

**THE RELATIONSHIP BETWEEN FINANCIAL MANAGEMENT
PRACTICES AND SUSTAINABILITY OF NON-GOVERNMENTAL
ORGANIZATIONS IN NAIROBI COUNTY**

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DECLARATION

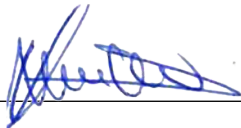
I, the undersigned, declare that this is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.

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LIST OF ACRONYMS AND ABBREVIATIONS

AOE -Annual Operating Expenditure

AORR -Average Operating Reserve Ratio

CB -Capital Budgeting

CM -Cash Management

CSORG - Civil Society Organization Reference Group

FRA -Financial Reporting & Analysis

IFRS – International Financial Reporting Standards.

INGOs -International Non-Governmental Organizations

MDGs - Millennium Development Goals

NGOs –Non-Governmental Organisations

NPOs –Not for Profit Organizations

NPV – Net Present Value.

OMCT –World Organization Against Torture

OR -Operating Reserve

ORR -Operating Reserve Ratio

RBV – Resource Based View

RDT- Resource Dependence Theory

ROCE – Return on Capital Employed

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ABSTRACT

Imprudent financial management practices have affirmed to be paramount motive of financial instability and eventual closeout of most non-governmental organizations (NGOs) in Nairobi. They are so clinging to donors and other public/ private enterprises for funds that in the event they pull out the organization will close out. Theories have set out that the effectiveness of financial sustainability can be determined by resource that is almost impossible to replicate and one which are valuable or rare to an organization, set rules and guideline under which the agent operates thereby safeguarding the principal interest & procuring the right resource that will bid the best result for the money spent. This setting sparked the desire for the current study to be organized to meet this knowledge disparity. This study used descriptive research design with a target population of 1252 filed NGOs in Nairobi. A specimen of 93 of the target population was picked in conjunction with opinion poll with questions on the survey objective. Data collected was assembled and results presented in figures and tables. Analysis of variance (ANOVA) was carried out, the research confirmed that the F-ratio ($F_{(3,72)} = 7.949$, $p=0.000$) was statistically significant predictor of the outcome in that the model fitted well to the data with a p-value less than 0.05. The study also reveals that financial analysis and reporting has a significant negative influence on sustainability ($\beta -23.146$, $P 0.008$) which cash management and capital budgeting did not have a significant effect on sustainability of NGOs in Nairobi as shown by P values above 0.05. The study advocates that the board and management of NGOs should carry out due diligence on risk assessment of new projects before it can take it up and to continue to monitoring it so that it does not deviate from the plan. Stringent controls should also be put in place to manage finances while reporting and analysis should be done by competent personnel and reviewed before it is sent out to the right users. The study also recommends the need for future studies to focus on other sectors of the economy.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Financial management continues to be a strong pillar for any Non-Governmental Organizations (NGOs) that is a going concern. NGOs have built their capacity in terms of training and hiring expertise to manage their funds. Donors have equally come up with stringent policy and measures e.g. five-year audited books of accounts, physical location of NGOs, and list of NGOs that have been blacklisted etc. before partnering with NGOs. This has enabled most NGOs to comply with International Financial Reporting Standards (IFRS) measures that relates with financial management. Of much importance and where NGOs are diverting their attention to is on financial sustainability (Mango, 2015). Donors would partner with NGOs for a contractual period after which the contract would come to a close. So, discussions are as to whether the NGO is able to proceed to unforeseen future before it signs another contract with a new donor.

This academic work is influenced by resource-based view theory (RBV). It looks at a firm's in-house basics with a view to pinpoint those valuables, potentials and competencies with the prospects to furnish lofty competitive edge (Barney, 1991). The resources should be superior and protected by some form of mechanism interdicting their dissemination all over the industry. The second theory is the agency theory, which involves the master who assigns task to another and the servant who execute that job. The theory is apprehensive with sorting out drawbacks that can transpire in agency association Jensen & Meckling, 1976. Problem most probable to arise is the intent of the master and servant conflict and its priceless for the master to prove what the servant is doing. Lastly is the resource dependency theory (RDT). It's based on resource obtained from the environment. These external resources affect the way organization behaves (Pjeffer & Salancik, 1978).

In the last decade, Kenya has recorded a rise in the number of registered NGOs. The total number of active NGOs today both international and local is 8,893. The number of NGOs that have a presence in Nairobi is 1,252 (NGOs coordination board, 2019). NGOs have become and continued to be instrumental in social advancement worldwide (Lewis &

Kanji, 2013). They are predominantly in countries that experience political instability, natural disaster, wide spread ethnic discord, unstable economy, lack of social amenities the likes of hospital, health, psychosocial services and schools (Banks & Hulme, 2012). It's a reality in majority of third world countries that the state alone is not sufficient to handle the above concerns to ensure sustainable human development (Hassan, 2015).

The one striking feature between NGOs and state government is that the former is more flexible, and respond at full tilt when called upon to handle the various needs of people (Mitlin, Hickey & Bebbington, 2014) In view of the recent happenings including cut in funding's by donors bearing in mind that these would lead to staff being laid off, activities being halted, implementation period being shortened etc. NGOs in Kenya are dependent on foreign funds making them susceptible to external factors that jeopardize their financial sustainability (NGOs coordination board, 2019). Financial sustainability is a pointer deliberation for viability and usefulness of NGOs (Conradie, 2012). In context of NGOs they should strive to come up with ways of raising funds other than depending on foreign donors. A case in point would include having discussions with private sectors to provide certain services to the communities, selling advert space in organization website or newsletters, and so on.

1.1.1 Financial Management Practices

Financial management touch on functions concerned with cash, profitability, credit and expenses. It implies procurement and management of funds thus enabling organization to carry out its objectives as satisfactorily as possible. The end result being amplifying the monetary worth of the firm to its shareholders (Lawrence & Chad, 2019). By and large financial management is concerned with short term working capital management and managing fluctuations in foreign currency.

McKinney, B. (2015) defines financial management as whereby organization comes up with proper structure in terms of control, raise funds that will support programs and ensure the objective of the program is well achieved. There are several importance of NGOs having proper financial management systems in place. It includes making productive decisions, eliminating threats and fraud, strengthening fund raising processes, accountability to the donor, improving credibility etc.

Gill *et al* (2010) summarized the principal area of financial management to be financial planning which necessitates cash planning, decision making on short lived and long-lived origin of finance, working capital management, investment portfolios, planning of fixed assets. Chung and Chuang (2010) indexed financial management into: working capital management, capital structure capital budgeting accounting information system, analysis and financial reporting.

Lewis (2011) determined that intact financial management practices call for observation and taking steps on financial concerns of an organization that will eventually help it to attain both current and future objectives. Preferably ideal financial management entails financing the long-term NGOs objectives and mitigating threats to financial resources. It also involves long term strategic management with a focus on capital structure including fund raising and capital budgeting.

Leon (2011) famed that numerous NGOs practice donor-based accounting which is susceptible to human error since it lacks adequate controls for reviews. NGO should therefore adopt cost centre accounting that allows for double entry and adequate controls. With this in place the NGOs should be able to produce regular financial statement reports, set periods for reviews, management involvement of the operations and a dedicated board in fiscal oversight.

One of the most important difference between Not for profits (NPOs) and for profit financial management is that for profit get their income from sale of goods and services. NPOs on the other hand get their income from gifts, donations, grants, endowments income, and dues (Bowman, 2011). NGOs are governed by financial objectives and policy which aims to achieve a prudent financial management (Zietlow, Hankin, Sandier & O'Brien, 2018)

1.1.2 Financial Sustainability

Financial Sustainability is an NGOs function to secure awards in order to experience worthwhile projects at a substantial and unchanging rate as a way to generate expected outcome. Financial sustainability is the standard to which an organization creates growth and development strategy that run indefinitely (Elliot, 2012). Of importance it is the

capacity of NGOs to expand funding so that the institution structure and benefit production can continue even after cessation of external funds.

Financial sustainability is the ability to look into your past, the context of your work and the risk you are facing as an organization in order to plan for the future. You ought to know what you need to do, to have the financial resource and reserves you need in order to be able to do the programme work that achieves your organization mission and vision (Bell, Masaoka & Zimmerman, 2010)

Financial sustainability is the function to keep up monetary limit after some time (Bowman, 2011). Sustainability of an organization touch on heads capacity to keep up the union over the long haul (Renz, 2010). Lewis (2011) noted that financial sustainability is ascertained cash available to meet obligations as they fall due, net income and the relationship between assets and liabilities.

Abdelkarim, (2010) stated that financial sustainability entails sound financial management, robust resource mobilization, self-financing i.e. income generating. Financial sustainability is the power to generate a positive statement of the financial position. Thus, ensuring that the NGOs are in a situation to answer quickly to the ever-alternating external environmental needs as they arise.

Financially sustainable organizations need to run efficient and effective programmes, attracting financial support from diverse source, building on alliances & networks and lastly planning their work context. These helps to reduce organizations' vulnerability & unpredictability, build up savings and more unrestricted funds that can be controlled. Thus, creating confidence both internally with your staff/board and externally with donors/communities by knowing your sense of what the funds you need are, how you are going to get it and when you are going to get it.

1.1.3 Financial Management Practices and Financial Sustainability

Sound financial management strategies and sustainable program must be in a position to break even opportunities and threats linked with sustainability in place to generate long term shareholders value. The major disadvantage to pursuing sustainability over business

as usual is increase in cost. Sustainability therefore involves working past threat management to decrease in value and proceeds generation (Khalili, 2011).

Some organization lack financial policy as a strategy in place and if its present most of their staff are unaware of it. NGOs heavily rely on this policy in order to be financially sustainable. Waiganjo, Ng'ethe & Mugambi (2012) identified a strong worthwhile connection between financial management and financial sustainability. An example of financial model that is used to assess the sustainability of a program / project using financial management practice is the net present value (NPV). Program / projects are usually pre-screened to ensure strategic fit and feasibility for sustainability after which they are ranked using NPV model and choosing the program/project that adds value to the NGO.

Of key importance to NGO world is the convectional capital budgeting practise of awareness, identification, selection and monitoring should be in line with environmental issues. Ali (2012) noted that financial management is in fact a major constituent that affect financial sustainability. Financial report should be prepared according to IFRS and special purpose frame work financial statement. The later include reports on internal controls, compliance and other requirements (Deloitte & Touché, 2016). Proper maintaining of financial records and management will greatly impact on future sustainability of projects.

1.1.4 Non-Governmental Organizations in Nairobi County

Most NGOs in Nairobi started as regional and ethnic groups after World War II to cater for people affected by reduction of social service during the war. Nairobi county is home to 1,252 NGOs both local and international (NGOs coordination board, 2019). The local NGOs have their headquarters located in Nairobi while for the international NGOs have branches in Nairobi since their headquarters is located in their country of origin. They are both important in the economic development of Nairobi county.

NGO has been in the forefront in promoting economic and social service to most developing countries (Bozzo, 2000) Kenya being a beneficiary of the same. Additionally, NGOs play a key role in promoting public awareness on monitoring government activities for the benefit of its citizens (Goddard & Assad, 2006). For decades, both International and

local NGOs have proactively aided in shaping the country and the legal environment has been agreeably reassuring.

However, there seems to be concerns on NGOs with issues to do with registration accountability, transparency, tax incentives and benefits for organizations conducting ‘public benefit activities in Nairobi County. Due to the above concerns the NGOs in Nairobi have faced decline in funding leading to closure (NGOs coordination board, 2019). There has also been a strain in funding due to decline in institutional funding leading to NGOs in Nairobi to cover all overhead costs and activity implementations.

1.2 Research Problem

Ideal financial management practices and financial sustainability should be of prime importance if a firm is to continue operations in future. There exists a robust pragmatic alliance between financial management practices and financial sustainability when it comes to growth of organization. There is no doubt that for firms to realize their full prospective then they need to be sustainable. These would lead the NGOs being able to continue offering essential services to their beneficiaries even after the donor cessation of donor funding (Bowman, 2011).

NGOs in Nairobi are put to task in terms of how they strategies to attract donors through aggressive resource mobilization and efficient funds utilization. Currently most of the NGOs lack capacity to conduct resource mobilization and the ability to fundraise locally. Thus, making them donor dependent by continuously shifting interventions to align to donor stringent requirement (NGOs coordination board, 2019). Complains have emerged from donors, government and community regarding financial sustainability of NGOs in Nairobi. Preliminary studies show that NGOs are struggling with financial sustainability.

Globally studies have been implemented on NGOs financial sustainability. Way of example, Moreno (2017) on examining factors that shape financial sustainability for NGOs in Colombia pin points over dependent on donor funding. Which in extent controls their decision making as funds were to be utilised as per the donor requirements. Bromideh (2011) ascertained that NGOs in Iran relied on single source of funding for their programmes leading to hampering of operations and lacking financial sustainability as a

result. Islam (2016) observed that for NGOs try to minimize dependency of donor funding by mobilizing funds from local corporate donor, local & national government. These diversifications of funding ensure continuity of operations thus enhancing financial sustainability.

Locally studies have been done on NGOs. For case in point, Abong'o & Ombaba (2018) established that proper financial management was a necessity for financial sustainability for community projects funded by donors. Nevertheless, the study was not able to discern whether the financial management in place had ramifications on financial sustainability and operations. Rono (2012) focused on NGOs in Nairobi and studied factors that affect sustainability of projects. Omeri (2015) explored that financial sustainability is pivotal for stability and growth enhancement for NGOs. Waiganjo et al (2012) figured out that organization structure, financial management, internal financing and strategic alliance brings about financial sustainability in NGOs in Nairobi.

Most NGOs in Kenya are still evolving insinuating that noteworthy labour is required to ensure financial sustainability (NGOs coordination board, 2019). Majority of research focus on end results of programmes, capacity building, community & government involvement rather than financial sustainability of the NGOs. There has been slight mention of financial sustainability within this research presumably since NGOs receive unlimited grants from different donors. Nevertheless, with the current changing dynamics in funding of the NGOs manifested in decrease / funds being trimmed. There was need to probe on financial sustainability. This research therefore set out to investigate; how financial management with emphasis on financial sustainability affect NGOs in Nairobi?

1.3 Research Objectives

To establish the relationship between financial management practices and financial sustainability of NGOs in Nairobi.

1.4 Value of the Study

The research detection will be advantageous to NGOs by ensuring they have financial sustainably plan in place and also hire competent/professional finance personnel to manage

their funds. These would thus be able to come up with ways to be financial sustainable thereby minimizing over dependence on donor funds and eventually closure by the NGOs.

Secondly, it will assist the government in coming up with policies and regulations that would govern NGOs. These would be of importance and moreover acknowledgement of MDGs and Vision 2030 thus improving fair monetary advancement.

Thirdly, the findings add to the existing field of knowledge on financial sustainability relating to NGOs thus providing other academicians and scholars to research further on the subject. Lastly, study discoveries would be of esteem to donors who before partnering with NGOs would use it to provide assistance to them and build their capacity on financial sustainability.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides an overview of the theoretical and literature review of financial management with emphasis on financial sustainability for NGOs in Nairobi. A mix of scholars and the World Wide Web has enabled the study possible. This study is not proposed to be exhaustive of financial management with emphasis on sustainability for NGOs, rather is to acknowledge and appreciate leadership that has been witnessed in the management of finances of NGOs in Nairobi.

2.2 Theoretical Review

Theories provide a means of advancement of knowledge. The study looks at how different theories address the concern of financial management with emphasis on financial sustainability for NGOs in Nairobi. The likes of theories assessed include resource-based view theory, agency theory and resource dependence theory.

2.2.1 Resource Based View Theory

Resource Based View (RBV) theory shades light on how we define resources, the resource here is more of a strategic resource other than just a resource. The strategic resource is one that is almost impossible to replicate and one which are valuable or rare to an organization (Barney, 1991). Such strategic resource should have developed over a long period of time with numerous innovations and modification. After which such resource helps and organization achieve a sustainable competitive advantage (Barney, 1995).

RBV theory provides an organization with an avenue to make improvements in their operations so that it can handle external environmental threats. An organization assets and liabilities are of key importance when making strategic decisions of vital activities (Camison, 2005). For instance, NGOs can capitalize on the expertise of its staff by conducting trainings whereby the participants pay fee. By charging fee clients perceive service to be worthwhile and thus are more likely to develop interest and subscribe. The trainings should be structured in a way that it's difficult to replicate one which is unique to that particular NGO.

2.2.2 Agency Theory

The theory describes a relationship that exist within two parties i.e. the principal and the agent, the principal is the employer while the agent is the employee. A lot of financial decisions that affect the principal is mainly done by the agent. As a result, difference in opinion and interest may arise leading to conflict or the agency problem (Jensen & Meckling, 1976). To minimize the agency problem between the principal and the agent NGOs should have in place solid organization policy.

The agency problem represent opportunity for moral hazard in that the agent being an employee is more likely to take up financial risks that could be avoided simply because the principal / employer is the one to suffer the consequences. To mitigate these problem incentives is used to realign the agent / employee interest with that of the principal/ employer. Also, corporate governance should be put in place by the NGO to set rules and guideline under which the agent operates thereby safeguarding the principal interest (Eisenhardt, 1989)

For NGOs to be financially sustainable they would need a strategic plan that must be strictly followed by the staff/ board / management. These would ensure that it's less likely to be side tracked by donors whose priorities might not fit their own. NGOs should form a habit of keeping the donors informed especially during program implementation and always consulting before alterations of planned activities. These deviations from plan always results in conflict and financial loss due to cost being disallowed by the donor or program closure. Additionally, NGOs ought to form new relationships by asking donors who they know/referrals.

2.2.3 Resource Dependency Theory

Resource dependency theory (RDT) is a study on how external resources procured by organization affect how the organization behaves. The theory looks at the relationship between the organization and the resources it needs to operate. Procuring the right resource that will offer the best value for money is a fundamental aspect of strategic & tactical management for any organization. RDT has implications when it comes to organization structure, recruitment of board members and staff, external organization links, contract structure and any other important aspect of organization strategy (Pjeffer & Salancik, 1978)

If an organization keep all stocks of a particular resource it will make other organization in a similar operation be dependent to it. Thus, creating a symbiotic relationship that is most likely will result to that organization being vulnerable, uncertain and attracting external checks to it. These external checks can either be conducted by the government or other organization. NGOs should purpose to know who they are and how they got to where they are today. By procuring a sound financial management system aid in information such as past, present and predicting the future.

To ensure financial sustainability, NGOs in Nairobi should be an organization savings to cater for two reasons i.e. contingency plan and opportunity. A reserve fund of unrestricted amount in place should be sufficient to cater for 50% of organization annual budget. This is achieved by ensuring that annually, a surplus budget is created. Finally generating own income through; fundraising events like dinner, consulting, renting out office space and equipment's, membership subscriptions, donations and crowd sourcing.

2.3 Determinants of Financial Sustainability

For NGOs to be operational for unforeseeable future, it needs to be financially stable in the sense that its funds are from different sources (Lynn, 2013). According to Malvern (2002), a sustainable NGO is one that is able to achieve its objective and continues to meet the obligations of its key associates including its beneficiaries. NGOs that focus on building relationships with their donors, beneficiaries, key stakeholders etc., have risk management strategy in place and have a solid financial practice are in a position to remain stable (Ashoka & Mango,2015).

A sound financial management is therefore crucial in planning as it will ensure risk is minimized and ideally fulfilling the importance of NGOs being financially sustainable Be that as it may, there are factors that determine the need of financial management with emphasis on financial sustainability for NGOs, some are discussed below.

2.3.1 Financial Planning

Financial planning is the function of determining how a firm will manage to achieve its strategic goals and objectives (Jordan, Ross & Westerfield, 2010). Kumar (2015) explored the union between strategic financial planning and organization performance. A verifiable

study that was quantitative in nature was carried out on European, American and Asian firms. The conclusion pointed out that there is an affirmative consortium between strategic financial planning and performance of the firm. Presence of a sound financial plan will help the firm achieve financial sustainability through its overall performance.

Mwaura (2013) explored the end result of monetary planning on fiscal performance of automobile industry in Kenya. Some of the measures investigated were working capital, earnings before interest and tax, return on capital employed (ROCE) and fixed assets have a positive relationship with the firm's performance. NGOs can therefore invest in durable fixed assets that have value for money so as to reduce taxation cost on not durable assets and thereby being financial sustainable.

Donors when reviewing program implementations would want to see that their funds were utilised properly and according to the budget (Roseland, 2012). This is made possible by comparison of the budgeted cost and actual expenditure with any potential variance being justified and approved. Once the donors are satisfied by these it boosts their confidence and they are more likely to continue funding or even offering referrals for fund to the NGO thus leading to financial sustainability (Elliot,2012). It can only be made possible by ensuring the plan is adhered to appropriately.

Most NGOs have board of governance who the key management reports to. Financial planning acts as a benchmark in which the board will use to ascertain and review the financial performance of the NGO (Pratt & Hailey, 2012). Review of financial performance can be done quarterly or biannually by the board and monthly by management. A financial plan that caters for financial sustainability and ensuring the NGOs continues to meet its mission and needs of the donor is most likely to get approval from the board.

2.3.2 Financial Reporting

It is the disclosure of accounting statement i.e. cash flow statement, , income statement, statement of changes in equity, and statement of financial position to management, investors and the public (IFRS 10, Consolidated financial statement). A good number of NGOs in Nairobi maintain a proper record of the financial transactions that take place in the organization (NGOs coordination board, 2019). This is mainly achieved by hiring

competent personnel to head the finance department who are well conversant with accounting system. The system should have internal controls governing deleting, posting and altering of transactions. This would be beneficial in the sense that it would have an audit trail of how the financial transactions came to being.

Financial report should be prepared in accordance to IFRS which happen to be the core values of a lasting relationship between NGOs & donors (Lecy, Schmitz & Swedlund 2012). Donors want transparency in how their funds were implemented and this should be supported with a financial and narrative report. Apart from preparing financial report in line with IFRS the narrative report on program implementations should correspond to the financial report.

NGO should be open to scrutiny by the donors in terms of financial reporting quality through monitoring their budget, field visit, physical access to accounting records, supporting auditing and recruitment of personnel to oversee the implementation of the program etc. (Fowler, 2013). It helps NGOs not to deviate from its contractual obligation set in the agreement. Such deviations have dire consequences e.g. termination of the contract abruptly, costs being disallowed, staff being terminated or prosecution etc.

Local NGOs in Nairobi rely on foreign funding for its operations however, a good number of them flop when it comes to accountability and transparency (Weerawardena, McDonald & Mort 2010). To abide by this, the local NGOs would need to be accountable and transparency for it to be operational to the unforeseeable future. Accountability will enable NGOs to file statutory obligations with valid amounts. These helps strengthen the relationship between NGOs and donors by constantly enhancing financial sustainability.

2.3.3 Financial Control

Financial control are processes, policies and procedures that are discharged to manage funds of an organization (Jordan *et al* 2010). Financial control helps in achieving organization goals. They are implemented with accountabilities, responsibilities & automation. According to Kumar (2004) a lot of organizations have different management operating metrics that works for them. Case in point is where executive leadership are responsible for providing suitable and accurate operating metrics such as profit margin,

value for money, reviewing financial proposal before submitting to potential donor etc. These internal controls should be stringent when it comes to its operations so as to attain financial sustainability and to attract potential donors.

NGOs are now able to fund raise and generating their own income for sustainability. However, if they lack the prudent measures for controlling and administration of such fund then it becomes immaterial (Macleod, Leon & Esquivias, 2001). Such measures include but not limited to account receivables – fund is received, recorded, deposited, reconciled and kept under adequate security and account payables – grants are expended upon actual consent by administration for justifiable enterprise purpose and its fully recorded.

Financial control helps to create financial discipline that enables it to use its resources well by providing tolerable supervision of influx and flux of materials. Measures such as information security, whereby financial software and documentation are restricted to authorised personnel. It secures flawless utilization of these supplies leaving no space for squanders. NGOs should make a point of having tighter financial control since it will offer a greater piece of mind and sustainability knowing that the financial software & records are accurate and well protected from potential frauds (Macleod *et al* 2001).

2.3.4 Income Diversification

Income diversification is the practice of setting side income in a way that reduces exposure to risk (O'Sullivan & Sheffrin, 2003). Local NGOs are in an advantageous position to continue implementation of their activities and reducing instances where donors manipulates them with their own agendas or desire. It's attainable through income diversification thus being less reliable on donor funds and restrictions (Mitlin *et al.*, 2014). NGOs in Nairobi should plan their operations in such a way that different aspects of cost are attributable to different income streams. NGOs that fail to diversify their income will often remain small relatively ineffective and eventually not attaining financial sustainability (Roseland, 2012).

In the face of uncertainty with donor funds, NGOs should formulate strategies of catering for their cost and especially having the communities that benefit from such activities to foot part of the cost or all cost of the program (Fowler, 2013). Beneficiaries involvement

gives them a sense of responsibilities of their action and development. In that in the event the NGO cease in operation, they are left in a position they can sustain themselves with the knowledge and innovation of the of the source of development.

NGOs in Nairobi may also diversify their incomes by owning/ buying properties and earning rental income thus increasing their income streams (Ali,2012). Such income diversification will enable NGOs to meet their administrative and operational cost while enjoying their power to decide their own programs without donor's influence. Income received by such NGOs enables them to continue operations and meeting their overall strategic objectives and eventually enhancing financial sustainability.

2.4 Empirical Studies

Several studies both international and local have been carried out relating to NGOs financial management practices that lead to financial sustainability worldwide by various academicians and researchers.

2.4.1 Global Studies

Rhoden (2014) in a study in United Kingdom on the capacity of NGOs to become sustainable through creation of social enterprises. A verifiable study that was qualitative in nature was carried out on NGO operating in Jamaica and a charity organization in the United Kingdom were comprehensively analysed. The study findings revealed a positive association between the capacity of NGOs to become sustainable through creation of social enterprises by way of generating their own income. Reported that the utmost obstacle fronting NGOs is decrease in donor funding of a good number of NGOs in United Kingdom. The academic work vouched that NGOs should provide strategies that establish funds are from various streams to avoid dependency and attain sustainability.

Williams (2015) investigated financial sustainability strategies of NGOs in Canada. The objective of the study is to extend a top perspective of how NGOs can achieve financial sustainability. 5 NGOs were the sample population of the study and the researcher reviewed their origin of cashflow, how they govern their overheads, and the understanding, behaviours and culpable practices that determine their capacity to preserve the quest of their calling. Analysis of the data is carried out using a qualitative investigation together

with the current literature. The study revealed that sound financial practices and capacity to innovate can lead to financial sustainability.

Bromideh (2011) carried out a case study in Iran on vast escalation threats of NGOs in thriving countries. The academic work used a qualitative approach to collect data through thorough consultation with directors and work force of chosen NGOs. Undisputed 9 in-depth interviews with 4 NGOs were analysed using post qualitative focus group discussion for further idea gathering and finalization of the challenging issues. The results of the case study revealed that some of the wide spread challenges facing NGOs are grouped into 2 i.e. inter –NGO (financial matters, management skills, internal communication & human resource) intra-NGO (signing up, affiliation with governmental institution, synergy with private quarters, politics, internationalization, doctrine and monetary crisis.

Akingbola (2004) did a study on staffing, retention and government funding on NGOs in Canada. The researcher collected data using primary technique of data collection from 1996 -2001. The call motif and statistical results were acclimated to yield a descriptive analysis of the NGOs involvement with regime backing and resolve how it influence services, organization and staffing. The study harvests are consistent with the theoretical point of view that NGOs which relied on contract funding led to increase in the rate of attrition for staff. NGOs should therefore come up with ways of generating income so that they can retain their staff. Financial management practices like that of financial planning and budgeting supported with strategic financial policy will lead to financial sustainability.

Santarossa (2003) conducted a research on technical and financial sustainability in Scottish agriculture. Dossier were harrowed from the Farm Account Scheme (FAS) for Scotland and supplied by Scottish Executive Environment and Rural Affairs Department. They masked origination lifespan from 1983 to 2000 and inserted a cross section of 45 farms. The facts collected was subjected to a descriptive analysis which modelled along a series of financial indicators for assessing financial health of each firm and its future viability. The conclusion of the study determined that organizations financial sustainability factors sets its preparedness to diversify in a goods and services it offers as probable aftermath and responsive to further operational steps.

2.4.2 Local Studies

Ali (2012) conducted a research on factors affecting sustainability of funding Sisters Maternity Home, Garissa, Kenya. Stratified proportionate random sampling approach was used to select 67 respondents. Quantitative data was analysed using both descriptive and inferential analysis. The study noted that relationship management contribute most to financial sustainability of NGOs followed by strategic financial management then income diversification while own income generation contributed the least to financial sustainability of NGOs. The study recommended that NGOs hire competent personnel who are conversant with strategic planning, implementation and financial analysis for it to be sustainable.

Income diversification impacts positively on NGOs finances. It's supported by a study on financing local NGOs conducted in Ghana by Gyamfi (2010). Survey research technique was adopted to examine the local NGOs financing and issues and challenges that confront them. A purposive and simple random sampling, and 10 percent margin of error, 43 out of 76 local NGOs in Brong Ahafo Region were sampled for the survey. The study noted that local NGOs receive their funds from international NGOs, government through their embassies and agencies. The study suggested that native NGOs expand their funding bases, approach town philanthropist and legal entities for funding fulcrum. Additionally, a sound management for local NGOs was advocated.

Saungweme (2014) investigated circumstances influencing financing sustainability of local NGOs in Zimbabwe. Data analysed for the study was from 2009 to 2013. A review of 52 local NGOs spread out in Zimbabwe provided primary data for the research. The research revealed that local NGOs were not financially stable and thus relied on donor funds. The study entrenched a useful and outstanding connection linking income diversification and financial sustainability for NGOs in Zimbabwe. In addition, he argues that NGOs generating their own income in Zimbabwe faces challenges of being accused of being profit centred.

Ernest (2019) researched on financial management and sustainability for local NGOs in Wa Municipality, Ghana. Survey probing layout, cluster and simple random sampling approach was signed. Evidence was poised for both quantitative and qualitative in nature

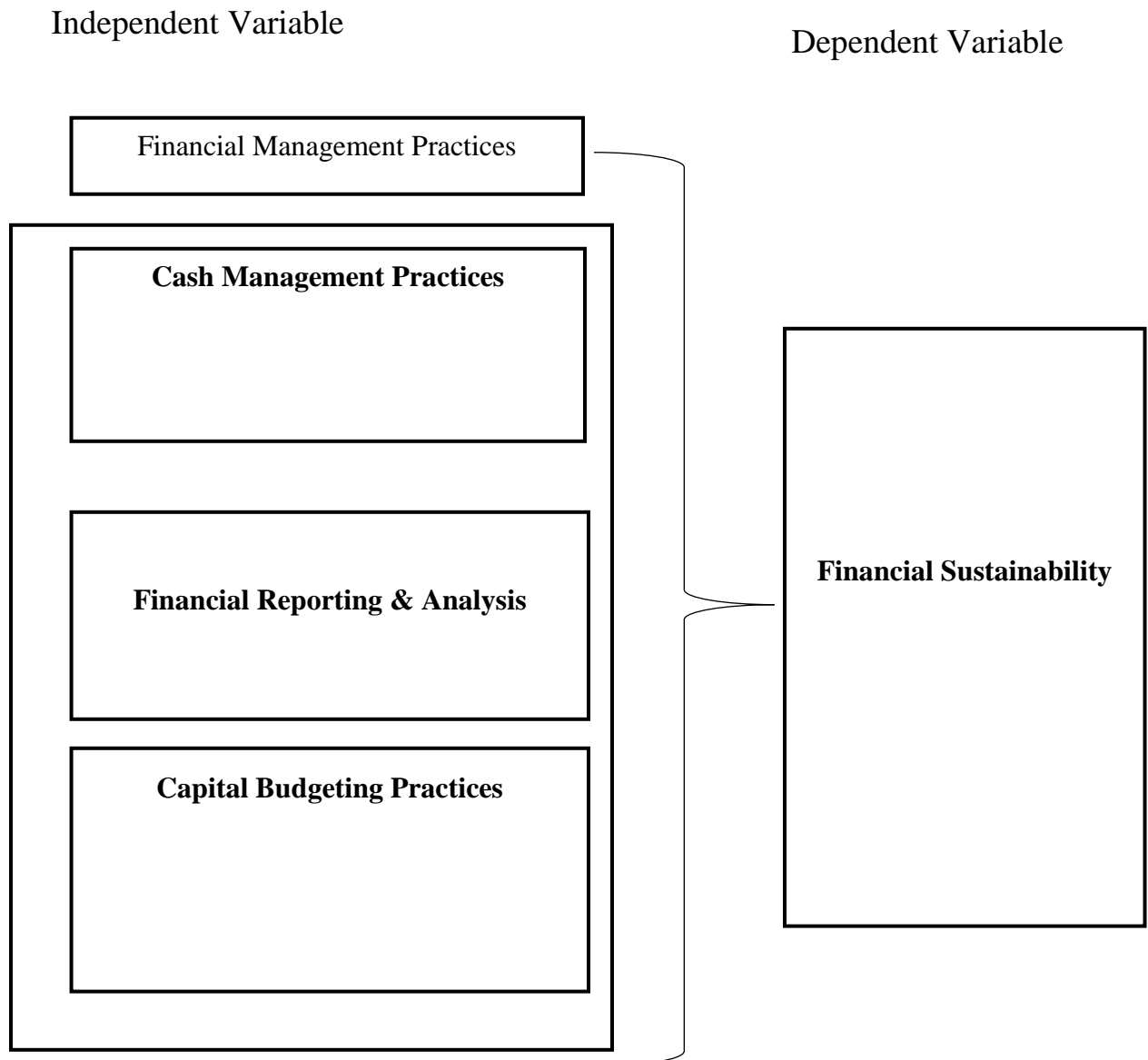
and interpreted using SPSS V.17. The study result observed that financial management has a positive effect on financial sustainability for local NGOs. Additionally, the local NGOs should formulate sound financial management system, diversify their sources of income and reduce over reliance on donor funds for them to become financially sustainable

Nyanje (2016) organised a study on the analysis of factors affecting operation of NGOs ventures in Nakuru, Kenya. Descriptive inquiry plan was employed with a marked population of 307 NGOs. A specimen of 76 program leads were preferred using odds sampling. Descriptive analysis of data was used using SPSS version 20.70 The study observed that for NGOs in Nakuru to be financially sustainable factors such as financial system, staff competence, and stakeholder involvement should be strategized. These financial management practices show a positive relationship with financial sustainability.

2.5 Conceptual Framework

The below conceptual framework represents the independent variable as financial management, the dependent variable as financial sustainability.

Figure 2.1 Conceptual Model



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This affiliate bestows the research procedure that was administered to follow through the course. It contains; research design, sample population, sample design, data collection and data analysis

3.2 Research Design

The design adopted in this inquiry is that of descriptive design to obstinate how financial management practices and financial sustainability of NGOs relate. Reason for the design being appropriate is because the researcher seek to detail variables as they exist in real time as well as emerging drifts at the time of study (Khan,2008). The design was suitable as it reduces biasness in data collection, gathering data from a variety of individuals and informative set ups. Other research design was not used in this study because it wasn't fit.

3.3 Population

Population is an integrated set of event, items, services and people being studied (Serakan, 2010). The target population should well fit the population under review. Noticeable feature in a research population helps makes inferences (Mugenda & Mugenda, 2003). According to NGOs coordination board (2019) there are 8893 registered. The objective populace of this study covered 1,252 NGOs in Nairobi.

3.4 Sample Design

The study sample was settled upon after the use of Yamane (1967) formula. Reason being it's recommended during descriptive studies that calls for hefty populace by reason of its straightforwardness. The equation is specified under

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

Where; n= Sample Size

N = Population Size

e = Error limit. Set at 10% for this study in conformity with Nsubuga (2006) who contended that 10% was acceptable error margin in social studies.

$$n = \frac{1,252}{1+1,252(0.1)^2}$$

$$= 93$$

$$n = 93$$

= 93 NGOs

A sample size of 93 NGOs in Nairobi was the subject of the study. Simple random sampling technique was utilized to select the organization to take part in the study.

3.5 Data Collection

Primary data collection method was employed by means of questionnaires that were self-administered and structured (APPENDIX II). For quantitative data, opinion poll with questions on the survey objective was shaped to seek information from staff. This would help to connect with the respondent effectively. For qualitative data, an in-depth interview is to be organized to investigate complexity. Study objectives is to be evaluated using a five-point Likert scale where 1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. Secondary data is also going to be employed from journals, financial reports and articles from NGOs board.

In order for the study to be permissible, authorisation is going to be sought from The University of Nairobi & sample size of NGOs in Nairobi. Questionnaire was selected since it was cost effective and applicable as they can be dropped to the sample population and collected afterwards. Also, the researcher contacts were shared to ensure the process is seamless.

3.6 Diagnostic Tests

In order to determine the viability of the study, the research paper will go through a diagnostic test which include, normality test, homogeneity of variance test, multicollinearity test and the autocorrelation test. Normality test is used to find out if a statistic set is competently designed by a Gaussian distribution to assess how foreseeable

it is for an incidental changeable lurking the facts hassled to be normally dispersed. This will be decided using kurtosis, skewness and Shapiro Wilk test. If a variable is not normally distributed it will be converted using logarithmic method. Homogeneity of variance test will be gauged using Levene test. If it happens that the test of homogeneity stalls the study will carry out robust standard error.

Multicollinearity as well as collinearity test is a situation in which one regressor variable in a multiple regression prototype might be forecasted linearly in distinction to others with a notable degree of precision. It will be measured using Variance Inflation Factors (VIF) where the numerical value in decimal form for VIF informs you what portion the variance (i.e. the standard error squared) is stretched for respective coefficient. VIF of 1 denotes that the explanatory variable is not correlated with auxiliary variable. The greater the rate, the lofty the correlation of the variable with other variables. Multicollinear variable dropped from the research and a new measure with the variable that displays collinearity will be substituted.

Autocorrelation test is arithmetical depiction of the intensity of a likeness amidst a given time series and a diminished report as such over consecutive time periods. Its assessed using Durbin Watson Statistic that has a value between 0 and 4. Where value of 2.0 means that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation. In case the above is breached the study will make use of robust standard error in the model.

3.7 Data Analysis

Dissection of results will be executed conveniently to respond to the research inquest of this deliberation. The data gathered will be categorized, organized, condensed then tabularised for simplicity of reasoning. The input will be summed up into common themes whereby descriptive statistics will be employed for such analysis. Due to the nature of the study narrative analysis will aid in the qualitative data while the quantitative data I purpose to use Python programming. The computer aided software is customer receptive and ultimate befitting for dissection of administration linked attitudinal feedback.

3.7.1 Analytical Model

In determining the respective importance of the predictor variable with respect to NGOs in financial sustainability in Nairobi a multivariate regression model will be adopted.

In particular, the below multivariate regression model will be used

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y = Financial sustainability as measured by operating reserve ratio

β_0 = Regression constant (Parameter of the function)

β_1 , β_2 and β_3 = Coefficient of the independent variable

X1 = Cash management as measured by Likert scale

X2 = Financial reporting and analysis as measured by Likert scale

X3 = Capital budgeting as measured by Likert scale

ϵ = The standard error

3.7.2 Tests of Significance

Parametric tests will be conducted by the researcher to demonstrate the statistical significance of the regression equation and that of the individual parameters. In specific the F-test and t-test will be applied at 95% confidence level. Whereby the F-test and the t-test will be used to ascertain the statistical significance of the regression equation and statistical significance of individual parameters respectively.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter incorporates presentation of research detection. Its oriented as per the research objectives and employed primary data in the investigation. The first segment offers the socio demographic traits of the informants. The second segment presents the discovery of the relationship between financial management practices and financial sustainability of NGOs in Nairobi.

4.2 Response Rate

This evaluation scrutinized financial management practices and sustainability of NGOs in Nairobi. The populace of the analysis comprised of 1252 NGOs out of which 93 NGOs was sampled and opinion poll distributed to them via email, what's up web portal. Nonetheless, out of 93 opinion polls distributed only 76 were furnished and tendered, representing 81.7% reaction rate. Mugenda and Mugenda (2003), reaction rate of 50% is sufficient for analysis, 60% is in order while 70% and over is outstanding. This reaction rate was regarded excellent to make verdicts from the study.

Table 4.1 Response Rate

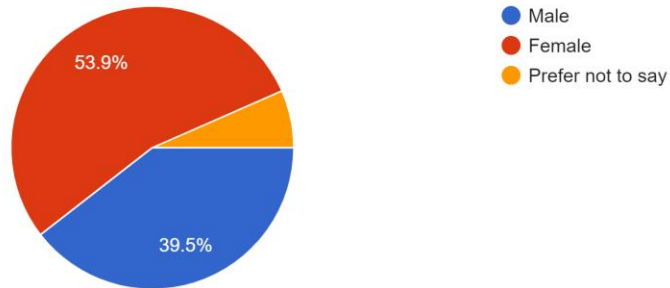
Respondents	Frequency	Population %
Target population	93	100
Reaction rate	76	81.7

4.2.1 Gender of Informants

The informants were asked to disclose their gender and the outcomes are displayed in the figure 4.1 beneath.

Figure 4.1 Gender of Informants

Select your gender
76 responses

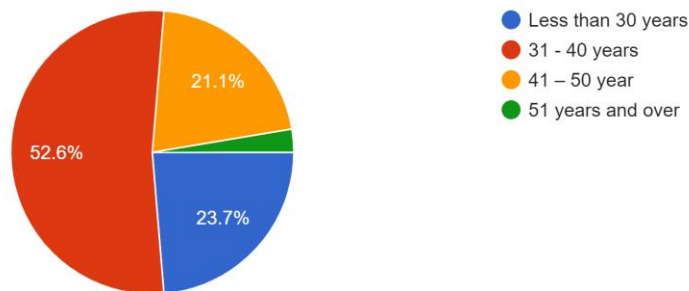


The bulk of the informants were females representing 53.9%, followed by males at 39.5% and finally 6.6% denotes those who preferred not to state their gender.

4.2.2 Age Bracket

Figure 4.2 Age Bracket

What is your age bracket?
76 responses



The majority of the respondent were between the age of 31-40 years and represented 52.6%, less than 30 years of age formed 23.7%, 41-50 years reflected 21.1% and lastly 51 years and over indicated 2.6%

4.2.3 Education Level

Figure 4.3 Education Level

What is your highest level of education?
76 responses

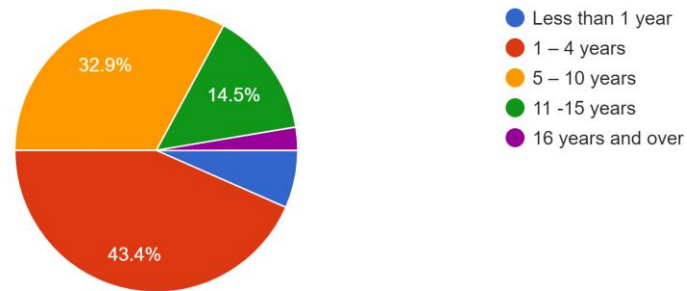


46.1% represented post graduate, 48.7% were university degree and lastly 5.2% middle level college.

4.2.4 Period of Engagement with Organization

Figure 4.4 Period of Engagement with organization

How long have you been working for the organization?
76 responses

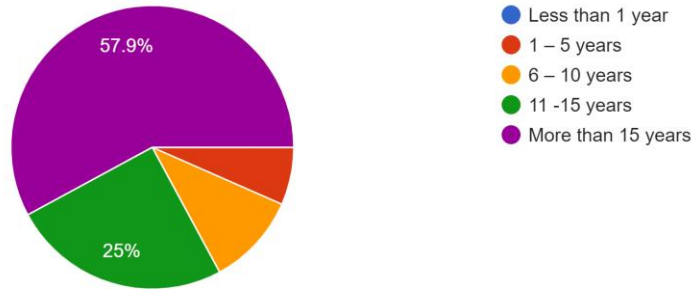


43.4% of the staff have worked for the organization for 1-4 years,32.9% 5-10 years,14.5% 11-15 years while 9.2% 16 years and over.

4.2.5 Years of Organization Existence

Figure 4.5 Years of Existence

How long has your organization been in existence?
76 responses



57.9% has existed for more than 15years,25% 11-15 years,10.5% 6-10 years while 6.6% 1-5years.

4.3 Financial Management Practices

4.3.1 Cash Management

The investigation looked out for cash management practices taken up by NGOs in Nairobi. The informants were furnished with debriefs outlining various practices of cash management and were required to gauge the extent to which the tasks are executed in their organizations. A five-point Likert scale was used where 1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The discovery is shown beneath in table 4.2

Table 4.2 Cash Management

Debriefs	N	Minimum	Maximum	Mean	Std Deviation
Our organization has written financial and accounting policies on preparation of cash budgets.	76	2	5	4.80	0.490
Our organization has a practice of forecasting and analyzing all cashflows	76	1	5	4.74	0.640

Our organization conducts bank/cash reconciliation, accounts receivable reconciliation and accounts payable reconciliation on a monthly basis which is reviewed by the head of finance.	76	3	5	4.76	0.586
Head of finance carries out a surprise cash count for petty cash in the office in our organization.	76	1	5	4.36	1.029
Our organization maintains strict rule on who is bank signatories not to disclose to staff other than management and finance personnel	76	1	5	4.43	1.1
All income generated from other sources other than donor are properly recorded and supported in both bank and cash book.	76	1	5	4.59	0.819
Handling of petty cash by finance personnel in our organization is performed on rotational basis amongst them and reviewed by head of finance.	76	1	5	3.96	1.311
Our organization operations are carried out according to work plan which is guided by a budget	76	3	5	4.64	0.582
Our organization has a policy for imprest and cash liquidation procedure	76	1	5	4.63	0.497
Our organization reviews billing and all cash collection procedure	76	2	5	4.45	0.839
Our organization has a policy of re banking unutilized funds before month end	76	1	5	4.50	0.931

From the above results most NGOs in Nairobi agreed strongly that they have has written financial and accounting policies on preparation of cash budgets with a mean of 4.80 and a standard deviation of 0.490. Forecasting and analysing all cashflows had a mean of 4.74 and a standard deviation of 0. 640. Bank/cash, accounts receivable and accounts payable

reconciliation on a monthly basis which is reviewed by the head of finance scored 4.76 mean & standard deviation of 0.586.

Surprise petty cash count being done by head of finance had a mean of 4.36 & a standard deviation of 1.029. Strict rule on bank signatory's confidentiality scored a mean of 4.43 & 1.1 as standard deviation. Income generated from other sources other than donor are properly recorded and supported in both bank and cash book gashed a mean of 4.59 & standard deviation of 0.819. Petty cash by finance personnel being performed on rotational basis amongst them and reviewed by head of finance gashed a mean of 3.96 & a standard deviation of 1.311.

Operations are carried out according to work plan guided by a budget scored 4.64 as mean & 0.582 as standard deviation. Policy for imprest and cash liquidation procedure gashed a mean of 4.63 & 0.497 as standard deviation. Reviews billing and all cash collection procedure scored a mean of 4.45 & standard deviation of 0.839. Policy of re banking unutilized funds before month end scored a mean of 4.50 & a standard deviation of 0.931.

4.3.2 Financial Reporting and Analysis

The scrutiny looked out for financial reporting & analysis practices taken up by NGOs in Nairobi. The respondents were required to gauge the extent to which the tasks are executed in their organizations. A five-point Likert scale was used where 1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The discovery is shown beneath in table 4.3

Table 4.3 Financial Reporting & Analysis

Debriefs	N	Minimum	Maximum	Mean	Std Deviation
Our organization has system in place to ensure financial reporting allows for transparency and accountability	76	3	5	4.79	0.471
Our organization has a human resource department that procures competent personnel to handle financial reporting	76	2	5	4.67	0.681

Our organization follows IFRS procedure while reporting	76	2	5	4.70	0.654
Our organization conducts reviews and authorization of financial report before it's sent out to various stakeholders.	76	2	5	4.78	0.580
Our organization uses different report template when reporting to the different donor	76	3	5	4.75	0.545
Our organization has accounting system in place that helps in posting and generating of financial report	76	3	5	4.74	0.574
Our organization hard copy report tallies with the system report.	76	3	5	4.76	0.538

The findings above indicate that majority of the respondent strongly agreed that financial reporting allows for transparency and accountability (Mean =4.79, Std. dev 0.471). Human resource department that procures competent personnel to handle financial reporting (Mean =4.67, Std. dev 0.681). Use IFRS procedure while reporting (Mean =4.70, Std. dev 0.654).

Reviews and authorization of financial report before it's sent out to various stakeholders (Mean =4.78, Std. dev 0.580). Use of different report template when reporting to the different donor (Mean =4.75, Std. dev 0.545). Accounting system in place that helps in posting and generating of financial report (Mean =4.74, Std. dev 0.574). Hard copy report tallies with the system report (Mean =4.76, Std. dev 0.538).

4.3.3 Capital Budgeting

The respondents were required to gauge the extent to which the tasks are executed in their organizations. A five-point Likert scale was used where 1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The discovery is shown beneath in table 4.4

Table 4.4 Capital Budgeting

Debriefs	N	Minimum	Maximum	Mean	Std Deviation
Our organization has a practice of estimating project expected and current cash flows.	76	3	5	4.68	0.571
Our organization minimizes use of cash in the office and transfers money electronically to various beneficiaries, participants, suppliers etc.	76	1	5	4.53	0.916
Our organization carries out a cost benefit analysis for different stakeholders before it engages them.	76	3	5	4.51	0.663
Our organization carries out project financing option analysis	76	1	5	4.43	0.914
Our organization reviews projects appraisal techniques on a rotational basis	76	1	5	4.22	1.150
Our organization monitors project implementation	76	3	5	4.78	0.479
Our organization measures project risks before it takes up a new project.	76	2	5	4.53	0.824
Our organization carries out due diligence when available expansion opportunity arises.	76	2	5	4.58	0.717
Our organization does project abandonment and replacement analysis	76	1	5	4.17	1.124

Discovery above indicates that most respondent strongly agreed that their organization has practice of estimating project expected and current cash flows (Mean =4.68, Std. dev 0.571). Minimal use of cash in the office and transfers money electronically (Mean =4.53, Std. dev 0.916).

Carrying out a cost benefit analysis for different stakeholders before it engages them (Mean =4.51, Std. dev 0.663). Carrying out project financing option analysis (Mean =4.43,

Std. dev 0.914). Reviews projects appraisal techniques on a rotational basis (Mean =4.22, Std. dev 1.150). Monitors project implementation indicated that most respondent strongly agreed with a higher mean 4.78 and a standard deviation of 0.479.

Measuring of project risks before it taking up a new project (Mean =4.53, Std. dev 0.824). Carrying out due diligence when available expansion opportunity arises (Mean =4.58, Std. dev 0.717). Project abandonment and replacement analysis (Mean =4.17, Std. dev 1.124).

4.4 Financial Sustainability

The descriptive statistics for the operating reserve ratio is as shown in Table 4.5

Table 4.5 Operating Reserve Ratio

	N	Minimum	Maximum	Mean	Std. Deviation
ORR 2016	76	7.0	261.8	44.608	45.3542
ORR 2017	76	11.4	145.7	35.992	28.1086
ORR 2018	76	8.5	195.3	35.583	27.4983
ORR 2019	76	6.1	219.7	36.007	30.9528
ORR 2020	76	7.6	168.0	27.168	22.6384
Valid N (listwise)	76				

It was observed that 76-organization operating reserve ratio (ORR) for the period 2016 to 2020 had a mean above 25. A clear indication that the organizations financial sustainability plan is in place to enable it operate for 3-4.5 months before it can get a new fund. The ORR for 2016 (Mean =44.608, Std. dev 45.3542), 2017(Mean=35.992, Std. dev 28.1086),2018 (Mean=35.583, Std. dev 27.4983) ,2019 (Mean =36.007 Std. dev 30.9528) and 2020 (Mean 27.168, Std. dev 22.6384) respectively.

4.5 Regression Analysis

4.5.1 Model Summary

Table 4.6 Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.499 ^a	.249	.218	21.18360%

a. Predictors: (Constant), Capital Budgeting, Financial Reporting & Analysis, Cash Management

b. Dependent Variable: Financial Sustainability

The above model summary stipulates existence of a fragile positive multiple ($R=0.499$) correlation between predictor and response variable. The R Square value $=0.249$ suggested that the 3-input variable explains about 24.9% of the variance in financial sustainability. Additionally, adjusted R Square $=0.218$ indicates 21.8% variance in the output variable (financial sustainability) due to changes in input variable (cash management, financial reporting and analysis and capital budgeting). By making a prediction of financial sustainability using Cash management, financial reporting & analysis and capital budgeting the projection is off by 21.18360% variability. The larger the number of standard errors of the estimate the more variability might be in the equation.

4.5.2 Analysis of Variance

Table 4.7 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10701.765	3	3567.255	7.949	.000 ^b
	Residual	32309.623	72	448.745		
	Total	43011.388	75			

a. Dependent Variable: Average Operating Reserve Ratio

b. Predictors: (Constant), Capital Budgeting, Financial Reporting & Analysis, Cash Management

The research confirmed that the F-ratio ($F_{(3,72)} = 7.949$, $p=0.000$) was statistically significant predictor of the outcome in that the model fitted well to the data with a p-value less than 0.05. The lower the significance the higher the F-score and vis versa.

4.5.3 Regression Coefficients

Table 4.8 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VI F
1 (Constant)	159.093	26.064		6.104	.000	107.136	211.050						
CM	-10.007	7.248	-.234	-1.381	.172	-24.457	4.442	-.414	-.161	-.141	.363	2.753	
FRA	-23.146	8.522	-.433	-2.716	.008	-40.134	6.158	-.476	-.305	-.277	.411	2.436	
CB	7.094	6.535	.179	1.086	.281	-5.932	20.121	-.302	.127	.111	.383	2.611	

a. Dependent Variable: Average Operating Reserve Ratio

The unstandardized Coefficient Beta is used to design the multiple regression equation in order to predict the outcome (financial sustainability). Increase in cash management practices will lead to a decrease in financial sustainability by -10.007. Surge in financial reporting and analysis will lead a decline in financial sustainability by -23.146. A rise in capital budgeting will lead to financial sustainability rocketing up by 7.094.

$$Y=159.093-10.007X_1-23.146X_2+7.094X_3$$

The standardized coefficient beta has been converted to the same scale ignoring the positive and negative signs. Financial reporting and analysis have the highest beta of 0.433, followed by cash management = 0.234 and lastly capital budgeting. =-0.179. Financial reporting and analysis make the strongest addition to point out the output when the discrepancy is described by the alternative variables in the representative. Capital budgeting made the lowest contribution to the sample.

Cash management with a significance $p=0.172$ is higher than 0.05 has neutral effect on financial sustainability a clear indication that conclusion is not significant to the model. Capital budgeting significance $p=0.281$ is higher than 0.05 has neutral effect on financial sustainability a manifestation that verdict is not making significant contribution to the projection of the output. It might due to some overlap of the predictor variable some multicollinearity Financial reporting & analysis, $p=0.008$ is less than 0.05 an indication that the variable is making a notable distinctive contribution to the prediction of the outcome.

The part correlation coefficient of cash management =-0.141 indicates that if we remove cash management from the model the R-squared will drop by -0.141 for cash management, -0.277 for financial reporting and analysis and 0.111 for capital budgeting. If we square part value for cash management, financial reporting & analysis, capital budgeting we get 0.0199,0.0767,0.0123 respectively. It explains that 1.99% ,7.67% and 1.23% of the variants in the financial sustainability.

Summation of part correlation coefficient does not equate to the R-squared value because part value only represents unique contribution of each variable with any overlap that is shared variance removed. The independent variable is statistically correlated for this reason

there is a fair amount of allocated discrepancy that is analytically eliminated when they are all incorporated in the model. VIF of cash management =2.753, capital budgeting =2.611, financial reporting & analysis =2.463 the values are higher indicating the standard error is more inflated and the greater the confidence interval & the lesser incidental that a coefficient is resolved to be statistically significant.

4.5.4 Correlation Analysis

Table 4.9 Correlations

		CM	FRA	CB	AORR
CM	Pearson Correlation	1	.726**	.748**	-.414**
	Sig. (2-tailed)		.000	.000	.000
	N	76	76	76	76
FRA	Pearson Correlation	.726**	1	.708**	-.476**
	Sig. (2-tailed)	.000		.000	.000
	N	76	76	76	76
CB	Pearson Correlation	.748**	.708**	1	-.302**
	Sig. (2-tailed)	.000	.000		.008
	N	76	76	76	76
AORR	Pearson Correlation	-.414**	-.476**	-.302**	1
	Sig. (2-tailed)	.000	.000	.008	
	N	76	76	76	76

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

The significance value between cash management and average operating reserve ratio over five years is 0.000 which is less than 0.01 thus there exist a significant correlation between them. There is a significant correlation between financial reporting & analysis and average operating reserve over five years =0.000, less than 0.01. There is a significant correlation between capital budgeting and average operating reserve ratio as 0.008 is less than 0.01. The above out turn reveal that there is a negative relationship between the independent variable (cash management, financial reporting & analysis, capital budgeting) and the dependent variable (financial sustainability)

4.6 Discussion of Findings

The investigation sought to ascertain the relationship between financial management practises and sustainability of NGOs in Nairobi. Primary data was administered sheathing

the duration from 2016 -2020 for investigation of average operating reserve ratio. Primary data was used for the opinion poll, data was then polished for perfectness. Secondary data was used to give a picture of the registered, active NGOs in Nairobi and their contact/ email details. Regression analysis was put in to point out the power of the result that the predictor variable has on the response variable. Analysis of variance was used to substantiate the regression discovery.

The findings uncovered a relationship between financial management practises and sustainability of NGOs in Nairobi. Arise in cash management and financial reporting & analysis practises will lead to a decline in financial sustainability. Capital budgeting practise has a positive relationship with financial sustainability. There is a significant correlation between cash management practises & financial reporting and analysis and average operating reserve ratio over five years. Also, there is significance correlation between capital budgeting and average operating reserve ratio since $p=0.008$ being less than 0.05.

Pearson correlation analysis indicates cash management = -0.414, financial reporting and analysis =-0.476, capital budgeting =-0.302 indicating a negative relationship with the average operating reserve ratio. According to the model summary the more statistically significant the equation is with a higher R-squared value the smaller the standard error of the estimate.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter furnish the investigation synopsis, verdict, suggestion, vital impediment and proposed part for more research.

5.2 Summary of Findings

The investigation was looking to establish the relationship between financial management practises and sustainability of NGOs in Nairobi. The financial management practise selected were cash management, financial reporting and analysis and capital budgeting. Regression analysis was used in assessing the correlation between the vectors while ANOVA tested the goodness of fit. The after effect was tabulated in figures.

In consonance with the development, financial management practices influenced sustainability undeniably. Once the practices are put in place the executives are able to continue in operation for more than three months without being dependent on donor grants. These practices imitate engine for the institution to be sustainable and not to close out immediately in the event a donor terms comes to an end. Otherwise poor financial management practices can essentially lead to high staff turnover since employees will want job security. If the attrition rate is high, then it will discourage potential donors to sub contract. Leading to loss of opportunity and eventually the institution being deregistered by the NGOs board.

ANOVA was tested to predispose if the model fitted well with the data. Financial management practices employed was statistically significant predictor of the outcome. Using regression analysis, the probe clinched that the independent variables had a relationship with the dependent variable. The variables were able to justify their change on financial sustainability up to 21.8% while the rest granted by alternative aspect not examined by this statistic a clear indication its significant.

5.3 Conclusion

For each of the research objectives, this segment summarizes the conclusions taken from the research results. The study concluded that cash management practices have been adopted to a great level by NGOs. The study further concludes that NGOs in Nairobi have written financial and accounting policies on preparation of cash budgets, they forecast and analyse all cash flows, conduct bank/cash, accounts receivable and accounts payable reconciliation on a monthly basis, there is strict rule on bank signatory's confidentiality and that income generated from other sources other than donor are properly recorded and supported in both bank and cash book. Further, petty cash by finance personnel are performed on rotational basis and operations are carried out according to work plan guided by a budget.

The study also concludes that financial reporting and analysis practices have been adopted to a great level by NGOs. The study further concludes that NGOs in Nairobi financial reporting allows for transparency and accountability, their human resource department procures competent personnel to handle financial reporting, they use IFRS procedure while reporting, they review and authorize financial report before it is sent out to various stakeholders, they use different report template when reporting to the different donor, there is an accounting system in place that helps in posting and generating of financial report and that hard copy report tallies with the system report.

The study concluded that capital budgeting practices have been adopted to a great level by NGOs. The study further concludes that NGOs in Nairobi estimate project expected and current cash flows, they have minimal use of cash in the office and transfers money electronically, they carry out a cost benefit analysis for different stakeholders before engaging them, they carry out project financing option analysis and reviews projects appraisal techniques on a rotational basis. Further, they monitor project implementation, measure project risks before taking up a new project, carry out due diligence when available expansion opportunity arise and conduct project abandonment and replacement analysis.

The study draws to a close that an increase in cash management practices will lead to a decrease in financial sustainability. Surge in financial reporting and analysis will lead a

decline in financial sustainability. A rise in capital budgeting will lead to financial sustainability rocketing up. The study also concludes that some financial management practices significantly influences financial sustainability.

5.4 Recommendations

Capital budgeting was found to have a positive effect on financial sustainability of NGOs. The study recommends that it is necessary for the board and management of NGOs to carry out due diligence on risk assessment of new projects before it can take it up. Also, after taking it up, continuation of monitoring it so that it does not deviate from the plan. NGOs should embrace project financing that focuses on financial sustainability to ensure job security of its employees and going concern plans.

Cash management is a critical function of financial management practices. The results of this study however found that cash management does not have a significant influence on financial sustainability. Management of NGO firms and the board should focus on identifying other factors that can influence financial sustainability as cash management practices on its own does not lead to a rise in financial sustainability according to the findings of this study.

Financial reporting and analysis is another critical aspect of financial management practice. Financial reporting and analysis was also found to be a significant determiner of financial sustainability. The study recommends that NGOs should allow for transparency and accountability, use IFRS procedure while reporting, review and authorize financial report before it is sent out to various stakeholders and have an accounting system in place that helps in posting and generating of financial report.

5.5 Limitations of the Study

Several of the respondents were skeptical about participating in the research. The researcher rectified this issue by obtaining required permission, authorization and permissions from the authorities concerned, including the University. In addition, ethical concerns were taken into account. Finally, the researcher stated willingness to share the study with interested participants.

The focus was on some of the characteristics that are thought to influence financial sustainability among NGOs in Kenya. The research centered on three explanatory variables in particular. Nevertheless, there are additional factors that are expected to influence the sustainability of NGOs. Others are external, political interference, whereas some are internal, like organization culture, corporate governance, as well as leadership style

Time constraint was another limitation the researcher experienced. The data collection method utilized was both primary and secondary. Data was collected from different NGOs in Nairobi and also some of the respondent took time to get back.

Lastly was the cost implication. In that it was expensive since the researcher had to use internet via email to send out the opinion polls to the various NGOs. Several phone calls were made to the different NGOs, to get either their email addresses, direct interview etc.

5.6 Suggestion for Further Research

The R^2 showed a variation of 24.9% which implies that other variables not considered in this study explains 75.1% of changes in financial sustainability. As a consequence, future study may concentrate on other variables that are likely to influence financial sustainability such as funding diversification and internal control systems. Policymakers would be able to devise and firmly implement an effective apparatus to improve sustainability by determining how each of the factor influences financial sustainability.

The study focused on the relationship between financial management and sustainability of NGOs in Nairobi, Kenya. Be that as it may, there constitute other NGOs in different parts of Kenya which stand apart in their way of execution and have diverse environment all in all. For this reason, the study endorses another examination be rendered with intent to analyse the relationship between financial management and sustainability of NGOs in Kenya.

The study focused on only one sector of the economy i.e. NGOs, there are other sectors which contrasts in their way of undertaking. This commissions the urge for one more scrutiny which would nail down deducement of the study results to all sectors of the economy and on that account to pave way for up to date guidelines. The study consequently vouches for another investigation be done on firms in Kenya.

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APPENDICIES

Appendix I – Introduction Letter

Pauline Gatua

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Dear Respondent,

RE: ACADEMIC RESEARCH

Kindly refer to the subject above:

I am a postgraduate student at the University Of Nairobi Master of Business Administration Finance. Currently am collecting data on: *Financial Management with Emphasis on Financial Sustainability for NGOs in Nairobi County.*

In this regard you've been selected as one of the participants in the research. The success of this study will by and large depend on your disposition and collaboration to furnish the information required.

Enclosed is a questionnaire that would require your response as earnestly as would be prudent and to the best of your wit. The appended questionnaire is notably intended with the end goal of this concentrate and all responses would be treated with outright privacy and secrecy. Cordially, note that no name would be attached to the questionnaire.

Sincerely,

Pauline Gatua

Appendix II – Questionnaire for NGO Staff

SECTION A –SOCIO DEMOGRAPHIC INFORMATION

1. Gender

- 1) Male [] 2) Female []

2. What is your age bracket?

- 1) Less than 30 years []
2) 31 - 40 years []
3) 41 – 50 year []
4) 51 years and over []

3. What is your highest level of education?

- 1) Secondary Education []
2) Middle Level College []
3) University Degree []
4) Post Graduate []
5) Others (Please specify)

4. How long have you been working for the organization?

- 1) Less than 1 year []
2) 1 – 4 years []
3) 5 – 10 years []
4) 11 -15 years []

5) 16 years and over ()

5. How long has your organization been in existence?

1) Less than 1 year ()

2) 1 – 5 years ()

3) 6 – 10 years ()

4) 11 -15 years ()

5) More than 15 years ()

SECTION B – CASH MANAGEMENT

6. What is your level of agreement with the following statement relating to cash management in your organization? Use a scale of 1 – 5 where **1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.**

	1	2	3	4	5
Our organization has written financial and accounting policies on preparation of cash budgets.					
Our organization has a practise of forecasting and analysing all cashflows					
Our organization conducts bank/cash reconciliation, accounts receivable reconciliation and accounts payable reconciliation on a monthly basis which is reviewed by the head of finance.					
Head of finance carries out a surprise cash count for petty cash in the office in our organization.					

Our organization maintains strict rule on who is bank signatories not to disclose to staff other than management and finance personnel					
All income generated from other sources other than donor are properly recorded and supported in both bank and cash book.					
Handling of petty cash by finance personnel in our organization is performed on rotational basis amongst them and reviewed by head of finance.					
Our organization operations are carried out according to work plan which is guided by a budget					
Our organization has a policy for supervisor and cash liquidation procedure					
Our organization reviews billing and all cash collection procedure					
Our organization has a policy of re banking unutilised funds before month end					

SECTION C – FINANCIAL REPORTING & ANALYSIS

7. What is your level of agreement with the following statement relating to financial reporting & analysis in your organization? Use a scale of 1 – 5 where **1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.**

	1	2	3	4	5
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Our organization has system in place to ensure financial reporting allows for transparency and accountability					
Our organization has a human resource department that procures competent personnel to handle financial reporting					
Our organization follows IFRS procedure while reporting					
Our organization conducts reviews and authorization of financial report before it's sent out to various stakeholders.					
Our organization uses different report template when reporting to the different donor					
Our organization has accounting system in place that helps in posting and generating of financial report					
Our organization hard copy report tallies with the system report.					

SECTION D – CAPITAL BUDGETING

8. What is your level of agreement with the following statement relating to capital budgeting in your organization? Use a scale of 1 – 5 where 1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

	1	2	3	4	5
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Our organization has a practise of estimating project expected and current cash flows.					
Our organization minimizes use of cash in the office and transfers money electronically to various beneficiaries, participants, suppliers etc.					
Our organization carries out a cost benefit analysis for different stakeholders before it engages them.					
Our organization carries out project financing option analysis					
Our organization reviews projects appraisal techniques on a rotational basis					
Our organization monitors project implementation					
Our organization measures project risks before it takes up a new project.					
Our organization carries out due diligence when available expansion opportunity arises.					
Our organization does project abandonment and replacement analysis					

SECTION E – OPERATING RESERVE RATIO

YEAR	2016	2017	2018	2019	2020
Operating Reserve Ratio					

Appendix III - List of NGOs in Nairobi

1. A Better World (Kenya)
2. A Child A Tree Initiative
3. A Global Healthcare Public Foundation
4. A Well-Fed Kenya
5. Abantu For Development International
6. ABC Children's Aid - Kenya
7. Abha Light Foundation
8. Access Agriculture
9. Access and Development Initiative
10. Access Education International
11. Access Initiatives for African Development
12. Accident Victims Relief Foundation
13. Accountable Leadership Forum
14. Achor Valley Project
15. Acres of Mercy, Kenya
16. Across the World Youth Venture
17. Act Change Transform
18. Action Africa Help International
19. Action Africa Help Kenya
20. Action Against Hunger
21. Action Aid International Kenya
22. Action for Health Initiative
23. Action for Research and Development Programme
24. Action for Sustainability Initiative
25. Action for Sustainable Development in Africa
26. Action Green for Trade and Sustainable Development (AGSTD)
27. Action in Focus
28. Action Line Rehabilitation and Development
29. Action Network for The Disabled
30. Action Now Kenya

31. Action Two Africa
32. ActionAid International-Africa Regional Office
33. Activate Community International
34. Active in Development Aid
35. Advanced Initiatives for Population and Development
36. Advent Aid Rehabilitation Centre
37. Adventist Centre For Care and Support
38. Adventist Development and Relief Agency - Kenya
39. Adventist Development and Relief Agency International (Somalia Projects)
40. Adventures in Mission - Kenya
41. Afrah Relief Emergency and Development Organization
42. Afriafya
43. Africa 2000 Network (Kenya)
44. Africa Alive - Kenya Chapter
45. Africa Alliance of YMCAS
46. Africa Capacity Alliance
47. Africa Centre For Leadership and Missions
48. Africa Christian Health Associations
49. Africa Counselling Diversity Network
50. Africa Demographic Health and Research Institute
51. Africa Designers in Development
52. Africa E-County Governance Foundation
53. Africa Educational Trust
54. Africa Green Resources Energy and Environments
55. Africa Health and Community Programme
56. Africa Health and Development International
57. Africa Health Information Channel (AHIC)
58. Africa Initiative for Rural Development
59. Africa Initiative Programme
60. Africa Inland Child and Community Agency for Development (AICCAAD)
61. Africa Inspiration International

62. Africa Institute for Global Health Research and Development
63. Africa Mission Services
64. Africa Muslims Agency - Kenya
65. Africa Network for Animal Welfare
66. Africa Parkinson Disease Foundation
67. Africa Peace Forum
68. Africa Sustainable Agribusiness Initiative (ASAI)
69. Africa Women's Entrepreneurship Programme Kenya Chapter
70. African Alliance of Rangeland Management and Development
71. African Angels Children's Fund
72. African Beekeeping Resource Centre
73. African Biodiversity Conservation and Innovations Centre
74. African Biological Safety Association
75. African Boreholes Initiative
76. African Braille Centre
77. African Business Leadership Endowment
78. African Centre for Hope and Initiative Everywhere
79. African Centre for Progress
80. African Centre for Rights and Governance
81. African Centre for Women Information And Communication Technology
82. African Coalition on Traditional Practices And Empowerment Of Women
83. African Collaborative Centre for Earth System
84. African Community Development Organisation
85. African Council of Religious Leaders
86. African Cultural Network
87. African Development & Emergency Organization
88. African Development Solutions
89. African Family Health
90. African Institute for Children Studies
91. African Institute for Development Policy Research and Dialogue
92. African Institute for Health and Development

93. African Institute of Deaf Studies and Research
94. African Kids for Life Foundation
95. African Leadership and Reconciliation Ministries
96. African Medical and Research Foundation
97. African Mental Health Foundation
98. African Partners in Social Development
99. African Peace and Support Trainers Association
100. African Population and Health Research Centre Kenya
101. African Poverty Research Network
102. African Prisons Project Kenya
103. African Regional Forum on Sustainable Development
104. African Resource and Capacity Initiative
105. African Socio-Economic Research Foundation
106. African Wildlife Foundation
107. African Woman and Child Feature Service
108. African Women Alliance for Tobacco Control
109. African Women Foundation
110. African Women's Economic Policies Nucleus Kenya
111. African Youth Rejuvenation Network
112. Africare Child Foundation Kenya
113. Africa share Partnership
114. Africa promise
115. Afrika Rekindled Youth Organization
116. Afriken Charitable Organization
117. Afrilink Entrepreneurs International – Kenya
118. Afro Vision Foundation
119. Afya Kenya Foundation
120. Afya Research Africa
121. Agape African Woman
122. Ageing Kenya
123. Agency for Development and Aid

124. Agency for Disability and Development In Kenya
125. Agency for Peace and Development
126. Agricultural Concern Kenya
127. Agrisystems Foundation
128. Ahadi - Kenya
129. Aid Care Orphans Centre
130. Aids Healthcare Foundation, Kenya
131. Aids Law Project
132. Akili Dada
133. Al Muntada Development Project
134. Al-Ietisam Development Organization
135. Al-Kawthar (The Blessed Development Organization)
136. All Kenya Women Federation
137. Alliance of Women in Coffee
138. Al-Maktoum Foundation
139. Al-Momin Foundation
140. Alpha and Omega Missions Kenya
141. Al-Salehiya Foundation
142. Amani Counselling Centre and Training Institute
143. Amazi Mumba Programs - Vihiga
144. Amazing Grace International Inc-Kenya Chapter
145. Ambassadors of Community Empowerment (ACOE)
146. Ambeka Resource Centre
147. American Friends Service Committee
148. American Refugee Committee
149. Amici Del Mondo World Friends - Onlus
150. Amicus Development Organization
151. Amka-Space For Women's Creativity
152. Amkeni Organization
153. Amkeni Youth Organization
154. Amnesty International Kenya

155. Amoud Foundation
156. Ananda Marga Universal Relief Team
157. Angaza Sports and Development Centre
158. Angel Centre for Abandoned Children
159. Angel Centre of Hope Foundation
160. Angels of Hope Organization
161. Anti-Demand International
162. Anti-Drug International Organization
163. Appropriate Technologies for Enterprise Creation
164. Aragti Relief and Development Organization
165. Arid Lands Information Network - Eastern Africa
166. Aridlife Development Agency
167. Arise Child Development Organization
168. Ark Centre
169. Ark of Social Development in Kenya
170. Article 19: Global Campaign for Free Expression
171. Artsen Zonder Grenzen - Holland (Msf Holland)
172. Asal Development Initiative
173. Asego Green Forestry Organization
174. Asilia Africa
175. Association for Aid and Relief (Aar) Japan
176. Association for Poverty Solutions Kenya
177. Association for The Physically Disabled of Kenya
178. Association of Former Kenya Ambassadors and Senior Diplomats
179. Association of Italian Friends of Raoul Follereau - Kenya
180. Autism Society of Kenya
181. Autism Support Center-Kenya
182. Avsi Foundation
183. Awareness and Support International
184. Back to Eden Initiative
185. Badili Girls Centre

- 186.Badili Kwa Wema Youths Initiatives
- 187.Bahati Centre
- 188.Baliti Forum
- 189.Bani Adam Relief and Development Organization
- 190.Baobab International Africa
- 191.Baptist Community Organization Partners
- 192.Barhostess Empowerment & Support Programme
- 193.Barwaqa Relief Organization
- 194.Basicneeds Basicrights Kenya
- 195.Beacon Humanitarian International
- 196.Beacon of Hope
- 197.Best Buddies Kenya
- 198.Better Future Empowerment & Development Organization (BEFEDO)
- 199.Better Future International
- 200.Better Poverty Eradication Organization
- 201.Better life Community Empowerment and Development Centre
- 202.Beyond Limit Ventures
- 203.Beyond the Bridge Vision
- 204.Bible League International- Kenya
- 205.Bible Translation and Literacy (E.A)
- 206.Bicycle Mission World Inc
- 207.Bidii Girls Programme
- 208.Big Heart Organization
- 209.Bildad M. Kaggia Foundation
- 210.Biogas Africa
- 211.Biotechnology Research Foundation
- 212.Birdlife International
- 213.Blessed Generations Children's Centre
- 214.Blessing Hand Africa Foundation
- 215.Blind and Low Vision Network - Kenya
- 216.Bloodlife Initiative- Kenya

- 217.Boisa Isanga Education Organization
- 218.Boma Welfare Organization
- 219.Bosongo Rehabilitation Initiative
- 220.Bounty Food Bank for Children
- 221.Boy - Child Agenda International
- 222.Brainshine Children International
- 223.Bread for Children-Kenya
- 224.Breakthrough Foundation for Social Change
- 225.Breakthrough Initiative Kenya
- 226.Breath of Life Africa (Bola) Inc
- 227.Brian Resources, Training, Production and Dissemination Centre
- 228.Bridges Development Agency
- 229.Bridges of Hope
- 230.British Institute in Eastern Africa
- 231.Broad Initiative Intervention Foundation
- 232.Buckner Kenya
- 233.Build Africa Kenya
- 234.Building Africa
- 235.Call Africa
- 236.Camp Counsellors Africa
- 237.Campaign Against Poverty Foundation
- 238.Cana Family Life Education HIV/Aids Programme
- 239.Cancer Research & Communications Organization
- 240.Candlelight for Health Education and Environment
- 241.Cap Youth Empowerment Institute - Kenya
- 242.Capacity Development Across Borders
- 243.Capture Foundation International
- 244.Cara Projects
- 245.Care for Human International
- 246.Care for The Wild Kenya
- 247.Care International

248.Care Life Africa
249.Care to Learn International
250.Caremark Foundation
251.Caring Neighbours
252.Caritas Switzerland
253.Carolina For Kibera Organization
254.Cascade Development Organization
255.Catholic Agency for Overseas Development
256.Catholic Organization for Relief and Development
257.Catholic Youth Network for Environmental Sustainability in Africa
258.Centers For International Programs - Kenya
259.Centrale Humanitaire Medico - Pharmaceutique
260.Centre for Advocacy and Gender Equity
261.Centre for Budget and Policy Analysis
262.Centre for Citizen Empowerment Programme
263.Centre for Citizens Participation on The African Union
264.Centre for Community Law and Rural Development
265.Centre for Co-Ordination and Dialogue Services
266.Centre for Domestic Training and Development
267.Centre for Education and Development Kenya
268.Centre for Education and Professional Exchange
269.Centre for Entrepreneurial Skills and Training
270.Centre for Environment Justice and Development
271.Centre for Environmental Stewardship
272.Centre for Epidemiology and Population Health Research
273.Centre for Health and Education Programmes
274.Centre for Health Solutions - Kenya
275.Centre for Health, Advocacy, Gender and Education Initiative
276.Centre for Human Rights and Policy Studies
277.Centre for Humanitarian Outreach and Inter-Cultural Exchange
278.Centre for Infertility (Childlessness) Solutions

279. Centre for Innovation and Technology Incubation
280. Centre for Justice for Victims of Crimes Against Humanity
281. Centre for Law and Research International
282. Centre for Legal Aid Affairs
283. Centre for Life Perpetuation
284. Centre for Media and Information Literacy in Kenya
285. Centre for Natural Resources Management
286. Centre for Nomadic Governance
287. Centre for Peace and Democracy
288. Centre for Regeneration and Empowerment of Africa Through Africa
289. Centre for Research and Development
290. Centre for Research and Innovations in East Africa
291. Centre for Research and Integrated Development
292. Centre for Research in Therapeutic Sciences
293. Centre for Rights Education and Awareness
294. Centre for Social Justice and Responsibility
295. Centre for Strategic Affairs and Development
296. Centre for Strategic Development
297. Centre for Sustainable Development Initiatives
298. Centre for The Promotion of Life Skills Education
299. Centre for The Study of Adolescence
300. Centre for Tobacco Free Education Development
301. Centre for Trade Facilitation
302. Centre for Women and Children International
303. Centre of Excellence in Development
304. Centre of Indigenous Knowledge Systems and By - Products
305. Centrum Narovinu
306. Cephas Foundation
307. Cesvi - Cooperazione Sviluppo
308. Chalan Foundation
309. Chalbi Scholars Organization

- 310.Change Agents for Peace International
- 311.Change Initiative for Gender Empowerment
- 312.Change Mind Change Future
- 313.Changing Fortunes Organization
- 314.Chariots of Destiny Organization
- 315.Charismatic Community Foundation
- 316.Charitable Aid for Peace and Development Organization
- 317.Cheshire Disability Services Kenya
- 318.Cheshire Rehabilitation and Crisis Centre
- 319.Child Africa
- 320.Child Compassion Fund
- 321.Child Connect Africa
- 322.Child Equity Education Programme
- 323.Child Labour Intervention, Prevention and Education (CLIFE)
- 324.Child Life Missions of Kenya
- 325.Child Refuge Centres International
- 326.Child Survival Centre
- 327.Child Fund Kenya
- 328.Childhood Cancer Initiative
- 329.Childline, Kenya
- 330.Children Aid And Rural Development Agency
- 331.Children Health Implementation for Life Development
- 332.Children International Kenya
- 333.Children on Eagles Wings Organization
- 334.Children Play and Edutainment Network (CPEN)
- 335.Children Welfare Association Fund (CWAF)
- 336.Children's Fortress Africa
- 337.Children's International Summer Villages, Kenya
- 338.Children's Sports and Learning Centre
- 339.Children's life International
- 340.Chosen Children of Promise

- 341.Christian Aid (UK/1)
- 342.Christian Development Services
- 343.Christian Mission Aid
- 344.Christian Missionary Fellowship Inc
- 345.Christian Partners Development Agency
- 346.Christian People Foundation
- 347.Christian Reformed World Relief Committee of Canada
- 348.Christian Sports Contact Kenya
- 349.Christoffel Blindenmission E.V
- 350.Church World Service and Witness
- 351.Citizens Awareness Network
- 352.Civic Enlightenment Network
- 353.Climate Change Excellence - Africa
- 354.Climate Cohesion Foundation
- 355.Coalition on Violence Against Women - Kenya
- 356.Collaborative Centre for Gender and Development
- 357.Collective Bargaining Advisory Centre
- 358.Col'or Kenya
- 359.Combined Fellowship of Pastors and Leaders
- 360.Comitato Collaborazione Medica
- 361.Communal Oriented Services International
- 362.Community Initiatives Support Services
- 363.Community Action Development Organization
- 364.Community Action for Nature Conservation
- 365.Community Aid International
- 366.Community Based Development Services
- 367.Community Breakthrough Support Mission
- 368.Community Capacity Building Initiative
- 369.Community Development Resource Centre-Kenya Chapter
- 370.Community Disaster Interventions
- 371.Community Education Concern

372.Community Effort for Development
373.Community Emergency Response Volunteers
374.Community Empowerment and Environmental Protection Agency
375.Community Health Access Program
376.Community Health and Social Services
377.Community Initiatives for Development and Disaster Preparedness
378.Community Initiatives for Social Equity
379.Community Investment Trust
380.Community Micro Enterprise For Hope Africa
381.Community Multi Development
382.Community Museums of Kenya
383.Community Nursing Services
384.Community Nurturing International
385.Community Organization and Training for Risk Reduction
386.Community Oriented Project Support (COPSO)
387.Community Resilience and Development International
388.Community Restoration Development Programmes
389.Community Road Empowerment
390.Community Servants
391.Community Smile International
392.Community Urban Rural Education International
393.Commuters Welfare Association
394.Companionship of Works Association
395.Compassion International Inc.
396.Comprehensive Environmental Health Management Solutions International
397.Computers for Development Africa
398.Computers for Schools Kenya
399.Computers from The Heart - Africa
400.Concern Universal
401.Concern Worldwide
402.Consolata Youth Rehabilitation Programme

403.Consolation East Africa
404.Consolation for Orphans and Vulnerable Children
405.Consortium for National Health Research
406.Consortium of National Health Research (CNHR)
407.Co-Operation Arena for Sustainable Development in Africa - Kenya
408.Coopt-Cooperazione Internazionale
409.Coordinating Committee of The Organization Voluntary Services
410.Corat Africa
411.Cosmopolitan Community Hope Health Initiative
412.Counselling Research Institute of Kenya
413.County Outreach for Rural and Urban Sustainability
414.Cradle Africa International
415.Creative Hands Initiative
416.Crescent Medical Aid Kenya
417.Cross Currents Indigenous Network
418.Crossway International Kenya
419.Crown the Child Africa
420.Cultural Video Foundation
421.Culture Connect
422.Cuts- Centre for International Trade Economics and Environment
423.Cyber Africa Ict And Km Academy
424.Daasanach Development Organization
425.Daily Aid Community Project
426.Daima Initiatives for Peace and Development
427.Daisy's Eye Cancer Fund
428.Danish Refugee Council
429.Daraja-Civic Initiatives Forum
430.David Sheldrick Wildlife Trust
431.Daystar Watch Network
432.Deaf Ability Initiative
433.Deaf Aid

434. Deaf Child Concern-Kenya
435. Deborah Amoi Foundation
436. Deco International (Kenya Chapter)
437. Democracy Information Program
438. Dero Community and Cultural Organization
439. Desert Rose Organization
440. Destiny Children Centre
441. Development Centre for Gender Empowerment
442. Development Kenya Action
443. Development of Deaf Opportunity International
444. Development Operations Towards Health and Needs
445. Development Training and Research Africa
446. Development Training Treatment and Research Kenya
447. Development Work in Education, Livelihoods and Environment
448. Diakonia Sweden
449. Diakonie Emergency Aid
450. Dialog Forening
451. Diaspora Renaissance Initiative
452. Digital Divide Rural Linkages Organization
453. Digital Opportunity Trust Kenya
454. Direct Aid International
455. Disability Caucus for Empowerment and Development
456. Disabled Child Monitor
457. Disabled Voice Organization
458. Disaster Mitigation, Peace and Humanitarian Support Initiative
459. Discordant Couples of Kenya
460. Divinity Foundation International
461. Doctors of Africa (Medicins D'afrique)
462. Dolphin Anti Rape and Aids Control Outreach
463. Dominion Empowerment Solutions
464. Donatamarie Learning Centre

- 465.Dorcas Aid International - Kenya
- 466.Dove International
- 467.Doxa International Organization
- 468.Dr. Bonaya Adhi Godana Foundation
- 469.Dream of A Child International Organization
- 470.Dream World Healthcare Programme
- 471.Dreams Empowerment Programme
- 472.Dry Lands Management Programme
- 473.Drylands Natural Resources Centre
- 474.Dyslexia Organization, Kenya
- 475.E.A (K) Community Development Agency
- 476.Eagle Heights Africa (Kenya)
- 477.Earth-Care for Mankind Organization
- 478.East Africa Centre For Law and Justice
- 479.East African Civil Society Organizations Forum - Kenya
- 480.East African Wildlife Society
- 481.Eastern Africa Collaboration for Economic, Social and Cultural Rights
- 482.Eastern Africa Development Agency International
- 483.Eastern Africa Federation of The Disabled
- 484.Eastern Africa Institute for Environment and Community Development
- 485.Eastern Africa Treatment Access Movement
- 486.Eastern Community Development and Humanitarian Organization
- 487.Eastern Community Development Programme
- 488.Eastern Kenya Water Initiative
- 489.Eastern Plateau Child Support Program
- 490.Eastleigh Wood Youth Forum
- 491.Ebenezer Foundation
- 492.Echo-Green Care Organization
- 493.Eco-Growth Development Organization
- 494.Economic and Social Rights Centre - Hakijamii
- 495.Economic Development for Improved Livelihoods

496.Econosphere Projects
497.Ecumenical Disability Advocates Network
498.Ecumenical Pharmaceutical Network
499.Eddahs Hope Cancer Foundation
500.Educate Me! Foundation
501.Education and Public Awareness Media Centre
502.Education and Reconstruction Development Organization
503.Education Beyond Borders Kenya
504.Education Bridge - Africa
505.Education Effect Africa
506.Education Link
507.Ekongo Development Organization
508.El Camino Africa Outreach Organization
509.Elections International
510.Electoral Institute for The Sustainability of Democracy in Africa
511.Elephant Neighbors Centre
512.Elizabeth Glaser Pediatric Aids Foundation
513.Emmanuel Rescue Centre
514.Emo Foundation
515.Empower Africa
516.Empowering Community Perceptions Organization
517.Empowering the Women Organization
518.Empowerment Africa Initiatives
519.Empowerment Capacity Building Support Services
520.End Poverty Resource Management Programme
521.Energy, Environment and Development Network for Africa
522.Engender Health
523.Enhanced Sustainable Agricultural, Productivity Programme
524.Enkishui Water and Sanitation Initiative
525.Enterprise for Young Entrepreneurs (Eye)
526.Environment and Health Action Network

527.Environment Monitoring Initiative
528.Environment Solutions
529.Environmental Compliance Institute (ECI)
530.Environmental Conservation and Natural Resources Organization
531.Environmental Interaction Organization
532.Environmental Liason Education and Action for Development
533.Environmental Peace Initiatives
534.Environmental Technologies Initiative (Environtech)
535.Equality Now
536.Equipping People Changing Lives
537.Esther Mutua Foundation
538.Eugene Angolo Charity Foundation
539.European Committee for Agricultural Training
540.Eve Foundation Africa
541.Everbest Youth Environmental Organization
542.Evergreen Anti-Global Warming, Peace and Reconciliation Foundation
543.Expansion International Africa
544.Ex-Spring Valley Kayole Community Development
545.Fair Trade Organization of Kenya
546.Fairtrade Marketing Organization Eastern Africa
547.Faith and Hope Outreach Programme
548.Faith in Action
549.Families of Patriotic Freedom Fighters of Kenya
550.Families Support Foundation Kenya
551.Family Access Community Centre
552.Family Birth and Community Support (FABCOS)
553.Family Care Relief Organization
554.Family Concern Initiatives
555.Family Empowerment and Relief Organization
556.Family Federation for World Peace
557.Family Forum

558. Family Health International
559. Family Health Options Kenya
560. Family Helpline Organisation
561. Family Programmes Promotion Services
562. Family Support Institute
563. Family Welfare Support and Research Organization of Kenya
564. Fanole Human Rights and Development Organization
565. Faraja Empowerment and Hope Initiative (FEHI)
566. Farm Africa
567. Faulu Tana Women Programme
568. Federation of Women Lawyers-Kenya
569. Feed the Children Kenya
570. Felix Achoch Sports Foundation
571. Fh Association
572. Fight Against Aids Stigma in Kenya
573. Filmaid - Kenya
574. Filmgoals.Org Organization
575. Filsan Organisation
576. Finn Church Aid Kenya
577. First Love Kenya
578. Fit Kenya
579. Fitness for Health Initiative-Africa
580. Flying Kites Kinangop Childrens Centre
581. Focus Africa Community Empowerment and Development Programme
582. Focus on Africa Development Inc
583. Focused Mission On Development Organization
584. Focusing on Women and Children Organization
585. Food Bank International
586. Footsteps Foundation
587. Footsteps into Change Organization
588. Forest Action Network

- 589.Forum for African Women Educationalists
- 590.Forum for African Women Educationalists - Kenya Chapter
- 591.Forum for Children Rights in Kenya
- 592.Forum for International Co-Operation
- 593.Forum for Reproductive Rights Initiative
- 594.Forum Syd Swedish Ngo Centre For Development Cooperation
- 595.Foundation for Health and Social Economic Development Africa
- 596.Foundation for Human Rights and Resources Monitoring
- 597.Foundation of Education in Social Transformation And Progress
- 598.Fountain of Grace
- 599.Francis Xavier Project
- 600.Free the Children
- 601.Freedom Guardians Organization
- 602.Fresh Power - Kenya
- 603.Friendly Integrated Development Initiatives in Poverty Alleviation
- 604.Friends of Conservation
- 605.Friends of The Disabled Foundation
- 606.Furaha Children's Home and Rehabilitation Centre
- 607.Furaha Community Foundation
- 608.Furaha Organization for Care Upkeep, Shelter for Children
- 609.Fusion Africa Foundation
- 610.Future Africa International
- 611.Future Hope Community Development
- 612.Future Kids Project
- 613.Gardens of Hope Centres International
- 614.Gatoto Integrated Development Program
- 615.Gender Education Empowerment and Leadership Organization
- 616.Gender Mainstreaming Support Community Organization
- 617.Gender, Environment and Sustainable Development
- 618.General Welfare International Foundation
- 619.Generational for Change and Development International

- 620. Generations Alive Africa
- 621. Genius Education Programme
- 622. Geno Community Development Initiative
- 623. Gentiana Development Network
- 624. German Agro Action
- 625. German Foundation for World Population
- 626. Gethsemane International- Africa, Inc
- 627. Gibbun - Woori World
- 628. Girl Child Concern International
- 629. Girl Child Network
- 630. Girls Leading Our World Initiative
- 631. Give A Child Life Kenya
- 632. Global Alliance for Africa
- 633. Global Bag Project
- 634. Global Centre for Civic Education
- 635. Global Child Hope
- 636. Global Children International
- 637. Global Christian Relief
- 638. Global Coaching Centre Foundation
- 639. Global Communities
- 640. Global E -Schools and Communities Initiatives (GESCI) Kenya
- 641. Global Empowerment Initiative
- 642. Global Enrichment Foundation
- 643. Global Focus Projects
- 644. Global Foundation for International Cardiac Services
- 645. Global Health Partnerships - Kenya
- 646. Global Health Systems International
- 647. Global New Generation Kenya
- 648. Global One 2015 Kenya
- 649. Global Partnership for Change (Africa (GPC)
- 650. Global Peace and Prosperity Initiative

651.Global Peace Youth Corps - Kenya Chapter
652.Global Support Mission
653.Global Victims Support Programme
654.Global Welfare Programmes and Projects
655.Global with Hope Organization
656.Glory Health and Nature Organization
657.Glory Wonder Organization
658.Goal Ireland
659.Goezraal Springs Empowerment Foundation
660.Gold Star Kenya
661.Goldenlife International Foundation
662.Good Deeds Charity-Usa
663.Good News International
664.Good News Productions International-Africa
665.Good People International
666.Good Works International
667.Goodwill Ambassadors Kenya
668.Grace and Peace Orphanage Centre
669.Grace Development Foundation
670.Grace Empowerment Organization
671.Grace Sufficient Organization
672.Gracious Life Touch International
673.Grapesyard Organization
674.Grassroots Alliance for Community Education
675.Green Belt Movement
676.Green Builders Organization
677.Green Charity Foundation
678.Green Hand Organization
679.Green Households Initiatives
680.Green Land Conservation Development Organization
681.Green Resources Initiative

682.Green Schools East Africa
683.Green Shield International
684.Green Solutions Organization
685.Green View
686.Green Watch Foundation (GFW)
687.Green World Resource Foundation
688.Group for Transcultural Relations - Gruppo Per Le Relazioni Trasculturali
689.Growth Partners Africa
690.Growth Project
691.Gua Africa
692.Guardian Sight Providers
693.Habiba International Women & Youth Affairs
694.Habitat Aid Initiatives
695.Habitat for Humanity in Kenya
696.Haki Water Organization
697.Halal Development Organization
698.Hand and Soul International
699.Handicap International
700.Hands Serving Africa
701.Hanuran (Household) Movement Inc
702.Happy Kidney Foundation
703.Hardo Relief and Development Organization
704.Harun Otwoma Foundation
705.Harvest Centre
706.Havilah Kenya
707.Healing Fountain Centre
708.Health and Social Transformation Initiative
709.Health and Water Foundation
710.Health Resources Foundation
711.Health Rights Advocacy Forum
712.Health Unlimited

713. Health Workforce Training and Research, Kenya
714. Healthcare Assistance Kenya
715. Healthy Environment Foundation
716. Heavenly Treasures Kenya
717. Heifer Project International
718. Held Sister Initiative
719. Help A Child Africa
720. Help A Child Face Tomorrow
721. Help Child/Mother Organisation
722. Help Reach Africa
723. Help Self Help Centre
724. Help the Least of These
725. Helpage International
726. Helpers of Handicapped and Aged Persons
727. Helping Hand for Livelihood Organization
728. Helping Hand for Relief and Development
729. Helping Hand on Human Rights and Advocacy
730. Helping Hands Clubhouse Kenya
731. Helplife Africa
732. Hemophilia Welfare Foundation (Kenya)
733. Her Story Centre
734. Heshima Kenya
735. Hifadhi Africa Organization
736. Hifadhi Kijani Initiative
737. Highvision Education Programme
738. Himilo Foundation
739. Hisan
740. Holy Family Collegine Sisters
741. Homeless Children's Funds
742. Homeless Persons Organization
743. Hope Agency for Relief and Development

744.Hope Aid Organization (Hao)
745.Hope Beyond Initiative
746.Hope for Teenage Mothers
747.Hope in Action Association - Kenya
748.Hope Worldwide Kenya
749.Horn Aid Response Initiative
750.Horn Economic and Social Policy Institute
751.Horn of Africa Aid and Rehabilitation Action Network Kenya
752.Horn of Africa Community Based Health Project
753.Horn of Africa Orphan Relief Organization
754.Hosanna Mission International Foundation in Kenya
755.Hospital Support Organization
756.Hossana Mission International Foundation In Kenya
757.Human Development International Organization
758.Human Needs Project- Kenya
759.Human Quality Assessment Services
760.Human Rights Watch
761.Humanitarian Africa Relief Development Organization
762.Humanitarian Aid and Development Organization (Had) Kenya Chapter
763.Humanitarian Assistance for South Sudan
764.Humanitarian Initiative Just Relief Aid
765.Humanity Beyond Border
766.Humanity for Orphans, Youth and Widows Initiatives Kenya
767.Humble Heart Development Programme
768.Hunger Free Foundation
769.Hut to Hearth International
770.I Serve Africa
771.Ibon International Foundation
772.Iday Kenya
773.Ignite the Orphan - Africa
774.Ignitors Centre for Peace and Development

775.Iida (Women's Development Organization)
776.Iimaan Relief and Development Organization
777.I-Link Community Services Organization
778.I'm Worth Defending
779.Ima World Health
780.Imani Recreational Centre
781.Imani Rehabilitation Agency
782.Imbako Public Health, Inc
783.Impact Concern Programme
784.Improving Living Standards in Africa
785.Inable
786.Inada Lange Foundation for Aids Research - Kenya
787.Inclusion Africa
788.Indigenous Information Network
789.Initiative for African Girl Child
790.Initiative for Child Survival
791.Initiative for Green Kenya
792.Initiative for Learning Disabilities Kenya
793.Initiative for Relief and Community Development
794.Initiative for Transformational Community Development in Africa
795.Injuries Prevention and Information Centre - Kenya
796.Inspiration Centre
797.Institute for African Development
798.Institute for Democracy and Leadership in Africa
799.Institute for Development and Welfare Services
800.Institute for Education Civic Affairs and Social Development
801.Institute for Human Security
802.Institute for Peace Development and Innovation
803.Institute for Policy Advocacy
804.Institute for Policy Alternatives
805.Institute of African Families

806. Institute of Environment and Water Management
807. Integrated Education for Community Empowerment
808. Integrated Initiatives for Community Empowerment
809. Integrated Rural Growth Initiatives
810. Integrated Small Projects Initiative
811. Inter - African Development Foundation
812. Inter - Cultural Peace Foundation
813. Interfund Response
814. International Africa Partners
815. International Aid Services - Sweden
816. International Centre for Development and Research (CIDR)
817. International Centre for Research in Sustainable Development
818. International Charity Association Network - Kenya
819. International Christian Ministries
820. International Committee for The Development of Peoples
821. International Community of Women Living With HIV-Kenya Chapter
822. International Development and Peace Organization
823. International Development and Relief Board
824. International Development Organization Incorporated
825. International Help Alliance
826. International Institute for Climate Change and Governance
827. International Institute of Rural Reconstruction-Africa Regional
828. International Islamic Relief Organisation
829. International Lifeline Fund
830. International Medical Corps
831. International Medical Relief Organisation
832. International Network for The Rational Use of Drugs (Inrud) Kenya
833. International Ngo Safety Organization
834. International Partners in Mission
835. International Peace Building Alliance
836. International Prime Services Organization

837. International Republican Institute
838. International Water Project
839. International Youth Fellowship - Kenya
840. Inter-Regional Development Agency
841. Intersos Kenya
842. Into Abbas Arms
843. Intrahealth International
844. Inuka Community Change Organization
845. Investing in Children And Their Societies
846. Ipas Africa Alliance
847. Irene Limika Foundation
848. Islamic Aid and Social Care Organization
849. Jacaranda Development Initiative
850. Jacaranda Women Empowerment Project
851. Jambo Volunteers Kenya
852. Jani Jipya Initiative
853. Japan Emergency NGOs
854. Japan Wildlife Centre Africa
855. Jawabu Ark Centre
856. Jipee Initiative
857. Jisaidie Development Network
858. Josiah Mwangi Kariuki Peace Foundation
859. Joy Children Education and Development Programme
860. Joy Homes Africa Services
861. Joyful Sisters Foundation
862. Joyshade Development Programme
863. Juba Foundation
864. Junior Achievement Kenya
865. Kaimba Youth Initiative
866. Karama Charity Foundation
867. Karibu Afrika Kenya

868. Karura Community Centre
869. Ken-Afric Charitable Organization
870. Kenya Adult Learners Association
871. Kenya Aids Ngo's Consortium
872. Kenya Aids Watch Institute
873. Kenya Alliance For Advancement of Children
874. Kenya Arid Regions Children Fund
875. Kenya Association for The Intellectually Handicapped
876. Kenya Association for The Welfare of People with Epilepsy
877. Kenya Association of Professional Counsellors (KAPC)
878. Kenya Christian Industrial Training Institute (KCITI)
879. Kenya Community Based Health Financing Association
880. Kenya Consortium to Fight Aids, Tuberculosis and Malaria
881. Kenya Consumers' Organization
882. Kenya Debt Relief Network
883. Kenya Disaster Concern
884. Kenya Drug Free Communities Network
885. Kenya Education Fund
886. Kenya Friends for The Needy
887. Kenya Good Neighbors
888. Kenya Human Rights Commission
889. Kenya Human Service Development Programme
890. Kenya Initiatives for Development
891. Kenya Institute of Organic Farming
892. Kenya Kids Learning Centre
893. Kenya Legal and Ethical Issues Network on HIV/Aids
894. Kenya Medical Women's Association
895. Kenya Muslim Charitable Society
896. Kenya Network for Dissemination of Agricultural Technologies (KENDAT)
897. Kenya Network of Women with Aids (KENWA)
898. Kenya Ngo Alliance Against Malaria

899. Kenya Orphans Support Organization
900. Kenya Paediatric Research Consortium
901. Kenya Peace Association Ministry
902. Kenya Philanthropic International Network
903. Kenya Poverty Elimination Networks
904. Kenya Restoration International
905. Kenya Roads and Life Safety
906. Kenya Slum Youths Development Organization
907. Kenya Water for Health Organization
908. Kenya Water, Energy, Cleanliness and Health Project
909. Kenya Widows and Orphans Support Programme
910. Kenya Women and Youth League
911. Kenya Young Men's Christian Association
912. Kenyan Paraplegic Organization
913. Kenyan Skills Uplifting Project
914. Key Affected Population Health and Legal Rights Alliance
915. Kiambaa Welfare Foundation
916. Kibera Canopy
917. Kibera Community Self Help Programmes Kenya
918. Kibera Informers Foundation
919. Kibera Pride Initiative
920. Kibera Slums Community Development Program
921. Kibera Transformation and Development Programme
922. Kickstart International Inc. Kenya
923. Kigulu HIV/Aids Orphanage House
924. Kijani For Youth Initiative
925. Kilimanjaro Initiative
926. Kisima Ministry
927. Kisima Peace and Development Organization
928. Kisumu Urban Apostolate Programmes
929. Kito International (Kenya)

930.Knitting Projects Foundation
931.Korea International Volunteer Organization
932.Korea Project On International Agriculture
933.Kosmos Solutions International
934.Kounkuey Design Initiative Inc
935.Kuja Kwa Watoto Programme
936.Kujenga Maisha East Africa
937.Lady Hope Wellness Institute
938.Landshapers Environmental Initiative
939.Latter Day Saint Charities
940.Lean on Me Foundation
941.Legal Aid Resource Partners
942.Liberty Against Poverty Organization
943.Library and Information Support Services
944.Life 4 Kids
945.Life and Peace Institute
946.Life Bridge Network
947.Life Care and Support Centre Kenya
948.Life in Abundance- Kenya
949.Life Reformation International
950.Life Rehabilitation and Empowerment Foundation
951.Life, Light and Love
952.Lifeline Foundation
953.Light Sisters Organization
954.Link Africa Development Initiative
955.Lisha Mtoto Initiative
956.Little Bees International
957.Little Cherubs for Charity International
958.Little Drops Foundation
959.Live and Shine Organization
960.Livelihoods and Wealth Initiatives

- 961.Livelihoods Promotion Initiatives
- 962.Living in Total Health Initiative
- 963.Living Testimony Organization
- 964.Living Water Africa Region
- 965.Living Water Service Centre
- 966.Liwa Children's Centre
- 967.Local Aid Organization
- 968.Local Capacities for Peace International
- 969.Local Development Strategies
- 970.Local Urban Forum Network (LUF Network)
- 971.Love Africa Community in Kenya
- 972.Love the Children
- 973.Lower Yatta Development Agenda (LYDA)
- 974.Lutheran World Federation Department for World Services
- 975.Lutheran World Relief East and Southern Africa Regional Office
- 976.LVCT Health
- 977.Lydias Tailoring Centre
- 978.Maahad Daawah Organisation
- 979.Mabawa Empowerment Organization Kenya
- 980.Maendeleo Ya Vijana Wa Kenya
- 981.Maendeleo Ya Viziwi Kenya
- 982.Maendeleo Ya Wanawake Organization
- 983.Maisha Mapya Initiative
- 984.Maisha Yetu
- 985.Maji Mazuri Centre International
- 986.Make A Change International Development (MACID)
- 987.Make Way Partners
- 988.Malachi Education Foundation
- 989.Malaika Foundation
- 990.Malaria Prevention and Control Society
- 991.Malteser-Germany

- 992.Mama Sarah Obama Foundation
- 993.Mamma Africa Italia Onlus International - Kenya
- 994.Mandela Community Development Programme
- 995.Mani Tese-Kenya Branch
- 996.Mankind Concern International
- 997.Maono Bora Initiative
- 998.Map International
- 999.Mara Conservation Fund
- 1000.Marafiki Community International
- 1001.Maranatha International Counselling Foundation
- 1002.Maria Rehema Foundation
- 1003.Marie Stopes Kenya
- 1004.Market Development Trust
- 1005.Market Tug Project
- 1006.Marwanga Foundation
- 1007.Mary Njambi Foundation
- 1008.Maseno HIV/Aids Awareness and Development Organization
- 1009.Mashinani Network Initiative
- 1010.Massaba Rural Development Organization
- 1011.Masters Men Africa
- 1012.Mathare Youth Sports Association
- 1013.Matibabu Foundation
- 1014.Mawaidha Na Kazi Development Organization
- 1015.Mazingira Institute
- 1016.Mbithi Memorial Education Centre
- 1017.Mchanganyiko Unity Women Organization
- 1018.Medair East Africa
- 1019.Medecins Du Monde (France)
- 1020.Medecins Sans Frontieres - Switzerland
- 1021.Medecins Sans Frontieres Belgium
- 1022.Medecins Sans Frontiers - France

1023. Media Development in Africa (MEDEVA)
1024. Medical Aid and Disaster Management Services
1025. Medical Emergency Relief International (Merlin)
1026. Medical Link Integrated Health Program
1027. Medical Response for The Diplomatic Corps (MRDC International)
1028. Medicenes Sans Frontieres - Spain
1029. Mediciens Sans Frontireres - Belgium
1030. Medicos Sin Fronrieras Spain (Msf Spain)
1031. Megabridge Foundation
1032. Men for Gender Equality Now
1033. Men of Africa Network
1034. Menno Peace and Reconciliation Initiative
1035. Mennonite Board in Eastern Africa
1036. Mercy Corps
1037. Mercy Usa For Aid and Development Kenya
1038. Mfariji Africa
1039. Michael Chege Njoroge Foundation
1040. Micro Business Development Africa
1041. Micronutrient Initiative Kenya
1042. Migori Youth Education and Rural Health Programmes
1043. Mines Advisory Group
1044. Minority Communities in Africa
1045. Miral Welfare Foundation Kenya
1046. Miss Koch Kenya
1047. Mission for Empowering Rural Poor
1048. Missions of Hope International
1049. Mogra Soul Winner Rescue Centre
1050. Mongare Bwokongo Foundation
1051. Moraa New Hope Foundation
1052. Morris Moses Foundation
1053. Moses Otunga Foundation

1054. Mother & Child with Aids Support Organization
1055. Mother and Childcare Network
1056. Mothers 2 Mothers Kenya
1057. Mother's Lap Foundation
1058. Motivational Power Project
1059. Mount Kenya Groups for Community Development Empowerment
1060. Mount Olive Relief Programme
1061. Mountain View Conservation Programme
1062. Movement Against Substance Abuse in Africa
1063. Movement of Men Against Aids in Kenya
1064. Moving Mountains Kenya
1065. Mtaani Youth Sports Development
1066. Mtoto Wa Kenya Relief Mission
1067. Mubarak For Relief and Development Organization
1068. Multipurpose Development Centres
1069. Multiscope Centre For Change And Empowerment
1070. Multi-Sectoral Development Programme
1071. Multy Touch International
1072. Muqal Development Organization
1073. Muranga County Youth Initiative
1074. Music for Life Kenya
1075. Muslim Aid
1076. Muslim Development Organization of Kenya
1077. Muslim Hands
1078. Muslim World League
1079. Mutunga Foundation
1080. Mwafrika Institute of Development
1081. Mwambacare For African Children's Initiative
1082. Mwangaza Mwingi Centre
1083. Mwatate Community Based Integrated Programmes
1084. Nairobi Family Support Services

1085. Nairobi Hospice (Nairobi Terminal Care Centre)
1086. Nairobi Recyclers
1087. Najdah Help Organization for Relief and Development
1088. Nanga Organization
1089. Nascent Research & Development Organization
1090. Nation Pillars Centre
1091. National Children in Need Network (NCNN)
1092. National Christian Youth Network
1093. National Democratic Institute for International Affairs
1094. National Organization of Peer Educators
1095. Natural Resources and Environment Conservation Partnership of Kenya
1096. Nawiri Life Foundation
1097. Nazarene Compassionate Organization
1098. Ndiini Schools Feeding Programme
1099. Neema Community Organization
1100. Neema Healthcare Initiative
1101. Network for Adolescent and Youth of Africa (NAYA) Kenya Chapter
1102. Network for Integrated Community Empowerment Programme
1103. Network of African Science Academies
1104. Ngo-I Love Africa
1105. Nguza Maisha Organization
1106. Njia Mpya Organization for Sustainable Agriculture and Environment
1107. Nomads International
1108. North Rift Women Pastoralist Association
1109. Northern Aid
1110. Northern Education and Environmental Development Organization
1111. Northern Nomadic Disabled Organization
1112. Northern Organization for Social Empowerment
1113. Norwegian Church Aid
1114. Norwegian Peoples Aid Horn of Africa
1115. Nosim Women Organization

- 1116. Northern Region Development Agency
- 1117. Nuba Relief Rehabilitation and Development Organisation
- 1118. Nurture Smart Youth Program Kenya
- 1119. Nurtured Lives Organization
- 1120. Nutriboost-Africa
- 1121. Nutrition for Life Organization
- 1122. Nutritional Advancement Co - Operation
- 1123. Nutritionists Without Borders
- 1124. Nyamulu Africa Foundation
- 1125. Nyangasi Ovulavu (Light) Foundation
- 1126. Nyarombe Foundation
- 1127. Nyeri Women Development Initiatives
- 1128. Nyisango Health Management and Community Development Project
- 1129. Oasis Freedom Foundation
- 1130. Oasis Memories Foundation
- 1131. Oasis Rehabilitation Centre (International)
- 1132. Odhiambo Owaga Foundation
- 1133. Oikocredit, Ecumenical Development Organization U.A.
- 1134. Oikos Household of Faith
- 1135. Okoa Foundation for Development
- 1136. Olive International
- 1137. Omonyakomu Community Development Organization
- 1138. One Childs Village-Kenya
- 1139. One Drop for All Organization
- 1140. One Stop Development Agency
- 1141. One Touch One Life Organization
- 1142. One kid One world
- 1143. Onelife Africa
- 1144. Ongoza Initiative Kenya
- 1145. Open Schools Initiatives in Kenya
- 1146. Opening Village Doors Foundation

- 1147. Operation Eyesight Program
- 1148. Operation Give and Grow
- 1149. Operation Smile Mission in Kenya
- 1150. Organization for Assisting Hearing Impaired Persons
- 1151. Organization for Better Environment and Child Care
- 1152. Organization for Environmental Change
- 1153. Organization for Green Education
- 1154. Organization for Health Education and Research Services
- 1155. Organization for Nutrition, Food Production and Child Welfare
- 1156. Organization of Disabled Refugees of Africa
- 1157. Organization of Local Communities Against Poverty
- 1158. Orongo Widows and Orphans Project International (K)
- 1159. Orphans Development Programme International
- 1160. Orphelins Sans Frontieres France
- 1161. Osim Le Maa (The Maa People Initiative)
- 1162. Overflow of Hope Organization
- 1163. Overseas Social Services International
- 1164. Oxfam Gb
- 1165. Oxfam Novib
- 1166. Pacemaker International
- 1167. Pact Inc
- 1168. Pamoja Action Initiative
- 1169. Pamoja Projects International Kenya
- 1170. Pamoja Resources for Transformation
- 1171. Pamoja Road Safety Initiative
- 1172. Pamoja Women Development Programme
- 1173. Pan Africa Heart Foundation
- 1174. Pan African Animal Welfare Alliance
- 1175. Pan African Climate Justice Alliance
- 1176. Pan African Medical Center For Public Health Research and Information
- 1177. Pan African Mosquito Control Association

- 1178. Pan-African International Agency for Development
- 1179. Parental Care Kenya
- 1180. Parents of Deafblind Persons Organization
- 1181. Parrains De L'espoir Kenya
- 1182. Partners for Care
- 1183. Partners for Health and Development in Africa
- 1184. Partners in Development
- 1185. Partners in Literacy Ministries
- 1186. Partnership for A HIV Free Generation
- 1187. Partnerships in East Africa For Community Empowerment
- 1188. Pascal Baylon Foundation
- 1189. Passion to Illuminate Pathways
- 1190. Passionate Funds International
- 1191. Pastoral Initiative Against Drought and Desertification
- 1192. Pastoralist Foundation for Poverty Reduction
- 1193. Pastoralist Legal Aid Organization
- 1194. Pathfinder International
- 1195. Pauline's Prison Outreach and Rehabilitation Services
- 1196. Peace and Development Network Africa
- 1197. Peace and Unity International
- 1198. Peace Building, Healing and Reconciliation Programme
- 1199. Peace Officers for Christ International
- 1200. Peace Promoters Forum
- 1201. Peaceful Heart and Mind Changing Organization
- 1202. Pearls of Knowledge and Development Programme
- 1203. Peepoople Kenya
- 1204. Peer Resource Initiative
- 1205. Pendekezo Letu
- 1206. People Development and Research Organization
- 1207. People for Peace Kenya
- 1208. People for Progress Foundation of Kenya

1209. People's Eye Foundation
1210. Pefar Scholars Organization
1211. Perimart International
1212. Phanicey Charitable Foundation
1213. Pharmaccess Foundation
1214. Pit to Palace Initiative
1215. Plan International
1216. Platform for Land Use Sustainability - Kenya
1217. Pledge Action International
1218. Plumbers Without Frontiers
1219. Pole Pole Tunaweza Initiative
1220. Poor Masses of Kenya Organization
1221. Popote Tupo Organization
1222. Population Council
1223. Population Health Concerns Africa
1224. Population Services International Kenya
1225. Population Services Kenya
1226. Positive Action Kenya
1227. Positive Exposure -Kenya
1228. Positive Living Aids Orphans Support Organization
1229. Positive Transformation Initiative
1230. Potential Enhancement Awareness Programme
1231. Poverty Be History Organization
1232. Poverty Eradication and Community Empowerment
1233. Poverty Eradication for Development Organization
1234. Poverty Eradication Network
1235. Poverty Relief Aid
1236. Poverty Transition Initiative
1237. Powerbelt - Africa
1238. Practical Action
1239. Pragya Kenya

- 1240. Precious Blood Children's Family
- 1241. Precious Gift Organization
- 1242. Precious Heritage Conservation Network
- 1243. Precious Sisters Charity Trust
- 1244. Preserve Africa Initiative
- 1245. Pride Economic Empowerment Programme
- 1246. Primary Education for All -Africa
- 1247. Prisoners Care Programme
- 1248. Proactive Initiative for Family Welfare
- 1249. Problem Free World Movement Organization
- 1250. Programme Action and Community Development Centre
- 1251. Programme Against Malnutrition
- 1252. Programme for Appropriate Technology in Health (PATH)

Appendix IV: Operating Reserve Ratio

NG Os In Nairobi	OR 2016 Amount in Kes (1,000,000)	AOE 2016 Amount in Kes (1,000,000)	OR 2017 Amount in Kes (1,000,000)	AOE 2017 Amount in Kes (1,000,000)	OR 2018 Amount in Kes (1,000,000)	AOE 2018 Amount in Kes (1,000,000)	OR 2019 Amount in Kes (1,000,000)	AOE 2019 Amount in Kes (1,000,000)	OR 2020 Amount in Kes (1,000,000)	AOE 2020 Amount in Kes (1,000,000)	ORR 2016	ORR 2017	ORR 2018	ORR 2019	ORR 2020	AOR (2016 - 2020)
1	22.0	4.0	23.0	7.5	19.0	7.6	11.0	7.4	13.9	7.5	66.0	36.8	30.0	17.8	22.2	34.6
2	37.0	14.6	32.5	18.6	25.4	18.9	18.0	17.2	19.5	18.3	30.4	20.9	16.1	12.6	12.8	18.6
3	52.0	21.0	42.0	30.0	57.0	36.0	63.0	35.0	56.0	55.0	29.7	16.8	19.0	21.6	12.2	19.9
4	98.9	85.9	97.3	95.3	123.9	93.9	114.2	104.2	114.3	114.3	13.8	12.3	15.8	13.2	12.0	13.4
5	30.0	3.0	25.0	6.0	16.0	5.5	19.0	6.0	21.0	12.0	120.0	50.0	34.9	38.0	21.0	52.8
6	21.0	4.0	20.0	8.0	27.0	9.2	24.0	10.0	26.6	18.3	63.0	30.0	35.2	28.8	17.4	34.9
7	840.0	401.0	830.0	680.0	876.0	701.0	612.0	699.0	808.0	800.0	25.1	14.6	15.0	10.5	12.1	15.5
8	60.0	40.0	65.0	49.0	78.0	49.2	71.5	47.0	76.0	60.0	18.0	15.9	19.0	18.3	15.2	17.3
9	38.9	16.2	29.7	14.6	26.1	14.2	17.4	12.2	19.4	5.4	28.8	24.4	22.1	17.1	43.6	27.2
10	20.0	34.5	23.0	8.2	24.9	8.1	16.2	6.1	17.5	13.0	7.0	33.7	36.9	31.8	16.2	25.1
11	23.0	4.0	27.0	7.5	30.0	7.5	24.6	6.2	26.8	11.0	69.0	43.2	48.0	47.6	29.2	47.4
12	58.3	29.6	57.9	36.4	69.2	38.0	62.2	36.0	67.4	46.2	23.6	19.1	21.9	20.7	17.5	20.6

13	75.0	32.0	79.0	30.0	25.0	24.0	15.0	12.0	70.0	65.0	28.1	31.6	12.5	15.0	12.9	20.0
14	60.0	16.0	58.0	18.0	64.0	15.0	52.1	16.0	52.0	40.0	45.0	38.7	51.2	39.1	15.6	37.9
15	39.0	3.0	35.0	4.0	32.0	5.5	15.0	5.7	16.0	7.0	156.0	105.0	69.8	31.9	27.4	78.0
16	198.9	143.1	197.1	156.5	198.8	163.9	193.1	148.8	187.0	55.7	16.7	15.1	14.6	15.6	40.3	20.4
17	38.0	17.0	42.0	30.0	49.0	33.0	49.8	33.5	51.5	40.0	26.8	16.8	17.8	17.8	15.4	18.9
18	66.5	21.4	69.2	36.5	81.2	39.5	74.6	41.3	78.5	49.5	37.4	22.7	24.7	21.7	19.0	25.1
19	80.0	20.0	86.0	30.0	110.0	40.0	80.0	25.0	90.0	40.0	48.0	34.4	33.0	38.4	27.0	36.2
20	50.0	31.0	83.0	41.0	87.0	46.0	88.0	47.7	80.0	126.0	19.4	24.3	22.7	22.1	7.6	19.2
21	15.4	4.1	19.9	4.9	6.9	5.4	6.6	2.2	27.3	2.7	44.5	48.7	15.4	36.8	121.3	53.4
22	60.0	12.0	72.0	11.0	67.0	32.0	66.0	13.2	67.0	15.6	60.0	78.5	25.1	60.0	51.5	55.0
23	1,000.0	799.6	989.8	795.9	596.8	545.9	300.7	299.9	250.0	300.8	15.0	14.9	13.1	12.0	10.0	13.0
24	100.0	88.0	118.0	92.0	125.0	102.0	130.0	82.0	140.0	97.0	13.6	15.4	14.7	19.0	17.3	16.0
25	10.0	2.0	11.0	3.0	8.9	3.1	8.5	3.5	20.0	4.2	60.0	44.0	34.5	29.1	57.1	44.9
26	222.0	26.0	225.0	57.0	229.0	62.0	235.0	73.0	235.0	80.0	102.5	47.4	44.3	38.6	35.3	53.6
27	30.0	18.0	57.0	21.0	72.6	22.0	75.0	24.0	80.0	26.0	20.0	32.6	39.6	37.5	36.9	33.3
28	10.0	8.0	19.0	4.0	32.5	6.0	15.0	6.5	16.0	7.0	15.0	57.0	65.0	27.7	27.4	38.4
29	90.0	36.0	96.0	40.0	95.6	35.0	98.0	31.0	99.0	30.0	30.0	28.8	32.8	37.9	39.6	33.8

30	80.0	60.0	88.0	45.0	92.9	40.0	98.0	40.0	102.0	40.0	16.0	23.5	27.9	29.4	30.6	25.5
31	450.0	180.0	610.0	195.0	680.0	192.5	680.0	185.0	680.0	180.0	30.0	37.5	42.4	44.1	45.3	39.9
32	3,200.0	3,100.0	4,750.0	5,000.0	5,300.0	5,100.0	5,200.0	3,500.0	6,000.0	5,500.0	12.4	11.4	12.5	17.8	13.1	13.4
33	10.0	1.0	15.5	1.3	16.0	2.5	17.5	2.9	17.5	4.0	120.0	143.1	76.8	72.4	52.5	93.0
34	969.8	700.4	916.0	754.3	991.3	700.4	1,185.3	441.8	1,185.3	915.9	16.6	14.6	17.0	32.2	15.5	19.2
35	12.5	3.5	15.6	4.0	15.0	4.0	20.0	4.5	10.0	2.5	42.9	46.8	45.0	53.3	48.0	47.2
36	12.0	10.0	13.5	11.0	21.3	12.0	34.0	13.0	25.0	16.0	14.4	14.7	21.3	31.4	18.8	20.1
37	20.0	12.0	23.8	13.8	25.8	15.6	24.3	14.0	23.0	13.0	20.0	20.7	19.8	20.8	21.2	20.5
38	1.0	0.6	0.7	0.5	1.8	0.5	11.9	0.7	3.2	0.8	21.8	15.6	41.6	219.7	49.1	69.6
39	2.0	0.5	1.2	0.3	1.5	0.3	6.3	0.6	2.6	0.8	48.0	48.0	60.0	126.0	39.0	64.2
40	5.0	4.9	6.6	6.9	8.8	10.0	6.0	11.9	6.0	3.6	12.2	11.5	10.6	6.1	20.2	12.1
41	10.0	2.5	15.0	1.7	19.7	2.1	25.0	2.1	28.0	2.0	47.5	107.5	111.3	144.2	168.0	115.7
42	6.0	1.1	7.0	2.1	3.1	2.0	11.5	2.0	2.0	1.9	65.5	39.4	18.7	68.0	12.6	40.8
43	12.0	1.3	10.0	2.0	11.0	1.9	8.0	1.5	6.0	4.0	110.8	60.0	69.5	64.0	18.0	64.4
44	87.0	80.0	97.0	102.0	75.0	106.0	70.0	100.0	90.0	115.0	13.1	11.4	8.5	8.4	9.4	10.1
45	15.0	6.0	17.5	12.0	21.8	13.8	23.0	12.0	22.0	13.0	30.0	17.5	18.9	23.0	20.3	21.9
46	16.0	7.0	9.0	6.0	5.5	3.0	4.0	2.5	4.2	2.5	27.4	18.0	22.0	19.2	20.2	21.4

47	100.0	41.0	110.0	60.0	116.9	62.0	220.0	61.0	225.0	80.0	29.3	22.0	22.6	43.3	33.8	30.2
48	6.0	1.5	17.0	3.4	27.3	4.2	16.4	4.0	6.5	4.3	48.0	60.0	78.0	49.2	18.1	50.7
49	7.0	2.5	9.0	4.2	9.8	5.6	10.5	5.8	11.2	8.0	33.6	25.6	20.8	21.8	16.8	23.7
50	3.8	1.2	6.2	1.2	17.5	3.4	15.2	3.0	5.2	2.5	36.7	60.4	61.3	60.8	25.0	48.8
51	5,937.3	2,007.1	4,400.5	2,651.7	3,333.3	2,600.7	2,999.9	1,600.0	3,333.3	2,000.5	35.5	19.9	15.4	22.5	20.0	22.7
52	793.8	451.3	752.1	489.8	678.2	491.8	676.8	367.7	600.5	450.0	21.1	18.4	16.6	22.1	16.0	18.8
53	468.5	214.0	468.5	287.5	462.9	300.6	443.1	326.8	443.0	320.0	26.3	19.6	18.5	16.3	16.6	19.4
54	1,808.4	900.2	2,643.7	1,809.2	3,331.3	1,208.4	3,654.9	1,102.6	4,000.0	2,100.0	24.1	17.5	33.1	39.8	22.9	27.5
55	20.0	11.0	44.7	15.2	28.9	15.4	32.0	14.0	33.0	22.0	21.8	35.3	22.5	27.4	18.0	25.0
56	45.0	21.0	49.8	24.0	64.6	23.5	85.0	22.0	67.0	38.0	25.7	24.9	33.0	46.4	21.2	30.2
57	2,967.0	1,020.2	3,491.0	1,798.3	4,192.3	1,800.9	5,098.9	1,581.1	6,253.5	4,100.0	34.9	23.3	27.9	38.7	18.3	28.6
58	3,000.0	1,000.0	3,500.0	1,205.0	4,050.0	1,300.0	4,900.0	1,876.5	5,945.9	3,000.0	36.0	34.9	37.4	31.3	23.8	32.7
59	12,000.0	7000.0	15,400.0	9,406.6	17,400.0	9,456.9	19,000.0	10689.8	22000.	16,000	20.6	19.6	22.1	21.3	16.5	20.0
60	2,500.0	1,000.6	3,095.7	2,100.0	3,560.0	2,151.0	4,672.5	2,300.0	5,905.6	3,000.0	30.0	17.7	19.9	24.4	23.6	23.1
61	6,000.6	2,500.3	7,200.3	3,600.5	7,698.4	3,700.6	7,999.5	4,050.0	8,500.0	6,000.0	28.8	24.0	25.0	23.7	17.0	23.7
62	12.0	6.0	12.0	4.0	22.7	5.0	15.0	5.2	16.0	8.0	24.0	36.0	54.5	35.0	24.0	34.7
63	10.0	2.5	12.0	5.2	13.8	5.7	15.3	6.9	16.3	9.4	48.0	27.7	29.3	26.6	20.8	30.5

64	37.5	2.0	38.5	4.9	19.9	5.3	10.5	6.0	14.0	7.0	225.0	94.3	45.1	21.0	24.0	81.9
65	24.0	1.1	25.5	2.1	35.8	2.2	16.1	3.0	9.7	3.0	261.8	145.7	195.3	64.5	38.8	141.2
66	36.0	2.5	36.9	4.1	38.9	4.5	28.0	5.0	18.5	6.5	172.8	108.0	104.7	67.2	34.2	97.4
67	3,000.0	1,100.0	3,456.0	1,580.5	4,895.0	1,600.0	5,000.0	2,000.5	5,956.5	3,300.0	32.7	26.2	36.7	30.0	21.7	29.5
68	2,000.0	905.0	2,936.5	1,000.0	3,800.0	1,100.0	3,200.0	1,300.0	3,500.0	1,999.0	26.5	35.2	41.5	29.5	21.0	30.8
69	100.0	62.0	105.7	62.9	110.0	63.1	115.0	62.0	118.0	73.0	19.4	20.2	20.9	22.3	19.4	20.4
70	50.0	21.0	57.0	25.6	68.5	26.2	60.0	27.0	62.0	35.0	28.6	26.7	31.4	26.7	21.3	26.9
71	29.0	10.0	33.8	14.5	37.0	15.1	39.0	17.0	42.0	22.0	34.8	28.1	29.4	27.5	22.9	28.5
72	16.0	4.0	20.8	7.5	25.5	8.0	17.0	9.8	19.7	10.0	48.0	33.3	38.3	20.8	23.6	32.8
73	19.0	7.5	21.5	11.0	46.5	10.5	29.0	12.5	30.0	19.0	30.4	23.5	53.1	27.8	18.9	30.8
74	47.0	20.0	46.7	27.0	63.0	26.5	59.0	28.0	63.0	34.0	28.2	20.8	28.5	25.3	22.2	25.0
75	28.0	13.0	35.0	16.0	50.0	17.0	57.0	20.5	48.0	26.0	25.8	26.3	35.3	33.4	22.2	28.6
76	70.0	16.5	76.0	20.0	66.0	21.0	62.0	23.5	70.0	30.5	50.9	45.6	37.7	31.7	27.5	38.7

THE RELATIONSHIP BETWEEN FINANCIAL MANAGEMENT PRACTICES AND SUSTAINABILITY OF NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY

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