

**GENDER DIVERSITY AND PERFORMANCE OF
INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS
IN THE DEMOCRATIC REPUBLIC OF CONGO**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
FACULTY OF BUSINESS AND MANAGEMENT SCIENCE.**

UNIVERSITY OF NAIROBI

DECEMBER 2021

DECLARATION

I, the undersigned hereby affirm that this research project is my original work and has not been previously presented to any other institution of learning for the award of any degree or examination.

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DEDICATION

To those who put their trust in The Almighty God.

ACKNOWLEDGMENT

Kindly allow me to firstly acknowledge the Way Maker, the Miracle Worker, and the Promise Keeper-Almighty and Ever Living God, your deeds are marvelous. Following would be of interest to me to appreciate the academic authorities of the University Of Nairobi, in particular the Department of Business Administration- for their contribution to our intellectual training. A special mention to Dr Kennedy Ogollah, whose guidance and patience permitted me to complete this research project.

I would also love to acknowledge the extraordinary love and sacrifices of my dear parents Maheshe Gaudens and M'Maroy Seraphine- that molded me into the woman I am today. To, the family of Didier Kizungu and Sifa Chiyoge- thank you for all the support you have demonstrated towards me during this learning process. To, my dearest brothers and sisters, nephews, nieces, in laws, relatives and extended family - thank you for all your endless support, assistance and words of encouragement. A heartfelt acknowledgement to my grandparents for their continuous love and prayers.

To, Amani Chishugi- your endless words of encouragement and support were highly appreciated. My friends and colleagues- thank you for your assistance. A thankful mention to all those who know me and carried me in their hearts and prayers- may the Almighty God bless and protect you.

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ABSTRACT

This study looks at the influence of Gender Diversity on the Performance of International Non-Governmental Organizations in the Democratic Republic of Congo. The objective of the study was to find out the effect of Gender Diversity on the Performance of International Non-Governmental Organizations in the DR Congo. The population of study equaled to the sample size and had 130 International Non-Governmental Organizations. This is a descriptive research and questionnaires were used to gather information. Human Resources Managers and Executive Directors were participants to this study. Thereafter the findings revealed a significant positive effect between Gender Diversity and the Performance of International Non-Governmental Organizations. That is, the study recommends that, the 3 levels of management in any organization should comprise of individuals of highly diversified gender. This was made possible by the econometric method from which we selected the Linear Regression Model using the IBM SPSS Statistics 24.

Key words: Gender, Diversity, Performance, Non-Governmental, Organizations

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Gender Diversity is of particular focus at these moments in International Non-Governmental Organizations sector. Besides, the women right movement has propagated female's participation on our planet (Ali et al., 2011; Heather 2021; Letian, 2016), where thousands of women have entered the working classes over the past three decades (Christine, 2016; Courtney, 2021). Non-Governmental Organizations are playing a significant role in promoting human rights in the world. This in turn lay down the obligations of Profit and Non-profit Organizations to act in certain ways or to refrain certain acts to all humankind irrespective of gender, race, language, culture, religion, or any other status. Then again, International Non-Governmental Organizations have expanded in number, and try to be lean, creative and flexible with limited resources. That is, as the funding sources are declining, the humanitarian crises are growing, becoming more and more complex, which has caused a persistent need of improvals in the area of entities. This in turn raises the interest of the rest of the world to be aware of gender diversity's outcomes in Non-Governmental Organizations. Diversity management as a source performance and competitiveness in a heterogeneous and time-sensitive environment, Gender Diversity can become a strategic issue that enable NGOs to address their operating system which has become much more complex and dynamic. Organizations are unceasingly attempting to find performance; they are longing to achieve performance or to enhance performance or more recurrently to quantify the attained performance point. Performance management enables the Organization to know where it is in comparison to where it wants to be and take corrective actions at the appropriate time.

This study was guided anchored on the undermentioned three theories; the U-shaped curvilinear theory, the resource-based view together with the social-identity theory. The U-shaped curvilinear theory underlines that diverse group compositions are allied with different group dynamics, that is diverse proportions of workers' gender diversity direct to non-identical group dynamics that have an impact on psychological comfort, attitudes, as well as the performance of the workers (Muhammed et ali., 2008; Qingguo et ali.,2017). In addition, the presumption of the resource-based view, is that diversity is an extremely important human resource that can augment competitiveness and help an organization to make better strategic decisions (Barney, 1991; Somya & Namratha,2021). The social-identity theory suggests that belongingness to a cluster appoints a psychological status that determines social identity. The psychological processes interconnected to social identity generate unity within one's cluster and unfairness beside foreigners (Jehn et al., 1999).

The number of International Non-Governmental Organizations mounted up from 6,000 in 1990 to 26,000 in 1999 and a 2013 report estimated around 40,000 (Union of International Associations, 2006). The best-known International Non-Governmental Organizations center on disaster relief, environment and the human rights. Sizable amount of International Non-Governmental Organizations are also active in domains such as women's rights, development, sport and recreation, education and many others. The Sustainable Development Goals approved by the Agency of the United Nations in 2015 appear as an international ring to terminate gender discrimination. This in turn raises the interest of the rest of the world to be aware of gender diversity's outcomes in NGOs. Legal restrictions on women's right and stereotyping being the current barriers to promote gender diversity.

1.1.1 Gender Diversity

Diversity is the range of human differences, comprising but not restricted to race, sexual orientation, gender, social class, age, attributes, ethnical group, national origin, and political convictions (Ferris State University, 2020). Diversity Management initiated in the USA in the 1980s, today, enjoys an increasing popularity all over the sphere and designates a voluntary program of the organization intended to construct higher inclusion of all persons into formal organizations agendas and informal social structures (Arns & Holzberg, 2015).

In a completely globalized and informal world, where competition has increased, organizations are trying to adapt themselves to changes and challenges of their environment which are more and more complex and spinning all control. Diversity management has become a time-sensitive business imperative. The indissoluble prosperity of each and every entity appeals for a diverse endowment that has the potential to occasion fresh perspectives, views, ideas as well as organization's behavior that values those views. It is not hidden that absences of diversity in the organization influence the organization ability to communicate in an effective manner with diverse clients (Shume, 2013).

Gender Diversity means equal representation of male and female. Gender Diversity Management is, typical of Diversity Management, centered on the certainty that organizations foredeal of the most excellent endowment without regard for gender. It provides a structured approach towards a gender balanced personnel (Arns & Holzberg, 2015). In Africa, the Management of Gender Diversity is a particular focus at these moments. It looks undeniable that while the African continent is at the initial economic growth phase, it is in the interest of nations in the continent to labor for preminent inclusion of women as paid laborers and leaders (Anna, 2016).

When reliably put into practical use, Gender Diversity Management is in the distant future capable of achieving: Firstly, a gender diversified personnel that is men and women are similarly shaped inside the organization; secondly an expulsion of horizontal discrimination that is female and male employees are similarly spread toward the organization's departments and tasks; at the fourth place comes the expulsion of vertical segregation that is male and female employees are similarly spread across the organization's hierarchical levels; at the fifth place comes the expulsion of the gender pay gap that is both feminine and masculine employees are similarly rewarded for doing the same job.

The most commonly used indicator in research on gender diversity is the percentage of women, authors such as Isidro and Sobral (2015), Low and Roberts (2015), and Adams and Ferreira (2009) referred to this measure. Furthermore, others researchers such as Campbell and Mínguez-Vera (2008), and Letian (2019) argued that the percentage of female is not enough to quantify gender diversity, in lieu proposed the application of the Blau index which measures the probability of two members chosen at random being of different sex.

1.1.2 Organizational Performance

Hashem (2015) describes performance at an organizational level as a social system with given resources, capable to achieve its objectives without being obliged to disable its means and resources or investing extravagant tension on its workers. Bartoli and Blatrix (2015) state that performance is related to items such as piloting, effectiveness, evaluation, efficiency, as well as quality. Bernadin's study (as cited in Criveanu, 2016) stipulates that in order to achieve performance, organizations must focus towards achieving the set objectives and meeting customer's satisfaction. That is, performance should take into account the exercise and the returns of the exercise

whilst providing an extreme correlation with the strategic objectives of the group, customer's satisfaction together with the economic contributions.

The future prosperity of an entity relies on its organizational performance, which implies its capability to effectively implement strategies to attain institutional objectives (Randeree & Al Youha, 2009). Organizations are in a continual search for performance; they long to attain performance or to ameliorate performance, or more frequently, to quantify the attained performance point. Performance management helps in planning development, to increment workers' productivity and commitment, exchange of feedback that is, it enables the organization to know where it is in comparison to where it wants to be and take corrective actions at the appropriate time.

Matei (2006) notes that the factors determining organizational performance include; Resources (such as human capital gender diversity, human capital age diversity, knowledge, reputation of the organization, intellectual property rights), processes (strategic management process, human resources process, technological process, operational process and marketing process), Mission, efficiency, effectiveness and quality. Thus, the measurement of performance is relative. That is, performance is a wide notion that there is no definitive merger agreement on how to ascertain its quantity. Nevertheless, Man (2006) states that measures of performance can be subdivided into the following four focal points; financial (like the size of the organization), non-financial (like the turnover rate for highest performers), tangible (such as quality), or intangible (such as experience). That is, a special attention ought to be given to productiveness as well as its efficiency component, which is commonly recognized to be a component of performance, albeit rarely cited as such in previous studies (Hashem, 2015).

1.1.3 International Non-Governmental Organizations in the Democratic Republic of Congo

Non-governmental organizations are in general viewed as organizations that attempt to accomplish political or social goals but are not controlled by a government. Non-governmental organizations involve institutions and groups that are largely independent and have first and foremost humanitarian or cooperative objectives and not commercial goals. Non-Governmental Organizations are private entities organized locally, nationally or regionally that help indigenous groups and international development. (NGOs directory, 2012).

The Democratic Republic of Congo being the second hugest and fourth most supplied with inhabitants in Africa, has a total population of around 80 million people, of which 52% are female and 33% of the total population is under 15 years old (Afrikanza, 2018). Non-governmental organizations in the DR Congo are regulated by the Constitution Law No. 004-2001 of July 20, 2001 laying down general provisions relevant to non-profit associations and establishments of public utility. To exercise their activities in the Democratic Republic of Congo, NGOs must comply with the legislation in application. Those that do not yet exist must be formed in accordance with the rules set by the law, respecting all of its stages. Those who have already exercised their activities in States other than the DR Congo are required to acquire the necessary authorizations for the deployment of their activities (Kahasha, 2007). The registered non-governmental organizations in DRC are broadly categorized into two: international and national and /or local (Leganet, 2021). International non-governmental organizations are those that are incorporated in other countries other than the DR Congo but operate within the DR Congo under a certificate of registration. The International Non-Governmental Organizations Forum report of

2020 indicates that DRC has cumulatively registered over 1200 non-governmental organizations out of which 130 are international non-governmental organizations.

As the 'Future of Work' is being discussed around the Democratic Republic of Congo, women continue to be the most under-estimated. Large parts of society consider violence against women as normal (Com africa, 2019). The economically participative female's rate accounts for 50%, nonetheless females are to a greater extent challenged than males. Females have inferior admittance to smart jobs in comparison to males (8% in remunerated work in contrast to 12% of males), and they are likely downgraded in the world of work apart from the agricultural world. In 2014, the share of unemployed females was 6.7% in comparison to 9.4% for males, and only 45.3% of the inhabitants' ages ranged from 15-24 years are economic agents. Among 15-24 years old, the female-male ratio of joblessness is 104.8%. Youthful women are more concerned by joblessness than youthful men (African Development Bank, 2019).

1.2 Research problem

A huge number of corporations observe that a gender diversified personnel is a key competitive advantage. Gender Diversity means a better corporate performance through an improved business solutions and customer relations. Gender Diversity directs to less turnover costs as well as an increase in the satisfaction of the personnel (Econowin, 2016). According to a groundbreaking study by the African Development Bank (2015), Inclusive Boardrooms in Africa's Top-Listed Corporations, in the 307 top African Corporations, females represented 14% of total membership of the commission. That account for one woman out of every seven commission members. For instance, States owning the uppermost percentage of women commission members were Kenya (19.8%), Ghana (17.7%), South Africa (17.4%), Zambia

(16.9%) and Botswana (16.9%) tend to be most competitive and leading in the continent.

In DRC, legal restrictions on women's right and stereotyping such as women are irrational, women are nurturing, refusal of women to work at night in operational level jobs are still the current barriers to promote gender diversity, no women in supervisory position. Organizations (Profit and Non-profit) in the 26 provinces of the country do not willingly appreciate changes and try as much as possible to achieve their goals and objectives. Consequently competition and performance are very weak among organizations within the country then it impacts the macroeconomic outlook of the country where the Real GDP growth descended to 4.3 % in 2019 from 5.8 % in 2018. In addition, when one considers that notwithstanding the existence of astonishing natural resources in the country, the Democratic Republic of Congo awaits among the poorest countries in the world, classified 176th out of 189 countries on the Human Development Index (United Nations Development Program, 2017).

A number of studies related to this topic has been examined. Caren and Recadina (2017) investigated on board members' age diversity effect to the performance of Non-Governmental Organizations in Kenya. Haldar, Shah, and Rao (2015) analyzed the influence of a gender diversified personnel on firm's performance in more than 10,000 firms in India over a period of 10 years. Adams and Ferreira (2009) conducted research concerning women on boards and organizational performance founded on a sample of 1,939 American listed firms. Erasmus et al. (2018) conducted research on the socioeconomic implications of inclusion together with diversity in Sub-Saharan Africa. The difference between the above studies and the present topic resides in the context of study and the methodology. For instance, the choices of the variables and data collection are the demarcation points between these studies and the present study.

Most of the existing studies emphasis on the effect that women in corporate governance have on profit making organizations with little emphasizing on gender diversity management at all the organization's levels and NGOs performance, which creates a critical gap.

Rusibana (2018) while carrying out a study in Rwanda examined the effect of organizational factors on competitiveness. Isaac (2017) investigated in Kinshasa on the trends and patterns in horizontal inequality for the period of 2001-2013. Fantassin (2017) investigated in Goma on the Human Resource Management of the Association of Volunteers in International Services. David (2018) while conducting a study in DRC examined labour force participation, employment, and retirement of the elderly in Kinshasa, with particular emphasis on differences by gender, education, and place of residence. Which creates another critical gap since diversity management has a strategic effect on the overall situation of a country. In fact, there is little or no other research that has focused on diversity in the Democratic Republic of Congo; thus, these studies differ with our topic of interest in the choice of variables (independent variable and dependent variable) together with the context (DRC). None of the previous studies investigated on the effect of diversity management on performance in the Democratic Republic of Congo. Therefore, this study assesses to respond to this existing mentioned gap by asking the question what is the effect of Gender Diversity on the performance of international non-governmental organizations in DRC?

1.3 Research objective

The objective of this study was to determine the effect of Gender Diversity on the performance of International Non-Governmental Organizations.

1.4 Value of the study

This study provides assistance to a large number of management staffs, executive directors, and funders of Non-Governmental Organizations in the DR Congo to apprehend the importance of a gender diversified workforce and then utilize the evidence generated from this research in formulating effective configuration of organizational workforce. This study enables organizations in the Great Lakes Region generally and in the DR Congo particularly to know where they are in the application of the Goal 5 for sustainable development in comparison to where they want to be and take corrective actions at the appropriate time. This will improve their organization's performance and enable the accomplishments of their organization's visions, strategic objectives as well as their mission. They may also use the evidence produced by this research in reviewing different NGOs that they intend to fund and advise them on their gender configuration to guarantee maximum value return on their funds (investments).

This research project contributes to updating policy, especially for the Ministry of labor, which is accredited by the Government to rule labor policy in DRC. The study provides facts, observations as well as the recommendations on the best computation of gender that improve organizational performance. Macroeconomist may in turn use the evidence generated from this study to develop strategies that can permit the country annual GDP to grow.

The results of this study would be refuting or confirming the theories that form the foundation of the study. By analyzing the theories developed some years back in today's sphere, the study institutes whether these theories are still relevant. The study would be available as a reference point for researchers and the academic community. The recommendations from this research would be used as a stepping stone for further

studies. Moreover, more research can be conducted by changing the variable and scope of the study, to deeply and furtherly understand the topic.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explores the literature review of the research topic. This chapter presents the theoretical foundation, the empirical review (which in turn comprise the relationship between our variables of interest) as well as the summary of the literature review. The last paragraph of this chapter presents the Knowledge Gaps.

2.2 Theoretical fondation

Various theories illustrate the effect that gender diversity is expected to produce on organizational performance (Maria et ali., 2020). Some theoretical approaches highpoint the disadvantageous effects of diversity on performance while others perspectives exhibit a positive effect of diversity. In this section, we review three theories that seem crucial and furnish some valid explanations to integrate our variables of interest.

2.2.1 U-shaped Theory

This theory was formulated by Muhammad Ali, Carol Kulik and Isabel Metz in 2007. It highlights the contradictory inductions in the literature ensuing from a concentration on the positive as well as the negative linear gender diversity-performance relationships. In fact, this theory is fashioned on the association of the social identity theory, the resource-based view together with the self-categorization theory (Muhammed et al., 2007). This theory postulates that different group composition is allied with different group dynamic and then different level of gender diversity could potentially develop different group dynamic that has successive effect on psychological, attitudes, success, and then organizational performance.

There is an absence of studies on the U curvilinear diversity performance correlation across the organization. Another criticism about this theory suggests that this prediction is observed mainly in services organizations and thus is not relevant in manufacturing ones. This theory is appropriate to this study as it hypothesizes that organizations' gender diversity gonna be a U-shaped link with organizations' performance. That is, very elevated proportions of gender diversity are source of competitive advantage, whereas intermediate as well as lower proportions of gender diversity deliver a competitive disadvantage.

2.2.2 Resource -Based View

Regarding resources and products as two faces of the same coin, Wernerfelt (1984) proposed the resource-based view which sees resources as key to superior organization's performance. If a resource demonstrates VRIN attributes (these are Valuable, Rare, Costly imitable, Non-substitutable), it enables the organization to acquire possession of a sustainable competitive advantage as the VRIN resources include market insight, innovation, creativeness, and better troubleshooting. Females and males' diverse proficiencies may furnish better perceptiveness to various needs of clients. Also, men and women might have non-identical brain functions, like men's competence in calculations and women's competence in social skills (Hoffman, 1965; Maccoby & Jacklin, 1974). Thus, organizations have the obligation to seek in their internal environment to come up with the sources of competitive advantage rather than focusing on the external environment.

This theory has been criticized as follows: A sustain competitive advantage isn't achievable, the resource-based view has no managerial repercussions, the resource based-view isn't a theory of firms, it implies infinite regress, the applicability of this theory is too restricted, and the VRIN attributes are neither necessary nor sufficient

for a sustain competitive advantage (Jeroen et al., 2010). Thus, this theory's hypothesis for this study is that workforce gender diversity is positively linked to organization's performance. The resource-based theory associates gender diversity with resources that are able to supply an organization with a sustained competitive advantage.

2.2.3 The Social Identity Theory

This theory was framed by social psychologist Henri Tajfel and John Turner in the 1970s and 1980s. It introduces the notion of self-social identity as a mean to explicate inter-cluster outcomes. The central idea behind this theory is that adherents of an "in-group" will search to find negative traits of an "out-group", and may discriminate against. In this theory, the group membership is not somewhat artificial or foreign which is linked onto the individual but it is a real true and vital part of the individual.

Critics have argued that the social identity theory makes claims about "in-group" bias that are not supported by the date, it oversees the role of history and culture, the social identity theory simplifies the significance of self-esteem and replaces individualism with social identity (MC Leod, 2019). This theory hypothesizes that workforce gender diversity is negatively allied to the performance of organizations. That is, gender diversity in organizations is likely to favorize discrimination inside organizations then the performance of the organization may suffer.

2.3 Empirical Review and Knowledge Gaps

Ruchika (2017) conducted research in India to know if Gender Diversity improves firm performance. This study used data from the World Bank Group (WBG), Indian Industrial Sector Enterprise Survey Data Set (2014). These surveys concerned women and men employment related to 2,112 companies. This study used the regression

model dummy variables and found that when the share of women to men personnel rises, average worker productiveness decreases. No conclusion and recommendation were given in this research.

Maria et al. (2020) investigated in Spain on Gender Diversity in Spanish Banks. A trickle down and productivity effects. They employed panel regression analysis of 59 Spanish commercial banks during the years 1999-2010. The findings demonstrated a positive significant relationship between gender diversity at different organizational level and productivity. This was an in-depth research where the conclusion was clearly stated. However, the explanatory power of the model used is limited.

Letian (2019) conducted research from the United States of America on an institutional approach to gender diversity and firm performance. Utilizing a longitudinal sample of 1069 leading public organizations in 34 countries, the findings have shown that the effect of gender diversity changes significantly depending on the institutional contexts. This study focused on the leading firms whereby the generalizability issues. That is, in the African continent, only South-Africa was represented.

Caren et al. (2017) investigated in Kenya on board members' age diversity and organizational performance of non-governmental organizations operating in Kenya. This was a descriptive research and questionnaires were used to gather informations. The correlation test of Spearman together with the regression analysis were employed for data analysis. The findings reported a connection between age diversity of committee members and the performance of NGOs. The method used to gather the data for this research was clearly explained, therefore this study was restricted to Nairobi in its geographical coverage and did not consider the others regions of the

country. Whereby the title of this research seemed to be inappropriate and lack preciseness.

Erasmus et al. (2018) while conducting research in South-Africa on the socioeconomic implications of inclusion together with diversity in Sub-Saharan Africa. This was an explanatory research that employed a detailed review of the literature to discover how the variables relate. They found that a proper diversity management is positively linked to socioeconomic growth and development. This article has no methodology and no sample was provided.

Neema et al. (2019) while conducting research in Tanzania on Challenges and Implications of Committee gender diversity of corporations in the East African community. Agency theory and resource dependence theory directed the study and suggested that women's participation is affected by the business environment and the social orientation. This study did not employ any measurement, the conclusions and recommendations were purely based on the literature review.

Rusibana (2018) conducted a study in Rwanda on Organizational Factors and Competitiveness. This is a case of medium and large sized manufacturing firms. The research employed a survey among 123 middle managers and the regression as well as the correlation for data analysis. The results have shown that, the 65.9% of the considered medium and large sized manufacturing firms were not competitive. The organizational factors such as leadership, market-orientation and organizational resources have moderately positive effect towards organizational competitiveness. This was a very comprehensive research project, particularly for a journal article. Overall, it was a very interesting, with significant insights to policy makers, enterprises in Rwanda and to field of knowledge.

Jennie (2008) investigated in Rwanda on gender equilibrium and the significances of female participation in administration post-genocide. The study employed a descriptive statistic to explore female's participation in administration. The findings suggest that a raise of female political participation represents a paradox of the near term. While the female participation augments, their aptitude to influence policy making declines. This study was relevant for the Rwandese nation but now a more actualized study with much more information (for instance, the extent to which woman presence in the government is likely to influence positively or negatively the decision making process in the country Government) is needed.

Yssa et al. (2017) conducted research in Senegal on norms and practices hindering gender equality in Burundian society. The study employed qualitative and quantitative data of men and women aged between 24 to 59 years old. It used descriptive statistics. The findings stipulate that individuals are to a certain extent still entrenched in cultural perception which promotes gender inequality. This study was a relevant study that permits to policy makers and Managers to understand men behavior and attitudes towards gender equality in Burundi. However, the study did not give any information on the effect of gender equality on Burundian societies.

David (2018) investigated in DRC on labor force participation, employment and retirement of the elderly in Kinshasa. The study employed a survey to the working population, and then applied a descriptive statistic, thereafter a multivariate analysis of the labor force participation (regression analysis). The findings suggest that women have less schooling than men and this is partly liable for the gender differences in economic characteristics of employment. The study didn't not consider the others provinces of the country, whereby the generalizability issues.

Isaac (2017) conducted research in Kinshasa on the trends and patterns in horizontal inequality in the DR Congo for the period of 2001-2013. Based on the regression analysis the findings highlight that the trend in horizontal and vertical inequality are alike over the observation period. The household size, economics status and rural residence have a significant effect on gender inequality during the period of study. This is a very in-depth research project, well-written and organized, with a clearly explained methodology, it has an important share to the research field.

Fantassin (2010) in Goma conducted research on human resource management of international NGOs. A case study of Association of Volunteers in International Services (AVSI) during the year 2008-2009. The study employed a survey among 47 employees and a descriptive statistic for data analysis. The findings have shown that apart from the MAPAF (administrative and financial procedure manual), the internal regulations and the manual of safety, there is another special document of human resource management regulation that is the human resource management policy AVSI DRC. Furthermore 37 out of 47 employees are positively satisfied with the Organization human resource management. This was an interesting research however there is a need for more information and updates concerning that topic.

Diversity makes the workforce heterogeneous. It is strength for any Organization though people still stuck relating their views in accordance with their perceptions, age, caste, religion, language, gender, professional qualification, geographical regions, etc. Subsequently people assign diversity to a challenge but if managed properly, it is able to raise Organizational production (Ankita, 2014).

Letian (2019) notes that a firm level of gender diversity appeal to investors and behoove its market valuation. In contrast, Martin (2019) stipulates that amongst others it is cultural diversity that is essential and the personnel need to be regularly trained

on cultural diversity requirements. Furthermore, this author notes that cultural diversity and its management affect not only the capability of an Organization to achieve its goals but also the Organization's performance. Cultural diversity's ground includes gender, age, race, educational qualification, social tradition, language, ethnic groups, individual mind-set and values. In addition, Harold (2012) notes that proficiently managing diversity induce to better performing, more satisfaction and commitment from employees, and potentially improved financial performance for an Organization.

Previous studies have shown conflicting evidence. Some findings demonstrated a significant positive effect of a diverse gender workforce (Erasmus et al.,2018; Maria et al.,2020) while others findings demonstrated a significant negative effect (Ruchika,2017) or simply a significant effect of a gender diverse personnel that can be both positive and negative depending on the industry (Letian,2019; Neema et al., 2019). Caren et al. (2017) stipulates that indeed there is a connection between age diversity and performance. Rusibana (2018) notes that organizational resources have a positive effect on performance. Jennie (2008) notes that women participation in the government is a paradox of short-term. Yssa et al. (2017) indicates that women and men are entrenched in cultural perception that led to gender inequality. In addition, David (2018) shows that women have less education than men which promote gender inequality in organizations. Isaac (2017) indicates that the size of the household, the economic status and the place of residence have a significant effect on gender inequality.

The environment been studied being mostly Europe, America, Asia, and Eastern Africa. The existing studies however, haven't developed much explanation on the association between Gender Diversity and NGO's performance. Nearly all of the

preceding studies focused on the effect of women in corporate boards in profit making organizations. Therefore, it would be interesting to identify the effect of the presence of women at all the organizations level on the Non-Governmental Organizations' performance. In addition, in DR Congo (specifically), and in the Great Lakes Region (generally) we found no other or little research on diversity management and performance. Thus, this research will fill this gap by deeply explaining which future gender composition of workforce in DR Congo (specifically) and in the Great Lakes Region (generally) will optimally benefit International NGO from better performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter elaborates the methodology that was employed to bear our topic of interest. It presents the research design and population of study. It also presents the data collection and the data analysis.

3.2 Research Design

Zikmund et al. (2012) outline a research design as the blueprint that assists the investigator in developing solutions to the research problem and guide her/him through the different phases of the research. Ghauri and Gronhaug (2005) note that research design consists in the institution of an appropriate framework as well as a plan for collecting data and its subsequent treatment. It covers the research ground plan together with the priorities of great interest to the investigator.

This study employed a descriptive cross-survey research design. This design was suitable for this study because it generates an accurate record of occurrences in a given situation with a specific population. It describes the characteristics of a population. In addition, Backlund (2005) notes that a descriptive cross-survey research design enables to figure out the proportion of the population who behave in a certain way, then it enables to come out with a detailed forecasts and to find out the degree of affinity between variables.

3.3 Target Population

Kombo and Tromp (2003) report population as a collection or cluster of objects, people from which sampling can be extracted and subjected into a research process. It may also refer to an entire collection of subjects that share something in common. In

addition, Amitav and Suprakash (2010) note that a statistical population does not consist only of people, we can find population of events, weights, or outcomes.

The targeted population of this study was the International Non-Governmental Organizations operating in the Democratic Republic of Congo. The International Non-Governmental Organizations DRC Forum report (2020) indicated that DRC has 1200 Non-Governmental Organizations out of which 130 are international and the other 1070 are local. Therefore, our population of study which equals to the sample size has 130 International Non-Governmental Organizations as per the INGO Forum Report (2020).

3.4 Data Collection

The key tool for collecting data concerning this research was semi-structured questionnaires. The questionnaire method was used for collecting data because it presents huge advantages in administration. It offers an easy data gathering (Gay, 1992).

A semi-structured questionnaire was administered to Human Resources Managers and Executive Directors within the International Non-Governmental Organization in DRC. The questionnaire had four sections. The first section acquired the background and general figures about the organization. The next subdivision was used to acquire information on Gender Diversity, the third section acquired information concerning Performance of the International NGOs in DR Congo. The fourth and last subdivision acquired information on the aftereffects of managing Gender Diversity on International Non-Governmental Organization's performance.

3.5 Data Analysis

After collecting data, data cleaning was conducted to identify incomplete or inaccurate responses, then their correction have taken place to ameliorate the quality of the responses. Thereafter, the information was coded using Microsoft Office Excel then the data was exported to the Statistical Product and Service Solutions (SPSS) for appropriate analysis. Mugenda and Mugenda (2003) notes that qualitative data analysis strives after making reports on the way themes and/or categories of data are linked. Gray (2004) in turn highlights that they procure a rich explanation as well as description that demonstrate the chronological flow of events as well as often leading to chance findings.

Descriptive statistics (For instance the measure of central tendency, enabled to generate percentage, graphs, frequencies, table and figures) which enabled the investigator to make comparisons across variables of interest. Thereafter the investigator can provide conclusions and recommendations depend on the findings together with the econometrics (especially the linear regression). Furthermore, the study adopted a linear regression to find the link atwix Gender Diversity and performance of International Non-Governmental Organizations in the Democratic Republic of the Congo. This augmented the comprehension and clearness of the gathered information. The regression model has taken the following format:

$$Y = \alpha + \beta_1 X_1 + \varepsilon$$

Whereby;

Y: Performance within International Non-Governmental Organizations in DRC
(Dependent variable)

α : constant term

B1: Gender diversity (Independent variable)

X1: Coefficient of independent variable

ε = Error term factored in

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter presents the data analysis of the gathered information. The chapter also presents the results. Thereafter, this chapter will present the discussions of the findings.

4.2 Response Rate

From the 130 expected questionnaires in the 130 international non-governmental organizations, 113 semi-structured questionnaires were responded making 87 % response rate. As stated by Mugenda and Mugenda (2003) 70% and above of participation rate is quite excellent for analysis and reporting on the view of the population in its entirety. Whereby the participation rate was very good.

4.3 General Information of International Non-Governmental Organizations in DR Congo

This part presents the study results on the background characteristics of the International Non-Governmental Organizations. These include seniority of the organizations, the number of projects handled within the Organizations together with the number of their employees. Descriptive statistics have been used to present these findings.

4.3.1 Seniority of International Non-Governmental Organizations in DR Congo

This subsection exhibits the findings on the Seniority of International Non-Governmental Organizations in DR Congo. That is, it gives an overview on the

presence of international NGOs in DR Congo in term of years. The findings under this subsection are as illustrated in Figure 4.1

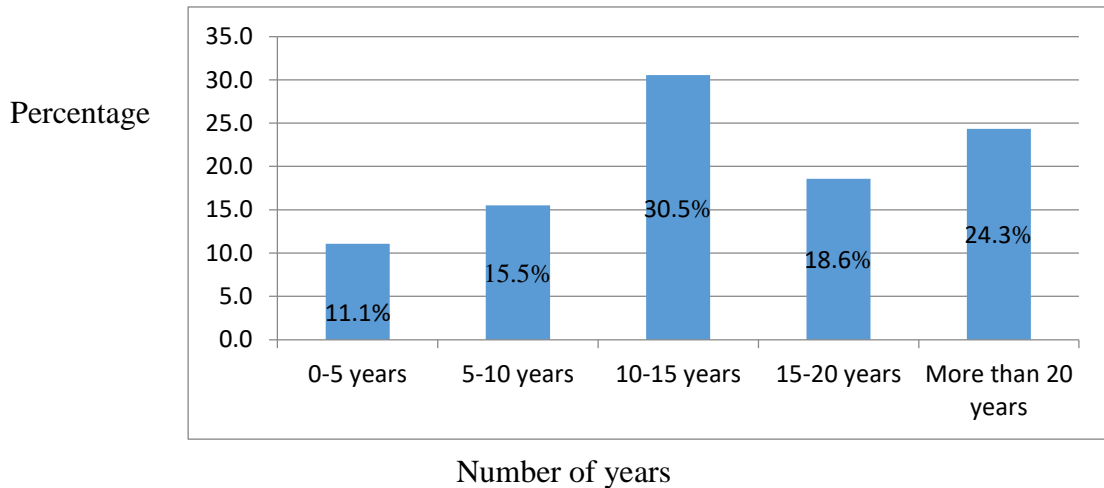


Figure 4.1: Seniority of INGO in DR Congo

According to the findings as represented in Figure 4.1, majority of the organizations (30.5%) have been in operation in DR Congo for the period of 10-15 years. 24.3% have been operating in that particular environment for more than 20 years and 18.6 % have been in operation since 15-20 years whereas the least (11.1 %) have been in operation between 0-5 years. -15.5% of the International Non-Governmental Organizations have been operating in DR Congo for 5-10 years.

4.3.2 The Controlled Projects by International Non-Governmental Organizations in DR Congo

This subsection exhibits the findings on the Controlled Projects by International Non-Governmental Organizations in DR Congo. That is, it gives an overview on the managed projects within international NGOs in DR Congo. The findings under this subsection are as illustrated in Figure 4.2

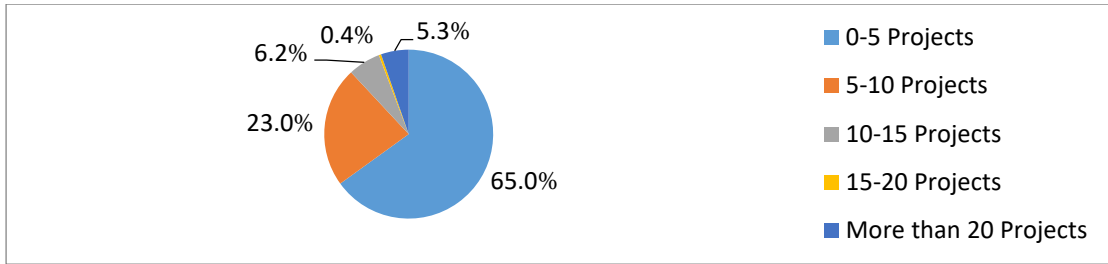


Figure 4.2 : Number of Project

From the Figure 4.2, majority (65.0 %) of the considered organizations, handled between 0-5 projects whereas 23.0 % of the NGOs studied were handling between 5-10 Projects. 6.2 % of international NGOs were handling 10-15 projects. 0.4 % of the international NGOs were handling 15-20 projects and 5.3% of NGOs were handling more than 20 projects.

4.3.3 Number of employees in the International Non-Governmental Organizations in the DR Congo

Table 4.1: Employees Repartition in the 3 Management Level

Employees	Number	Percentage	Mean
Top Management	1180	12.1%	5
Middle Management	2075	21.3%	9
Operation Management	6496	66.6%	29
Total	9751	100%	43

From Table 4.1, we note that the average composition per International Non-Governmental Organizations in DR Congo is of 43 employees. That is in the top Management level we had an average of 5 employees, whereas in the middle Management we had an average of 9 employees per International Non-Governmental

Organization. In others words, the findings demonstrated that out of 9751 people employed by the International Non-Governmental Organizations, 1180 individuals are working in the Top Management level (12.1%) whereas 2075 individuals are working in the Middle level of Management (21.3%). Moreover, the majority of workers that operates in this particular sector are found at the third level of Management where the average number of workers per International Non-Governmental Organization is 29 (66.6% or 6496 workers). In other words, the International Non-Governmental Sector employs in DR Congo around 9700 individuals, whence the International Non-Governmental Organizations play a fundamental role in the labor sector of this particular country.

4.4 Gender Diversity in Organizations

This section represents the current situation of Gender Diversity within International Non-Governmental Organizations in DR Congo. These include: The overall status of Diversity and Gender Diversity, the number of employees, the employees repartition by gender in the Top Management, the employees repartition by gender in the Middle Management and the employees repartition by gender in the Operations Management. Descriptive statistics have been used to present the findings in tabular form.

4.4.1 The overall status of Diversity and Gender Diversity within International Non-Governmental Organizations in the DR Congo

Table 4.2 : Overall Status of Diversity and Gender Diversity of INGO

Framings	Mean	Standard Deviation
To what extent is diversity of employees in your Organizations	2.76	.966
The personnel of my Organization is composed of	2.96	2.216

These findings presented the position of the respondents to the given framings on 5 point Likert type scale (1= Very Distinguished 2= Distinguished 3=Satisfactory 4= Low 5=Very Low). That is, the summary of the findings are presented in the Table 4.2 through Mean and Standard Deviation. From the Table 4.2 the respondents marked that Diversity in their organizations was Low but not Very Low as demonstrated by a mean of 2.76 and a standard deviation of 0.966. The Table 4.2 also records that the most important proportion of respondents agreed that the personnel of their Organization is composed of employees with varied gender at a Low level. This is as the respondents agreed with a mean of 2.96 and a standard deviation of 2.16.

4.4.2 Employees Gender of International Non-Governmental Organization in DR Congo at the Top Management level

Table 4.3: Gender of employees in the Top Management

Employees	Female	Male
Effective	303	877
Percentage	25.7%	74.3%
Mean	1	4

From the results in Table 4.3, the largest part of the Organizations' workers in the Top Management are Male and accounts 74.3 % of the total workers in the Top Management level. The female workers in the Top Management level accounts 25.7% of the employees present in the Top Management. The average number of female workers per International Non-Governmental Organization is of 1 woman. In contrast,

the average number of Male workers per international Non-Governmental Organization is of 4 men. That is, Gender Diversity is very weak at the Top Management level of INGO in DR Congo.

4.4.3 Employees Gender within International Non-Governmental Organizations in DR Congo at the Middle Management

Table 4.4: Gender of employees in the Middle Management

Employees	Female	Male
Effective	805	1270
Percentage	29.8%	61.2%
Mean	3	6

From Table 4.4, the largest part of the Organizations workers in the Middle Management are Male and accounts 61.2 % of the total workers in the Middle Management. Furthermore, in the Middle level of Management, female workers constitute 29.8 % of Middle Managers. That is, the average number of women in this level of management is 3 whereas for men it is 6. In other words, Gender Diversity in the Middle Management of INGO in DR Congo is very weak.

4.4.4 Employees Gender of International Non-Governmental Organization in DR Congo at the Operations Management Level

Table 4.5: Gender of employees in the Operations Management

Employees	Female	Male
Effective	1933	4563
Percentage	29.7%	70.3%

Mean	9	20
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The Table 4.5 deduces that, the largest part of the Organizations’ workers in the Operations Management are Male and accounts 70.3 % of the total workers in the Operations Management level. In the day-to-day level of Management female workers constitutes 29.70% in DR Congo’s international NGOs. In addition, the average representation of female in this level of management is of 9 employees per international NGO whereas for male the average representation is of 20 employees. That is, Gender Diversity is very weak at the Operations Management level within INGO in DR Congo.

4.5 Performance of International Non-Governmental Organizations in DR Congo

This subdivision highlights the Descriptive Statistics of the findings concerning the performance of international NGOs in DR Congo. These findings presented the position of the respondents to the given framings on 5 point likert scale. That is, the summary of the findings are exhibited in Table 4.6 through mean and standard deviation.

Table 4.6 : Performance of INGO in DR Congo

Framings	Mean	Standard Deviation
From the commencement of the NGO in DR Congo, it has identified grants and donations increment	2.66	1.023
From the beginning of the NGO in DR Congo, it has extended its scope of activities, indigenous groups and others benefactors	2.41	1.032

From the beginning of the NGO in DR Congo, it has remarked augmentation in the number of projects	2.47	1.078
From the commencement of the NGO in DR Congo, it has observed an augmentation in the number of employees	2.47	1.078
Grand mean	50.05%	

The Table 4.6, stipulates that from the commencement of the international non-governmental organizations in DR Congo, they have identified grants and donations increment at a low extent through the mean of 2.66 with a standard deviation of 1.023. The findings further demonstrated that, from the beginning of the organizations, there had been very small extension in terms of scope of activities, indigenous groups and others benefactors (mean =2.41, standard deviation. = 1.032). Further, the Table 4.6 shows that from the beginning of the international NGO in DR Congo, there had been small augmentation in the number of programmes, as shown by a mean of 2.47 and a standard deviation of 1.078. The table 4.6 indicates (mean = 2.47, standard deviation = 1.078) that from the commencement of the international NGO in DR Congo, they have observed a little diminution in the number of employees. The value of the Grand mean being of 50.05%, that is the International Non-Governmental Organizations in DR Congo are performant at 50.05%. In other words the INGO in DR Congo marked themselves performant at 50.05 %.

4.6 The Effects of Gender Diversity on Performance of International Non-Governmental Organizations in DR Congo

This subdivision highlights the Descriptive Statistics of the findings concerning the effects of Gender Diversity on Performance of International NGOs in DR Congo. These findings presented the position of the respondents to the given framings on 5

point likert scale. That is, the summary of the findings are exhibited in Table 4.7 through mean and standard deviation.

Table 4.7 : Effects of GD on Performance of INGO in DR Congo

Framings	Mean	Standard Deviation
Gender Diversity has significantly contributed to the improvement of the competitiveness of the NGO regarding grants and donations	3.04	1.008
A gender diversified personnel in the organization is linked to higher level of donations	3.15	.947
Gender is important with respect to the general competitiveness of the NGO	2.82	1.028
Gender Diversity impacts positively social performance	2.54	1.018
The discussions concerning Gender Diversity have enlarged in the NGO and help to avoid danger of narrow-mindedness	2.68	.993
A gender diversified 's workforce develops the knowledge at all the organization's level	2.81	.854

The Table 4.7 lists that a gender diversified personnel in the organization is linked averagely to higher level of donations. (mean= 3.04; standard deviation= 1.008). Gender diversity has averagely contributed to the improvement of the competitiveness of the NGO regarding grants and donations. Gender Diversity impacts positively social performance at a low extent (mean=2.54 and standard deviation=1.018)

It is easy to perceive as well from Table 4.7 that the largest part of the respondents marked that Gender Diversity in their Organizations impacts at a low rate the organization's general competitiveness as pointed by the mean of 2.82 with a standard deviation of 1.028. According to the findings, discussions concerning

gender diversity have averagely enlarged in the NGO and helps to avoid danger of narrow-mindedness at a low extent (mean=2.68 and standard deviation =.993). In addition, a gender diversified Organization's workforce develops the knowledge of the Organization at all the level at a low extent (mean = 2.81; standard deviation .854).

4.7 Correlation Analysis on the Effects of Gender Diversity on Performance of International Non-Governmental Organizations in DR Congo

The performance of International NGOs in DR Congo constitutes the dependent variable. To measure performance the study favored the 5 point likert scale which has the value that they do not depend on a simple yes/no answer from the respondents but instead stand for degrees of viewpoints. Consequently, quantitative data is obtained which means that the data can be analyzed with no obstruction (Mc Leod, 2019). For this reason, the respondents expressed how much they agree or disagree with each framing (see Table 4.6). To measure performance of INGO (P), a financial measure was then adopted in this study where the framings below enabled to capture the size of organizations: grants and donations increment, scope of activities evolution, increment in the number of projects and increment in the number of employees.

Gender Diversity constitutes the independent variable. To test the Effect of Gender Diversity on the performance of International NGOs, the framings below were used to measure Gender Diversity (GD): The extent of diversity of employees, the extent of gender diversity, the percentage of female in the Top Management, the percentage of female in the Middle Management, the percentage of female in the Operations Management.

Both GD and P of INGO are quantitative variables which were computed in statistical mean into indices (GD_INGOs and/or P_INGOs). The inferences under this part constitute the findings on the association test between the independent variable and the dependent variable. The results on the correlation analysis are listed in Table 4.8.

Table 4.8 : Results on the Correlations Analysis

		GD_INGOs	P_INGOs
GD_INGOs	Pearson Correlation	1	.792**
	Sig. (2-tailed)		.000
	N	113	113
P_INGOs	Pearson Correlation	.792**	1
	Sig. (2-tailed)	.000	
	N	113	113

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

The correlation analysis is carried to examine the closeness relationship between Gender Diversity and Performance of International NGOs. The Bivariate Pearson correlation captures the strength and direction among pairs of variables. Where Pearson's r is near 0 to indicate no correlation but as it approaches +1 or -1 there is a strong negative or positive association between the variables of interest. The link between Gender Diversity and Performance was examined at the 1% level of significance setting the critical value as 0.00 in a 2-tailed test. The Table 4.8 illustrates then a positive and strong correlation between Gender Diversity and Organizational Performance. This is as signalled by a correlation of 0.792 with a significance value of 0.000 which is less than 0.01 at the 1% level of significance.

4.8 Regression Analysis on the Effects of Gender Diversity on Performance of International Non-Governmental Organizations in DR Congo

A regression analysis was further effectuated to measure the degree that the independent variable (Gender Diversity) influence the Performance of international NGOs in DR Congo. To measure performance (P_INGO), a financial measure was adopted in this study as stated in the section 4.6 where the framings below enabled to capture the size of organizations: grants and donations increment, scope of activities evolution, increment in the number of projects and increment in the number of employees.

Gender Diversity constitutes the independent variable. To test the Effects of Gender Diversity on the performance of International NGOs, the framings below were used to measure Gender Diversity (GD_INGO): The extent of diversity of employees, the extent of gender diversity, the percentage of female in the Top Management, the percentage of female in the Middle Management, and the percentage of female in the Operations Management.

Both GD and P of INGO are quantitative variable which were computed in stastical mean into indices (GD_INGO and P_INGO). The regression model's significance was examined at the significance level of 5% by way of R Square together with the F- test which shows the global reliability of the so generated model in handing over the link between the variables of interest.

The regression results' summary enlightens the level of variability of performance of international NGOs caused by the impact of Gender Diversity. The linear regression was carried out (that is, using a single dependent variable and a single independent variable). The findings are as showed below in tables for the regression model

summary, the Analysis of Variance and the Regression model summary correspondingly.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.624	.60584

a. Predictors: (Constant), Gender Diversity

The results enlightened in Table 4.9 exhibit the regression model summary showing the degree to which the independent variable (Gender Diversity) is likely to influence the dependent variable (Performance of INGO). The table gives the R coefficient, the R-square together with the adjusted R-square coefficients. The R Square is superior to 50% we can conclude that the model is globally Good. In others words, the coefficient, the predictor variable (Gender Diversity) is at 62.7% responsible of the modification occurring in the performance of International NGOs all other things beings equal. That is, Gender Diversity explains 62.7% of the variability in the performance whereas other factors not considered in this study were responsible for the 37.3% of the variability in the performance of international Non-Governmental Organizations. The results also indicate that, the findings were 62.4% reliable as indicated by the adjusted R-Square coefficient which is closer to the R-square coefficient of 62.7%. Thus, if the research had been conducted using other population at the place of the population studied, the findings would have been 37.6% different from the actual results which would not be a crucial dissimilarity from the present findings. Whereby, the results of this research are trustworthy to establish the link between the variables of interest.

Table 4.10 : ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	68.570	1	68.570	186.817	.000 ^b
Residual	40.742	111	.387		

a. Dependent Variable: Performance of INGO in DRC

b. Predictors: (Constant), Gender Diversity

Total	109.312	112
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In these results, the p value for Gender Diversity is 0.00, which is below 0.05 which is the threshold. These results indicate that the relationship between performance of international NGOs in DR Congo and Gender Diversity in this particular country is statistically significant. The calculated F was of 186.817 confirming the significance of the model used, it also indicate the reliability of the coefficients generated from the linear regression. Thus, in general the model was statistically significant and then apt of explaining the influence of Gender Diversity vis-à-vis the performance of International Non-Governmental Organizations.

Table 4.11: The Coefficients

Variables	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta(β)		
Constant	-.264	.210		-1.255	.012
Gender Diversity	.972	.071	.792	13.668	.000

Dependent Variable: Performance of INGO in DRC

The Table 4.11, estimating the coefficients of the linear regression model, in turn highlight the findings on the association between Gender Diversity and Performance

of International Non-Governmental Organizations as it gives a figurate number concerning this particular association.

Whereby, the regression equation; $Y = \beta_0 + \beta_1 X + \varepsilon$ (As viewed in Chapter three) after placing the estimated coefficients as presented in table 4.11, the estimated equation of the regression will be:

$$Y = -0.264 + 0.9 X + \varepsilon$$

$$\text{Performance of INGO in DRC} = -0.264 + 0.9 \text{ Gender Diversity} + \varepsilon$$

This equation demonstrates a positive relationship and/or link between the variables of interest (see values of the coefficients of Gender Diversity $\beta = 0.5$, $t = 13.668$, $p = .000$). That is, if Gender Diversity equals to 0 then the performance will be of -0.264. In others words, 0 % of Gender Diversity will Occasion underperformance. Also, the level of significance being less than 0.05(both for the constant and for Gender Diversity) thus the association between Gender Diversity and Performance are significative statistically.

4.9 Discussion of Findings

The findings established that majority of the organizations (30.5%) have been in operation in DR Congo for the period of 10-15 years. The average composition per Non-Governmental Organization is of 43 employees, that is 5 are found in the Top Management, 9 in the Middle Management and 29 in the Operations Management. In the Top Management 25.7% are female workers whereas 74.3% are Male. In the Middle Management, Male accounts for 61.2% and female workers 29.8%. In the Operations Management Male accounts 70.3% of the total workers in the Operations Management on the contrary of Female who constitutes 29.7%. On the one hand, Arns & Holzberg (2015) stipulated that Gender Diversity Management involve men

and women to be similarly shaped inside the organization. It is clear from the findings that female and male employees are not equally spread toward the organization's departments and tasks; male and female employees are not equally spread across the organization's hierarchical levels. On the other hand, the findings are in line with David (2018) who suggested that women have less schooling than men and that was partly responsible for the gender differences in economic characteristics of employment in DR Congo. That is, there is need of actions from the Government and others stakeholders of development to concentrate significant efforts to implementation and monitoring of empowering women and girls in this particular country, region and continent to achieve the Africa we want in 2030, 2060 and beyond. In addition, positive discrimination that undertake positive action (Bacchi,1996) can fit this particular situation as all the 17 Sustainable Development Goals are interdependent whereby the importancy of the achievement of Goal 5 which is Gender Equality.

The International Labour Organization (2016) stipulated that while the African continent is at the initial economic growth phase, it looks undeniable that, it is in the interest of nations in the continent to labor for preeminent inclusion of women as paid laborers and leaders. On the contrary, on a scale of 5, the mean agreement of Human Resource Managers and Country Directors of International Non-Governmental Organizations in DR Congo on the enlargement of discussions concerning Gender Diversity have, is Satisfactory and not Very Distinguished. That is, discussions about gender diversity in their Organizations are not very frequent .

Furthermore, the findings on the Linear Regression Model suggest a positive relationship between Gender Diversity and Performance of international NGOs in this particular country. The p value for Gender Diversity is 0.00, the coefficient of the

constant is -0.264 and the coefficient of Gender Diversity is 0.9. That is, if Gender Diversity equals to 0 then the performance will be of -0.264. These findings are then in line with the U-shape Theory that stipulates that elevated proportions of gender diversity are source of competitive advantage, whereas intermediate as well as lower proportions of gender diversity deliver a competitive disadvantage. (Muhammed et al., 2007) Besides, the findings confirm the hypothesis of the Resource Based View which associate Gender Diversity to with resources that can provide an organization with a sustained competitive advantage (Wernerfelt, 1984). In contrast, the findings are in disagreement with the social identity theory which consider that workforce gender diversity is negatively related to organizational performance. In addition the findings are in agreement with the research of Ruchika (2017) which demonstrated that one percent increment in gender diversity in retail sector raises the overall output per worker by 0.34 percent. Harold (2012) notes that proficiently managing diversity induce to better performing, more satisfaction and commitment from employees, and potentially improved financial performance for an Organization. In contrast, Letian (2019) suggest that the relationship between a firm's gender diversity and its subsequent depends on the institutional context. Yssa et al.,(2018) stipulate that individuals are to a certain extent still entrenched in cultural perception which promote gender inequality.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter brings up the summary, discussions, conclusions and recommendations regarding our topic of interest. Suggestions for further research are also given. All these are guided by the objective of the study which is to find out the effect of Gender Diversity on Performance of international NGOs in DR Congo.

5.2 Summary of the findings

This study was carried out with the objective of establishing the effects of gender diversity on international NGOs performance. The executive directors and the human resource managers of International NGOs were participants to this particular study. The findings showed that most of the international NGOs (30.5%) have been in operation in DR Congo for the period of 10-15 years. 24.3% have been operating in that particular environment for more than 20 years and 18.6 % have been in operation since 15-20 years whereas the least (11.1%) have been in operation between 0-5 years. 15.5% of the International Non-Governmental Organizations have been operating in DR Congo for 5-10 years.

The average composition per international Non-Governmental Organization is of 43 employees, that is 5 are found in the Top Management, 9 in the Middle Management and 29 in the Operations Management. In the Top Management 25.7% are female workers whereas 74.3% are Male. In the Middle Management, Male accounts for 61.2% and female workers 29.8%. In the Operations Management Male accounts 70.3% of the total workers in the Operations Management on the contrary of Female who constitutes 29.7%.

The results of the linear regression enlightened figure number concerning the effect of the independent variable (Gender Diversity) on the dependent variable (Performance of international NGOs). That is, the findings revealed a significant positive effect. The calculated F was of 186.817 confirming the significance of the model used, it also indicate the reliability of the coefficients generated from the linear regression. Thus, in general the model was statistically significant and then apt of explaining the influence of Gender Diversity vis-à-vis the performance of International Non-Governmental Organizations. According to the findings, Gender Diversity explains 62.7% of the variability in the performance whereas other factors not considered in this study were responsible for the 37.3% of the variability in the performance of international Non-Governmental Organizations. The results also indicate that, the findings were 62.4% reliable as signalled by the adjusted R-Squared value coefficient which is closer to the R-squared value coefficient of 62.7%.

The p value for Gender Diversity was 0.00 (which is below the 0.05 threshold) the coefficient of the constant is -0.264 and Gender Diversity's coefficient which equaled to 0.5. That is, if Gender Diversity equals to 0 then the performance will be of -0.264. In others words, important proportions of gender diversity are source of high performance but the lack of gender diversity delivers underperformance. Consequently, the relation between performance of INGO in DR Congo and Gender Diversity in this particular country is statistically significant. The findings as well illustrated that the discussions about gender diversity are not very frequent within organizations whereby there is a need of actions from the Government (especially the Ministry of Labor) and others development stakeholders that would create changes in mind of employees to help avoid the danger of narrow group think.

5.3 Conclusion

The aim of this study was to find out the effect of Gender Diversity on the Performance of international Non-Governmental Organizations. The findings demonstrated there was a significant connection between Performance and Gender Diversity of Organizations. It is clear from the findings that female and male employees are not equally spread toward the organization's departments and tasks; male and female employees are not equally spread across the organization's hierarchical levels. According to the findings, discussions concerning gender diversity are not very frequent inside organizations and this can explain the lack of changes in the mindset of employees which can be interpreted in the upward extension of stereotypes in the country. Similarly, higher proportions of Gender Diversity are linked with higher performance whereas the absence of Gender Diversity contributes to the underperformance of Organizations. Furthermore, the results of this study are in accordance with the U-shaped theory as well as the Resource Based View which consider Gender Diversity as a valuable resource that enable organizations to achieve better performance and/or competitive advantage. Thus, the results of this study refute the social identity theory which considered Gender Diversity as favorizing negative discrimination inside the organization and then underperformance.

5.4 Recommendation of the Study

Based on the study finding together with the conclusions previously developed, the study suggest to policy makers to leverage on positive discrimination that undertake positive actions and then can act as a proactive strategy, correcting past and present discrimination of women and girls then can enable the preparation of organizations for the Africa we want in 2030, 2060 and beyond. In addition, this strategy will enable

the empowerment and inclusion of women as it has a strategic effect on the overall performance of organizations within the country and thereafter the country macroeconomic outlook. Thus, man and woman need to be are similarly spread at all the organizations levels.

In addition, the management staffs, executive directors and funders of organizations should leverage on making their employees aware of gender diversity outcomes by increasing discussions on the same in their internal environment. After what changes can be appreciated and the mindset would favorably adapt to gender diversity together with the suppression of stereotypes thereafter the suppression of the legal restrictions on women rights. That is, the study recommends that, the 3 levels of management in any organization should comprise of individuals of highly diversified gender.

5.5 Limitations of the Study

This research was restricted to find out the effect of Gender Diversity in international NGOs' performance. The research was also limited to DR Congo in its geographical scope. Thus, the findings might not successfully be representative of all the International Non-Governmental Organizations in the Great Lakes Region as well to local NGOs, the profit Organizations and the Government. There is need therefore for a further study to be undertaken covering a wide geographical area as well as a comparative study to examine the effect of Gender Diversity in different organizations in different categories of the economy.

5.6 Suggestion for Further Study

A study should be conducted to determine Gender Diversity outcomes in local non-governmental organization in DR Congo. Also a study should be conducted in public sectors to determine the effect of Gender diversity management on their performance.

Similarly a study need to be conducted in the same country on the difficulties that face women in the recruitment process, especially in rural areas (and the need to do positive discrimination and/or positive action to give to women more opportunities).

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APPENDICES

Appendix I: Questionnaire

SECTION I: BACKGROUND AND GENERAL INFORMATIONS

Please answer filling the (.....)

1. For how long has your Organization been in operation in DRC?
 - 0-5 years
 - 5-10 years
 - 10-15 years
 - 15-20 years
 - More than 20 years
2. How many employees does your Organization have currently in DRC?.....
3. How many projects does your Organization handle on a yearly basis?.....

SECTION II: GENDER DIVERSITY IN ORGANIZATIONS

1. What is the average number of females the organization employs?
2. What is the average number of female and male currently in the top management positions? (Eg. 3 females-2 males).....
3. On average, how many female and male employees are currently employed in the middle management position?.....
4. How many female and males employees are are currently employed in operations management level?.....

Please point out the position for each framing:

1= Very Distinguish 2= Distinguish 3=Fair 4=Low 5=Very Low

FRAMINGS	1	2	3	4	5
To what extent is diversity of employees in your Organizations					
The personnel of my Organization is composed of employees with varied gender					

SECTION III: ORGANIZATIONAL PERFORMANCE

Please point out the position for each wording:

1=Very Distinguish 2=Distinguish 3=Fair 4=Low 5=Very Low

FRAMINGS	1	2	3	4	5
From the commencement of the NGO in DR Congo, it has identified grants and donations increment					
From the beginning of the NGO in DR Congo, it has extended its scope of activities ,indigenous groups and others benefactors					
From the beginning of the NGO in DR Congo, it has remarked augmentation in the number of programmes					
From the commencement of the NGO in DR Congo, it has augmented the number of in employees					

SECTION IV: EFFECTS OF GENDER DIVERSITY ON ORGANISATIONAL PERFORMANCE

Please point out the position for each framing:

1= Very Distinguish 2= Distinguish 3=Fair 4=Low 5=Very Low

FRAMINGS	1	2	3	4	5
Gender diversity has significantly contributed to the improvement of the competitiveness of the NGO regarding grants and donations					
A gender diversified personnel in the organization is linked to higher level of donations					
Gender is important with respect to the general competitiveness of the NGO					
Gender diversity impacts positively social performance					
The discussions concerning gender diversity have enlarged in the NGO and helps to avoid danger of narrow-mindedness					
A gender diversified in the Organization's workforce develops the knowledge of the Organization at all the Organization's level					

Thank you for your support

Appendix II: Questionnaire Quick and Easy

Ière SECTION: INFORMATIONS GÉNÉRALES

Pour chaque question, veuillez indiquer la position de l'ONG Internationale qui vous emploie

1. Depuis combien de temps votre Organisation est-elle en activité en RDC?
 - 0-5 années
 - 5-10 années
 - 10-15 années
 - 15-20 années
 - Plus de 20 années
2. Quel est l'effectif du Personnel de l'Organisation ?.....
3. Combien de Projets votre Organisation gère-t-elle chaque année?

IIème SECTION: LA DIVERSITE DE GENRE DANS LES ORGANISATIONS

1. Quel est l'effectif du Personnel de l'Organisation au genre féminin?.....
2. Au niveau de la gestion stratégique (les postes de direction) combien de femmes et hommes employez-vous ? (Par exemple: 5Femmes-10 Hommes).....
3. En moyenne, combien de femmes et hommes engagez-vous au niveau de la gestion tactique (les postes d'encadrement intermédiaire) ? (Par exemple: 5Femmes-10Hommes).....
4. En moyenne, combien de femmes et hommes engagez-vous au niveau de la gestion opérationnelle ?.....

5. Veuillez indiquer la position de votre ONG :

1 = Très Distinguée 2 = Distinguée 3 = Satisfaisante 4 = Médiocre
5 = Mauvais

LIBELLES	1	2	3	4	5
A quelle mesure observe-t-on la diversité des employés au sein de votre Organisation ?					
Le Personnel de mon Organisation est composé d'employés de sexe varié					

IIIème SECTION: LA PERFORMANCE DE L'ORGANISATION

Veuillez indiquer la position de votre ONG à chaque libellé:

1 = Très Distinguée 2 = Distinguée 3 = Satisfaisante 4 = Médiocre 5 = Mauvais

LIBELLES	1	2	3	4	5
Depuis l'insertion de l'ONG en RD Congo, elle a incrémentalement bénéficié des subventions et des dons					
Par rapport au début de l'ONG en RD Congo, l'ONG a élargi ses					

rayons d'activités et ses bienfaiteurs					
Par rapport au début de l'ONG en RD Congo, l'ONG a remarqué une augmentation du nombre de programmes					
Par rapport au début de l'ONG en RD Congo, l'ONG a augmenté le nombre d'employés					

IVème SECTION: EFFETS DE LA DIVERSITÉ DE GENRE SUR LA PERFORMANCE DE L'ORGANISATION

Veillez indiquer la position de votre ONG :

1 = Très Distinguée 2 = Distinguée 3 = Satisfaisante 4 = Médiocre 5 = Mauvais

LIBELLES	1	2	3	4	5
La diversification du genre a concouru significativement au renforcement de la compétitivité de l'ONG en matière de subventions et des dons					
Un Personnel diversifié par genre dans l'Organisation est lié à un					

niveau plus élevé des dons et subventions					
Le genre joue un rôle important par rapport à la compétitivité générale de l'ONG où je travaille					
La diversification du genre a un impact positif sur la performance sociale de l'ONG où je travaille					
Les discussions concernant la diversification du genre se sont élargies au sein de l'ONG où je travaille et contribuent à éviter les mesquineries					
A l'ONG où je travaille, la diversification du genre parmi le personnel de l'Organisation améliore les connaissances					

Merci pour votre soutien

Appendix III: International Non-Governmental Organizations in the Democratic Republic of Congo

1. AAI-Action Aid International RD Congo
2. ACF USA-Action contre la faim USA
3. ACTED-Agence d'Aide à la Coopération Technique et au Développement
4. AD-Action Damien
5. ADRA-Adventist Development and Relief Agency
6. AiBi-Amici dei Bambini
7. ALIMA-Alliance for International Medical Action
8. ASF-Aviation Sans Frontieres France
9. ASF-Avocats Sans Frontieres
10. AVSI-Fondazione AVSI
11. BD-Broederlijk Delen
12. CA-Christian Aid
13. CAR Allemagne (DCV)-Caritas Allemagne (DCV)
14. CAR Belgique-Caritas International Belgique
15. CARE-Cooperative for Assistance and Relief
16. CBM-Christian Blind Mission
17. CDEB-Chaine De l'espoir- Belgique
18. CHAI-Clinton Health Access Initiative
19. CIAT-Centre International d'Agriculture Tropicale
20. CIP-Centers for International Programs
21. CISP-Comitato Internazionale Per Sviluppo dei Popoli
22. Coalition du Mouvement nord-sud en Flandres 11 11 11
23. Codespa Founadation
24. Coopera
25. COOPI-Cooperazione Internazionale
26. CORDAID-The Catholic Organization for Relief and Development Aid
27. CPI-Counterpart International
28. CRe-Croix Rouge Espagnole
29. CRf-Croix-Rouge Francaise
30. CRS-Catholic Relief Service

31. CUSO-Cuso International
32. CWW-Concern WorldWide
33. DCA-Dan Church Aid
34. DFGFI-Dian Fossey Gorilla Fund International
35. DIAKONIA People Change the World
36. DKH-Diakonie Katastrophenhilfe
37. DkT Intenational
38. DN Di – Drugs for Neglected Diseases initiative
39. DRC- Conseil Danois pour les Réfugiés
40. FA-Fundacion Albihar

41. FFI-Fauna & Flora International
42. FH-Fondation Hironnelle
43. FH-Food for the Hungry
44. FHI 360-Family Health International
45. FM-Farmacéuticos Mundi
46. GC-Geneva Call/ Appel de Genève
47. GD-Give Directly
48. HAC-Help A Child
49. HEKS/EPER- Entraide Protestante Suisse
50. HI-Handicap International
51. Hotosm
52. IA-International alert
53. IBCR-Bureau international des droits des enfants
54. IC-Invisible Children
55. IECD-Institut Européen de Coopération et de Développement
56. IMA-Interchurch Medical Assistance World Health
57. IMC-International Medical Corps
58. IMPACT
59. INSO-International Ngo Safety Organization
60. Internews
61. INTERSOS-Organizzazione Umanitaria Onlus
62. IP-Interpeace
63. IRC-International Rescue Committe

64. JGI-The Jane Goodall Institute
65. JRS-Jesuit Refugee Service
66. JUH-The Johanniter International Assistance
67. KTK-Kvinna Till Kvinna
68. LC-Louvain Cooperation
69. LPI-Life and Peace Institute
70. LpLM-Lumiere Pour Le Monde Belgique
71. MAG-Mines Advisory Group
72. MAGNA-Magna Enfant en Péril
73. MDA-Médecins d'Afrique
74. MDM-Médecins du Monde Belgique
75. MDM-Médecins du Monde France
76. MEDAIR-Medair
77. Medicus Mundi Bizkaia
78. MEMISA Belgique-Mecal Missionary Action Belgium
79. Mercy Corps-Mercy Corps
80. MFA-Mama's For Africa
81. MSF-Médecins Sans Frontières France
82. MSF-Médecins Sans Frontières Belgique
83. MS-Marie Stopes International
84. MSV-Médecins Sans Vacances
85. NCA-Norwegian Church Aid
86. NRC-Norwegian Refugee Council
87. OXFAM-Oxfam International
88. PATH
89. PIN-People In Need
90. PI-Pathfinder International
91. PI-Protection International DRC
92. PMU-Mission Pentecotiste Suédoise d'Aide Humanitaire et au Développement
93. PUI-Prémière Urgence Internationale
94. RC4D-Rotary Clubs For Development
95. RCN-Justice et Démocratie

96. RFN-Rainforest Foundation Norway
97. Rikolto
98. RLB-Radio La Benevolencya Grands Lacs
99. SCI-Save the Children International
100. SFCG-Search For Common Ground
101. SI-Solidarités International
102. Skat Kivu
103. SNV-Organisation Néerlandaise de Developpement
104. Sos Faim
105. SOS VE-Sos Villages D'Enfants
106. Swisscontact
107. TCC-The Carter Center
108. Tearfund
109. TPH-Swiss Tropical and Public Health Instiute
110. Translators without Borders
111. TRIAL-Trial International
112. Trias
113. Trocaire
114. TSF-Terre Sans Frontière
115. ULB C-Ulb Cooperation
116. VDAY
117. Vétérinaires Sans frontiers
118. Viva Salud
119. Volontariato Internazionale per lo Sviluppo (VIS)
120. W4WFI-Women For Women International
121. WC.UK-War Child UK
122. WCC-War Child Canada
123. WCH-War Child Hollande
124. WCS-World Conservation Society
125. WHH-Welt HungerHilfe E.V
126. WOA-Women Of Africa
127. WRC-World Relief Conservation
128. WVI-World Vision International

129. WWF-World Wide Fund Panda
130. ZOA-Zuid Oost Azic (Sud Est Asie)

Source: International Non-Governmental Organizations DRC Forum, 2020

Appendix IV: Bona Fide Letter



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

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Our ref: **D61/18965/2019**

P.O. Box 30197
Nairobi, Kenya

2 February 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MAHESHE NSULI REGINA: D61/18965/2019

This is to confirm that the above named is a bona fide continuing student in the Master of Business Administration (MBA) degree programme in The University Of Nairobi, specializing in Strategic Management option.

She is currently in Part II (Research project) of the programme.

Any assistance accorded to her will be highly appreciated.

