and broadening of democracy, E-cooperation and peace, sustainability in a broad sense, including the environment, economy, and human side (Bradley, 2010).

The results indicated that IT investment and management, explain 84.3% of the performance of NGOs in Kenya, while IT investment alone, explains only 69.0%. In addition with the influence of management variable, the IT investment β coefficient is 0.548 significant at 0.001 while with the influence of management variable the IT investment β coefficient is 0.506 significant at 0.001 related to performance of NGO.

These findings concur with Lecy et al (2009), who stated that performance of NGOs is influenced by organizational management, program design and implementation, responsiveness to environment, and partnerships and networks which should incorporate goal attainment, resource systems and reputational measurement approaches. Abdel-Kader & Wadongo, (2011) also noted that NGO performance should look at several issues including; activities, processes, outcomes of NGOs own governance, core management systems such organizational learning, innovation, accounting, fundraising, governance, and board effectiveness, all enshrined under the organizational management domain.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions and recommendations of the study on information technology investment and performance of NGOs in Kenya. The findings of the study based were based on the objectives of the study which were to assess the level of IT adoption among the NGO's in Kenya; and to determine the effect of information technology investment on performance of NGOs in Kenya.

5.2 Summary of the Findings

The study assessed the relationship between information technology investment and performance of NGOS in Kenya. It adopted cross-sectional survey research design a where all the NGOs operating within Nairobi County were the target population. The study used stratified sampling technique in coming up with a sample for the study. The study used questionnaires as the instrument of data collection. The questionnaire was semi-structured; consisting of both open and close-ended questions. Quantitative data was analyzed using descriptive statistics with the help of the Statistical Packages for Social Sciences (SPSS).

From the findings many NGOs have adopted ICT where all employees have Computers (Desktop, laptops, I-pad) to perform their duties, and use Integrated Enterprise Applications (ERP, CRM). This depicts that NGOs have adopted IT to a large extent due to its many benefits to the employee performance particularly through coordination of work in the organizations.

The majority of the NGOs used a substantial fraction of their budget for the adoption and implementation of IT for their operations. Thus, it can be deduced that IT investment in the NGOs was crucial in the efforts to improve performance of NGOs.

On vision and mission, the study revealed that the vision and mission are well documented and understood by all in the organization. On organizational objective, the study revealed that the organization objectives are clear and well understood by all, the objectives are SMART (Specific, Measurable, Achievable, Realistic, Time-Bound), objectives meet all stakeholders need, and that team goals are clearly understood by all respectively.

On organizational structure, the study established that communication flow is both top-down as well as down-top basis, there is less bureaucracy and high delegation of authority, the structure is flexible and allow for innovative ideas, and that there is division of labor with clear hierarchy of authority respectively. On organizational culture, the study revealed that the culture supports IT, staffs are empowered and cross-functional communication is encouraged.

On the effect of adoption of IT on organizational sustainability, the study found that the through adoption of IT they are able to attract donor funding and collaborate with other partners respectively. On the achievement of its targets, the study established that IT use moderately enhance monitoring and reporting targets with accuracy; achieving stakeholders objectives; incorporating quantitative targets at planning stage.

5.3 Conclusions

The study concluded that IT was a key aspect that determined performance of NGOs in Kenya. In addition, a substantial amount of the majority of the NGOs' overall organization total assets comprised of the IT investment. Thus, it was deduced that adoption of IT in the NGOs was crucial in the efforts to improve performance of NGOs. The IT investment would be beneficial in solving the problems of accountability including irregularities and improve the performance of these NGOs

The findings indicate that most organizations have a steady management depicted mostly by proper documentation of vision and mission, clear objectives that meet all stakeholders need, a flexible structure that allows both top-down as well as down-top communication flow, a culture that support IT, and provision of computers to employees. This means that the organizations have a clear management that allows

growth and development in ICT inclined towards attainment of objectives. In addition the findings pointed to the fact that in majority of the NGOs IT was adopted to a great extent and that the factors influencing IT investment like a culture that support IT were put in place.

Through adoption of IT, the NGO's are able to attract donor funding and collaborate with other partners. Through the IT investment, NGOs were able to achieve their targets, monitor and evaluate targets achieved and incorporate targets at planning stage. Thus the IT investment would help the NGOs in Kenya do away with the heavy criticism due to management and accountability of resources by their beneficiaries.

In conclusion, IT use has a moderate effect on organization's monitoring variances (budget versus actual) on real time basis; production of accurate and timely reports and obtaining a clean audit recommendation. In addition, ICT use has enhanced improved quality standards; improved customer's satisfaction and improved productivity of employees and increased flexibility in majority of NGOs. The resultant is the overall performance of these organizations. Therefore, the IT investment has made the NGOs achieve improved performance planning and measurement emphasizing on the vision and mission of NGOs core values with key success factors included in formal strategic planning process.

Further management is highly significant in IT investment and this result to the overall performance of NGO. Organizational management, IT program design and implementation, and reputational measurement approaches greatly influences the performance of NGOs. Thus to enhance the success of the IT investment, the NGOs top management should fully understand the process of IT investment and be incharge of the implementation process.

5.4 Recommendations

From the findings, position descriptions in NGOs are rarely classified. In addition, NGOs rarely use accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective. The findings also indicated that use of IT moderately helped NGO's monitor and report targets with accuracy. The study thus

recommends that the management of NGOs should increase the level of IT investment to facilitate the success and sustainability of IT investment due to its high dynamism.

The study further found that the building capacity through training was only to a moderate extent. The study recommends that the management of the NGOs should offer regular need-based IT training to its employees to improve organizational efficiency and enhance performance of NGOs.

The study found that the communication flow is both top-down as well as down-top basis and that the structure is flexible and allow for innovative ideas, the study recommends that the management of NGOs should incorporate the opinion of the staff in formulating and implementing the IT investment for success and sustainability of high performance of NGOs through IT investment.

The study established that the use of IT has helped organizations reduce cost (efficiency) to a small extent, therefore, the study recommends that the management of NGOs should regularly monitor and evaluate the implementation of IT investment and address the emerging bottlenecks, to ensure that improved performance of NGOs in Kenya.

5.5 Limitations of the study

The research findings might not be generalizable and not applicable to other organizations owing to the fact that different organizations in the country have different policies in IT investment.

The study faced the challenge of finding the location of various NGOs in Nairobi as most of them keep shifting their locations owing to logistical issues as they are run with donor fund.

The study was also affected by the IT paradox since it was not easy to relate the benefits to IT investments.

5.6 Suggestion for further studies

Since this study explored the information technology investment and performance of NGOs in Kenya, the study recommends that;

i.   Similar study should be done in public corporations in Kenya for comparison purposes and to allow for generalization of findings on information technology investment and performance of organizations in Kenya.

ii. The study recommends that more study should be done on challenges facing information technology investment in organizations in Kenya.

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Questionnaire

Part A: General Information:

1. Name of organization;

   …………………………………………………………………………

2. Your designation

   Director   [   ]

   Executive Manager   [   ]

   Other (Specify)   [   ]

3. Indicate your highest level of educational qualification (tick ($\sqrt{}$) where appropriate).

   a. Secondary education   [   ]

   b. Certificate or diploma   [   ]

   c. Graduate   [   ]

   d. Postgraduate   [   ]

   e. (Other)…………………….   [   ]

4. How many years have you worked for this organization?(Tick ($\sqrt{}$) where appropriate).

   a) Less than 5 Years   [   ]

   b) 5-10 Years   [   ]

   c) 11-15 Years   [   ]

d) 16-20 Years   [   ]

d) 20 Years and above   [   ]

5. Kindly indicate the sector that the NGO belongs to?(Tick (√) where appropriate).

a) Health   [   ]

b) Relief   [   ]

c) Agriculture   [   ]

d) Education   [   ]

f) Water & Sanitation   [   ]

g) Supply of amenities and services   [   ]

h) Other (Please specify…………………………………..)

6. How old is the organization (NGO)?

a) Less than 10 Years   [   ]

b) 11-20 Years   [   ]

c) 21-30 Years   [   ]

d) 31-40 Years   [   ]

d) 40 Years and above   [   ]

7. How many employees does the organization have?

_____

8. To what extent do the following statements apply to your NGO? On a scale of 1 to 5 where 1 is to no extent and 5 is to a great extent.

Statement	1	2	3	4	5
All employees have Computers (Desktop, laptops, I-pad) to perform their duties.					
All employees have official phones.					
All employees have unlimited access to Internet, E-mail and Intranet for communications.					
NGO uses Grant Management software to manage their grants.					
NGO uses accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective.					
NGO uses collaboration tools (Google docs, Project2manage, Skype, Lotus) for communications					
Integrated Enterprise Applications (ERP, CRM)					
Other (specify…………………………………………………………)					

Part B ; Level of IT investment:

9. What is the percentage of your organization IT budget compared to your overall organization Budget?

     a. 10%   [   ]

     b. 20%   [   ]

     c. 30%   [   ]

     d. 40%   [   ]

     e. 50%   [   ]

     f. Over 50%   [   ]

10. What is the percentage of your organization IT Investment compared to your overall organization Total Assets?

     a. 10%   [   ]

     b. 20%   [   ]

     c. 30%   [   ]

     d. 40%   [   ]

     e. 50%   [   ]

     f. Over 50%   [   ]

Part C: NGO Management

11. Use a scale of 1 to 5 where 1 is to no extent and 5 is to a great extent.

NGO Management	1	2	3	4	5
Vision and Mission					
Vision and Mission are well documented and understood by all in the organization.					
Do vision and Mission give clear direction of the organization?					
Objective					
Organization objectives are clear and well understood by all.					
Objectives are SMART (Specific, Measurable, Achievable, Realistic, Time-Bound).					
Objectives meet all stakeholders need.					
Team goals are clearly understood by all.					
Structure					
There is division of labor with clear hierarchy of authority.					
There is less bureaucracy and high delegation of authority.					

Communication flow is both top-down as well as down-top basis.					
The structure is flexible and allow for innovative ideas.					
Position descriptions are not well classified.					
Culture					
The culture supports IT.					
Teamwork and Innovation is highly encouraged.					
Open culture that is all inclusive.					
Staffs are empowered and cross-functional communication encouraged.					
Resources					
There are enough resources to achieve organization objectives.					
All personnel have access to computer to enable them execute their function.					
Organization is constantly building capacity through training.					
Staff retention is low.					

Part D: NGO Performance

(An NGO's performance is how well it contributes to other people's efforts to improve their lives and societies and includes meeting targets, timely reports, monitoring and evaluation and beneficiary satisfaction).

1. To what extent has your organization performed in the following areas? *Use a scale of 1 to 5 where 1 is to no extent and 5 is to a great extent*

NGO Performance	1	2	3	4	5
Sustainability					
Use of IT has helped our organization attract sustainable donor funding.					
Use of IT has helped our organization improve collaborate with other partners.					
Achieve Targets					
Use of IT has helped our organization monitor and report targets with accuracy.					
Use of IT has helped our organization achieve stakeholders objectives.					

Use of IT has helped our organization incorporate quantitative targets at planning stage.					
Use of IT has helped brake targets in to task and incorporate time frames.					
Use of IT has helped our organization implement target schedules on time.					
Use of IT has helped our organization achieve quality targets					
Use of IT has helped our organization reduce cost in achieving targets.					
Accountability					
Use of IT has helped our organization monitor variances (budget versus actual) on real time basis.					
Use of IT has helped our organization produce accurate and timely reports.					
Use of IT helps our organization get a clean audit recommendation.					
Whistleblowers have used our organization IT to report malpractice and malfeasance.					

Quality of Service					
Use of IT has helped our organizations improve our standard measures.					
Use of IT has helped our organization reduce cost (efficiency) of personnel, time spent reporting etc.					
Use of IT has improved customers satisfaction.					
Use of IT has helped our organization improve productivity of employees and increased flexibility.					
Use of social media has helped our organization reach our beneficiaries and also collaborate with our partners.					

THANK YOU

Annex 2 letter of introduction

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

MBA PROGRAMME

Telephone: 020-2059162	P.O. Box 30197
Telegrams: "Varsity", Nairobi	Nairobi, Kenya
Telex: 22095 Varsity	

DATE: SEPTEMBER 8th, 2012

TO WHOM IT MAY CONCERN

The bearer of this letter JOHN NJOROGE KINUTHIA

Registration No. D61/66697/2010

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

Annex 3: List of NGOs

List of registered NGO's in Nairobi;

NGO Name	Telephone
11A-COMMUNITY DEVELOPMENT AND CHILD SPONSORSHIP	
A CHILD A TREE INITIATIVE	+254 - 0724 - 962001
A GLOBAL HEALTHCARE PUBLIC FOUNDATION	+254 - 020 2710804
A WELL AGENCY FOR REHABIULITATION AND DEVELOPMENT AWARD	
ABANTU FOR DEVELOPMENT INTERNATIONAL	+254 - 0723 - 786868/0733 - 570343
ABC CHILDREN'S AID - KENYA	+254 - 020 - 2022449
ABSTINENCE KENYA	+254 - 020 - 2386470/0722 - 964479/0721 - 597714/0
ACADEMY FOR EDUCATIONAL DEVELOPMENT - KENYA	254 020 4456136
ACCESS TO EDUCATION AND INFORMATION PROGRAMMES	254 720 951802
ACCIDENT VICTIMS RELIEF FOUNDATION	+254 - 020 - 318950
ACCOUNTABLE LEADERSHIP FORUM	+254 - 020 - 2164274/0720 - 350675
ACHOKI BITENGO FOUNDATION	+254 - 0733 - 902771
ACHOR VALLEY PROJECT	254 20 760743
ACRES OF MERCY, KENYA	254-723-836662,0722-
ACT CHANGE TRANSFORM	020 3878271,2/3/4
ACTION FOR APPROPRIATE DRUG USE	0721157028/0721216799
ADIEDO HOPE PROJECT	+254 - 0710 - 736376/0733 - 386658
ADRA SOUTH SUDAN	+254 020 443936 /445
ADULT EDUCATION CONCERN	+254 - 0722 - 290938
ADVANCE AFRICA	+254 - 0723 - 040015
ADVANCED INITIATIVES FOR POPULATION AND DEVELOPMENT	+254 - 0733 - 237152/0724 - 239868
ADVENTIST CENTRE FOR CARE AND SUPPORT	254 2733674/2725800
AFRIAFYA	+254 -020 - 609520
AFRICA - INTERNATIONAL RELIEF FRIENDSHIP FOUNDATION	254 20 448668, 58011
AFRICA BIOMEDICAL CENTRE	+254 020 3742763 ex
AFRICA CENTRE FOR LEADERSHIP AND MISSIONS	+254 - 0722 - 778872/0722 - 458513
AFRICA COMMUNITY DEVELOPMENT ORGANIZATION	254 20 601815, 60254
AFRICA DEAF EDUCATION AND DEVELOPMENT FOUNDATION	+254 - 020 - 2041862/0720 - 998260
AFRICA DEMOGRAPHIC HEALTH AND RESEARCH INSTITUTE	+254 - 020 - 2390934
AFRICA DESIGNERS IN DEVELOPMENT	+254 - 203741240/203741246/020 - 3741299/0721 - 82
AFRICA DIGNA	+34 933684777
AFRICA DISASTER RISK REDUCTION ORGANIZATION	+254 - 0721 - 386871
AFRICA FOUNDATION FOR HUMAN RIGHTS AND TOLERANCE (EAST AFRICA)	+254- 0738 - 998889
AFRICA HEALTH AND DEVELOPMENT INTERNATIONAL	254 20 3752009/722 7
AFRICA HEALTH INFORMATION CHANNEL (AHIC)	+254 - 020 - 2016830
AFRICA HUMANITARIAN ACTION	+254 - 020 - 4452633
AFRICA INITIATIVE PROGRAMME	+254 - 20 - 3866885
AFRICA MUSLIMS AGENCY - KENYA	06731614/30748
AFRICA MUTUAL LINK	+254 - 020 - 2694136/0720 - 005717
AFRICA NETWORK FOR ANIMAL WELFARE	254 20 606479
AFRICA PEACE FORUM	+254 - 020 - 387409
AFRICA PEACE POINT	254 20 575288
AFRICA POPULATION CONTROL, PROMOTION OF PEACE AND DEVELOPMENT	+254 - 020 - 725175
AFRICAN FILMS DISTRIBUTION NETWORK	254 20 571776
AFRICAN FOUNDATION FOR CIVIL SOCIETY ORGANIZATION	+254 - 0722 - 993488
AFRICAN FOUNDATION FOR COMMUNITY DEVELOPMENT	+254 733 688616
AFRICAN FOUNDATION FOR THE EDUCATION OF ALBINO CHILDREN	+254 - 020 - 343366,0722 - 268617
AFRICAN FRIENDS ORGANIZATION	+254 - 0722 - 605300
AFRICAN INSTITUTE FOR CHILDREN STUDIES	+254 - 020 - 2240028
AFRICAN INSTITUTE FOR PEACE AND HUMAN RIGHTS	+254 - 0723 - 829077/073 - 470285/0722 - 320522
AFRICAN MEDIA INITIATIVE	+254 - 20 - 3601895/ 714 635668
AFRICAN MUSIC RESEARCH CENTRE	254 20 311724
AFRICAN NETWORK AGAINST VIOLENCE ON WOMEN AND CHILDREN	+254 - 020 - 2710004/020 - 48837/0722 - 706819/073

AFRICAN NETWORK FOR INTERNATIONALIZATION OF EDUCATION	+254 5343047
AFRICAN OLD AGE NETWORK KENYA	
AFRICAN PARTNERS IN SOCIAL DEVELOPMENT	+254 - 020 - 4452285
AFRICAN POPULATION AND HEALTH RESEARCH CENTRE KENYA	+254 - 020 - 2720400
AFRICAN POPULATION CONTROL PROMOTION OF PEACE DEVELOPMENT	725175
AFRICAN POVERTY RESEARCH NETWORK	254-20-339269/721 73
AFRICAN TRADITIONAL HEALTHCARE PRACTITIONERS	+254 - 0722 - 884113
AFRICAN VIRTUAL UNIVERSITY	254 20 2712056/722 2
AFRICAN WOMAN AND CHILD FEATURE SERVICE	+254 - 020 - 2724756
AFRICAN WOMAN EMPOWERMENT	254 020 731688
AFRICAN WOMEN FOUNDATION	+254 - 020 - 7121857/0721 - 607699
AFRICAN WOMEN'S DEVELOPMENT AND COMMUNICATION NETWORK	+254 371301\20
CENTER FOR REGENERATION AND ENPOWERMENT OF AFRICANS THROUGH AFRICANS	+254 - 020 - 6751850
Center For The Strategic Intiatives Of Women For The Horn Of Africa	254 020 76383
Center for the Study and Practice of Director Democracy	020 752387
CENTER FOR TRANSFORMATIONAL LEADERSHIP	+254 - 0720 - 759921/0729 - 778143
CENTRE FOR RESCUE AND DEVELOPMENT ORGANIZATION	+254 - 0721 - 412570
CENTRE FOR RESEARCH AND ADVOCACY IN HUMAN RIGHTS	+254 - 0722 - 999676
CENTRE FOR RESEARCH AND ADVOCACY FOR ROAD SAFETY	+254 - 0711 - 262252
CENTRE FOR RESEARCH AND DEVELOPMENT	+254 -733- 826290
CENTRE FOR RESEARCH AND ECONOMIC DEVELOPMENT	+254 - 020 - 2712992/0732 - 459778/0721 - 693521/0
CHILD LIFE MISSIONS OF KENYA	+254 272878/41288
CHILD PEACE IN KENYA	+254 - 020 - 2330671/0723 - 547747
CHILD RESCUE LINK-KENYA	254 722 685433, 254
CHILD RESCUEING CENTRE - INTERNATIONAL	254 733 866286
CHILD RIGHTS AND SPECIAL NEEDS EDUCATION CENTER	+254 - 020 - 2010706/3
CHILD SURVIVAL CENTRE	+254- 721- 902407
CHILD TO CHILD KENYA	+254-020-745771/7444
CHILD VISION ORGANIZATION	+254 - 020 - 4779065
CHILD WATCH KENYA	
CHILDCARE INTERNATIONAL KENYA	+254-051-2215071
CHILDCARE WORLDWIDE KENYA	254 051 2215071/733
CHILDHOOD AND YOUTH VOICES ORGANIZATION	+254 - 020 - 2016890
CHILDHOOD CANCER INITIATIVE	2710031,0735944238
CHILDLINE, KENYA	
CHILDREN AND COMMUNITYWELFARE PROGRAMMES	
CHILDREN HEALTH IMPLEMENTATION FOR LIFE DEVELOPMENT	+254-020-3867446,0724531972
CHILDREN INTERNATIONAL KENYA	254 20 2724330/3505845 / 0714 - 270438
CHILDREN LAW CENTRE OF KENYA	254-20-714403, 721 5
CO - OPERAZIONE INTERNAZIONALE	
CO - ORDINATING COMMITTEE OF THE ORGANIZATION FOR VOLUNTARY SERVICE	254 20 4445916/44497
COALITION OF HIV POSITIVE PROFESSIONALS	+254 - 020 - 2219718
COALITION ON VIOLENCE AGAINST WOMEN - KENYA	254 20 3874357/8/733
COLLECTIVE BARAINING ADVISORY CENTRE	
COMBINED FELLOWSHIP OF PASTORS AND LEADERS	+254 - 0721 - 760120
COMMUNAL ORIENTED SERVICES INTERNATIONAL	+254 - 0724 - 086946
COMMUNITIY INTERGRATED DEVELOPMENT INTERNATIONAL	+254-020-780685
COMMUNITY ACTION DEVELOPMENT ORGANIZATION	254 20 3874223, 733
COMMUNITY ACTION NETWORK	254-20-512337
COMMUNITY AID FOR DEVELOPMENT	254-20-332860 EXT 34
COMMUNITY AID INTERNATIONAL	020-4444780
COMMUNITY AND HUMANITARIAN VIOLENCE RECOVERY CENTRE	+254 - 0720 - 423820/0723 - 093419/0723 - 875149
COMMUNITY BASED DEVELOPMENT SERVICES	254-2-740114 /745040
DISABLED VOICE ORGANIZATION	+254 - 020 - 6761147
DISASTER MANAGEMENT AND RELIEF PROGRAM - KENYA	+254-723-690716
DISASTER SUPPORT AGENCY	+254 - 020 - 219113

DISCORDANT COUPLES OF KENYA	020-3864200/1,020-2403829,0721352757
DISCOVERED ARTISTIC TALENTS	+254 - 0722 - 658586
DIVINITY FOUNDATION INTERNATIONAL	+254 - 020 - 2244442/0734 - 265083/0733 - 438833
DOCTORS FOR HOPE	+254 - 0724 - 676484
DORCAS AID INTERNATIONAL - AFRICA	+254-020-3876057
DORCAS AID INTERNATIONAL - KENYA	+254 - 020 - 576057
DOVE INTERNATIONAL	+254 0154 41504
DOXA INTERNATIONAL ORGANIZATION	+254 721 729 212
DR. TAAITTA TOWEETT FOUNDATIN	254 722 734991
DREAM BUILDERS INITIATIVE PROGRAMME	+254 - 0722 - 336577
DREAM OF A CHILD INTERNATIONAL ORGANIZATION	+254 - 020 - 605839/0722 - 529930
DRUG ABUSE HOPE KENYA	254 0\-20-583017
DT 72 INTERNATIONAL NGO	254 725 808151, 721 525221
DUSTY FEET	+254 - 0723 - 116075/0723 - 969007
DUTCH INTERNATIONAL	+254 - 020 - 2041074
EDUCATE ME! FOUNDATION	+254 - 0733 - 861681/0738 - 486702
EDUCATION AND CARE INTERNATIONAL	0729773959
EDUCATION AND HEALTH FOR CHILDREN IN KENYA	0726658222
EDUCATION AND PUBLIC AWARENESS MEDIA CENTRE	+254-020- 583547 / 2
EDUCATION CENTRE FOR WOMEN IN DEMOCRACY	+254 3870386 , 38755
EDUCATION DEVELOPMENT UNITY RESOURCE PROGRAMME	+254 - 0722 - 628906/0721 - 858256/0720 - 345252/0
EDUCATION ENHANCEMENT CENTER	+254 - 0725 - 280466
EDUCATION FOR ALL NETWORK	
EDUCATION FOR SUSTAINABLE DEVELOPMENT PROGRAMME	+254 - 0722 - 959160
EDUCATION LINK	+254 - 0723 - 803580/0722 - 973177
EDUCATION SUB - SAHARAN AFRICA	+254 - 020 - 2220663/0722 - 249222
EE'MAH'S ORPHANAGE PROJECT	+254 - 042 - 633589
EGALITARIAN ORGANISATION FOR POVERTY ALLEVIATION	020-631820,072295837
EGALITARIAN ORGANIZATION FOR POVERTY ALLEVIATION KENYA	+254 020 631820
EKKLESIA KENYA	+254 - 0733 - 864135
EKKLESIA ORGANIZATION	+254 - 0733 - 864135
FRED HOLLOWS EASTERN AFRICA	254 20 601204, 254 6
FRED OUTA FOUNDATION	+254-722-818983/020
FREDDY JANAM AFRICA FOUNDATION	+254 - 0722 - 542683/0729 - 267462
FREE PRESS CENTER	+254 - 0721 - 585302
FREPALS COMMUNITY NURSING HOME	+254 - 020 - 574707/0722 - 365279
FRIENDLY INTEGRATED DEVELOPMENT INITIATIVES IN POVERTY ALLEVIATION	+254 - 057 - 321125
FRIENDS COMMITTED TO CARING INTERNATIONAL	+254 - 0714 - 059633
FRIENDS FOR CHILDREN DEVELOPMENT INITIATIVE	+254 - 020 - 3877703
FRIENDS IN ENTREPRENEURSHIP PROMOTIONAL PROGRAMME	+254 - 0722 - 401402
FRIENDS IN PEACE AND COMMUNITY DEVELOPMENT	+254 - 020 - 2726911 / 0733 - 879433
FRIENDS INITIATIVE FOR PEACE AND CONFLICT MANAGEMENT	+254 - 0722 - 703848
FRIENDS OF AMERICA FOUNDATION	+254 - 020 - 249529/
FRIENDS OF BASKETBALL KENYA	+254 - 0720 - 827493
Girl - study (The Organization for Education of Young Females)	+254 - 020 4448079
GIRL CHILD CONCERN INTERNATIONAL	020-247050,3505624,0722525905
GIRLS FIGHTING ILLITERACY IN KENYA	+254 - 0722 - 279787/0727 - 791224
GIVE A CHILD WATER	+254 - 0722 - 721916
GLOBAL ALLIANCE FOR AFRICA	+254 - 020 - 606731
GLOBAL ASSISTANCE PARTNERS, INC	+254 - 0724 - 670781
GLOBAL BUSINESS COALITION ON HIV/AIDS	254 721 555830
GLOBAL CHILD CARE KENYA	+254 - 020 - 860045
GLOBAL CHILDREN INTERNATIONAL	+254 - 020 - 312562
GLOBAL COACHING CENTRE FOUNDATION	+254 - 0713 - 161536
GLOBAL COMMUNICATIONS INSTITUTE-GCI	+254- 020- 311788 ,0
GLOBAL e - SCHOOLS AND COMMUNITIES INITIATIVES (GeSCI) KENYA	+254 - 0722 - 595900
GLOBAL FORCES SUPPORT PROGRAMME	+254 - 020 - 2091743 / 0722 - 307070
GLOBAL FOUNDATION FOR INTERVENTIONAL CARDIAC SERVICES	+254 20 4446265/6/7
GLOBAL HOPE CARE	+254-020-344342/7338

GLOBAL ORGANIZATION FOR HEALTH AND DEVELOPMENT	+254 - 020 - 249198
GLOBAL OUTREACH FOUNDATION	+254 - 0724 - 579119
GLOBAL PEACE YOUTH CORPS - KENYA CHAPTER	+254 - 020 - 2712215/2689912/8091177/0722 - 744746
GLOBAL RESCUE EMERGENCY DISASTER VICTIMS AND DEVELOPMENT (GREDVAD RESCUE NTERNATIONAL)	+254 - 020 - 217794/
GLOBAL RESPONSE TO AFRICAN CHILDREN'S EDUCATION INITIATIVE	+254 - 0722 - 855600
GUSII POVERTY ERADICATION PROGRAMMES	
HAKI WATER ORGANIZATION	+254 - 020 - 2022036/0736 - 540174
HAKI ZA WANAUME INTERNATIONAL	+254 - 0721 - 640010
HALAL DEVELOPMENT ORGANIZATION	
HAND AND SOUL INTERNATIONAL	+254 - 020 - 2011454
HAND IN HAND KENYA	+254 0202 819299
HANDS ACROSS KENYA AGAINST ALCOHOLISM AND AIDS	+254 - 020 - 6760936
Hands For Children International	0726917766
HANDS OF COMPASSION SUPPORT PROJECT	+254 - 0722 - 788105
HAPPY KENYA COMMUNITY DEVELOPMENT ORGANIZATION	0714560647
HAPPY KIDNEY FOUNDATION	+254 - 020 - 2500950
HARAMBEE IN PROGRESS (KENYA)	+254 - 035 - 62226
HARVEST CENTRE	+254 - 0722 - 793245
HAVEN FOR CHILDREN ORGANIZATION	+254 - 0724 - 939776
HAVEN OF HOPE KENYA	+254 - 0715 - 172624/0735 - 875075
HAVILAH KENYA	+254 - 0722 - 555480
HEALING FOUNTAIN CENTRE	254 20 602901
HEALING THE BRUISED CENTRE	+254 - 020 - 6766430
HEALING THE HEALERS COUNSELING CENTRE AND TRAINING INSTITUTE	+254 - 020 - 3869958/9/0726 - 610399
HEALING WINGS RESCUE AGENCY	+254 - 0722 - 369419
HEALTH AGRICULTURE AND DEVELOP	+254 - 020 - 4449843
HEALTH AGRICULTURE AND DEVELOPMENT ORGANIZATION	+254 020 4449843
HEALTH FOR ALL AGES INTERNATIONAL	+254 - 020 - 601742
HEALTH MANAGEMENT AGENCY	+254 20 891258
HEALTH MATTERS INITIATIVE ORGANIZATION	0711-616356
HISAN	+254 20 444466/2142489
HIV/AIDS ORPHANS CHARITY FOUNDATION	+254 - 020 - 249460
HOLY FAMILY COLLEGINE SISTERS	254 722 670328
HOME BASED HEALTH CARE REHABILITATION PROGRANMME	571560
HOME MEDICARE SERVICES	254 502332
HOME SHADE SOLUTION CENTRE	+254 - 0721 - 666514/0734 - 666514
HOMELAND FOR TALENTS MANAGEMENT FOUNDATION	
HOMELESS CHILDREN'S FUNDS	254 020 3873013/721
HOMELESS PERSONS ORGANIZATION	+254 - 0728 - 714557
HOOBAAN RELIEF ORGANIZATION	+254 - 020 - 8078679/0726 - 261669/0722 - 494011
HOPE AFRICA MANAGEMENT INITIATIVE	+254 020 721996970
HOPE AFRICA WOMEN ORGANIZATION	337434
HOPE ALIVE FOR CHILDREN AND YOUTH ORGANIZATION	+254 - 0722 - 831494/0723 - 299566
HOPE FOR AFRICAN CHILDREN INITIATIVE KENYA	+254 - 020 - 2733556
HOPE FOR THE NATIONS KENYA	+254 - 0725 - 342285
HOPE FOR THE YOUTHS EDUCATION AND CAREER DEVELOPMENT	+254 - 0721 - 235593
HOPE IN ACTION ASSOCIATION - KENYA	+254 - 020 - 2514352/0736 - 639490/0723 - 890932
HOPE OF GRACE INTERNATIONAL	+254 - 0722 - 700149
HOPE POVERTY ERADICATION ORGANISATION	+254 - 20 - 334933/
HOPE WITHOUT BORDERS INTERNATIONAL	+254 - 0722 - 685069/0720 - 924767/0720 - 924767
HOPE WORLDWIDE KENYA	+254 - 020 - 3002176/7 or 725 990
HORIZON INTERNATIONAL	+254 - 0721 - 440967
Horn of Africa Community Based Health Project	0721495242,072297151
HORN RELIEF	254 20 3876646, 3872
HOSANNA MISSION INTERNATIONAL FOUNDATION IN KENYA	+254-20-3874123/722-
HOSPITAL WASTE DISPOSAL	254-2-250691

HOUSE OF COMFORT	+254 - 020 - 2249079
HOUSE OF GRACE ORGANIZATION	+254 - 0728 - 333899
HOUSE OF HOPE CARE HERBAL ORGANIZATION	+254 - 0721 - 732776
HOUSE OF LAW AND JUSTICE INTERNATIONAL	+254 - 0731 - 167546/0722 - 278455
HOUSING SUPPORT KENYA	0722550829
IMPACT ON HEALTH	3866153/0721650158
IMPACT THE YOUTH AGAINST DRUGS AND SUBSTANCE ABUSE	+254 - 0710 - 211712/0771 - 033652
IMPROVING LIVING STANDARDS IN AFRICA	+254 - 0735 - 706067
INADA LANGE FOUNDATION FOR AIDS RESEARCH - KENYA	+254 - 0721 - 554792
INCAS FOUNDATION	+254 - 020 - 4771300
INFORMATION AFRICA ORGANIZATION	020-2470084,+254 722 719 599
INFORMATION COMMUNICATION AND TECHNOLOGY POLICY CENTRE	+254 - 020 - 316358/9
INFORMATION INITIATIVE FOR DEVELOPMENT	
INFORMATION TRAINING AND OUTREACH CENTRE FOR AFRICA	+254 - 020 - 2060582/0726 - 334230/0736 - 622077
INITIATIVE FOR AFRICAN GIRL CHILD	+254 - 0721 - 515798
INITIATIVE FOR GENDER DEVELOPMENT AND CAPACITY BUILDING	0712-648759
INITIATIVE FOR LEARNING DISABILITIES KENYA	+254 - 0722 - 597778
Initiatives for Community Development of East African	0725823627
INITIATIVES FOR DEVELOPMENT OF EAST AFRICAN REGION	254 725 823627
INITIATIVES IN REPRODUCTIVE HEALTH	+254-020-565112
INSIDE OUT LEARNING ORGANIZATION	+254 - 020 - 235804/2358011
INSTITUTE FOR AFRICAN DEVELOPMENT	254 20 2726083
INSTITUTE FOR CULTURE AND ECOLOGY	+254 722 250550/067 - 22373
INTERNATIONAL DEVELOPMENT AND PEACE ORGANIZATION	c/o 722 670729
INTERNATIONAL EDUCATION AND RESOURCE - NEST ORGANIZATION (KENYA)	+254 - 0721 - 315467
INTERNATIONAL FRIENDSHIP LEAGUE OF KENYA	+254 - 0716 - 226414
INTERNATIONAL INSTITUTE OF CONSTITUTIONAL AND PARLIAMENTARY STUDIES AND TRAINING	+254 - 020 - 573580
INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION-AFRICA REGIONAL	254 -20 4440991/2610
INTERNATIONAL ISLAMIC RELIEF ORGANISATION	254 020 4446682/734
INTERNATIONAL JUSTICE INITIATIVE FOR AFRICA	+254 - 0723 - 731652/0722 - 777993
JITOLEE - EAST AFRICAN VOLUNTEERING	+254 - 020 - 3876031
JIWEZE IMPROVED PRODUCTIVITY PROGRAMME	254 720 705215
JOINT EPILEPSY FOUNDATION	+254 - 020 - 604242
JOINT RURAL DEVELOPMENT ORGANIZATION	+254 - 0713 - 583177/0720 - 900665
JOSIAH MWANGI KARIUKI PEACE FOUNDATION	+254 722 628 812
JOTO PROJECT INITIATIVE	+254 - 0722 - 869003
JOY CHILDREN EDUCATION AND DEVELOPMENT PROGRAMME	254 720 146959
JOY HOMES AFRICA SERVICES	0729244212
JOY HOUSE OF REFUGEE INC	
JOYFUL WOMEN ORGANIZATION	020-2219511,+254 727 011 870
JOYLAND FOUNDATION	+254 - 0720 - 860595
JOYSHADE DEVELOPMENT PROGRAMME	+254 - 0738 - 333559
JUKUMU LETU ORGANIZATION	+254 - 0722 - 827136
JULIKEI INTERNATIONAL WOMEN AND YOUTH AFFAIRS	+254 2715134
JUMUIKA AIDS, ORPHANS AND DISABLED INTERNATIONAL ORGANIZATION	+254 - 0732 - 271547
JUMUIKA EMPOWERMENT PROGRAMME	+254 - 020 - 609630
JUST SAY NO TO DRUGS ORGANISATION	254 20 341952/4
KAKIRI EDUCATION SUPPORT ORGANIZATION	+254 - 0733 - 967919
KAMILI ORGANIZATION	+254 - 0710 - 559548
KAMUKUNJI JUA KALI PRODEMA ORGANIZATION	254 733 721328
KAMULU COMMUNITY HEALTH CENTRE	+254 - 0722 - 849178
KAPITI EDUCATION CENTRE	+254- 0736 - 897899/0722 - 305106
KARIBU AFRIKA KENYA	+254 - 020 - 2117479/0727 - 240667
KARIBUNI KENYA INTERNATIONAL	254 -020 784063
KARIOBANGI LIGHT INDUSTRY YOUTH TRAINING CENTRE PROGRAMME	+254 - 0720 - 273865
KARURA COMMUNITY CENTRE	+254 - 020 - 2044177
KAWANGWARE VISION CENTRE	+254 - 0721 - 761107/0733 - 926929
KEINA DEVELOPMENT ORGANIZATION AND ENTERPRENEURSHIP	0722522499,0723568951
KEN-AFRIC CHARITABLE ORGANIZATION	+254 - 020 - 2728751
KENSUDAN YOUTH FOR PEACE AND DEVELOPMENT AGENCY	+254 - 020 - 651763

KENYA ADULT LEARNERS ASSOCIATION	020 2044238
KENYA AIDS EDUCATION AND TRAINING	+254 - 020 - 220989
KENYA AIDS INTERVENTION PREVENTION PROJECT GROUP	+254 -056 -641004
KENYA AIDS NGOs CONSORTIUM	254 020 2717664/2715
KENYA AIDS NGO'S CONSORTIUM	254 02-2717664/27150
KENYA AIDS ORPHANS RESCUE ORGANIZATION	254 20 230539/722 76
KENYA SELF SUSTAINABLE AND DEVELOPMENT PROGRAMME	0722 579471
KENYA SLUM YOUTHS DEVELOPMENT ORGANIZATION	+254 - 0722 - 989358
KENYA STROKE ASSOCIATION	+254 - 020 - 603382/
KENYA STUDENTS AGAINST HIV/AIDS	+254 - 020 - 252870
KENYA SUPPORT OF CENTERS AND CHILDREN HOMES	+254 - 020 - 251472
KENYA TENRI SOCIETY TENRIKYO MISSION	+254-068-30950
KENYA TENRI SOCIETY, TENRIKYO MISSION	254-68-30950/722 391
KENYA TOURISM CONCERN	+254 020 535850/5570
KENYA TRAFFIC RESCUE MISSION	254 020 226560/723 9
KENYA TREATMENT ACCESS MOVEMENT	254 20 210412, 722 8
KENYA TRENCHLESS FUTURE ORGANIZATION	+254-020-4349167
KENYA UNITED STATES FRIENDS ASSISTANCE	+254-060-30429
KENYA URBAN SLUM SERVICE ORGANISATION	
KENYA VINCENTIAN VOLUNTEERS	0725647041
KENYA VOLUNTARY WOMEN REHABILITATION CENTRE	254 20 6767518/67608
Kenya Water Energy Cleanliness and Health Project	+254 - 0726 - 295675
KENYA WATER, ENERGY, CLEANLINESS AND HEALTH PROJECT	+254-734-742659
KENYA WATER, ENERGY,CLEANLINESS AND HEALTH PROJECT	+254 0734 742659
KITOBEN CHILDREN VISION	254 734 854219/723 7
KITUO CHA UKUZAJI WA LUGHA NA FASIHI ZA KIAFRICA	+254 - 020 - 562798/0722 - 205660
KITUO CHA UKUZAJI WA LUGHA NA FASIHI ZA KIAFRIKA	+254 -020-573246
KIVULI CHA HAKI ORGANIZATION	+254 - 020 - 4442388/0721 - 679483
KIVULI COMMUNITY YOUTH ORGANIZATION	+254-020-3876173/4
KIZAZI KIPYA INITIATIVE	+254 - 0722 - 952205
KNOWLEDGE FOR EMPOWERMENT OF YOUTH	+254 724 766 607
KORBANAS INTERNATIONAL INC	+254 - 0724 - 912950
KOREA PROJECT ON INTERNATIONAL AGRICULTURE	+254 - 0720 - 606606
KOSMOS SOLUTIONS INTERNATIONAL	+254 - 020 - 2135855/0733 - 650231
KUJA KWA WATOTO PROGRAMME	+254 - 0722 - 722432/0734 - 867337
KULMIYE WOMEN AND YOUTH ORGANIZATION	+254 - 0723 - 379019/020 - 2502861
KUNA VIJANA INITIATIVE	+254 - 0737 - 712509/0721 - 618495
KUTOKA URBAN SLUMS INITIATIVE	+254 736 622 093/729 331 320
KWA REUBEN CENTRE FOR HIV/AIDS AWARENESS INTERVENTION AND BARRIERS	+254 - 0723 - 277917
LA FEMME (THE LADY)	+254 - 0721 -688009
LABOUR AWARENESS AND RESOURCE CENTRE	+254 - 020 - 551406
LAMU FOUNDATION	+254 - 020 - 605052
LAMU WEST PROFESSIONALS ORGANIZATION	+254 - 020 - 4454044
LANDMINE ACTION (KENYA)	
LATTER DAY SAINT CHARITIES	254-20-3750890
LAY VOLUNTEERS INTERNATIONAL ASOCIATION	254 64 32865/733 623
LAY VOLUNTEERS INTERNATIONAL ASSOCIATION	+254-064-32865
LAZARA REHABILITATION CENTRE FOR GIRLS	
LIVERPOOL VCT, CARE AND TREATMENT	254-20-2714590, 2715
LIVING IN A VISIONARY ENVIRONMENT- KENYA	+254 -20- 557778/9
LIVING IN TOTAL HEALTH INITIATIVE	+254 - 020 - 780304 / 0713 - 324231
LIVING LIGHT FOUNDATION	+254 - 0723 - 745817
LIVING POSITIVE PROGRAMME	+254 - 020 - 2391389/0722 - 620516
LIVING WATER ENLIGHTMENT SCHEME	+254 - 020 - 789773
LIVINGSTONE KOSEI FOUNDATION	+254 - 0732 - 825634/0720 - 493532/0725 - 036989
LOCAL AID ORGANIZATION	+254 - 0722 - 596519
LOCAL DEVELOPMENT SOLUTIONS	254 723 303293
LOCAL EXPERTISE CENTRE FOR RESEARCH AND DEVELOPMENT	+254 - 0723 - 436617/0722 - 808503
LODESTAR EDUCATION CENTRE	+254 - 0722 - 655416
LOVE A CHILD AFRICA	+254 - 020 -606263

LOVE AFRICA COMMUNITY IN KENYA	+254 - 020 - 2391530/0725 - 141666
LOVE THE CHILDREN	+254 -0154- 73325
LOVE THY NEIGHBOUR MINISTRY	+254 - 067 - 30120/0720737632
LUBO FOUNDATION	254 734 536794
MABAWA EMPOWERMENT ORGANIZATION KENYA	+254 - 020 -8051512/0728 - 128135
MADAKTARI MOBILE INITIATIVE	+254 - 0722 - 754629
MASINET WORLD AGENCIES	254 212070, 254 7834
MASOMO FOUNDATION	+254 - 0720 - 280936/0725 - 881846
MASSABA RURAL DEVELOPMENT ORGANIZATION	+254-4347442/733 850
MATANYA'S HOPE	+254 - 020 - 2010149
MATHARE YOUTH SPORTS ASSOCIATION	254 20 780148
MATIBABU FOUNDATION	254 733 624373
MATUU AIDS AWARENESS ORGANIZATION (KENYA)	+254 - 0729 - 129606
MAZINGARA MEMA KENYA	254 20 248364
MAZINGIRA INSTITUTE	254 020 4443219/26/2
MAZINGIRA MEMA KENYA	254-20-248364
MBITHI MEMORIAL EDUCATION CENTRE	+254 - 0721 - 530506
MCHANGANYIKO UNITY WOMEN ORGANIZATION	+254 - 0722 - 349590
MEDICAL AID AND DISASTER MANAGEMENT SERVICES	+254-020- 2711110
MEDICINE FOR LIFE ORGANIZATION	+254 - 0722 - 363685
MEDICO- PHARMACEUTICAL HUMANITARIAN CENTRE	+254 020 531750/558
MEDICOS SIN FRONRIERAS SPAIN (MSF SPAIN)	2726864,2721071
MTAANI YOUTH SPORTS DEVELOPMENT	+254 - 020 - 2074768
MUKURU COMMUNITY CENTRE KWA NJENGA	
MUKURU SLUMS DEVELOPMENT PROJECT	254 20 550089
MULTI - FACETED ASSISTANCE AND INFORMATION SHARING ON HIV/AIDs	+254 - 0721 - 435028
MULTI - SECTORAL ORGANIZATION FOR THE NEEDY	254 733 745060/050 2
MULTIPLE OPTIONS DEVELOPMENT SERVICE	254-20-810163
MULTI-SECTORAL DEVELOPMENT PROGRAMME	+254 - 0722 - 475448
MUMBO SELF- HELP DEVELOPMENT	+254 0722 397233
MUNADHAMAT AL-DAWA AL-ISLAMIA (M.D.I MISSION OF KENYA)	020554557 608924
MUNJII ORGANIZATION	+254 - 0711 - 401526
MUSAMBWA CULTURAL CENTRE	254 722 419084
MUSIC FOR LIFE KENYA	+254-020-3873628/387
MUSLIM EDUCATION AND WELFARE ASSOCIATION	+254 - 41 - 2493157/
MUSLIM EDUCATION WELFARE ASSOCIATION	493157
MUSLIM WORLD LEAGUE	
MUUNGANO COMMUNITY DEVELOPMENT ORGANIZATION	254 721 321750
MUUNGANO WA WANAWAKE NA WATOTO WA KENYA	+254 - 0720 - 467274
MWAFRIKA INSTITUTE OF DEVELOPMENT	254 721 496920
MWALIMU DAIRY RESOURCE CENTRE	+254 720 214 141
MWANANCHI FOR PEACE AND DEVELOPMENT PROGRAMME	+254 - 020 - 2390832
MWANANCHI ROAD SAFETY ACTION	020241393
MWANGAZA AFRICA INTERNATIONAL	+254 - 053 - 2060237
MWANGAZA COMMUNITY DEVELOPMENT PROGRAMME	+254 - 0720 - 407220
MWANGAZA HUMANITARIAN ASSISTANCE	+254 20 2448106, 0715 - 236016
MWANYAGETINGE COMMUNITY FORUM FOR DEVELOPMENT	254 20 2731998
MWATATE COMMUNTIY BASED INTEGRATED PROGRAMMES	+254 - 0721 - 865802
MWENDELEZI INITIATIVE	0202250512
NADA FOUNDATION	+254 - 206767276
NAIROBI CHILDREN CARE AND REHABILITATION CENTRE	+254 - 020 - 218298
NAIROBI EAST CENTRE OF HOPE	+254 - 020 - 8062520/0722 - 850482
NEXT GENERATION KENYA	+254 - 0733 - 769708
NGARA JARED COMMUNITY DEVELOPMENT FOUNDATION	254 020 253280/720 5
NILE AGENCY FOR RELIEF AND DEVELOPMENT (NARD)	+254-020-501976
NILE INTERNATIONAL DEVELOPMENT PROGRAMME	0720 746291
NO PEACE WITHOUT JUSTICE	+254 - 020 - 218929
NOBLE CHARITY HOMES FOR DESTITUTES	+254-733741673
PAN AFRICAN SCHOOL HEALTH ORGANIZATION	+254 - 020 - 2090696/0722 - 870319
PAN AFRICAN STRATEGIC AND PEACE RESEARCH GROUP KENYA	254 723 303432

PAN AFRICAN SYSTEMS FOR ANALSIIS, RESEARCH AND TRAINING CENTRE	254 20 4447740
PANDA NGAZI INTEGRATED DEVELOPMENT PROJECT	020-2229806/020-243392
PARAMOUNT INTEGRATED RELIEF INITIATIVE	+254 - 020 - 2724670
PARENTAL CARE KENYA	+254 - 0722 - 835235
PARENTS OF DEAFBLIND PERSONS ORGANIZATION	+254 - 0722 - 307675
POVERTY FIGHTERS ORGANIZATION	254 721 557257
POVERTY REDUCTION ,DRUGS AND HIV/AIDS AWARENESS ORGANIZATION	020-8007025
POVERTY TRANSITION INITIATIVE	+254 020 271 4886
POWERBELT - AFRICA	+254 - 0722 - 457419
PRACTICAL ACTION	020-2713540,07222008
PRACTICAL HERITAGE TECHNIQUES	+254-020-2452075
PRECIOUS BLOOD CHILDREN'S FAMILY	+254-20-3870743/720-
PRECIOUS GIFT ORGANIZATION	+254 - 0722 - 422255/0722 - 422255
PRESERVE AFRICA INITIATIVE	+254 - 0720 - 832079
REDEEMED INTEGRATED DEVELOPMENT AGENCY	+254 - 020 - 2143252/0722 - 984520
REDEEMING AFRICA'S HOPE	+254 - 0721 - 605540
REFUGEE CONSORTIUM OF KENYA	+254 - 020 - 3860418
REFUGEE EDUCATION TRUST- KENYA	+254 - 020 - 4222105
REGENERATION OF MEN AND WOMEN AGENCY OF KENYA	+254-067-55275/ 722
REGIONAL CAPACITY BUILDING NETWORK FOR HIV/AIDS	+254 - 0722 - 875477
Regional Center for Combating Traffiking in Persons	
REGIONAL CENTRE FOR COMBATING TRAFFICKING IN PERSONS	
REGIONAL COMMUNICATION AND DEVELOPMENT ORGANIZAITON	254 733 861070
REGIONAL EDUCATION SPONSORSHIP FOUNDATION	+254 - 045 - 40853/0729 - 038205
REGIONAL STRATEGIES ORGANIZATION	+254 - 0722 - 353018
REHABILITATION CENTER FOR VICTIMS OF VIOLENCE	
REHABILITATION CENTRE FOR DRUG ADDICTS	+254 - 565755
REHABILITATION CENTRE FOR VICTIMS OF VIOLENCE	
REHABILITATION INITIATIVE PROGRAMME	254-2-860314 Ext. 24
REHEMA HEALTHCARE ORGANIZATION	+254 - 020 - 8048225/6/0722 - 373003
REKEBISHO	254-720482308,072763
RELIEF AND DEVELOPMENT INITIATIVE SUPPORT PROGRAMME	254 20 311328/7
RELIEF DEVELOPMENT AND INITATIVE SUPPORT PROGRAMME	254 20 311328/7
RELIEF FOUNDATION	+254 020 3871630/020
RELIEF INTERNATIONAL - KENYA	+254 - 020 - 2726772
RELIEF TRANSPORT SERVICES	+254 - 020 - 600875
RELIEF, RECONSTRUCTION AND DEVELOPMENT ORGANIZATION	+254 - 0721 - 306348
RENEWABLE ENERGY INITIATIVE FOR SUSTAINABLE DEVELOPMENT	020-2081997, 020-604073
RENEWABLE ENERGY TECHNOLOGY ASSISTANCE PROGRAMME	+254 554414/557946
RENEWED HEALTH PROGRAMMES	020- 2098531
REPRODUCTIVE HEALTH HAZARD WATCH	+254 - 020 - 2217343
RESCUE HOPE INTERNATIONAL	+254 - 020 - 240548
RESCUE INITIATIVES CENTRE	+254 - 020 - 761645
RESCUE VULNERABLE AND ORPHANED CHILDREN INTERNATIONAL	+254 - 0721 - 371412
RESCUE YOUTH AFRICA	+254 - 0733 - 725280
RESEARCH CENTRE FOR PROMOTION OF PROGRESSIVE INSTITUTIONS AND SOCIAL INNOVATIONS	+254 0733 832566
RESEARCH FOR DEVELOPMENT INTERNATIONAL	+254 - 020 - 2229815/0721 - 805630 / 0722 - 763467
SAYARI THINK TANK	c/o 254 20 3444227
SCARS TO STARS	+254 - 0722 - 400094
SCHOLAR FAMILY FOUNDATION	+254 - 0770 - 214788/210765
SCIENTIFIC ADVISORY AND INFORMATION NETWORK	+254 - 020 - 2454373
SCORING GOALS	+254 - 0722 - 627634
SEAS OF LIFE MISSIONS KENYA	+254 - 0724 - 811601
SUSTAINABLE LIFE DEVELOPMENT ORGANISATION (SLIDO)	+254 - 020 - 2356993/0722 - 895624
SUSTAINABLE NATIONAL ENVIRONMENTAL PROGRAM	+254 - 0722 - 762950/0721 - 906735/0725 - 347296
SUSTAINABLE PROGRAMME FOR SOCIO - ECONOMIC EMPOWERMENT AND DEVELOPMENT	+254 - 0724 - 445668
SUSTAINABLE PROJECT ADMINISTRATION SERVICES	254-20-342125, 07214
SUSTAINABLE RESOURCE MANAGEMENT FOR RURAL DEVELOPMENT	0723276696,072675482

SWEDISH AFRICAN WELFARE ALLIANCE	+254-020-4347485/724
SWEDISH CO - OPERATIVE CENTRE	254 4180201/37
SYNERGY FOR LOCAL AND INTERNATIONAL DEVELOPMENT	020-2303622,0722752054,0722263591
TAAITTA TOWEETT FOUNDATION	254 722 734991
TACT AFRICA	+254 - 020 - 2021845
TAKE HEART ASSOCIATION PROJECT	+254 - 020 - 3748925
UWEZO AWARENESS ORGANIZATION	+254 - 020 - 783987
UZIMA FOUNDATION AFRICA	020 2711486
VALLEY AIDS COUNCIL, INC	+19564289322
VALUE ADDITION AND COTTAGE INDUSTRY DEVELOPMENT INITIATIVE AFRICA	+254 - 020 - 2719733
VALUES INTERDEVELOPMENTAL NETWORK TECHNIQUES	254-2-531198, 650651
VETERINAIRES WITHOUT BORDERS	020-3813662,3873676,
VETWORKS EASTERN AFRICA	254 733 590631
WIDOW DEVELOPMENT	+254 020 3878140/ 07
WILD LIVING RESOURCES	254 20 3872964/38728
WINGS OF HOPE	
WINGS OF LIFE ORGANIZATION	
WINROCK INTERNATIONAL INSTITUTE FOR AGRICULTURAL DEVELOPMENT	254 20 4453051/2/3
WISH KENYAN CHILDREN WELL	+254 - 020 - 3870029
WISUVIE POVERTY ERADICATION PROGRAMME	+254 - 020 - 2362622/0733 - 798824/0729 - 663958
WOMAN TO WOMAN AFRICA	273663
WOMEN - PLUS KENYA	254 20 315234
YOUNG WOMEN'S CHRISTIAN ASSOCIATION (YWCA)	020- 2724789/2724699
YOUTH AGAINST CRIME	+254 - 020 - 4454012
YOUTH AGENCY FOR THE DEVELOPMENT OF SCIENCE TECHNOLOGY AND INNOVATIONS	+254 - 0721 - 818134
YOUTH AGENDA	+254-020-3878331/387
YOUTH ALIVE! KENYA	0722710419
YOUTH ALLIANCE FOR LEADERSHIP AND DEVELOPMENT IN AFRICA - YALDA (K)	+254 - 0722 - 795380
YOUTH AND WOMEN FOR PEACE AND SUSTAINABLE DEVELOPMENT	+254 - 0725 - 7476608/0720 - 660604/0722 - 589981
YOUTH AND WOMEN SELF HELP PROGRAMME	+254 - 0720 - 454808/0723 - 988123
YOUTH ARTS,DEVELOPMENT AND ENTREPRENEURSHIP NETWORK	3537716,0721339339
YOUTH BUILDING GREEN PROGRAM	+254 - 020 - 884387
YOUTH CAPACITY DEVELOPMENT INTERNATIONAL	+254 - 0722 - 442916
YOUTH CARE AND EMPOWERMENT INITIATIVE	+254 - 020 - 3514484/0720 - 691511/0723 - 272822
YOUTH CONCIOUSNESS DEVELOPMENT AND PROGRAMME - KENYA	+254-020-311063
YOUTH CRIME AND SUBSTANCE ABUSE CONTROL INITIATIVE	020 2603189,www.yo-casaci.or.ke
YOUTH EDUCATION NETWORK	+254 - 020 - 6751855/ 0733 - 874341
YOUTH EDUCATIONAL NETWORK	020-6751855
YOUTH EMPOWERMENT SUPPORT SERVICES - KENYA	+254 -720 - 832437
YOUTH ENTERPRISE FOUNDATION	254 020 253671/722 5
YOUTH FEDERATION FOR NATURE CONSERVATION	254 020 244161, 254
YOUTH FOR CONSERVATION	+254 - 020 - 606479
YOUTH FOR SOCIAL DEVELOPMENT AND RELIEF PROGRAMME	+254 - 0721 - 790769/0722 - 962833
YOUTH FOR SOCIAL TRANSFORMATION	0723321213
YOUTH HEALTH SERVICES INITIATIVE	+254 - 020 - 2247060
YOUTH HOPE AND DEVELOPMENT INITIATIVE	+254 - 0723 - 898923
YOUTH IMPACT NETWORK INTERNATIONAL	+254 - 722 - 826932
YOUTH IN ACTION AGAINST AIDS INITIATIVE	+254 - 020 - 2216523
YOUTH IN COMMUNITY DEVELOPMENT ORGANIZATION	+254 726 103 296,720 818 139
YOUTH INITIATIVES-KENYA	+254 020 - 783915/
YOUTH LIVING WITH AIDS ORGANIZATION	
YOUTH NET AFRICA	020 3875425
ZAKAYO ACHACH FOUNDATION	+254 - 0721 - 653605
ZAMZAM FOUNDATION	+254 - 020 - 716173996
ZAWADI FOUNDATION	+254 - 020 - 4266000/0722 - 524205
ZINDUKA AFRIKA	+254 - 020 - 605772
ZION COUNSELLING AND EDUCATION SUPPORT CENTRE INTERNATIONAL	+254 - 722 - 300903
ZOA REFUGEE CARE-NETHERLANDS	+254 20 715058/9

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Annex 4: Data used in regression analysis

IT	
Aspect	Mean
All employees have Computers (Desktop, laptops, I-pad) to perform their duties.	3.34
All employees have official phones.	4.26
All employees have unlimited access to Internet, E-mail and Intranet for communications.	3.13
NGO uses Grant Management software to manage their grants.	2.92
NGO uses accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective.	2.71
NGO uses collaboration tools (Google docs, Project2manage, Skype, Lotus) for communications	3.05
NGO Management	
NGO Management	
Vision and Mission are well documented and understood by all in the organization.	4.269
Do vision and Mission give clear direction of the organization?	4.234
Organization objectives are clear and well understood by all	4.146
Objectives are SMART (Specific, Measurable, Achievable, Realistic, Time-Bound).	3.982
Objectives meet all stakeholders need.	4.073
Team goals are clearly understood by all.	4.126
There is division of labor with clear hierarchy of authority	4.143
There is less bureaucracy and high delegation of authority.	4.093
Communication flow is both top-down as well as down-top basis.	4.391
The structure is flexible and allow for innovative ideas.	4.045
Position descriptions are not well classified.	2.434
The culture supports IT.	4.232
Teamwork and Innovation is highly encouraged.	4.029
Open culture that is all inclusive.	4.568
Staffs are empowered and cross-functional communication encouraged.	4.033
There are enough resources to achieve organization objectives.	3.4694
All personnel have access to computer to enable them execute their function.	4.1
Organization is constantly building capacity through training.	3.9286
Staff retention is low.	2.1837
NGO Performance	
NGO Performance	
Use of IT has helped our organization attract sustainable donor funding.	4.01
Use of IT has helped our organization to collaborate with other partners.	4.12
Use of IT has helped our organization monitor and report targets with accuracy.	3.52
Use of IT has helped our organization achieve stakeholders objectives.	3.82

Use of IT has helped our organization incorporate quantitative targets at planning stage.	3.63
Use of IT has helped brake targets in to task and incorporate time frames.	3.73
Use of IT has helped our organization implement target schedules on time.	4.18
Use of IT has helped our organization achieve quality targets	3.91
Use of IT has helped our organization reduce cost in achieving targets.	3.83
Use of IT has helped our organization monitor variances (budget versus actual) on real time basis.	3.79
Use of IT has helped our organization produce accurate and timely reports.	3.76
Use of IT helps our organization get a clean audit recommendation.	3.78
Whistleblowers have used our organization IT to report malpractice and malfeasance.	3.63
Use of IT has helped our organizations improve our standard measures.	4.57
Use of IT has helped our organization reduce cost (efficiency) of personnel, time spent reporting etc.	3.21
Use of IT has improved customers satisfaction.	4.3776
Use of IT has helped our organization improve productivity of employees and increased flexibility.	4.2755
Use of social media has helped our organization reach our beneficiaries and also collaborate with our partners.	4.5306