

**EFFECTS OF DONOR FUNDING ON THE PERFORMANCE OF
NON-GOVERNMENTAL ORGANISATIONS IN KENYA**

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**A RESEARCH PROJECT PRESENTED IN PARTIAL FUFILMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTERS OF
SCIENCE IN FINANCE, SCHOOL OF BUSINESS UNIVERSITY OF NAIROBI**

NOVEMBER, 2019

DECLARATION

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

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D63/6223/2017

This research project has been presented for examination with my approval as the University Supervisor.

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ACKNOWLEDGEMENT

Foremost would like to thank Almighty God for the gift of life, protection, guidance and taking me through the entire duration of the study. My gratitude goes to University of Nairobi for granting me this opportunity to undertaking the project study.

Not forgetting to extend my special heartfelt gratitude to supervisor (Dr. Duncan Elly Ochieng) for kindness, patience and professional guidance that kept me on track throughout the study .I thank God for you and may He bless abundantly.

DEDICATION

I dedicate this study to my entire family for the sacrifice, patience and moral support throughout the course.

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ABBREVIATIONS

CIDA	Canadian International Development Agency
DFID	Department for International Development
GOK	Government of Kenya
NGOC Act Act	Non-Governmental Organizations Coordination (NGOC)
NGOs	Non-governmental Organizations
OP	Organisation performance
SPSS	Statistical Package for Social Sciences
UN	United Nations
USAID	United States Agency for International Development

ABSTRACT

Donor funding plays an essential role in the operation and sustainability of NGOs in developing countries, Kenya being one of them. NGOs sorely depend on donor funding for their operations and activities. Over the years, Kenya has recorded a considerable upsurge in NGO numbers operating across various regions of the country. Irrespective of the recent importance and NGOs growth in Kenya, research focusing on performance in these NGOs lag behind in particular how donor funding impacts performance of these organizations. Therefore, this study's determined impact of donor funding on the performance of the NGOs in Kenya, which focused on the NGOs operating within Nairobi County. Particularly, the research established the impact of both bilateral donor funding and multilateral donor funding on the performance of NGO in Kenya, which employed descriptive research method which a targeted population of 1213 registered NGOs in Nairobi, the number that the national survey of NGOs in 2009 established. Having utilized Krejcie and Morgan's (1970) formula, the sample size was 302 NGOs in which there was 264 respondents. The researcher mainly drew data from primary source where structured questionnaire was employed in collecting the data. The data was analyzed through descriptive and linear regression which analyzed correlation amongst bilateral and multilateral donor funding on the performance. The study findings concluded that donor funding influenced performance of NGOs since majority of NGOs relied on donor funding as source of financing option. Donor funding increases the direct funding source, which is taken into account in financing the activities of the NGOs. These funds may enhance the performance of the NGOs by enhancing their ability to carry out their activities. Timely access of funds as well as funding disbursement policies and procedures really determined the NGOs performance and achievement of laid down goals and objectives, how effective the NGO would accomplish the project with efficiency given the timelines and financial sustainability relying on donor funding. The study recommended that NGOs should be involved in exploring more income generating activities that would complement donor funding streams and also strategize on functioning procedure and policies for instituting improved financing options in the projects and adopt cheaper source of funds to avoid overreliance on donor funding and enhance sustainability in long term. Also NGOs to enhance collaboration and synergy creation amongst NGOs to avoid replicating efforts and work out favorable funding policies on funds disbursement to ensure funds are disbursed on timely manner for consistent continuity of NGOs effort. Both the national and the local government should also be involved to ensure sustainability of their initiatives even when funding has come to an end as well as strengthening capacity on project management and reporting to ensure NGOs complies with the donor funding requirements and policies in timely manner to facilitate timely funds disbursement which in turn hastens performance of the NGOs. The research recommends an extra study on the NGOs performance since Kenya was declared a middle income country. This decision has made Kenya lose on donor funds as they are considered more mature to handle their internal challenges compared to third countries such as its neighboring counterparts in Tanzania and Uganda. Also more studies to be done majoring on impact of donor funding on the performance of NGOs based on the service delivery and performance contract. This would enable public to participate and understand their roles and rights since public / or society is a major beneficiary of the donor funded projects as well as the employees attached to various projects would be able to ensure that there is improved service deliver to the end users.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Donor funding, being the most important source of NGOs funding for developing countries (Coppard et al. 2013), which comes from both multilateral and bilateral donor funding. The performance of NGOs as measured by indicators such as achievement of goals and objectives, NGOs efficiency and effectiveness as well as financial sustainability were determined by timely access of donor funding and policies and procedure governing funding process. The decision made whether to distributing donor funding through multilateral or bilateral networks is very crucial in realizing growth results while recognizing that donor funding performance differs between NGOs regardless of funding channel (Allesina and Dollar 2000).

Scholars have debated the influence of bilateral and multilateral donor funding on the performance of NGOs. Theoretically, bilateral and multilateral donor funding is always realized as primary sources of funding among the NGOs and thus, influencing the performance of these NGOs. According to Onyoni (2018), a theory coined in 1959 by Penrose, resource-based theory, supports the relationship between bilateral and multilateral donor funding and NGO performance. Onyoni (2018) asserts that the quantity of resources, in this case, financial resources, that NGOs possess and control is vital to the execution of their activities which influences organizational performance.

NGOs need to prioritize and improve their knowledge and understanding of the countries context including challenges, laid down policies and procedures, nature of funding, political and organizations realities that shape the economic environment in which development occurs. This would help NGOs to avoid pitfalls of blindly promoting projects without seriously considering context of specific country. Multilateral and bilateral donors should go an extra mile beyond usual dialogue with politicians, agencies and government official and engage domestic accountability ecosystem in recipient countries .Through structured and planned dialogue NGOs will be able to know priorities, needs and obtain valuable feedback and local perception about the activities and performance of the NGOs.

1.1.1 Donor funding

Donor funding entails grant given to an entity for the purpose of aiding viable social and economic development as well as wellbeing of the people in the region of operation (Adelman & Eberstadt, 2008). According to Abuzeid (2009), donor funding comprises of both bilateral donor and multilateral donor funding. Bilateral donor funding entails donor nation's government assistance to recipient nation in a government-to-NGO partnership, and multilateral donor funding entails multilateral aid delivered through international institutions like United Nations agencies. Bilateral and multilateral donors have greatly increased the performance of NGOs and in return the society have benefitted in various ways like healthcare human rights, social conflicts, gender, education, women empowerment, and livelihood development among others (Edwards & Hulme, 2014). Bilateral and multilateral donors frequently change their funding patterns depending on the professed need of a given NGO, relative to other NGOs in the same line of service.

As regions continue to achieve economic development, donor funding inclines to fall off. For instance, According to Parks (2008), gradual economic development in Asian countries has created perception among the donors that NGOs in Asian nations are less serious than those of NGOs in Africa and other poor areas and this has seen decline in donor funding and also affecting performance of NGOs.

1.1.2 Performance

Organisation performance was the major unanswered question ever since improvement of the Organisation concept. According to Kirby (2005), there is a considerable lack of accord on the meaning of the performance concept. Performance is a common concept in management research with few studies utilizing existing definitions and measure. As Rojas (2002) notes, organizational performance entails organization's definite production or outcomes as measured alongside the envisioned results, that is organisation goals and objectives.

There two types of performance measures, including those relating to the results such as financial performance and those focusing on determining factors of the outcomes, such as the use of resources (Ramadan & Borgonovi, 2015). This means performance measurement is built upon the concepts of results and result determinants. Analyzing the success of the NGOs in light of their goals and objectives can be performance measure (Teelken, 2008). Measuring organisation performance is important for board and management who apply for funds or seek donation support from community .It is a means of being accountable to funders and community and as a measure of achievements of goals and objectives.

1.1.3 Donor Funding and Performance

NGOs in Kenya depend exclusively on donor funding with an analysis from Kanyinga, Mitullah and Njagi (2007) showing that a majority of the NGOs depends on donor funding with only 6 percent being able to raise funds internally. Thus, the sustainability of the NGOs in Kenya is in doubt, and their performance shaken by changes in donor funding. According to Abdel-Kader and (2011), the funding comes from partnerships with the government, as well as private sectors.

Donor funding increases the direct funding source, which is taken into account in financing the activities of the NGOs (McGillivray, White & Leavy, 2002). These funds may enhance the performance of the NGOs by enhancing their ability to carry out their activities. However, in recent times, donor funding has moved to new priorities, and many NGOs whose proprieties are not aligning with donor priorities face a crisis (Parks, 2008).

The private foundations funding NGOs are more protected from these peripheral factors, their funding also changes in response to the shifting methods and financial truths. Another reality is that NGOs depends entirely on the aid and thus, a small change on donor funding can have a noteworthy impact on the operations of the NGOs (Edwards & Hulme, 2014). Hence, it is assumed that donor funding and NGOs performance have a direct relationship.

1.1.4 Non-Governmental Organizations in Kenya

National Survey of NGOs Report (2009) indicated that NGOs in Kenya varies from small local NGOs to big international Co-ordinated by the Board that was accountable for

registering and regulating NGOs in Kenya. National survey of NGOs (2009) in Kenya found that as of 2008, there were 5, 929 NGOs in Kenya registered with the NGOs Coordination Board and out of this number, 708 operated in Nairobi.

It is difficult to categorize NGOs based on the activities carried out, Many NGOs performs many activities and try's to strike the balance of various activities implemented. However NGOs can be categorized as operational or Campaigning NGOs. NGOs achieves small scale change via the projects carried out such as mobilizing resources in form of donations, volunteers, materials and labor in order to sustain their projects and programs .

NGOs activities cover various fields including education, improving health, development works human rights, and environment among others. NGOs in Kenya highly rely on funds from various sources including individual donors, foundations, corporations, Government as well as international donors. The reality is, majority of NGOs relies entirely on grant and therefore a small change on donor funding can have a noteworthy impact on the operations of the NGOs (Edwards & Hulme, 2014).

1.2 Research problem

Recently NGOs are classified as part of the main providers to the society because of support and increased amount of aid to different sectors of the economy. According to Edwards and Hulme (2014), despite their considerable role in development, NGOs has been seriously questioned in recent years due to the huge funds channeled to the NGOs and whether the funds are used for the intended Purpose. Inadequate management on

deployment of resources by NGOs had little effects on the performance of NGOs in Third World Nations. There existed no indication that donors looked keenly on the institutional excellence or dishonesty in deliberations of funds distribution conclusions. The study indicated that there was inadequate confirmation in that both bilateral and multilateral funding was always allocated unreasonably to less dishonest government.

According to Alesina and Weder (2002) there was significant truth in that arrangements of funds sharing through bilateral donors were strongly determined by the strategic and political interest of donors rather than by apprehensions over upright governance in various states receiving funds.

On a global scale, the study carried out by Parks (2008), Bano (2008), and Echols (2015) indicated that NGO performance, accountability, and governance are important factors foreign donors consider when determining funding to NGOs. These were studies done in other nations which are totally different in terms of environment to that of Kenya. On a regional scale, the study carried out by Ratlabiyana, Mkhonza & Magongo, 2016), Tela (2017) Isopi and Owens (2008) the findings were that Organizational culture, organizational leadership, and resource allocation had a significant influence on project performance. The environment in terms of politics, policy, and other conditions in these countries differ from that of Kenya.

In Local studies carried out by Wanja (2017), Mugambi (2014) and Anunda (2016) the finding indicated that organizational culture, leadership, and resource allocation had a significant influence on project performance. But there was no clear association between human resource factors and project performance. Studies on donor funding and NGO performance in Kenya looks ahead to establish effect of donor funding on the performance of NGOs in Kenya by examining donor funding elements bilateral and multilateral donor funding and thus answering the research question: What is the impact of donor funding on the performance of NGOs in Kenya?.

1.3 General Research Objective

The study was seeking to find out the effect of donor funding on the performance of NGOs in Kenya.

1.4 Specific Research Objectives

- i. The study sought to determine bilateral donor funding on the performance of NGOs in Kenya
- ii. The study sought to determine multilateral donor funding on the performance of NGOs in Kenya

1.5 Value of the Study

In most of the circumstances in First World Countries, they have utilized overseas support to push for their political interests and plans in non-developed countries by creating state of reliance. This study is of greater importance in that it sheds light on the way donor funding affects the performance of NGOs in Kenya by fetching more knowledge assisting in planning

for the resources. The study determines how donor (principle) funding affect NGO (agents) performance, which was of significant value to the donors, NGOs, and the NGOs Co-ordination Board informing them about the measures and procedures to enhance the performance of the NGOs.

The finding of this study was used by development partners like government, community and donor funding agencies. The government was able to evaluate existing policies and project execution in terms of observing, assessment and also stakeholder's involvement in order to enhance sustainability in the NGOs. The community as well benefited from the study by getting more knowledge on their roles as they are the main beneficiary of donor funded projects.

The study added more value to the body of literature on donor funding and performance of NGOs and contributed to the ongoing argument of donor funding that had emerged that NGOs have not achieved expected results and what can be done for them to perform better, become more effective in operations and able to manage available resources. Also the study was of benefit to the future researchers wanting to review the literature on the topic and also this study presented a gap in which other researchers may base their studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails the theories which anchored the research and have demonstrated the correlation amongst the variables and concepts of the study. There was also discussion of empirical literature review, presenting earlier studies in relation to the study and have given summarized literature review as well as established research gaps. Additionally, the chapter presented conceptual framework for the theorized link between the variables of the study.

2.2 Theoretical Literature Review

Donor funding has been a complex issue which can be noticed by researchers for having great impact on the performance of the NGOs as well as the government. Literature review was found from the secondary materials such as financial text books, journals, institution periodicals and magazines among others. The hypothesis which anchor this study was presented by three theories which includes agency, resource based and resource dependency theory.

2.2.1 Agency Theory

This theory was coined in 1976 by Michael Jensen and William Meckling. The theory details the relationship whereby in agreement one or more person known as principal engrosses additional individual known as the agent to do tasks or deliver service for them and this encompasses allotting some powers to make decisions to the agent (Panda &

Leepsa, 2017). The agency theory sets a principle-agent relationship between donors and NGOs since donors are viewed as the principals and the NGOs as the agents.

According to Keng'ara (2014), the donors (principles) lack the ground to trust the NGOs (agents) and look to diminish this mistrust through instituting mechanisms and procedures to align their interest and those of the agents and thus eliminating opportunistic behaviors. Thus, Cheruiyot (2016) indicates that the donors have more influence on the NGOs and put more pressure on the NGOs since the donors directly control the fate of the NGOs through their funding.

The agency theory anchoring the study, determined how donor funding impacts performance of the NGOs since the donors are the principles influencing the NGO activities. The principles (donors) expect the agents (NGOs) to perform and deliver for which they are funded for and thus, meet the principles' expectations in terms of service delivery. Donors are not concerned with what the NGOs employ to deliver the services, but their concern is the end result.

2.2.2 Resource-Based Theory

This concept was coined in 1959 by Penrose. According to Onyoni (2018), this theory asserts that quality and quantity of wealth in the institution is very vital to implement appropriate strategies. Resource-based theory holds an organization as a collection of capabilities that are essential in making strategic decisions. As Barney, Ketchen and Wright (2011) indicate, this theory provides insight into why corporations need valued, rare,

unique, and regimented resources. Organizations need resources to function. In the absence of these resources, organizations cannot exist.

The performance of the NGOs was driven by their resource portfolio and higher performance was found on distinctive resource control and positioning. NGOs have realized high performance if they can deploy resources they possess effectively (Barney, 2001). According to Fotopoulos, Psomas and Vouzas (2010), the performance of NGOs is reliant on the particular capabilities and resources of the organization.

Resource-based theory anchored the objectives of the study; and explored effects of bilateral donor funding on performance of NGOs and impact of multilateral donor funding on the performance of NGOs. This concept was related to the research since access of the funds was a resource needed for the functionality of the NGOs. According to Gillis (2014) resource-based theory was useful in establishing how bilateral and multilateral funding affects the performance of the NGOs.

2.2.3 Resource-Dependency Theory

This theory was coined by Jeffrey Pfeffer and Gerald Salancik in 1978, and presented how organizational external resources impact organizational behavior (Bryant & Davis, 2012).

This theory holds that resources were important to the success of an organization and that access to the resources is the foundation of power. This theory indicated that for an organization to survive, it must acquire and maintain resources through interacting with

other organizations in the environment (Bryant & Davis, 2012). The interactions shape the activities of the organizations and in turn, shaping the outcomes.

According to Abouassi (2012), NGOs are dependent on external funding to maintain and sustain their operations. As the NGOs become more dependent on the donors, donors are able to constrain the behavior of the organization and the organization's ability to buffer the demands of the donors diminishes. In such a case, the NGOs do not have the options to respond to the changes in conditions for funding (Bryant & Davis, 2012).

This theory anchors the objectives of this study; and found that there was effects of bilateral donor funding on the performance of NGOs and multilateral donor funding on the performance of NGOs. NGOs are characterized with a high dependency on the donor funding and thus more inclined to vulnerabilities of changes in donor funding. Thus, to ensure continued survival, NGOs had to comply with the donor funding policies and procedures to secure funds for their activities and operations.

2.3 Determinants of Performance of NGOs

The long run future performance of the organisation is never certain in that the environmental in which NGOs exist is very dynamic and it makes it difficult to predict what will happen in future. However the change with environment also presented opportunities and challenges to the organisation in determining their current and future performance. Pearce and Robinson (2003), indicated that the formulation of policies that constantly match capabilities to the environment are important. Donor funding, Size of the

organisation, adequacy of funds, Timely access of fund, Fund disbursement procedures and policies were major determinant of the performance of NGOs.

2.3.1 Donor Funding

NGOs required resources for achievement of their goals and objectives. According to Kanyinga et al. (2007), NGOs are resource-insufficient and thus, rely on donor resources for their continued operations. Thus, donor funding was one of the determinants of NGO performance since it a critical resource NGOs required to pursue their goals and objectives. Donor funding entails grant administered to an entity to promote sustainable economic and social development According to (Lekorwe & Mpabanga, 2007), the perception that NGOs were an effective mechanism for the effective and efficient delivery of services has seen an increase in donors channeling funding to the NGOs.

Bilateral donor funding is one form of funding. According to Abuzeid (2009), bilateral donor funding entails donor nation's government assistance to the recipient nation in a government-to-NGO partnership. For bilateral donor funding, funds flows straight from the donor to the beneficiary entity. Studies have established bilateral donor funding as a determinant of NGO performance. Parks (2008) notes that bilateral donor funding, including the grants, funding adequacy, and timely funds disbursement enhances the resource capability of the NGOs.

Multilateral donor funding was another determinant of NGO performance which involved multilateral aid delivered through international institutions including United Nations agencies and World Bank to receiving entities. According to Abdel-Kader and Wadongo (2011), International institutions were among the common multilateral donor funding agencies. Findley et al. (2017) note that multinational donor funding had a considerable impact on the performance of the NGOs given less political consideration in multilateral flow as compared to bilateral flow.

2.3.2 Size of the organisation

The size of organisation had many potential benefits, apart from reducing transaction costs for the donors, it also involved greater potential for the programming through larger partners and greater opportunities for a meaningful dialogue between donors and partners. Smaller NGOs may have variety of desirable comparative advantages particularly with respect to expertise access and good accountability to the effected population which performed very well however they were at risk of being competed out of the market. According to Mackintosh and Duplat (2013) perception of resource scarcity in relation to the need among the NGOs and performance varied significantly depended on the size of the organisation.

Large NGOs were less likely to express anxiety over the financial sustainability and they could funds easily enabling them to perform their operations and implantation of the projects smoothly. On the other hand smaller organizations reported being obliged to respond to donor priorities and chase multiple small donor funding at the country level which

affected their performance since they were less flexible and less principled not focusing on the outlined goals and objectives due to constraint of the funds.

2.3.3 Adequacy of funds

Donors allocated funds to NGOs whether advocacy or operational via screening and selectivity criteria which promotes local relations, efficiency, transparency and appropriate reporting as well as accountability. According to Gerald (2003), When NGOs were more responsible donor's increases their standards of getting aid from their nations because their social influence of the NGOs and their economic potential.

According to Reinikka and Svensson (2007), NGOs termed as main providers to the community based projects due to the donations given to various sectors of the economy such as human rights, education and health among others. Barr (2005) in his study found that NGOs had greatly improved in the performance in offering services related to relief services, emergency services and human rights services.

2.3.4 Timely access of funds

The access and quality of life grants supported initiatives that promoted performance of the NGOs by ensuring that the beneficiary of the project benefited in good time and there was accountability as well as transparency in reporting according to the intended need of the funding. Timely access of the donor funding to the NGOs had greatly improved performance of organisation in that the NGOs were able to incorporate four criteria which were client satisfaction, monetary, time and effectiveness

According to Schultz and Slevin (2009), having sufficient resources which were received in good time helps in differentiating NGOs ultimate failure and success. Project execution consists of those processes performed to finish work defined in the management plan to satisfy the project expectations. In conclusion timely access of fund had great impact in performance and implementation of NGOs projects.

2.3.5 Funding policies and disbursement procedures

NGOs were struggling to put together sufficient funds to sustain organisation operations, presence and programming across the funding mechanisms. Each funding had different policies priorities, application requirement and preferences. According to Saslawsky (2002) securing funding which were sufficiently flexible to enable response to the need remained a major challenge to the NGOs and greatly affected NGOs performance in terms of operations and implementation of the projects, lack of predictable and flexible funding due to funding policies and bureaucratic procedures of funds disbursements was an obstacle to efficient and effective feedback to the needs which was faced by NGOs.

According to the Cabot-Ven (2013) funding allocations suffered from unresolved collective action due to the funding policies and procedures involved in disbursement of the funds where by the individual choices of donors did not add up to the funding needs which affected the performance of the NGOs since funds sent were not used for the intended purpose .The major problem was lack of coordination among the donors in following policies and procedures which affected donor performance against its principles.

2.4 Empirical Review

According to the Gibson (2013) literature review was a section that presented relevant literature on the variables which were under study and established research gaps and at the same time providing guidelines along which the study was conducted. In order to fill the gaps the study concentrated on effects of donor funding on the performance of NGOs in Kenya. In order to fill existing gaps the study was conducted on three studies which are global, regional and local studies in order to get comparable levels of donor funding, adequacy of funds, timely access of the funds and funding disbursement policies and procedures and how they affect performance of the NGOs.

2.4.1 Global studies

According to Echols (2015) examined foreign funding determinants to NGOs in India, Bano (2008) explored donor funding impact on NGO performance in Pakistan and Parks (2008) studied impact of donor funding rise and fall on advocacy NGOs in Asia. The findings and conclusions from these researches indicated that rise and fall in donor funding and budgetary process had a relationship in performance and implementation of the projects.

Also Dyann Brown (2009) examined NGOs performance within civil society in United States and the study findings indicated that because of the size of the organisation, access of various resources, having funding base and good management, NGOs remained active and there was great improvement in effective service delivery from civil society which increasing performance of the NGOs.

According to study carried out by Miss Robina & Prof. Dr. Allah Nawaz (2014) in Pakistan who investigated impact of globalization on performance of NGOs, the research indicated that impact of globalization had a great influence on the organisation which led to flow of capital, professionalism and knowledge which had a great impact on the performance of the NGOs. These studies were carried out in different continents with a very different environment in terms of the economic, political, legal, and social environment to that of the African continent where Kenya is one of the countries. Thus, the study which if findings cannot reflect the Kenyan context.

2.4.2 Regional studies

According to Tela (2017), investigated funding source effectiveness on agricultural ventures in Nigeria, Ratlabiyana, Mkhonza & Magongo (2016), study findings indicated that South African national departments allocated funds to NGOs which supplemented NGOs finances for their operations and Bougheas, Isopi, and Owens (2012), the study established that 34 percent of the donor funding to NGOs is from bilateral donors and 46 percent from multilateral donors including World Bank and the United Nations agencies.

According to Edwin Mellen press, (1998) a journal of Third World Studies concerning a case study of Tanzania and Zambia 1964-1984 about NGOs performance and Third World development, indicated that NGOs holds a great promise to providing solutions to the problems of poverty and powerless in many Third World societies. Also study findings revealed that NGOs increasingly affect economic and social development as well as performance in developing countries.

The findings and conclusions from these researches indicated that there existed great correlation amongst donor funding and performance of the NGOs but cannot be generalized to the Kenyan context due to the difference in political, legal, economic, and social environment between these countries and Kenya. Thus, the current study will be conducted in Kenya to fill the existing gap in literature.

2.4.3 Local studies

In an investigation of the factors affecting project performance in donor-funded NGOs Wanja (2017), the study's independent variables included human resource factors, organizational culture, organizational leadership, and resource allocation which had influence on project performance. According Wanja (2017), Mugambi (2016) conducted a study on the practices of donor funding and fiscal sustainability of donor-funded and the study found a positive direct link between practices of donor funding and fiscal sustainability of the donor-funded ventures. This research focused on fiscal stability of the donor-funded ventures, but the present research will focus on NGO performance. Anunda (2016) examined the factors influencing performance of ventures NGOs in healthcare implement and the study findings established that inadequate funding negatively impacts the general performance

Too (2015) examined donor funds disbursement procedure effect on project implementations by NGOs in Nairobi County .The research findings established that donor periodic financial reporting, audit requirements, grant budget approvals donor periodic programme reporting, and banking facilities all influence project implementation in the

NGOs. Musyala (2014) sought to establish the factors affecting NGO performance. The research results indicated a positive association amongst strategic plans, policies, governance policies, employment, and fiscal steadiness and NGO performance

The findings and conclusion is that that organizational culture, organizational leadership, resource allocation and donor had a significant influence on project performance. The projects were community based and there was no clear relationship amongst human resource factors and project performance. Thus, the study will be conducted in Kenya to fill the existing gap in literature.

2.5 Conceptual Framework

In this research the conceptual framework was grounded by two independent variables that is bilateral donor funding and multilateral donor funding. Performance of the NGOs was the dependent variable. The association between the study variables was exemplified in figure 2.1 below.

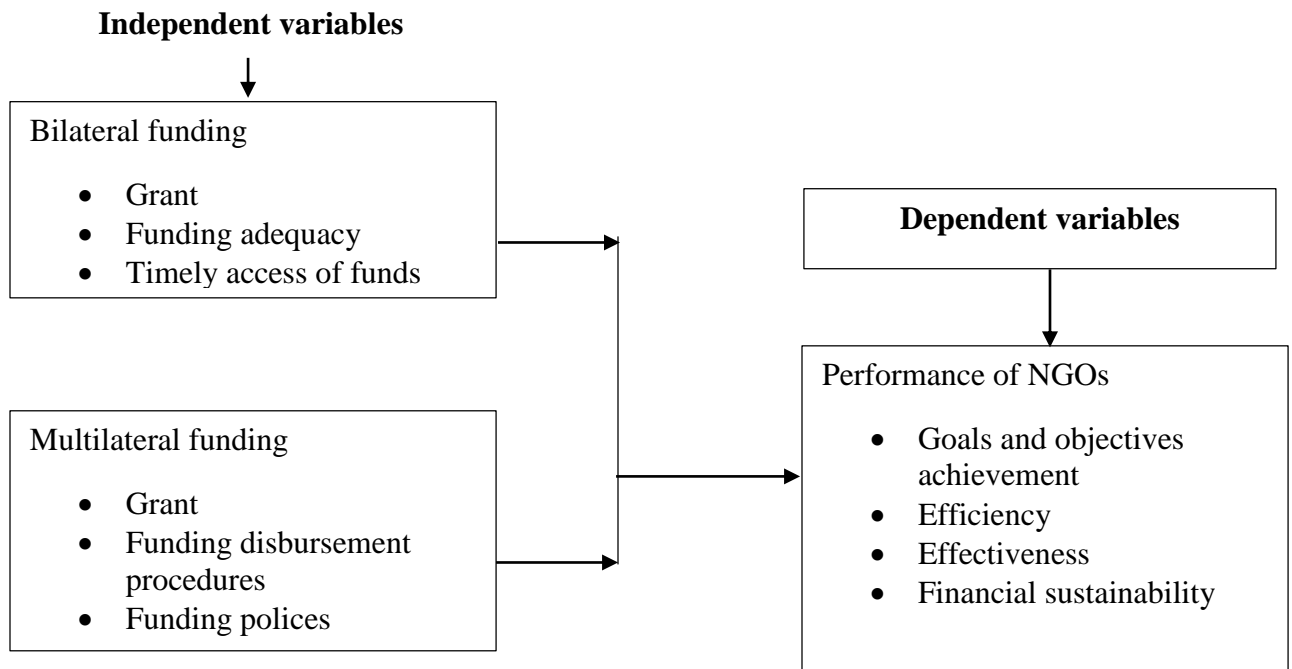


Figure 2.1: Conceptual Framework of the Study

Source: Researcher (2019)

2.6 Summary of literature review and research gaps

The existing collected works focused on factors impacting the performance of NGOs in implementing projects, practices of donor funding and NGO fiscal sustainability, donor funding effect on community development project success, donor funding accountability by NGOs, donor funding utilization by intended beneficiaries, and donor funds disbursement and project implementation by NGOs and this study which filled gap in literature.

Table 2.1: Summary of Literature Review and Research Gaps

Author	Study title	Focus current study	Methodology	Findings	Knowledge gap
Echols (2015)	Foreign funding determinants to NGOs: Evidence from India	Donor funding and performance of NGOs in Kenya	Descriptive survey Interviews for data collection Descriptive statistics for analyzing data	NGO performance, accountability, and governance are important factors to consider when determining funding to NGOs.	The study was carried out in India and not applicable to Kenyan context.
Bano (2008)	Donor funding and performance of NGOs in Pakistan	Donor funding and performance of NGOs in Kenya	Descriptive survey Semi-structured questionnaire administered Descriptive statistics	Study findings, established that there is connection between donor funding and NGO performance	The study was conducted in Pakistan
Parks (2008)	The rise and fall of donor funding for advocacy NGOs:	Donor funding and performance of NGOs in Kenya.	Multiple-case design	Donor funding rise and fall determine the effectiveness of the advocacy NGOs in Asian countries	The study was carried out in Asian countries
Tela (2017)	Effectiveness of funding sources on agricultural projects	Donor funding and performance of NGOs in Kenya.	Descriptive survey Primary data collected using questionnaires and secondary data	Donor funding effectiveness greatly benefited the agricultural projects in Nigeria	The study did not examine donor funding and organizational performance
Ratlabiyana, Mkhonza and Magongo (2016)	South African government funding to non-profit organizations	Donor funding and performance of NGOs in Kenya.	Secondary data from national departments' annual reports. Data analyzed and presented in tables	Departments allocated funds to NGOs which supplemented NGOs finances for their operations	The study was carried out in Pakistan
Bougheas, Isopi, and Owens (2012)	How donors distribute resources to NGOs?	Donor funding and performance of NGOs in Kenya.	Descriptive survey Interviews used to collect data	Study found that 34 percent were bilateral donors and 46 percent were multilateral donors	Bilateral and multilateral donors allocate funds to NGOs

					but not on performance
Wanja (2017)	Factors Influencing Performance of Projects in NGOs	Effect of donor funding on the performance of NGOs in Kenya	Descriptive survey Questionnaire used in primary data collection and reports employed in secondary data	Organizational culture, leadership, and resource allocation had a significant influence on performance.	The study variables included human resource factors and organizational culture
Mugambi (2016)	Donor Funding Practices and Financial Sustainability of Donor Projects	Effect of donor funding on the performance of NGOs in Kenya	Descriptive survey design. Stratified sampling techniques Questionnaires for data collection	Established a positive direct link between practices of donor funding and fiscal sustainability of the donor funded ventures.	This study concentrated on the financial stability of the donor funded projects

Source: Literature Reviewed by Author (2019)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section incorporates the study methods that were adopted in the research which acted as the operational plan of the study. It covered targeted inhabitants, sampling technique and design used, data collected, reliability and validity of research tools and analyzing collected statistics which were presented in line with ethical consideration factoring in limitations of the project.

3.2 Research design

The study engaged descriptive survey approach. A research strategy, as Heeringa, West, and Berglund (2010) note, involved the procedure in data gathered and analyzed in a comprehensible and sound manner. Basically, research design presented how the statistics for the study was collected and analyzed in a manner aligning relevance to the study purpose. A descriptive survey research design establishes how, what, who, and where and aided in establishing the correlation between study variables (Cooper and Schindler, 2011).

3.3 Target Population

Targeted population comprised population of interest where the sample size population studied for research was selected (Cooper & Schindler, 2011). The purpose of this technique was to understand and evaluate preference and behaviors which was employed in organisation strategies. This study's targeted population was 1213 NGOs with operations in Nairobi County from which a sample population was drawn. The targeted respondents in this study involve directors and Managers in these NGOs.

3.4 Sample design

Sampling as explained by Ritchie, Lewis, and Elam (2013) involved procedure of selecting small group which was an archetypal of the entire population. Sampling design involved procedure detailing sampling frame, sample size, and sampling procedures. Stratified random sampling technique were used to identify the sample where the NGOs were clustered in various homogeneous levels'. In every stratum a certain percentage of NGOs were picked applying Slovin's formula (1960)

3.4.1 Sampling frame

A sample frame involves independent population where the sample size was selected, it was a list of all those within a population who could have been selected. Cooper and Schindler (2003), indicated that sample frame must comprised of an entire and updated list of the targeted population. The sampling frame for this research was acquired from the NGO Coordination Board of Kenya register (see appendix IV).

3.4.2 Sample size

A sample size involved a population subset illustrative of the target population. To establish the sample size, this study utilized Slovin's formula (1960):

$$N=n / (1+Ne^2)$$

Where;

N = Total Population

n = Sample size

e = Error of tolerance with a confidence level of 95 % (giving a margin error of 0.05)

$$n=1231/(1+1231*0.05^2)$$

$$n=302$$

Therefore, the study's sample size was 302 (25 percent of the population). This was satisfactorily representing targeted population since Mugenda and Mugenda (2003) recommended a sample size ranging from 10 and 30 percent of targeted populace as satisfactory.

3.4.3 Sampling techniques

The NGOs taking part in the study was selected based on Slovin's formula (1960) and based on the formula, the total of 302 NGOs was sampled and partaken in the study. The research employed stratified random sampling to establish sample in each type of as well as in sampling formula as Kothari (2011) recommends, $i=n(N/P)$ to establish the sample size in every stratum. In this formula, i represented the number of respondents, n the represented sample size, N represented population of the definite stratum and P the total population. Table 3.1 below show sample distribution.

Table 3.1: Distribution of sample size

NGO Type	Population	Percentage	Sample size $i=n(N/P)$
Health	133	11	33
Education	106	9	26
Agriculture	41	4	11
Environment and climate	153	13	38
Relief	335	27	83
Governance and advocacy	98	8	24
Water and sanitation	112	9	28
Communication	94	8	23
Others	141	11	36
Total	1231	100	302

3.5 Data collection

3.5.1 Instruments of data collection

This study mainly utilized structured questionnaires in data collection. According to Babbie (2010), a questionnaire involved a prescribed set of queries meant used to collect data from the study participants. Questionnaires were useful in data collection due to their simplicity in administering and analyzing. The surveys used both closed and open ended questions which aided in collecting data necessary for study result discussion in line with research objectives.

3.5.2 Data collection procedure

The study involved a drop - pick later approach in administering the questionnaires. The directors of the various NGOs were busy individuals, and thus, they required more time to fill the questionnaire. With this regard, the questionnaires was dropped at the selected NGOs, and the completed self-administered questionnaires picked from the respondents after two weeks which allowed the respondents time to fill the questionnaires thereby ensuring high response rate.

3.6 Data Analysis and presentation

In analyzing statistics, the study utilize descriptive and random sampling analysis. The researcher examined completely filled forms for any errors and extract and code data numerically. Statistical Package for Social Sciences (SPSS) Version 24 Version 24 was used and helped in analyzing data and which included, standard deviation, frequencies,

mean and percentages then regression analysis determined the correlation amongst the variables, donor funding, and performance of NGOs.

3.6.1 Analytical Model

Simple linear regression technique was put in place to determine the correlation amongst donor funding and performance of NGOs in Kenya. The assessment was done at 0.5 significance level and descriptive data incorporated standard deviation, median and mean. The research established the correlation among donor funding and performance. There were two variables that were tested under donor funding and therefore, multiple linear regression model was presented as:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e_i$$

Where,

y= Performance of NGOs in Kenya

X₁= Bilateral donor funding (Grant, Funding Adequacy and Timely access of funds)

X₂= Multilateral donor funding (Grant& Funds disbursements Policies and procedures)

a= The Constant (Controlled variable)

$\beta_1 - \beta_2$ =Model coefficients of Independent variables X₁ and X₂

e_i= the error term

3.6.2 Operationalization of Variables

This was the process of defining both dependent and independent variables into measurable factors. Which allowed them to be measured quantitative and empirically. In this project, operationalization of variable was very significant because not all variables can be easily

measured and it was of great help in defining the variables increasing the quality and efficiency of the design. Also operationalizing made hypothesis strong and shows clear relationship among the variables

Table 3.2: Operationalization of Variables

Variable	Indication	Measure	Size	Measurement
Performance of NGOs	Goals and objectives	Laid down goals and objectives to be achieved	Interval	Likert Scale
	Financial sustainability	Financial reports and position		
	NGOs effectiveness NGOs efficiency	Timely attained Goals and objectives Completion of projects on time and meeting the need		
Bilateral Funding	Donor funding (Grant)	Accountability and transparency and absorption capacity	Interval	Likert Scale
	Adequacy of funds Timely access of funds	Number of projects implemented and planning Donor requirements and compliance		
Multilateral funding	Donor funding(Grant)	Accountability and transparency and absorption capacity	Interval	Likert Scale
	Funding disbursement procedures	Funds approval process and time taken		
	Funding policies	Organizational structures and types		

3.6.3 Test of Significance

Pearson's test was administered to test statistical correlation amongst independent variable which included both Bilateral and Multilateral funding and performance of NGOs as the dependent variable. These assessments were conducted at 95% confidence level. The outcome attained was tested for correlation and the higher the correlation means that the test was to be retested for reliability.

3.7 Ethical consideration

The researcher requested approval from the University of Nairobi and NGO Coordination Board to undertake data collection. Research authorization was used in the study to obtain consent from the study participants and also clarifying the nature and rationale of the study to the participants. Confidentiality and integrity was highly observed, and the scholar informed the respondents that taking part in the study was voluntary, and they had the right to decide whether to participate or not. The researcher invited the respondents to take part in the study through an introduction letter that was accompanying the questionnaire

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

The research sought to find out the effect of donor funding on the performance of NGOs in Kenya. Specific study objectives were to discover the effects of bilateral donor funding on the performance of NGOs in Kenya and to find out the effect of multilateral donor funding on the performance of NGOs in Kenya. Study findings are presented in four segments namely section A, Section B, Section C and section D.

This section provides data analysis of the study. Section A presents study findings on the name of the organization, respondents' position in the organization, respondents' gender and age, highest education attained, years' of experience, nature of NGO, area of specialty of the NGO, the duration of NGO existence and donor category of the NGO. Section B presents Bilateral Donor Funding and NGO Performance. Section C presents Multilateral Donor Funding and NGO Performance. Section D presents findings on Measurement of NGO Performance.

4.2. Response Rate

The research targeted 302 respondents from the NGOs operating within Nairobi County. Out of 302 questionnaires 264 responded, completed and gave back the questionnaires representing 87% response rate. According to Mugenda (2003), the response rate of 60% is good and 70% is excellent while 50% response rate is adequate for analysis and reporting and therefore for this study it was a reliable response rate for data analysis. However 13%

of respondents did not respond to the questionnaires issued to them neither were they returned.

Majority of respondents interviewed declined to reveal the names of organizations they were working for. To promote transparency and honesty in answering the questionnaires, respondents were encouraged not to fill names of the organizations they were working for should they have felt comfortable to do so and they were assured that the data collected through questionnaire shall only be used for academic purpose.

Table 4.1: Response rate

Response	Frequency	Percentage%
Filled in questionnaires	264	87%
Unfilled questionnaires	38	13%

4.3. Data Validity

Before the actual data collection, enumerators were identified and trained to understand the data collection tool before collecting the actual data. A test of the tool was prepared to check enumerators understanding of the tool. Data control mechanisms such as checking the returned filled questionnaires, data entry and cleaning of data was done before the actual data analysis to ensure there is reliable data

The study investigated areas of specializations and indicated that 27.5% of respondents interviewed worked for Humanitarian and Relief Aid, followed by 12.3% respondents working for Environmental and Climate NGOs, followed by 11.9% working for other

NGOs other than those targeted, followed by 10.9% NGOs working on Health, followed by 9.3 % working on Water and Sanitation, followed by 8.6 % working on Education, followed by 7.9 % working on Governance and Advocacy, followed by 7.6 % working on Human Rights Advocacy and Communication and lastly 4 % working on Agriculture.

Table 4.2: Shows statistics on NGO area of specialization

	Frequency	Percent	Valid Percent
Health	28	10.9	10.9
Education	23	8.6	8.6
Agriculture	11	4.0	4.0
Environmental and Climate	32	12.3	12.3
Humanitarian and Relief aid	73	27.5	27.5
Valid Governance and Advocacy	21	7.9	7.9
Water and Sanitation	25	9.3	9.3
Human Rights Advocacy and Communication	20	7.6	7.6
Other	31	11.9	11.9
Total	264	100.0	100.0

The study also investigated the age of the NGOs which was a clear evidence in the table below that there have been existence of NGOs within the country. The study indicated that most of NGOs interviewed had existed for less than ten years at 52.0 % of respondents followed by NGOs which had existed between 11-20 years at 20.9 % and 14.9 % of NGOs which has been in operation between 21-30 years, followed by 9.3 % NGOs which have existed between 31-40 years and lastly 3.0 % of the NGOs have been in operation for over 40 years.

Table 4.3: Statistics on NGO years of existence

	Years	Frequency	Percent	Valid Percent
Valid	Less than 10 years	137	52.0	52.0
	11-20 years	55	20.9	20.9
	21-30 years	39	14.9	14.9
	31-40 years	24	9.3	9.3
	40 years and above	7	3.0	3.0
	Total	264	100.0	100.0

4.3.1 Bilateral Donor Funding and NGO Performance

This section sought to establish the impact on bilateral donor funding on NGO performance and the study findings indicated that majority of respondents at 54.6 % of respondents were of the opinion that donors avail grants to NGOs followed by 35.4 % who had view that this was to a large extent. 26 respondents at 8.6 % mentioned that to a moderate extent donors do avail grants to NGOs. 1.3 % of the respondents felt to a small extent do donors avail grants to NGOs.

Table 4.4: Donors have availed grants to the organization

	Frequency	Percent	Valid Percent
Valid	To a small extent	4	1.3
	To a moderate extent	23	8.6
	To a large extent	93	35.4
	To a very large extent	144	54.6
	Total	264	100.0

The study aimed to find out if donors offer adequate funding to NGOs which has enabled them to execute their activities and study finding indicated that majority of respondents at 49.3% mentioned that to a large extent compared to 39.4 % who mentioned to a very large extent donors offer adequate funding to NGOs which has enabled them to execute their activities. Few respondents at 9.6 % and 1% felt that to a modest degree and to a slight extent, correspondingly donors offer adequate funding to NGOs which has enabled them to execute their activities.

Table 4.5: Donors offer adequate funding to NGOs enabling them execute their activities

	Frequency	Percent	Valid Percent
To a small extent	4	1.7	1.7
To a moderate extent	25	9.6	9.6
Valid To a large extent	130	49.3	49.3
To a very large extent	104	39.4	39.4
Total	264	100.0	100.0

The study also investigated whether donors offer funds to NGO on timely manner and the findings indicated that most of respondents at 47.0 % closely followed at 41.1 % noted that to a moderate extent and to a small extent that donors have offered funds to NGO on timely manner.8.3 % cited not at all have donors offered funds to NGOs at a timely manner. The same was not true to few respondents who positively noted that to a large extent and to a very large extent, donors had indeed offered funding on a timely manner at 3.3 % and 0.3 % respectively.

Table 4.6: Donors offer funds to NGO on timely manner

	Frequency	Percent	Valid Percent
Valid			
Not at all	22	8.3	8.3
To a small extent	108	41.1	41.1
To a moderate extent	124	47.0	47.0
To a large extent	9	3.3	3.3
To a very large extent	1	.3	.3
Total	264	100.0	100.0

The study aimed at investigating whether there was shortfalls in donor funding and if is a common cause of failure and poor performance of the NGOs and the study findings indicated that majority of respondents at 62.9 % noted that to a large extent compared by 12.6 % of the respondents who felt that to a very large extent shortfalls in donor funding is a common cause of failure and poor performance of the NGOs. 20.5 % of the respondents felt that to a moderate extent this was true. 3.0 % felt this was only to a small extent compared to 1 % who felt this was not at all the reason for failure and poor performance of NGOs.

Table 4.7: Shortfalls in donor funding was a cause of failure and poor performance of the NGOs

	Frequency	Percent	Valid Percent
Valid			
Not at all	3	1.0	1.0
To a small extent	8	3.0	3.0
To a moderate extent	54	20.5	20.5
To a large extent	166	62.9	62.9
To a very large extent	33	12.6	12.6
Total	264	100.0	100.0

4.3.2 Multilateral Donor Funding and NGO Performance

This section sought to establish the impact on multilateral donor funding on NGO performance. The study proposed statements, where the first statement aimed at finding out whether the ability of the NGO to meet its objectives is directly subject to the availability of adequate donor grants or funding according to the study majority of respondents at 48.3 % closely followed by 48.0 % of respondents noted that to a large extent and to a very large extent, ability of the NGO to meet its objectives is directly subject to the availability of adequate donor grants. 2.6 % of respondents compared to 1% mentioned that this was true to a moderate and to a small extent respectively.

Table 4.8: The ability of the NGO to meet its objectives is directly subject to the availability of adequate donor grants

	Frequency	Percent	Valid Percent
To a small extent	3	1.0	1.0
To a moderate extent	8	2.6	2.6
Valid To a large extent	126	48.0	48.0
To a very large extent	127	48.3	48.3
Total	264	100.0	100.0

Also the study investigated whether donor funding disbursement procedures are favorable and ensures timely access to donor funds, the study revealed that 58.6 % followed by 28.8 % were of the opinion that not at all and to a small extent respectively have donor funding disbursement procedures been favorable which to some extent affected timely access to donor funds to the NGOs affecting performance.

Table 4.9: Donor funding disbursement procedures are favorable and ensures timely access to donor funds

	Frequency	Percent	Valid Percent
Not at all	155	58.6	58.6
To a small extent	76	28.8	28.8
To a moderate extent	21	7.9	7.9
Valid To a large extent	8	3.0	3.0
To a very large extent	4	1.7	1.7
Total	264	100.0	100.0

There was need to determine whether donor funding policies influences access of funds and in turn influences NGO performance and the study revealed that 44.% closely followed by 42.1 % were of the opinion that to a large and to a very large extent respectively, donor funding policies influences access to funds and in turn influences NGO performance. 10.6 % compared to 3.0 % noted that this was true to a moderate and to a small extent respectively.

Table 4.10: Donor funding policies influences access to funds and in turn influences NGO performance

	Frequency	Percent	Valid Percent
To a small extent	8	3.0	3.0
To a moderate extent	28	10.6	10.6
Valid To a large extent	117	44.4	44.4
To a very large extent	111	42.1	42.1
Total	264	100.0	100.0

In answering the query how else multilateral funding influence NGO performance, 71.9 per cent of respondents (N=183) noted that the above four statements best explains how multilateral donor funding influence NGO performance. 15.9 per cent of respondents (N=48) mentioned factors such as poor reporting from NGO and 12.3 per cent (N=37) respondents mentioned overall poor project management influence donor multilateral funding which also influences NGOs performance.

Table 4.11: How else does multilateral funding affect the performance of the NGO?

	Frequency	Percent	Valid Percent
Above factors fully explain	190	71.9	71.9
Poor reporting from NGOs	42	15.9	15.9
Valid Poor project management skills from NGOs	32	12.3	12.3
Total	264	100.0	100.0

4.3.3 Measurement of NGO Performance

This section sought to establish to what degree the statements below were true regarding NGOs performance according to the study, donor funding has had great influence on how the NGO achieves its goals and objectives where 57% followed by 32.5 % of the respondents strongly felt that to a very large extent and to a large extent respectively, donor funding has had great influence on how the NGOs achieve their goals and objectives. 9.6 % felt that this was true to a moderate extent. Only 0.3 % felt this was to a small extent and not at all respectively.

Table 4.12: Donor funding has had great influence on how the NGO achieves its goals and objectives

	Frequency	Percent	Valid Percent	
Valid	Not at all	1	.3	.3
	Small extent	1	.3	.3
	Moderate extent	25	9.6	9.6
	large extent	86	32.5	32.5
	Very large extent	151	57.3	57.3
	Total	264	100.0	100.0

The study aimed at determining whether efficiency in NGOs is dependent on donor funding and the study pointed out that 62.6% of respondents and 26.5 % mentioned that to a very large extent and to a large extent respectively, efficiency in NGOs is dependent on donor funding. 9.3 % of respondents felt this was true to a moderate extent where few at 1.3 % and 0.3 % felt only to a small extent and not at all does efficiency in NGOs dependent on donor funding.

Table 4.13: Efficiency in NGOs is dependent on donor funding

	Frequency	Percent	Valid Percent	
Valid	Not at all	1	.3	.3
	Small extent	3	1.3	1.3
	Moderate extent	25	9.3	9.3
	large extent	70	26.5	26.5
	Very large extent	165	62.6	62.6
	Total	264	100.0	100.0

The study intended to find out whether donor funding impacts the effectiveness of the NGO and discovered that 59.9 % of respondents and 27.5 % of respondents noted that donor funding impacts the effectiveness of the NGO, with 11.3 % of respondents mentioned that this was true to a moderate extent. 1% and 0.3 % of respondents noted that this was true only to a small extent and not true at all respectively.

Table 4.14: Donor funding impacts the effectiveness of the NGO

	Frequency	Percent	Valid Percent
Not at all	1	.3	.3
Small extent	2	1.0	1.0
Moderate extent	30	11.3	11.3
Valid large extent	72	27.5	27.5
Very large extent	159	59.9	59.9
Total	264	100.0	100.0

Also the study investigated whether the financial sustainability of the NGO is reliant on donor funding and study showed that 52% and 39.4 % of the respondents believe that to a very large extent and to a large extent respectively, financial sustainability of NGOs is reliant on donor funding while 7% of respondents believe that this is true to a moderate extent. 1.3% of respondents and 0.3 % believe that this is true to a small extent and not true at all respectively.

Table 4.15: The financial sustainability of the NGO is reliant on donor funding

	Frequency	Percent	Valid Percent
Valid			
Not at all	1	.3	.3
Small extent	3	1.3	1.3
Moderate extent	19	7.0	7.0
large extent	104	39.4	39.4
Very large extent	137	52.0	52.0
Total	264	100.0	100.0

4.5. Correlation Analysis

Pearson correlation analysis was utilized to establish the relationship amongst the independent variables and determine whether donor funding has impact on the performance of NGOs. Coopers and Schindler (2003) findings stated that, when $r = 0.01$ it shows that there is weak relation amongst the variables, when $r = 0$ it indicates that there exist no relationship amongst the variables and when coefficient $(r) = \pm 1.0$ there existed positive or negative relationship amongst the variables. The relationship was factored as significant when the possibility of value was below .05 ($p\text{-value} \leq .05$).

Findings of the correlation analysis of variables on table 4.10 below indicated that was substantial correlation between the impact of donor funding on NGO performance and the donors offer of adequate funding to NGOs which enabled them to execute their activities at 0.036. There also existed significant correlation between impact of donor funding on NGO performance and the donors availing grants to NGOs at 0.026. There was also significant correlation between impact of donor funding on NGO performance and donors' established

funding polices and their ability to offer funds to the NGO on timely manner at 0.00 and 0.00 respectively.

Table 4.16: Correlation analysis on Donor Procedure, Policies & Timely Donor Funding.

		Y	x1 Donor funding procedure	x2 Donor funding policies	x3 Timely donor funding
Y	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	264			
x1 Donor funding procedures	Pearson Correlation	0.103	1		
	Sig. (2-tailed)	0.074			
	N	264	264		
x2 Donor funding policies	Pearson Correlation	.733**	0.052	1	
	Sig. (2-tailed)	0	0.371		
	N	264	264	264	
x3 Timely donor funding	Pearson Correlation	.194**	0.041	.247**	1
	Sig. (2-tailed)	0.001	0.483	0	
	N	264	264	264	264

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

There was less significant correlation between impact of donor funding on NGO performance since donor funding disbursement procedures being favorable and timely access to donor funds at 0.074. There was less significant correlation between impact of donor funding on NGO performance and shortfalls in donor funding was the common source of failures and poor performance of the NGO at 0.0807. Similarly, there was less significant correlation between impact of donor funding on NGO performance and whether multilateral or bilateral donor at 0.143. The table below shows the correlation relationship amongst the variables.

Table 4.17: Correlation analysis on Performance, Funding, Grant & Bilateral/Multilateral Funding

		Y	x4 Donor funding affects performance	x5 Donors adequate funding	x6 Donors availed grants	x7 Multilateral or bilateral affects performance
Y	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	264				
x4 Donor funding is affects performance	Pearson Correlation	0.014	1			
	Sig. (2-tailed)	0.807				
	N	264	264			
x5 Donors adequate funding	Pearson Correlation	.121*	-0.03	1		
	Sig. (2-tailed)	0.036	0.606			
	N	264	264	264		
x6 Donors have availed grants	Pearson Correlation	.128*	-0.065	.817**	1	
	Sig. (2-tailed)	0.026	0.261	0		
	N	264	264	264	264	
x7Multilateral &Bilateral affects performance	Pearson Correlation	0.085	-0.074	.595**	.663**	1
	Sig. (2-tailed)	0.143	0.201	0	0	
	N	264	264	264	264	264

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.6. Regression Analysis

A multiple linear regression analysis compared study variables and how they influenced impact of donor funding on NGO performance (y). Below is the regression model:

$$(y)=B_0 + B_1X_1+B_2X_2+ B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6 + B_7X_7 + e$$

$$(y)= (2.200+0.051x_1+ 0.456x_2-0.009x_3-0.010x_4 + 0.065x_5+ 0.007x_6-0.041x_7)$$

Table 4.18: Regression analysis on variables tested.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.200	0.218		10.093	0.000
	x1	0.051	0.025	0.086	2.046	0.042
	x2	0.456	0.026	0.726	17.810	0.000
	x3	-0.009	0.033	-0.012	-0.278	0.781
	x4	-0.010	0.030	-0.014	-0.342	0.733
	x5	0.065	0.052	0.086	1.232	0.219
	x6	0.007	0.056	0.009	0.125	0.901
	x7	-0.041	0.058	-0.039	-0.712	0.477

a. Dependent Variable: Y

The study also tested the strength of the regression model using ANOVA as presented on table 4.22 at significance level 0.00 which is less than 0.05 ($p\text{-value} \leq .05$). The study interpreted the findings to mean that when all the study variables are put together, they had significant influence impact of donor funding on NGO performance.

Table 4.19: Regression Analysis Model

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.689	4	6.384	50.706	.000 ^b
	Residual	37.016	259	0.126		
	Total	81.705	263			

a. Dependent Variable: Y

b. Predictors: (Constant), x7, x3, x1, x4, x2, x5, x6

Coefficient of determination ($0 \leq R^2 \leq 1$), R^2 was at 0.547 (54.7 %). This is interpreted to mean that the regression model is 'fit' to argue that at 54.7 %, donor funding, indeed influence NGO performance.

Table 4.20 Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	0.547	0.536	0.35483

a. Predictors: (Constant), x7, x3, x1, x4, x2, x5, x6

4.7. Discussion of Research Findings

The research has demonstrated that indeed NGOs receive grants from donors although in an untimely manner. The study has also shown that shortfalls in donor funding is also a common because of failure and poor performance on most NGOs. The study further revealed that ability of NGO to meet their objectives is directly subject to availability of adequate donor grants and that donor funding disbursement procedures have been unfavorable hence untimely access to donor funds. Ability of NGOs to meet their objectives is directly subject to availability of adequate donor grants. Established donor funding policies also influences access to funds and in turn influences NGO performance. To a very large extent donor funding has had great influence on how the NGOs achieve their goals and objectives.

The study has indeed indicated there was substantial correlation amongst impact of donor funding on NGO performance and the donors offer of adequate funding to NGOs which enabled them to execute their activities at 0.036. There also existed significant correlation between impact of donor funding on NGO performance and the donors availing grants to NGOs at 0.026. There was also significant correlation between impact of donor funding on NGO

performance and donors' established funding policies and their ability to offer funds to the NGO on timely manner at 0.00 and 0.00 respectively.

The study also discovered that although not to a very large extent, that there was less significant correlation between impact of donor funding on NGO performance and donor funding disbursement procedures being favorable and timely access to donor funds at 0.074. There was also less significant correlation between impact of donor funding on NGO performance and shortfalls in donor funding as the common source of failures and poor performance of the NGO at 0.0807. Similarly, there was less significant correlation between impact of donor funding on NGO performance and whether multilateral or bilateral donor at 0.143.

The study also tested the strength of the regression model using ANOVA which revealed the strength of the regression model to have had significance level 0.00 which is less than 0.05 ($p\text{-value} \leq .05$). The study interpreted the findings to mean that when all the study variables are put together, they had significant influence impact of donor funding on NGO performance. Coefficient of determination ($0 \leq R^2 \leq 1$), R^2 was at 0.547 (54.7 %) which meant that to a large degree at 54.7 %, study variables when put together, they influenced impact of donor funding on NGO performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1. Introduction

This section provides the summary of the statistics finding on impact of donor funding on performance of NGOs in Kenya, the conclusion was articulated, recommendations were stated and finally the researcher makes some recommendation's and study recommendations.

5.2 Summary of Findings

All NGOs interviewed felt comfortable not filling in their names for purposes to record honest and transparent responses. The impact of bilateral donor funding on NGO performance and the outcomes indicated that majority of respondents at 54.6 per cent believe that NGOs avail grants to NGOs while majority of respondents at 49.3 per cent followed by 39.4 per cent believed that to a large and to a very large extent respectively, donors offer adequate funding to NGOs which has enabled them to execute their activities.

The respondents at 47.0 per cent closely followed at 41.1 per cent noted that to a moderate extent and to a small extent respectively, have donors offered funds to NGO on timely manner and majority of respondents at 62.9 per cent and 12.6 per cent of the respondents felt that to a large extent and to a very large extent respectively, shortfalls in donor funding is a common cause of failure and poor performance of the NGOs. This relates to study already done Anunda (2016) where the study findings established that inadequate funding

negatively impacts the general performance of the projects and if financial resources got depleted before the completion of the projects the NGO was unable to meet targeted goals and objectives.

On multilateral donor funding and performance study finding indicated that majority of respondents at 48.3 per cent closely followed by 48.0 per cent noted that to a large extent and to a very large extent, ability of the NGO to meet its objectives is directly subject to the availability of adequate donor grants and the respondents at 58.6 per cent followed by 28.8 per cent were of the opinion that not at all and to a small extent respectively have donor funding disbursement procedures been favorable and so ensure timely access to donor funds. This relates to Bougheas, Isopi, and Owens (2012 which states that 46 percent of the donor funding to NGOs is from multilateral donors including World Bank and the United Nations agencies. The study findings results also specified that NGO performance is a major determinate to the allocation of funds to NGOs by both the bilateral and multilateral donors.

Majority of respondents at 49.0 per cent closely followed by 35.8 per cent noted that to a very large extent and to a large extent respectively, donors have established funding policies and majority of respondents at 44.4 per cent closely followed by 42.1 per cent were of the opinion that to a large and to a very large extent respectively, donor funding policies influences access to funds and in turn influences NGO performance. This relates to Too (2015) ,the study findings indicates that that donor periodic financial reporting, audit

requirements, grant budget approvals donor periodic programme reporting, banking facilities and policies all influence project implementation in the NGOs

On measurement of NGOs performance the findings were that respondents at 57.3 % followed by 32.5 % strongly felt that to a very large extent and to a large extent respectively, donor funding had great influence on how the NGOs achieve their goals and objectives while. 62.6 % of respondents and 26.5 % mentioned that to a very large extent and to a large extent respectively, efficiency in NGOs is dependent on donor funding. 59.9 % of respondents and 27.5 % noted that donor funding impacts the effectiveness of the NGOs and 52.0 % and 39.4 % of the respondents believe that to a very large extent and to a large extent respectively, financial sustainability of NGOs is reliant on donor funding. There exists a strong positive linear relationship on variables tested in these section. This relates to Tela (2017) whose finding indicates that that donor funding effectiveness greatly benefited the agricultural projects in Nigeria, reducing poverty and income inequalities.

5.3 Conclusions

Relying on the study findings donor funding have a significant effect on the performance of NGOs since majority of NGOs relied on donor funding as source of financing option. Donor funding increases the direct funding source, which is taken into account in financing the activities of the NGOs .These funds may enhance the performance of the NGOs by enhancing their ability to carry out their activities.

The independent variable being bilateral donor funding and multilateral donor funding had a positive and significant correlation with the dependent variable i.e. Performance of NGOs. Funding adequacy, timely access of funds as well as funding disbursement policies and procedures really determined the NGOs performance and achievement of laid down goals and objectives, how effective the NGO would accomplish the project with efficiency given the timelines and financial sustainability relying on donor funding. This relates to Kanyinga, Mitullah and Njagi (2007) the study finding state that majority of NGOs rely heavily on donor funding with only 6% able to raise internal funds for sustainability. Further Too (2015) ,study findings indicates that that donor periodic financial reporting, audit requirements, grant budget approvals donor periodic programme reporting, banking facilities and policies all influence project implementation in the NGOs affecting performance and timely access of funds due to procedures and polices involved which affected efficiency of the organisation in project implementation.

It is very clear according to the study findings both multilateral and bilateral donor funding hold a key position on NGOs performance since all activates and operations of NGOs heavily relied on donor funding. And due to NGOs relying on almost entirely on donor funding, a small change on donor funding like donor funding policies and procedures had a noteworthy impact on the operations of the NGOs hence affecting NGOs performance.

5.4 Recommendations

The study makes commendations based on the findings, this is after the study revealed that bilateral and multilateral donor funding have great impact on the performance of NGOs.

The study recommends sensitizing NGOs on exploring incoming generating activities that would complement to the donor funding streams and NGOs encouraged to design effective procedures and policies for creating better source of funding to the projects and also adopt inexpensive source of funds as financing option to evade relying on donor aid and enhance sustainably in long term.

The study recommends need to enhance collaboration and synergy creation amongst NGOs to avoid replicating efforts and there should be put in place performance contract which would act as a tool for improving NGOs performance as well as monitoring and evaluation of the projects implemented. Also Work out favorable funding policies on funds disbursement to ensure funds are disbursed on timely manner for consistent continuity of NGOs effort.

NGOs' Agenda needs to complement both the national and the local government to ensure sustainability of their initiatives even when funding has come to an end as well as Strengthening capacity on project management and reporting to ensure NGOs complies with the donor funding requirements and policies in timely manner to facilitate timely funds disbursement which in turn hastens performance of the NGOs.

5.5. Limitations of the Study

The study encountered several limitations that may have influenced the findings, there was challenge in gaining access to some of the NGOs even after providing letter of data collection from the University and ended up consuming a lot of time also the

questionnaires could not be filled on time due to the busy nature of employees at senior positions. Where the researcher did not find response, nearest NGO working on the same thematic area or specialization was approached to have the questionnaire filled.

Due to minimal resources, the study could only sample a total of 302 NGOs. The study would have wanted to reveal names of the NGOs sampled but majority of NGOs sought anonymity that easily enabled the respondents to fill the questionnaires as honest and transparent as they could get and assured them about the data collected was only used for academic purpose only observing confidentiality and integrity.

Some of NGOs were being run by foreigners and there was a barrier of communication in interpretation of questionnaires .The foreigners had to get someone to interpolate for them and took a lot of time .Some questionnaires were dropped and picked later and it was also hard to capture emotional response and feeling of the respondents in the absence while they were filling questionnaire without administering it face to face. Also there was no way to witness facial expression and reaction on the body language and thus likert scale in this case was used to allow for strength and assertion in the responses.

5.6. Suggestions for Further Research

The research study recommends a further research on the impact on NGOs performance since Kenya was declared a middle income country. This decision has made Kenya lose on donor funds as they are considered more mature to handle their internal challenges compared to third countries such as its neighboring counterparts in Tanzania and Uganda.

A further research on how Kenyan NGOs are maneuvering in this situation would prove informative to scholars interested on further studying NGO performance versus external funding.

The study found that bilateral donor funding have great impact on the performance of NGOs by 54.6% variation and multilateral donor funding having variation of 48.3% meaning there is other factors accounting for the remaining percentages in both bilateral and multilateral donor funding which indicated that there was a gap and more studies could be conducted which would greatly affect the performance score.

The study also recommend more research can be conducted on the impact of donor funding on the performance of NGOs based on the service delivery and performance contract. This would enable public to participate and understand their roles and rights since public / or society is a major beneficiary of the donor funded projects as well as the employees attached to various projects would be able to ensure that there is improved service deliver to the end users.

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APPENDICES
Appendix I: Introductory Letter

FLORA NJOKI MUREITHI

NAIROBI UNIVERSITY,

P.O BOX 30197-00100,

NAIROBI.

Dear Sir/Madam

RE: REQUEST FOR YOUR PARTICIPATION FOR A STUDY

I am Flora Njoki Mureithi, a Master of Science in Finance student at the University of Nairobi. I am conducting a study on the effect of donor funding on performance of NGOs in Kenya. I wish to request for your participation in this study. This study's aim is to establish the effect of donor funding on performance of NGOs in Kenya. Kindly spare a few minutes of your time and complete the attached questionnaire. Your response to the questionnaire will be treated with confidentiality and utilized for academic purposes only.

Thank you in advance.

Yours Sincerely,

Flora Njoki Mureithi

flozzynjoki@gmail.com

Appendix II: Sample Size Determination Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie and Morgan (1970)

Appendix III: List of NGOs

11A-COMMUNITY DEVELOPMENT AND CHILD SPONSORSHIP
A CHILD A TREE INITIATIVE
A GLOBAL HEALTHCARE PUBLIC FOUNDATION
A WELL AGENCY FOR REHABIULITATION AND DEVELOPMENT AWARD
ABANTU FOR DEVELOPMENT INTERNATIONAL
ABC CHILDREN'S AID - KENYA
ABSTINENCE KENYA
ACADEMY FOR EDUCATIONAL DEVELOPMENT - KENYA
ACCESS TO EDUCATION AND INFORMATION PROGRAMMES
ACCIDENT VICTIMS RELIEF FOUNDATION
ACCOUNTABLE LEADERSHIP FORUM
ACHOKI BITENGO FOUNDATION
ACHOR VALLEY PROJECT
ACRES OF MERCY, KENYA
ACT CHANGE TRANSFORM
ACTION FOR APPROPRIATE DRUG USE
ADIEDO HOPE PROJECT
ADRA SOUTH SUDAN
ADULT EDUCATION CONCERN
ADVANCE AFRICA
ADVANCED INITIATIVES FOR POPULATION AND DEVELOPMENT
ADVENTIST CENTRE FOR CARE AND SUPPORT
AFRIAFYA AFRICA - INTERNATIONAL RELIEF FRIENDSHIP FOUNDATION
AFRICA BIOMEDICAL CENTRE
ex AFRICA CENTRE FOR LEADERSHIP AND MISSIONS
AFRICA COMMUNITY DEVELOPMENT ORGANIZATION
AFRICA DEAF EDUCATION AND DEVELOPMENT FOUNDATION
AFRICA DEMOGRAPHIC HEALTH AND RESEARCH INSTITUTE
AFRICA DESIGNERS IN DEVELOPMENT
AFRICA DIGNA
AFRICA DISASTER RISK REDUCTION ORGANIZATION
AFRICA FOUNDATION FOR HUMAN RIGHTS AND TOLERANCE (EAST AFRICA)
AFRICA HEALTH AND DEVELOPMENT INTERNATIONAL
AFRICA HEALTH INFORMATION CHANNEL (AHIC)
AFRICA HUMANITARIAN ACTION
AFRICA INITIATIVE PROGRAMME
AFRICA MUSLIMS AGENCY - KENYA
AFRICA MUTUAL LINK
AFRICA NETWORK FOR ANIMAL WELFARE
AFRICA PEACE FORUM
AFRICA PEACE POINT

AFRICA POPULATION CONTROL, PROMOTION OF PEACE AND DEVELOPMENT
AFRICAN FILMS DISTRIBUTION NETWORK
AFRICAN FOUNDATION FOR CIVIL SOCIETY ORGANIZATION
AFRICAN FOUNDATION FOR COMMUNITY DEVELOPMENT
AFRICAN FOUNDATION FOR THE EDUCATION OF ALBINO CHILDREN
AFRICAN FRIENDS ORGANIZATION
AFRICAN INSTITUTE FOR CHILDREN STUDIES
AFRICAN INSTITUTE FOR PEACE AND HUMAN RIGHTS
AFRICAN MEDIA INITIATIVE
AFRICAN MUSIC RESEARCH CENTRE
AFRICAN NETWORK AGAINST VIOLENCE ON WOMEN AND CHILDREN
AFRICAN NETWORK FOR INTERNATIONALIZATION OF EDUCATION
AFRICAN OLD AGE NETWORK KENYA AFRICAN PARTNERS IN SOCIAL DEVELOPMENT
AFRICAN POPULATION AND HEALTH RESEARCH CENTRE KENYA
AFRICAN POPULATION CONTROL PROMOTION OF PEACE DEVELOPMENT
AFRICAN POVERTY RESEARCH NETWORK
AFRICAN TRADITIONAL HEALTHCARE PRACTITIONERS
AFRICAN VIRTUAL UNIVERSITY
AFRICAN WOMAN AND CHILD FEATURE SERVICE
AFRICAN WOMAN EMPOWERMENT
AFRICAN WOMEN FOUNDATION
AFRICAN WOMEN'S DEVELOPMENT AND COMMUNICATION NETWORK
CENTER FOR REGENERATION AND ENPOWERMENT OF AFRICANS THROUGH AFRICANS
CENTER FOR THE STRATEGIC INITIATIVES OF WOMEN FOR THE HORN OF AFRICA
CENTER FOR THE STUDY AND PRACTICE OF DIRECTOR DEMOCRATIC
CENTER FOR TRANSFORMATIONAL LEADERSHIP
CENTRE FOR RESCUE AND DEVELOPMENT ORGANIZATION
CENTRE FOR RESEARCH AND ADVOCACY IN HUMAN RIGHTS
CENTRE FOR RESEARCH AND ADVOCACY FOR ROAD SAFETY
CENTRE FOR RESEARCH AND DEVELOPMENT
CENTRE FOR RESEARCH AND ECONOMIC DEVELOPMENT
CHILD LIFE MISSIONS OF KENYA
CHILD PEACE IN KENYA
CHILD RESCUE LINK-KENYA
CHILD RESCUING CENTRE - INTERNATIONAL
CHILD RIGHTS AND SPECIAL NEEDS EDUCATION CENTER
CHILD SURVIVAL CENTRE
CHILD TO CHILD KENYA
CHILD VISION ORGANIZATION
CHILD WATCH KENYA CHILDCARE INTERNATIONAL KENYA
CHILDCARE WORLDWIDE KENYA

CHILDHOOD AND YOUTH VOICES ORGANIZATION
CHILDHOOD CANCER INITIATIVE
CHILDLINE, KENYA CHILDREN AND COMMUNITYWELFARE PROGRAMMES
CHILDREN HEALTH IMPLEMENTATION FOR LIFE DEVELOPMENT
CHILDREN INTERNATIONAL KENYA
CHILDREN LAW CENTRE OF KENYA
CO - OPERAZIONE INTERNAZIONALE
CO - ORDINATING COMMITTEE OF THE ORGANIZATION FOR VOLUNTARY SERVICE
COALITION OF HIV POSITIVE PROFESSIONALS
COALITION ON VIOLENCE AGAINST WOMEN - KENYA
COLLECTIVE BARAINING ADVISORY CENTRE
COMBINED FELLOWSHIP OF PASTORS AND LEADERS
COMMUNAL ORIENTED SERVICES INTERNATIONAL
COMMUNITIY INTERGRATED DEVELOPMENT INTERNATIONAL
COMMUNITY ACTION DEVELOPMENT ORGANIZATION
COMMUNITY ACTION NETWORK
COMMUNITY AID FOR DEVELOPMENT
COMMUNITY AID INTERNATIONAL
COMMUNITY AND HUMANITARIAN VIOLENCE RECOVERY CENTRE
COMMUNITY BASED DEVELOPMENT SERVICES
DISABLED VOICE ORGANIZATION
DISASTER MANAGEMENT AND RELIEF PROGRAM - KENYA
DISASTER SUPPORT AGENCY
DISCORDANT COUPLES OF KENYA
DISCOVERED ARTISTIC TALENTS
DIVINITY FOUNDATION INTERNATIONAL
DOCTORS FOR HOPE
DORCAS AID INTERNATIONAL - AFRICA
DORCAS AID INTERNATIONAL - KENYA
DOVE INTERNATIONAL
DOXA INTERNATIONAL ORGANIZATION
DR. TAAITTA TOWEETT FOUNDATIN
DREAM BUILDERS INITIATIVE PROGRAMME
DREAM OF A CHILD INTERNATIONAL ORGANIZATION
DRUG ABUSE HOPE KENYA
INTERNATIONAL NGO
DUSTY FEET
DUTCH INTERNATIONAL
EDUCATE ME! FOUNDATION
EDUCATION AND CARE INTERNATIONAL
EDUCATION AND HEALTH FOR CHILDREN IN KENYA
EDUCATION AND PUBLIC AWARENESS MEDIA CENTRE
EDUCATION CENTRE FOR WOMEN IN DEMOCRACY

EDUCATION DEVELOPMENT UNITY RESOURCE PROGRAMME
EDUCATION ENHANCEMENT CENTER
EDUCATION FOR ALL NETWORK
EDUCATION FOR SUSTAINABLE DEVELOPMENT PROGRAMME
EDUCATION LINK
EDUCATION SUB - SAHARAN AFRICA
EE'MAH'S ORPHANAGE PROJECT
EGALITARIAN ORGANIZATION FOR POVERTY ALLEVIATION KENYA
EKKLESIA KENYA
EKKLESIA ORGANIZATION
FRED HOLLOWS EASTERN AFRICA
FRED OUTA FOUNDATION
FREDDY JANAM AFRICA FOUNDATION
FREE PRESS CENTER
FREPALS COMMUNITY NURSING HOME
FRIENDLY INTEGRATED DEVELOPMENT INITIATIVES IN POVERTY ALLEVIATION
FRIENDS COMMITTED TO CARING INTERNATIONAL
FRIENDS FOR CHILDREN DEVELOPMENT INITIATIVE
FRIENDS IN ENTREPRENEURSHIP PROMOTIONAL PROGRAMME
FRIENDS IN PEACE AND COMMUNITY DEVELOPMENT
FRIENDS INITIATIVE FOR PEACE AND CONFLICT MANAGEMENT
FRIENDS OF AMERICA FOUNDATION
FRIENDS OF BASKETBALL KENYA
GIRL - STUDY (THE ORGANIZATION FOR EDUCATION OF YOUNG FEMALES)
GIRL CHILD CONCERN INTERNATIONAL
GIRLS FIGHTING ILLITERACY IN KENYA
GIVE A CHILD WATER
GLOBAL ALLIANCE FOR AFRICA
GLOBAL ASSISTANCE PARTNERS, INC
GLOBAL BUSINESS COALITION ON HIV/AIDS
GLOBAL CHILD CARE KENYA
GLOBAL CHILDREN INTERNATIONAL
GLOBAL COACHING CENTRE FOUNDATION
GLOBAL COMMUNICATIONS INSTITUTE-GCI
GLOBAL e - SCHOOLS AND COMMUNITIES INITIATIVES (GeSCI) KENYA
GLOBAL FORCES SUPPORT PROGRAMME
GLOBAL FOUNDATION FOR INTERVENTIONAL CARDIAC SERVICES
GLOBAL HOPE CARE
GLOBAL ORGANIZATION FOR HEALTH AND DEVELOPMENT
GLOBAL OUTREACH FOUNDATION
GLOBAL PEACE YOUTH CORPS - KENYA CHAPTER
GLOBAL RESCUE EMERGENCY DISASTER VICTIMS AND DEVELOPMENT (GREDVAD RESCUE INTERNATIONAL)

GLOBAL RESPONSE TO AFRICAN CHILDREN'S EDUCATION INITIATIVE
GUSII POVERTY ERADICATION PROGRAMMES HAKI WATER ORGANIZATION
HAKI ZA WANAUME INTERNATIONAL
HALAL DEVELOPMENT ORGANIZATION HAND AND SOUL INTERNATIONAL
HAND IN HAND KENYA
HANDS ACROSS KENYA AGAINST ALCOHOLISM AND AIDS
HANDS FOR CHILDREN INTERNATIONAL
HANDS OF COMPASSION SUPPORT PROJECT
HAPPY KENYA COMMUNITY DEVELOPMENT ORGANIZATION
HAPPY KIDNEY FOUNDATION
HARAMBEE IN PROGRESS (KENYA)
HARVEST CENTRE
HAVEN FOR CHILDREN ORGANIZATION
HAVEN OF HOPE KENYA
HAVILAH KENYA
HEALING FOUNTAIN CENTRE
HEALING THE BRUISED CENTRE
HEALING THE HEALERS COUNSELING CENTRE AND TRAINING INSTITUTE
HEALING WINGS RESCUE AGENCY
HEALTH AGRICULTURE AND DEVELOPMENT ORGANIZATION
HEALTH FOR ALL AGES INTERNATIONAL
HEALTH MANAGEMENT AGENCY
HEALTH MATTERS INITIATIVE ORGANIZATION
HISAN
HIV/AIDS ORPHANS CHARITY FOUNDATION
HOLY FAMILY COLLEGINE SISTERS
HOME BASED HEALTH CARE REHABILITATION PROGRAMME
HOME MEDICARE SERVICES
HOME SHADE SOLUTION CENTRE
HOMELAND FOR TALENTS MANAGEMENT FOUNDATION
HOMELESS CHILDREN'S FUNDS
HOMELESS PERSONS ORGANIZATION
HOOBAN RELIEF ORGANIZATION
HOPE AFRICA MANAGEMENT INITIATIVE
HOPE AFRICA WOMEN ORGANIZATION
HOPE ALIVE FOR CHILDREN AND YOUTH ORGANIZATION
HOPE FOR AFRICAN CHILDREN INITIATIVE KENYA
HOPE FOR THE NATIONS KENYA
HOPE FOR THE YOUTHS EDUCATION AND CAREER DEVELOPMENT
HOPE IN ACTION ASSOCIATION - KENYA
HOPE OF GRACE INTERNATIONAL
HOPE POVERTY ERADICATION ORGANISATION

HOPE WITHOUT BORDERS INTERNATIONAL
HOPE WORLDWIDE KENYA
HORIZON INTERNATIONAL
HORN OF AFRICA COMMUNITY BASED HEALTH PROJECT
HORN RELIEF
HOSANNA MISSION INTERNATIONAL FOUNDATION IN KENYA
HOSPITAL WASTE DISPOSAL
HOUSE OF COMFORT
HOUSE OF GRACE ORGANIZATION
HOUSE OF HOPE CARE HERBAL ORGANIZATION
HOUSE OF LAW AND JUSTICE INTERNATIONAL
HOUSING SUPPORT KENYA
IMPACT ON HEALTH
IMPACT THE YOUTH AGAINST DRUGS AND SUBSTANCE ABUSE
IMPROVING LIVING STANDARDS IN AFRICA
INADA LANGE FOUNDATION FOR AIDS RESEARCH - KENYA
INCAS FOUNDATION
INFORMATION AFRICA ORGANIZATION
INFORMATION COMMUNICATION AND TECHNOLOGY POLICY CENTRE
INFORMATION INITIATIVE FOR DEVELOPMENT
INFORMATION TRAINING AND OUTREACH CENTRE FOR AFRICA
INITIATIVE FOR AFRICAN GIRL CHILD
INITIATIVE FOR GENDER DEVELOPMENT AND CAPACITY BUILDING
INITIATIVE FOR LEARNING DISABILITIES KENYA
INITIATIVES FOR COMMUNITY DEVELOPMENT OF EAST AFRICAN
INITIATIVES FOR DEVELOPMENT OF EAST AFRICAN REGION
INITIATIVES IN REPRODUCTIVE HEALTH
INSIDE OUT LEARNING ORGANIZATION
INSTITUTE FOR AFRICAN DEVELOPMENT
INSTITUTE FOR CULTURE AND ECOLOGY
INTERNATIONAL DEVELOPMENT AND PEACE ORGANIZATION
INTERNATIONAL EDUCATION AND RESOURCE - NEST ORGANIZATION (KENYA)
INTERNATIONAL FRIENDSHIP LEAGUE OF KENYA
INTERNATIONAL INSTITUTE OF CONSTITUTIONAL AND PARLIAMENTARY STUDIES AND TRAINING
INTERNATIONAL INSTITUTE OF RURAL RECONSTRUCTION-AFRICA REGIONAL
INTERNATIONAL ISLAMIC RELIEF ORGANISATION
INTERNATIONAL JUSTICE INITIATIVE FOR AFRICA
JITOLEE - EAST AFRICAN VOLUNTEERING
JIWEZE IMPROVED PRODUCTIVITY PROGRAMME
JOINT EPILEPSY FOUNDATION
JOINT RURAL DEVELOPMENT ORGANIZATION
JOSIAH MWANGI KARIUKI PEACE FOUNDATION

JOTO PROJECT INITIATIVE
JOY CHILDREN EDUCATION AND DEVELOPMENT PROGRAMME
JOY HOMES AFRICA SERVICES
JOY HOUSE OF REFUGEE INC JOYFUL WOMEN ORGANIZATION
JOYLAND FOUNDATION
JOYSHADE DEVELOPMENT PROGRAMME
JUKUMU LETU ORGANIZATION
JULIKEI INTERNATIONAL WOMEN AND YOUTH AFFAIRS
JUMUIKA AIDS, ORPHANS AND DISABLED INTERNATIONAL ORGANIZATION
JUMUIKA EMPOWERMENT PROGRAMME
JUST SAY NO TO DRUGS ORGANISATION
KAKIRI EDUCATION SUPPORT ORGANIZATION
KAMILI ORGANIZATION
KAMUKUNJI JUA KALI PRODEMA ORGANIZATION
KAMULU COMMUNITY HEALTH CENTRE
KAPITI EDUCATION CENTRE
KARIBU AFRIKA KENYA
KARIBUNI KENYA INTERNATIONAL
KARIOBANGI LIGHT INDUSTRY YOUTH TRAINING CENTRE PROGRAMME
KARURA COMMUNITY CENTRE
KAWANGWARE VISION CENTRE
KEINA DEVELOPMENT ORGANIZATION AND ENTERPRENEURSHIP
KEN-AFRIC CHARITABLE ORGANIZATION
KENSUDAN YOUTH FOR PEACE AND DEVELOPMENT AGENCY
KENYA ADULT LEARNERS ASSOCIATION
KENYA AIDS EDUCATION AND TRAINING
KENYA AIDS INTERVENTION PREVENTION PROJECT GROUP
KENYA AIDS NGO'S CONSORTIUM
KENYA AIDS ORPHANS RESCUE ORGANIZATION
KENYA SELF SUSTAINABLE AND DEVELOPMENT PROGRAMME
KENYA SLUM YOUTHS DEVELOPMENT ORGANIZATION
KENYA STROKE ASSOCIATION
KENYA STUDENTS AGAINST HIV/AIDS
KENYA SUPPORT OF CENTERS AND CHILDREN HOMES
KENYA TENRI SOCIETY TENRIKYO MISSION
KENYA TENRI SOCIETY, TENRIKYO MISSION
KENYA TOURISM CONCERN
KENYA TRAFFIC RESCUE MISSION
KENYA TREATMENT ACCESS MOVEMENT
KENYA TRENCHLESS FUTURE ORGANIZATION
KENYA UNITED STATES FRIENDS ASSISTANCE
KENYA URBAN SLUM SERVICE ORGANISATION
KENYA VINCENTIAN VOLUNTEERS
KENYA VOLUNTARY WOMEN REHABILITATION CENTRE

KENYA WATER ENERGY CLEANLINES AND HEALTH PROJECT
KENYA WATER, ENERGY, CLEANLINES AND HEALTH PROJECT
KENYA WATER, ENERGY, CLEANLINES AND HEALTH PROJECT
KITOBEN CHILDREN VISION
KITUO CHA UKUZAJI WA LUGHA NA FASIHI ZA KIAFRICA
KIVULI CHA HAKI ORGANIZATION
KIVULI COMMUNITY YOUTH ORGANIZATION
KIZAZI KIPYA INITIATION
KNOWLEDGE FOR EMPOWERMENT OF YOUTH
KORBANAS INTERNATIONAL INC
KOREA PROJECT ON INTERNATIONAL AGRICULTURE
KOSMOS SOLUTIONS INTERNATIONAL
KUJA KWA WATOTO PROGRAMME
KULMIYE WOMEN AND YOUTH ORGANIZATION
KUNA VIJANA INITIATIVE
KUTOKA URBAN SLUMS INITIATIVE
KWA REUBEN CENTRE FOR HIV/AIDS AWARENESS INTERVENTION AND BARRIERS
LA FEMME (THE LADY)
LABOUR AWARENESS AND RESOURCE CENTRE
LAMU FOUNDATION
LAMU WEST PROFESSIONALS ORGANIZATION
LANDMINE ACTION (KENYA) LATTER DAY SAINT CHARITIES
LAY VOLUNTEERS INTERNATIONAL ASSOCIATION
LAY VOLUNTEERS INTERNATIONAL ASSOCIATION
LAZARA REHABILITATION CENTRE FOR GIRLS
LIVERPOOL VCT, CARE AND TREATMENT
LIVING IN A VISIONARY ENVIRONMENT- KENYA
LIVING IN TOTAL HEALTH INITIATIVE
LIVING LIGHT FOUNDATION
LIVING POSITIVE PROGRAMME
LIVING WATER ENLIGHTMENT SCHEME
LIVINGSTONE KOSEI FOUNDATION
LOCAL AID ORGANIZATION
LOCAL DEVELOPMENT SOLUTIONS
LOCAL EXPERTISE CENTRE FOR RESEARCH AND DEVELOPMENT
LODESTAR EDUCATION CENTRE
LOVE A CHILD AFRICA
LOVE AFRICA COMMUNITY IN KENYA
LOVE THE CHILDREN
LOVE THY NEIGHBOUR MINISTRY
LUBO FOUNDATION
MABAWA EMPOWERMENT ORGANIZATION KENYA
MADAKTARI MOBILE INITIATIVE
MASINET WORLD AGENCIES

MASOMO FOUNDATION
MASSABA RURAL DEVELOPMENT ORGANIZATION
MATANYA'S HOPE
MATHARE YOUTH SPORTS ASSOCIATION
MATIBABU FOUNDATION
MATUU AIDS AWARENESS ORGANIZATION (KENYA)
MAZINGARA MEMA KENYA
MAZINGIRA INSTITUTE
MAZINGIRA MEMA KENYA
MBITHI MEMORIAL EDUCATION CENTRE
MCHANGANYIKO UNITY WOMEN ORGANIZATION
MEDICAL AID AND DISASTER MANAGEMENT SERVICES
MEDICINE FOR LIFE ORGANIZATION
MEDICO- PHARMACEUTICAL HUMANITARIAN CENTRE
MEDICOS SIN FRONRIERAS SPAIN (MSF SPAIN)
MTAANI YOUTH SPORTS DEVELOPMENT
MUKURU COMMUNITY CENTRE KWA NJENGA
MUKURU SLUMS DEVELOPMENT PROJECT
MULTI - FACETED ASSISTANCE AND INFORMATION SHARING ON HIV/AIDS
MULTI - SECTORAL ORGANIZATION FOR THE NEEDY
MULTIPLE OPTIONS DEVELOPMENT SERVICE
MULTI-SECTORAL DEVELOPMENT PROGRAMME
MUMBO SELF- HELP DEVELOPMENT
MUNADHAMAT AL-DAWA AL-ISLAMIA (M.D.I MISSION OF KENYA)
MUNJII ORGANIZATION
MUSAMBWA CULTURAL CENTRE
MUSIC FOR LIFE KENYA
MUSLIM EDUCATION AND WELFARE ASSOCIATION
MUSLIM WORLD LEAGUE
MUUNGANO COMMUNITY DEVELOPMENT ORGANIZATION
MUUNGANO WA WANAWAKE NA WATOTO WA KENYA
MWAFRIKA INSTITUTE OF DEVELOPMENT
MWALIMU DAIRY RESOURCE CENTRE
MWANANCHI FOR PEACE AND DEVELOPMENT PROGRAMME
MWANANCHI ROAD SAFETY ACTION
MWANGAZA AFRICA INTERNATIONAL
MWANGAZA COMMUNITY DEVELOPMENT PROGRAMME
MWANGAZA HUMANITARIAN ASSISTANCE
MWANYAGETINGE COMMUNITY FORUM FOR DEVELOPMENT
MWATATE COMMUNITY BASED INTEGRATED PROGRAMMES
MWENDELEZI INITIATIVE
NADA FOUNDATION
NAIROBI CHILDREN CARE AND REHABILITATION CENTRE
NAIROBI EAST CENTRE OF HOPE

NEXT GENERATION KENYA
NGARA JARED COMMUNITY DEVELOPMENT FOUNDATION
NILE AGENCY FOR RELIEF AND DEVELOPMENT (NARD)
NILE INTERNATIONAL DEVELOPMENT PROGRAMME
NO PEACE WITHOUT JUSTICE
NOBLE CHARITY HOMES FOR DESTITUTES
PAN AFRICAN SCHOOL HEALTH ORGANIZATION
PAN AFRICAN STRATEGIC AND PEACE RESEARCH GROUP KENYA
PAN AFRICAN SYSTEMS FOR ANALSIIS, RESEARCH AND TRAINING CENTRE
PANDA NGAZI INTEGRATED DEVELOPMENT PROJECT
PARAMOUNT INTEGRATED RELIEF INITIATIVE
PARENTAL CARE KENYA
PARENTS OF DEAFBLIND PERSONS ORGANIZATION
POVERTY FIGHTERS ORGANIZATION
POVERTY REDUCTION, DRUGS AND HIV/AIDS AWARENESS ORGANIZATION
POVERTY TRANSITION INITIATIVE
POWERBELT - AFRICA
PRACTICAL ACTION
PRACTICAL HERITAGE TECHNIQUES
PRECIOUS BLOOD CHILDREN'S FAMILY
PRECIOUS GIFT ORGANIZATION
PRESERVE AFRICA INITIATIVE
REDEEMED INTEGRATED DEVELOPMENT AGENCY
REDEEMING AFRICA'S HOPE
REFUGEE CONSORTIUM OF KENYA
REFUGEE EDUCATION TRUST- KENYA
REGENERATION OF MEN AND WOMEN AGENCY OF KENYA
REGIONAL CAPACITY BUILDING NETWORK FOR HIV/AIDS
REGIONAL CENTRE FOR COMBATING TRAFFICKING IN PERSONS
REGIONAL COMMUNICATION AND DEVELOPMENT ORGANIZAITON
REGIONAL EDUCATION SPONSORSHIP FOUNDATION
REGIONAL STRATEGIES ORGANIZATION
REHABILITATION CENTER FOR VICTIMS OF VIOLENCE
REHABILITATION CENTRE FOR DRUG ADDICTS
REHABILITATION CENTRE FOR VICTIMS OF VIOLENCE
REHABILITATION INITIATIVE PROGRAMME
REHEMA HEALTHCARE ORGANIZATION
REKEBISHO
RELIEF AND DEVELOPMENT INITIATIVE SUPPORT PROGRAMME
RELIEF DEVELOPMENT AND INITIATIVE SUPPORT PROGRAMME
RELIEF FOUNDATION
RELIEF INTERNATIONAL - KENYA
RELIEF TRANSPORT SERVICES

RELIEF, RECONSTRUCTION AND DEVELOPMENT ORGANIZATION
RENEWABLE ENERGY INITIATIVE FOR SUSTAINABLE DEVELOPMENT
RENEWABLE ENERGY TECHNOLOGY ASSISTANCE PROGRAMME
RENEWED HEALTH PROGRAMME
REPRODUCTIVE HEALTH HAZARD WATCH
RESCUE HOPE INTERNATIONAL
RESCUE INITIATIVES CENTRE
RESCUE VULNERABLE AND ORPHANED CHILDREN INTERNATIONAL
RESCUE YOUTH AFRICA
RESEARCH CENTRE FOR PROMOTION OF PROGRESSIVE INSTITUTIONS AND SOCIAL INNOVATIONS
RESEARCH FOR DEVELOPMENT INTERNATIONAL
SAYARI THINK TANK
SCARS TO STARS
SCHOLAR FAMILY FOUNDATION
SCIENTIFIC ADVISORY AND INFORMATION NETWORK
SCORING GOALS
SEAS OF LIFE MISSIONS KENYA
SUSTAINABLE LIFE DEVELOPMENT ORGANISATION (SLIDO)
SUSTAINABLE NATIONAL ENVIRONMENTAL PROGRAM
SUSTAINABLE PROGRAMME FOR SOCIO - ECONOMIC EMPOWERMENT AND DEVELOPMENT
SUSTAINABLE PROJECT ADMINISTRATION SERVICES
SUSTAINABLE RESOURCE MANAGEMENT FOR RURAL DEVELOPMENT
SWEDISH AFRICAN WELFARE ALLIANCE
SWEDISH CO - OPERATIVE CENTRE
SYNERGY FOR LOCAL AND INTERNATIONAL DEVELOPMENT
TAAITTA TOWEETT FOUNDATION
TACT AFRICA
TAKE HEART ASSOCIATION PROJECT
UWEZO AWARENESS ORGANIZATION
UZIMA FOUNDATION AFRICA
VALLEY AIDS COUNCIL,
VALUE ADDITION AND COTTAGE INDUSTRY DEVELOPMENT INITIATIVE AFRICA
VALUES INTERDEVELOPMENTAL NETWORK TECHNIQUES
VETERINAIRES WITHOUT BORDERS
VETWORKS EASTERN AFRICA
WIDOW DEVELOPMENT
WILD LIVING RESOURCES
WINGS OF HOPE WINGS OF LIFE ORGANIZATION
WINROCK INTERNATIONAL INSTITUTE FOR AGRICULTURAL DEVELOPMENT
WISH KENYAN CHILDREN WELL
WISUVIE POVERTY ERADICATION PROGRAMME

WOMAN TO WOMAN AFRICA
WOMEN - PLUS KENYA
YOUNG WOMEN'S CHRISTIAN ASSOCIATION (YWCA)
YOUTH AGAINST CRIME
YOUTH AGENCY FOR THE DEVELOPMENT OF SCIENCE TECHNOLOGY AND INNOVATIONS
YOUTH AGENDA
YOUTH ALIVE! KENYA
YOUTH ALLIANCE FOR LEADERSHIP AND DEVELOPMENT IN AFRICA - YALDA (K)
YOUTH AND WOMEN FOR PEACE AND SUSTAINABLE DEVELOPMENT
YOUTH AND WOMEN SELF HELP PROGRAMME
YOUTH ARTS, DEVELOPMENT AND ENTREPRENEURSHIP NETWORK
YOUTH BUILDING GREEN PROGRAM
YOUTH CAPACITY DEVELOPMENT INTERNATIONAL
YOUTH CARE AND EMPOWERMENT INITIATIVE
YOUTH CONCIIOUSNESS DEVELOPMENT AND PROGRAMME – KENYA
YOUTH CRIME AND SUBSTANCE ABUSE CONTROL INITIATIVE
YOUTH EDUCATION NETWORK
YOUTH EDUCATIONAL NETWORK
YOUTH EMPOWERMENT SUPPORT SERVICES - KENYA
YOUTH ENTERPRISE FOUNDATION
YOUTH FEDERATION FOR NATURE CONSERVATION
YOUTH FOR CONSERVATION
YOUTH FOR SOCIAL DEVELOPMENT AND RELIEF PROGRAMME
YOUTH FOR SOCIAL TRANSFORMATION
YOUTH HEALTH SERVICES INITIATIVE
YOUTH HOPE AND DEVELOPMENT INITIATIVE
YOUTH IMPACT NETWORK INTERNATIONAL
YOUTH IN ACTION AGAINST AIDS INITIATIVE
YOUTH IN COMMUNITY DEVELOPMENT ORGANIZATION
YOUTH INITIATIVES-KENYA
YOUTH LIVING WITH AIDS ORGANIZATION
YOUTH NET AFRICA
ZAKAYO ACHACH FOUNDATION
ZAMZAM FOUNDATION
ZAWADI FOUNDATION
ZINDUKA AFRIKA
ZION COUNSELLING AND EDUCATION SUPPORT CENTRE INTERNATIONAL
ZOA REFUGEE CARE-NETHERLANDS
ZUIA MIHADARATI, BORESHA KENYA
ZUIA MTOTO ASIPOTEE

Source: NGO Co-ordination Board of Kenya (2015)

Appendix IV: Questionnaire

This study seeks to establish the effect of donor funding on the NGOs performance in Kenya. Items in this questionnaire are intended to collect data required necessary to meet the study purpose. Kindly give responses to the items as honestly as possible. Put a tick (✓) or fill the spaces provided as appropriate.

SECTION A: BACKGROUND INFORMATION

Please tick where appropriate

1. Name _____ of _____ the _____ organization

(optional).....

2. What is your position in the organization?

Director []

Executive Manager []

Other (Specify) []

3. What is your gender?

Male [] Female []

4. Please indicate your age bracket

Below 20 [] 21-30 []

31-40 [] 41-50 []

Above 50 []

5. What is your highest education level?

Ph. D [] Masters [] Bachelors []

Diploma [] Higher Diploma [] KCSE []

KCPE [] Other (Please Specify)

6. For how many years have you worked in this NGO?

Less than 1 year [] 1-3 years []
3-5 years [] Over 5 years []

7. Indicate the nature of your NGO

Local NGO [] International NGO []

8. Please indicate the area that your NGO serves

Health []

Education []

Agriculture []

Environment and Climate []

Relief []

Governance and Advocacy []

Water []

Communication []

Others (specify).....

9. How long has the NGO been operation in Kenya?

Less than 10 Years []

11-20 Years []

21-30 Years []

31-40 Years []

40 Years and above []

10. Kindly indicate the category of donors in the NGO

Bilateral []

Multilateral []

SECTION B: BILATERAL DONOR FUNDING AND NGO PERFORMANCE

11. Please indicate with a tick the degree to which you the following statements are true regarding the impact of bilateral donor funding on NGO performance on a scale of 1 to 5 where: **1 = Not at all, 2= To a small extent, 3 =To a moderate extent, 4 =To a large extent, 5 = To a very large extent**

Statement	1	2	3	4	5
The donors have availed grants to the organization.					
The donors offer adequate funding to the organization which has enabled it to execute its activities.					
The donors offer funds to the NGO on timely manner.					
Shortfalls in donor funding is the common cause of failures and poor performance of the NGO.					

12. How else does bilateral funding affect the performance of the NGO?

.....

.....

.....

SECTION C: MULTILATERAL DONOR FUNDING AND NGO PERFORMANCE

13. Please indicate with a tick the degree to which the following statements regarding the impact of bilateral donor funding on NGO performance on a scale of 1 to 5 where: **1 = Not at all, 2= To a small extent, 3 =To a moderate extent, 4 =To a large extent, 5 = To a very large extent**

Statement	1	2	3	4	5
The ability of the NGO to meet its objectives is directly subject to the availability of adequate donor grants					
Donor funding disbursement procedures are favorable and ensures timely access to donor funds					
Donors have established funding policies					
Donor funding policies influences access to funds and in turn influences NGO performance					

14. How else does multilateral funding affect the performance of the NGO?

.....

.....

.....

SECTION C: MEASUREMENT OF NGO PERFORMANCE

15. Kindly rate the degree to which the following statements are true on regarding NGOs performance. Use a scale of; **1= Not at all; 2= Small extent; 3= Moderate extent; 4 = large extent; 5= Very large extent**

Statement	1	2	3	4	5
Donor funding has had great influence on how the NGO achieves its goals and objectives					
Efficiency in the organization is dependent on the donor funding					
Donor funding impacts the effectiveness of the NGO					
The financial sustainability of the NGO is reliant on donor funding					

THANK YOU FOR YOUR RESPONSES