

A SURVEY OF CAPACITY BUILDING PRACTICES
AMONG DEVELOPMENT NON GOVERNMENTAL
ORGANIZATIONS IN NAIROBI

by
JUDITH MASINDE

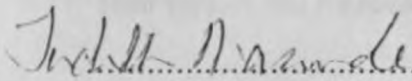


A management research project submitted in partial
fulfillment of the requirements of the degree of Master of
Business Administration

FACULTY OF COMMERCE
UNIVERSITY OF NAIROBI
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DECLARATION

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

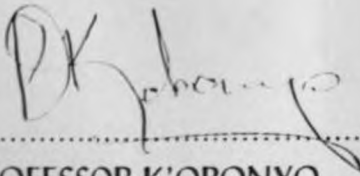
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This project has been submitted for examination with my approval as University Supervisor

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DEDICATION

In my early school days, getting early each morning was a struggle.
Many a time my father lifted me up at the kitchen window to reassure
me of day break!

As an adult, my family has continually uplifted me
in ways far greater than window ledges.

Their support and encouragement instills in me a yearning to pursue
my dreams.

This work is for these special people.

ACKNOWLEDGMENT

I would like to express my appreciation to lecturers, friends and colleagues who have contributed significantly towards the completion of this study.

Chief among them is my supervisor Professor K'Obonyo, who accorded me the privilege of his time and knowledge. His professional guidance was invaluable and helped me shape this project to its current form.

I am grateful to thank Selina, who generously allowed me an insight into her research study experiences. Her concern and assistance were an inspiration. I make special mention of Obiye, Rogers, Abijah and Rosslynn, who extended their time, capabilities and resources, whenever I called on them. I say a sincere thank you. To my family, I am grateful for your standing in the gap for me.

Through this experience, I have been humbled by the words of the Nineteenth Century Missionary, Jim Elliot who said, "He is no fool who gives what he cannot keep to gain what he cannot lose"

I thank God for enriching me so greatly.

ABSTRACT

Kenya, a country that is largely reliant on agriculture for economic growth has strong linkages between agriculture and industrial growth. However, the country has suffered poor development arising from experiments, lacking appropriate capacity and competence. The government began a search for viable strategies to sustain development and eliminate poverty, key of which are good governance and active participation of the population. On the competitive front, there has been intense competition since the liberalization of the market in the early 1990s. As a result many Kenyan firms have recognized the need to monitor environmental changes as a means of gaining competitive advantage.

In the country, Non Governmental Organizations (NGOs) have been key partners to governmental initiatives in economic development. In the 1990s, NGOs were the preferred funding channel for donors supporting civic development projects. However, changes in the environment have seen Donor demands shifting from elemental transparency and the ability to account for funds, to a justification on organizational essence, reach, impact and sustainability of operations. Finding themselves in an environment of rising cost of operations and new competition from the private sector, NGOs have been pushed to examine new ways of survival and decreasing their dependence on donor funds. This study investigates capacity building practices among development NGOs, with a specific aim of understanding the importance of governance, management of human resources, development of knowledge and systems and the extent of capacity building to the communities in which these NGOs operate. The study, conducted among development NGOs in Nairobi was conducted through personal interviews, with the guidance of a questionnaire. It was found that Governance, Human Resource and external relationship practices were of priority to development NGOs. Key recommendations from this study include increased accountability and diversity of NGO boards and a critical analysis of an NGO's internal environment as a means of sustaining competitive advantage.

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ACRONYMS AND ABBREVIATIONS

NGO	Non Governmental Organization
SPSS	Software Package for Statistical Solution
YMCA	Young Men's Christian Association
K-REP	Kenya Rural Enterprise Program
AMREF	African Medical Research Foundation
CAFS	Centre for African Family Studies
VSF - DZG Belgium	Veternaires Sans Frontiers - DZG Belgium
FIDA	International Federation of Women Lawyers

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

This chapter covers the background to the study, statement of the problem, objectives of the study, and the importance of the study.

In his definition of Non Governmental Organizations (NGOs), *Walter (1998)*, describes an NGO as an independent, nonpartisan, nonprofit making, voluntary organization, working to promote and realize goals important to groups within a society. *AdiinYaansah and Harrell-Bond (1997)* offers a Rwandan definition of NGOs as those nonpolitical, non government, nonprofit making and humanitarian organizations that utilize their own resources in activities joining national efforts to eradicate poverty and improve civic welfare. *Walter (1998)*, differentiates between two types of NGOs. First, are those formally incorporated Nonprofit organizations, providing essential services to a special interest group such as pastrolists, women, HIV infected persons, street children, among others. This is also the group of NGOs who are focussed on crucial issues relating to the population such as environment, poverty alleviation, human rights education, gender balance, among others. The second category of NGOs is the more informal grassroots group, formed for the benefit of their members, with activities being limited at the local level. Examples include Community based organizations, Village development committees, Merry-go-rounds, among others. In addition, *Herzlinger (1996)* recognizes the tax status of NGOs as a factor distinguishing the sector from the profit making organizations. NGOs are also limited as to how they may employ their funds and revenues, and how surpluses from operations may be distributed.

For purposes of this study, NGOs are considered as those non profit organizations, registered under the Kenya National Council for NGOs, receiving funds, donations or grants, and which employ resources in areas that benefit society in general. The study

focuses on those NGOs involved in development such as urban and rural development, small enterprises, Youth development, among others.

1.1.1 The role of NGOs

Fowler (1990) presents the dual role of NGOs: As being the voice of civil society and that of maximizing developmental impact in the society. This view is held by several researchers (*Kenya National Council for NGOs, 2001; Odembo, 2000; AdiinYaansah and Harrell-Bond, 1997; Dees, 1998*), who concur that the main vision of the NGOs is the need to develop a more economically equitable, socially responsible and self-sustained civil society. Civil society has been defined as the network of autonomous institutions that are distinct from the state, yet maintaining ties with it (*Shils, 1992*). A local researcher, *Kinyanjui (1985)*, states that NGOs support important aspects of the civil society, which the government and the private sector do not. According to *Government of Kenya (1999)*, NGOs are acknowledged as performing a role that is complimentary to government initiatives in development.

Two major factors have encouraged the growth of NGO activity throughout the world. *AdiinYaansah and Harrell-Bond (1997)* present these as being the great amount of funding available to NGOs, and the growth of the voluntary NGO sector, promoted by external foundations and donors. *Walter (1998)* cites persistent poverty and the inadequacy of governments in provision of essential services in Eastern Africa as factors contributing to the development of the NGO sector, particularly after the 1980s.

In Kenya, the NGO culture has picked up from the 'harambee' spirit (meaning cooperation), that was the backbone of development in post independent Kenya. *AdiinYaansah and Harrell-Bond (1997)* identifies the need for NGOs in democratic societies to function so as to monitor the effectiveness of Governments in meeting the needs of Civil society: NGOs ideally should comprise of members or groups whose interest is at stake. More often than not, however, it is the elite who assume the

responsibility of representing these interests.

1.1.2 The changing environment

According to the *Economic Review (1996)*, Kenya in the 21st Century, continues into a deepening economic crisis. Since 1980, the nation has, at the insistence of the World Bank and International Monetary Fund, implemented several structural adjustment programs in an effort to restore its past economic growth rate. This however, has not alleviated the nation's multiplicity of problems that include persistent poverty, declining productivity in her real sectors, unemployment, worsening investment environment, a depletion of resources without any real economic growth being realized, among others (*Government of Kenya, 1989*). It is against this background that *Gatere (1998)* presents Kenya's transformation on the political scene, from a single party to a multiparty democracy, as being a strong influence on the interests of the NGO sector.

This change has affected the business environment, transforming it from protectionist to liberalized. Likewise, the NGO sector has faced increased competition for grants and donations (*Kenya National Council for NGOs, 2001*), increased cost of doing business, competition from the for-profit sector and increased donor scrutiny (*Dees, 1998*). In this era, foreign nations and donors have become increasingly wary of the government and its public offices, accusing them of ills such as corruption, lack of transparency and accountability (*Economic Review, 1996; Government of Kenya, 1998*). Hence, there is an increased preference on the part of foreign donors to use NGOs as conduits for assistance rather than giving bilaterally to governments (*AdiinYaansah and Harrell-Bond, 1997*). According to *Kenya National Council for NGOs (2001)* donors justify the sector's outreach and delivery, far surpassing that of the government, as a more effective means to reaching the civil society.

As a result, various authorities writing on the NGO sector, including *The Conference on NGO Partnerships for Reproductive Health (1999)*; *Centre for African Family Studies (2001)* and *Odembo (2000)* pretend that NGOs being open systems in constant interaction with the environment, need to constantly assess the manner in

which their future operations will continue. It is widely agreed that NGOs are vulnerable due to their external dependence in generating resources (*Centre for African Family Studies, 2001; Kenya National Council for NGOs, 2001*). *AdiinYaansah and Harrell-Bond (1997)*, uphold the monitoring of environmental changes, in planning activities of the NGO sector. Indeed, as argued by *Herzlinger (1996)*, the civil society's faith in these organizations has been undermined by revelations of mismanagement, resulting in a new call for transparency (*Herzlinger, 1996; Dees 1998*).

In Kenya, as in many developing countries, the NGO remains the sole organization in direct competition with the government in the area of social development. This competitiveness has been viewed as a potential direct threat to the state's legitimacy (*Odembo, 2000; Walter, 1998 and Riddel, 1997*). It is therefore common to hear of NGOs being attacked by the government, the main accusation being that of supporting opposition politics and propagating foreign ideologies not in the national interest (*Kenya National Council for NGOs, 2001; Centre for African Family Studies, 2001; The Conference on NGO Partnerships for Reproductive Health, 1999*).

According to *Dees (1996)*, the donor environment has also undergone changes. Today, donors are greatly concerned with the value derived out of a funding. This change has also been felt by Kenyan NGOs and frequent shifts in donor funding patterns have become of concern to the sector (*Kenya National Council for NGOs, 2001*). Currently, democracy and governance, HIV/AIDS, capacity building, and micro financing are big business. A short while back environment, gender, energy and alternative technology were at the fore front of donor funding preferences.

Due to the increased uncertainty in the environment and changing donor patterns in particular, NGOs today view extensive dependency on donor revenue as a sign of weakness and vulnerability (*Kenya National Council for NGOs, 2001; Centre for African Family Studies, 2001*). As a result, effective governance and sustainable

competition have been identified as crucial to strengthening the sector. In an East African Study, the *Centre for African Family Studies (2001)*, acknowledges that the issue of sustainability of organizations and programs, is not easily viable given the socioeconomic status of the communities in which the NGOs served.

1.2 STATEMENT OF THE PROBLEM

In efforts to address their effectiveness, NGOs have widely discussed the merits of different strategies that would increase their impact, influence stakeholders' attitudes and change their policy and practices (*The Conference on NGO Partnerships for Reproductive Health, 1999; Kenya National Council for NGOs, 2001*). However, *Roland (1992)* contends that despite keen interest in developing strategic issues, many NGOs frequently neglect the implementation of those strategies. The result has been ineffective programs that the civil society has no faith in (*Herzlinger, 1996*), which is characteristic of many NGOs in the developing world.

Like all businesses, NGOs are moving into a new age. To sustain competition in today's environment, the software of an organization's trade (ideas, research, empowerment and networking) are rapidly becoming more important than their hardware (the product, processes and time bound geographically fixed projects), making information and influence more dominant over the dollars and pounds (*Clark, 1992*). In the study by *Wardle (2002)* of NGOs in Asia and Philippines, he notes that organizations who have invested in these capabilities are better able to define their role, influence their environments and find moral and financial support, at least over the medium term.

In the Kenyan NGO sector, over 50% of the organizations are small and transitory in nature, often formed to maximize on an opportunity (*Kenya National Council for NGOs, 2001*). Many of these organizations are managed and run by founder members, who have a problem of letting go of the day to day management. As a result, these organizations remain static and are ill equipped to compete in the increasingly turbulent environment whose rules of competition have changed (*Kenya National Council for NGOs, 2001; Wardle, 2002*).

It is therefore against this background that the researcher finds it necessary to study the capacity building practices of NGOs. It is acknowledged that many of the NGOs registered in Kenya are transitory, motivating the focus on development NGOs, as the nature of their programs necessitate existence over the medium term (three to five years). A major concern in the sector is the issue of effective governance and sustainable competition. This requires human resources of appropriate knowledge, skill and exposure, able to add value to the organization's operations. Likewise, NGOs require capabilities to collaborate with similar organizations and interact with key stakeholders and beneficiaries of their programs for their success. Clearly, NGOs cannot attain this position without a sustained effort in capacity building.

The NGO sector in Kenya has recognized capacity building interventions as the means by which information exchange and improvement of performance measures can be enhanced. However, there remains an expectation that a more convincing connection between capacity building initiatives and social impact will be identified (*The Conference on NGO Partnerships for Reproductive Health 1999*). To the best of the researcher's knowledge, no systematic study has been carried out to address the issue of capacity building in this sector. Therefore, this study was motivated by the need to fill this gap in knowledge.

1.3 OBJECTIVES OF THE STUDY

The general objective of this study was to investigate capacity building practices of development NGOs. The more specific objectives that guided the study were:-

- (a) To determine the importance of governance to development NGOs;
- (b) To determine how development NGOs empower their management and staff;
- (c) To find out the extent to which development NGOs keep abreast of new knowledge, systems and processes;
- (d) To determine the extent to which these NGOs extend capacity building to the communities in which they operate.

1.4 IMPORTANCE OF THE STUDY

This study is foreseen to contribute in the following ways:-

- (a) It will provide information on the importance of capacity building in development NGOs in Kenya;
- (b) To the Government and the Donor community, it will highlight deficiencies in development and capacities of NGOs, with a view to improving them;
- (c) To the academia and students, it will stimulate basis for further research in this area.

1.5 ORGANIZATION OF THE STUDY

This study is organized in the following manner: Chapter two discusses literature on the significance of capacity building in achieving sustainable organizations. Chapter three discusses the research methodology used in the study. Chapter four presents findings and analysis from specific issues raised in the study objectives, while Chapter five discusses and summarizes the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter covers available literature that puts forward the significance of capacity building in achieving sustainable organizations. It is aimed at providing available literature to highlight the meaning of capacity building; capacity building framework; basis for identifying and developing organizational capabilities; and capacity based strategies that may be developed to sustain competition in a turbulent environment. The summary at the end of this section discusses capacity based strategies that have been used by organizations in other parts of the world, to sustain competition in a turbulent environment.

2.2 THE ESSENCE OF CAPACITY BUILDING

Capacity building is a frequently used term among the NGOs. According to *Venture Philanthropy Partners (2001)*, many Non profit organizations think of capacity building in terms of 'technical assistance' or improvement in its human resources and organizational structure. Thus issues such as restructuring, recruitment and performance management systems are encompassed herein. *Edwards & Hulme (1999)* present capacity building in a wider context. They discuss this in terms of the organizational levels that Northern development organizations would like their Southern partners to acquire within a specified time frame. The term has also been used in the South itself, when NGOs assess their own needs and constraints (*Clark, 1992; Wardle 2002*). Hence, the conclusion that the term capacity building is relative to the context in which it is used.

As NGOs view themselves as important organs of civil society, the second view is adopted for purposes of this study. Capacity building in this sense therefore refers to the ability of an organization to function as a resilient, strategic and autonomous entity through the development and acquisition of relevant capabilities (*Kaplan, 1999*),

resulting in the organization's own assessment of its needs and constraints which are crucial to the development of its capacity. According to *Hayes, et al (1996)*, a capability is a skill, not a tool. He views a capability as the difference between owning a state of the art tennis racquet and being a world class tennis player, who can beat lesser players even using inferior racquets. An organization's capacity therefore may be described as the summation of its capabilities working synergistically to improve its competitive effectiveness and efficiency.

From the foregoing it becomes apparent that capabilities are difficult to acquire through purchase and difficult to imitate just by watching someone else. They combine the notion of ability and competence. Ability implies that an organization is able to do something, however imperfect or inefficient. Nonetheless, ability becomes a capability when a firm gets good enough to perform its activities efficiently and consistently to charge for such services, hence becoming a distinctive capability (*Hayes, et al, 1996; Johnson & Scholes, 1984*). According to *Kaplan (1999)*, an organization with capacity is one which is able to focus, direct, strategize and innovate, respond and adapt to the changing environment. In addition, such an organization is flexible enough to impact on and change its circumstances, enabling it to function as a resilient, strategic and autonomous entity.

2.3 CAPACITY BUILDING FRAMEWORK

2.3.1 Issues of commonality

It is a widely accepted fact that organization's are open systems, constituting of subsystems which interact with one another and with the external environment (*Porter, 1984*). For an organization to interact effectively, it needs to have the capacity to delve beyond identifying opportunities and threats, to dealing with the changes in the environment. An organization that understands its world develops a conceptual framework and attitude, that shifts it from 'playing a victim', to confidence of its capacity to affect the changing environment (*Kaplan, 1999*).

According to *Venture Philanthropy Partners (2001)* and *Kaplan (1999)*, the fundamental issues surrounding capacity building consist of three levels: The foundation level comprises systems and infrastructure, human resources and organizational structure; The highest level of the organization's aspirations, strategy and organizational skills; and the cultural element that connects all others. The relationship of these elements is as depicted below:-

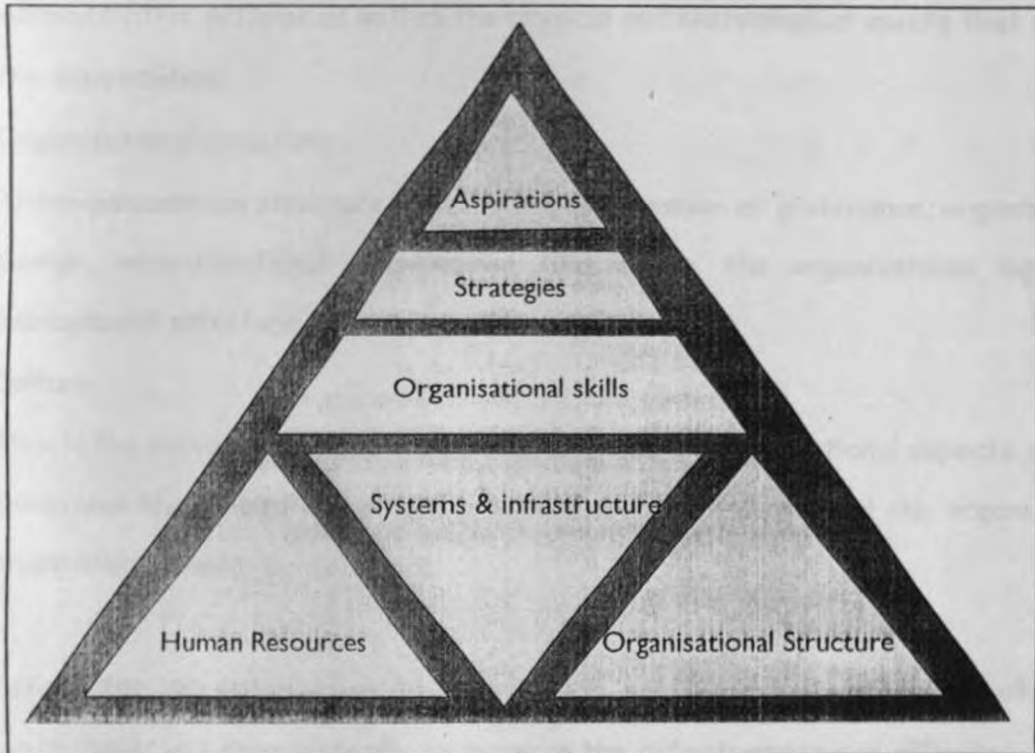


Figure 1: Levels of Capacity building

Source: Adapted from *Venture Philanthropy Partners (2001)* page 36

❖ Aspirations

Aspirations comprise an organization's mission, vision and goals which articulates its purpose and direction. From this the organization derives its strategy, enabling it to accomplish its goals.

❖ Organizational skills

These are the summation of all organizational capabilities in performance measurement, external relationship and resource management.

❖ Human Resources

An organization's human resource capability consists of the capabilities, experiences, potential and commitment of its board, management team and staff. In today's world, it is widely accepted that the Human Resource factor is crucial to the success of any organization.

❖ Systems and infrastructure

This depicts the organizations planning, decision making, knowledge management, administrative systems as well as the physical and technological assets that support the organization.

❖ Organizational structure

The organizational structure reflects the combination of governance, organizational design, inter-functional coordination that shape the organizations legal and management structure.

❖ Culture

This is the connective tissue that binds together all organizational aspects. Culture comprises the shared values and practices, behavior norms and the organizations orientation towards performance.

Therefore for an organization to obtain high performance levels, each of these elements should act synergistically to increase the effectiveness and efficiency of the organization (*Kaplan, 1999*).

2.3.2 The relationship between strategy and capacity building

In order that an organization sustain competitive advantage in a turbulent environment, it needs cultivate capabilities that would create and deliver exceptional products. As a result, organizations have began to refocus their attention inwards, to draw resources for effective response (*Hayes, et al, 1996; Dierickx and Cool, 1989*). This has made competition more knowledge based as firms strive to learn and develop capabilities faster than their rivals (*Prahalad and Hamel, 1990; D'Aveni, 1994; Teece and Pisano, 1994*), as well as necessitating awareness to external changes (*Hardy 1995*).

Hence, organizations no longer determine their competitive advantage around 'fitting' capabilities to exploit environmental opportunities and deal with the threats. Instead, they develop their strategy as a 'stretch' identifying and leveraging resources and competencies, to influence the environment to yield new opportunities, hence deriving their competitive advantage. (*Johnson & Scholes, 1984*). Hence, organizations invest in capabilities such as leadership, empowerment of staff and stakeholders as agents of change, change sensitive culture, and acquisition new external knowledge (*Kanter 1997; Grant and Baden-Fuller, 1995*). Firms are also increasingly aware of its core and support activities, in terms of their value and cost implications. Various forms of partnerships with suppliers, customers and key stakeholders are formed, for a value added and cost effective operation (*Teece and Pisano, 1994; Grant and Baden-Fuller, 1995*). According to *Hardy (1995)*, competition is never static. This therefore gives rise to the need for organizations to participate beyond the stated, so as to change the rules of the game. This, calls for analysis of and investment in capability.

2.4 ANALYZING STRATEGIC CAPABILITY

An organization's strategic capability relates to three main issues namely, availability of resources; competence in the activities it undertakes and the emanating synergy (*Hamel & Prahalad, 1994*). To understand an organization's competence and strategic capability, analysis is carried out on two levels: An analysis of its value chain which depicts core and support activities, to identify its core competencies. Second, a cost-benefit analysis of respective activities is conducted, to determine the value added by each activities and synergy of the whole.

2.4.1 Value Chain Analysis

Understanding strategic capability begins with identifying of the various value activities undertaken in an organization (*Porter, 1985*). The value Chain describes activities within and around the organization, relating them to the organizations

competitive strength. It recognizes that firms are more than a random collection of equipment and people, and that resources need to be deployed into activities and organized for value to be added and competitive advantage gained. (Johnson & Scholes, 1984) The value chain is as depicted below:-

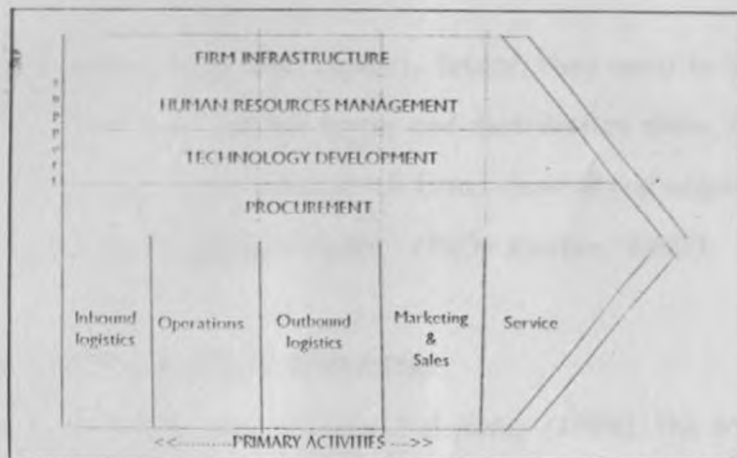


Figure 2: The Value Chain
Source: Porter, 1985

Primary activities are those that are concerned with the creation or delivery of a product or service and comprise inbound and outbound logistics, Operations, Marketing and Sales. Support activities help improve effectiveness and efficiency of primary activities.

In analyzing its value chain, the organization conducts a cost benefit analysis to determine the value added in each process or activity. This hence forms the basis upon which an organization develops its competencies, thereby forming the strategic capability of an organization (Porter, 1985).

2.4.2 Analyzing value added effectiveness

Johnson & Scholes (1984), defines effectiveness as the measure of value which can be created from a given level of resources. Effectiveness also relates to how well an

organization matches its product to customer needs, and the arising competencies that are developed. A second level of effectiveness is where an organization invests in creative and innovative capabilities to develop unique product features and support services, in response to changing customer need. In the present environment, communication is also a factor that is invested to add value to the customer relationship.

In order that organizations achieve high capacity levels, they need to link their core competencies to their value chain and the supply and distribution chain, to be unique in the market. This should be the bases upon which firms develop and acquire capabilities and generate performance levels (*Baden-Fuller, 1995; Kanter, 1997*).

2.5 JUSTIFICATION FOR CAPACITY BUILDING

According to *Hayes et al (1996)* and *Johnson & Scholes (1984)*, the traditional basis of corporate decisions was organizations capability to make versus buy, which was appropriate in the predictable and slowly changing environments. However, organizations competing in today's turbulent environment invest a lot more in vertical integration and supplier relationships, manufacturing and production processes, which has led to the development of new practices such as outsourcing of services, collaboration with industry players in developing and commercializing technology (*Hayes et al, 1996*). This argument is supported in the work of *Schein (1985)*, *Kerr (1985)*; *Kerr & Sloam (1987)*; *Balkan & Gomez-Meija (1990)*; *Rappaport, (1986)* who present that though the actual processing of capabilities and knowledge is unobservable, its influences are recognized in other more readily observable practices and enhance performance levels, strategic position, diversification, recruitment and compensation practices.

Dees (1998) acknowledges that Nonprofit organizations have a problem correlating capacity and impact. According to *Venture Philanthropy Partners (2002)*, capacity building has enabled Non profit organizations in the United States of America sustain

competition beyond the traditional approaches of fundraising and program development carried out in isolation. They emphasize that NGOs like any other businesses need to focus on building their organizational capacity to maximize social impact.

2.6 CASE STUDIES OF CAPACITY BUILDING INTERVENTIONS

2.5.1 From Crisis to opportunity: Samaritan Inns

Samaritan Inns (SI), a Non profit organisation that was formed in 1986 in Washington D.C. to rebuild the lives of addicted, homeless peoples by providing them with temporary housing and rehabilitation services, worked in collaboration with the city rehabilitation programs. During its growth period of a decade, SI was a typical Non profit organisation and suffered archaic tracking and reporting systems as well as a narrow funding base. In 1996 the District Government discontinued its funding to the city hospitals and SI's clients disappeared due to its dependence on the city hospitals. SI deliberated going into rehabilitation services itself, which implied sourcing an intensive recovery phase administered by hospitals, which gave them control over the whole value chain. SI faced the challenge of building its capacity to meet its new strategy, to build the systems and infrastructure and source for additional funds. A systematic capacity building effort was undertaken to address the gaps. It involved raising funds within the Washington business circles, quantifying the social return on investment, increasing transparency and attractiveness to donors. It improved skills and systems, particularly in the area of information technology. By 2001 impressive results had been achieved. SI now operates a comprehensive 3 phase programme comprising a 28 day rehabilitation facility, 5 temporary assisted living facilities and 3 special rehabilitation facilities. The organisation's capacity for patients has more than doubled. It is now poised to replicate its success in other communities facing similar problems.

2.5.2 The Tlholego development Project (TDP) in South Africa

Due to apartheid, proliferation of farms, rapid industrialisation and subsequent migration to urban areas, many South Africans became alienated from the rural areas. Mobility of labour and lack of land tenure disrupted family structures, forcing workers to leave their families in the villages. These conditions affected food production and self sufficiency of South Africa's rural areas while increasing dependency on the urban areas. However, despite the nation's independence, many South Africans live in poverty, with an overwhelming need for land, employment, housing, and food. In responding to the challenge to resettle her citizenry, the Government has explored low-cost housing solutions that would meet residents' needs and community growth. Tlholego began 1991 on a 300-acre marginally productive farm as an ecological guided model for rural and urban areas, with the aim of creating sustainable rural villages to balance migration into the crowded cities. Tlholego worked with communities living in rural poverty, building long-term capital, with the intention of replicating it in other areas. It comprises the Educational Institute, which develops training programs for growth on a human and economic level; the Residential Village, which employs land tenure, sustainable

housing, and local economy; and the Farm School, a primary-secondary school that provides basic education to 120 children from the surrounding farming community.

2.5.3 Kenya Coastal Management Initiative

The Kenyatta Beach self-help Group in Mombassa manages the only remaining public beach on Kenya's North Coast, in constant threat of being "grabbed" for private use. The group of fishermen and boat operators use the beach for their livelihood and hope to secure it. University of Rhode Island's Coastal Resource Centre in collaboration with USAID and the Government work to guard against ecosystem damage by empowering communities with the capacity of self-governance. An integrated approach is used to help all stakeholders define shared objectives, create mechanisms for addressing issues and forums for resolving conflicts. The University and Pact Kenya provide organisational development services to the Group, enhancing their management capabilities. Working with the Coast Development Authority (a Kenyan parastatal), Pact Kenya administered a participatory organisational capacity assessment (OCA) tool to identify the organization's strengths and weaknesses, determine training needs, strengthen the organization's project and financial management operations and increase skills in networking and advocacy to secure public support for protection of the beach. The beach resources management capacity were improved and CBO governance was implemented. In collaboration with the Environmental Trust of Kenya, a beach clean up activity was organised which was covered by the media. The weekly beach clean up has resulted in significant and noticeable improvement in beach, offered new skills in seeking support from government and non governmental agencies and private sector to support CBO resource management. There has been improved governance and leadership, with the group holding its first-ever election of board members since 1996. This resulted in inclusion of other beach stakeholders such as fishermen, boat operators, hawkers and tuber renters and ex-officials from GOK agencies.

2.6 SUMMARY OF THE LITERATURE REVIEW

From this literature review the wholistic approach of capacity building to equip NGOs in developing the needed capabilities to cope with the turbulent environment is discussed. It becomes evident that capabilities today form the driving force of success and are the basis upon which an organization develops distinctive competence in its environment. This has led to an evolution in strategy development to stretching capabilities, leveraging resources and competencies. Organization are now investing in those capabilities that are not easily imitated by the competition, thereby sustaining their competitive advantage in the market. Identification and analysis of organizational capabilities is done through various tools including the value chain analysis. This is discussed in view of adding value and cost effectiveness to organizational processes

and activities, which become the bases upon which capacity is built. However, in this study, only value chain as a tool for analyzing capabilities is used.

Hence, it becomes apparent that capacity building and investment in strategic capabilities in the Non profit sector is indeed feasible. A number of case studies are discussed to bring this out and lead us to the case of the NGO sector in Kenya. Clearly the sector is undergoing a paradigm shift. It is thus inevitable that NGOs develop new approaches to read opportunities in the environment and create distinctive competencies so as to achieve sustainability. This need has already been identified by *The Conference on NGO Partnerships for Reproductive Health (1999); Centre for African Family Studies (2001) and Kenya National Council for NGOs (2001)*.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This study was carried out using the descriptive survey method to determine the capacity building practices of development NGOs in Nairobi. This survey method allowed the collection of substantive in-depth data, over a sample of NGOs.

3.2 THE POPULATION

Over the last twenty years, there has been a great proliferation of NGOs in Kenya. However, there has been great variation in the estimates of the actual numbers. The Kenya National Council for NGOs acknowledges that there are over 2000 NGOs in Kenya carrying out a variety of programs. According to the NGO directory of 1997, whose revision has just been completed by the Kenya Council for NGOs, the population of NGOs involved in development work in Kenya stands at 563. Development work has been defined to mean those services, programs or projects that impact tangible change or growth of the societies in which they operate and excludes those NGOs involved in Civic, Human rights and Christian education (*Kenya Council for NGOs, 2001*).

3.3 THE SAMPLE AND THE SAMPLING TECHNIQUE

A classification of NGOs per district was being conducted by the Kenya Council of NGOs, at the time this study was being undertaken. However, the Council approximated the total number of NGOs in Nairobi at 340. Due to the non availability of a list containing development NGOs operating in Nairobi, the researcher used the national list of development NGOs to select a sample.

A two tier random stratified sampling technique was used to ensure proportional representation of the population (*De Vaus, 1996*). First 9 strata were determined, namely Child & Youth development; Community and rural development; Appropriate technology; Arid zones; Development education; Environmental management; Small

enterprises; Urban development; Social services and Women. This stratification is in accordance with the classification provided in the NGO directory of 1997. Secondly, computation of NGOs in each strata as a fraction of the total 563 was done as shown in the following table:-

Table 1: Computation of the sample

CLASSIFICATION	TOTAL REGISTERED NGOs	COMPUTATION	NGOs SAMPLED FROM EACH STRATA
Child & Youth development	57	$(57 \times 40 \text{ SAMPLE}) / 563$	4
Community & Rural development	70	$(70 \times 40 \text{ SAMPLE}) / 563$	5
Appropriate technology	7	$(10 \times 40 \text{ SAMPLE}) / 563$	0
Arid Zones	62	$(62 \times 40 \text{ SAMPLE}) / 563$	4
Development education & Communication	20	$(20 \times 40 \text{ SAMPLE}) / 563$	1
Small enterprises	30	$(30 \times 40 \text{ SAMPLE}) / 563$	2
Urban Development	8	$(10 \times 40 \text{ SAMPLE}) / 563$	1
Social services	226	$(226 \times 40 \text{ SAMPLE}) / 563$	16
Women	43	$(43 \times 40 \text{ SAMPLE}) / 563$	3
Environmental Management	40	$(40 \times 40 \text{ SAMPLE}) / 563$	3
TOTAL	563		39

In addition, a random sample technique was used to select NGOs from each stratum. This sampling method was used by *Adieri (2001)*. This sampling method is known to increase the sample's statistical efficiency and provide adequate data to analyze the various sub populations. It also allows the use of different approaches in different strata (*Saunders et al, 2000*).

The sample size was limited to 40 units due to the constraint of time and resources available to the researcher (*Hoinville et al, 1985*). For ease of reach, the sample was narrowed to those NGOs in and around Nairobi, bringing the total sample to 39 NGOs identified as carrying out development work. In addition, one organization involved in Appropriate technology was included to enable representation from this classification

that NGOs collaborated with, the purpose of the collaboration, the extent of information sharing and external party involvement in the NGO's operations. This included empowerment bestowed on the recipients to function independently and make rational decisions. Some of the measures include involvement of recipients in the organization and level of performance comparisons.

3.5 DATA COLLECTION METHOD

Primary data was collected using a questionnaire comprising of both open ended and closed questions, distributed to the randomly selected organizations. The questionnaire aimed to gather information as shown below:-

Table 2: Questionnaire design

	SECTION IN QUESTIONNAIRE	DATA TYPE
General background of the organization	Section A - questions 1 to 7	Qualitative
Objective 1 Governance	Section B - questions 8 to 19	Categorical
Objective 2 Human resources	Section C - questions 20 to 37	Categorical
Objective 3 Knowledge and systems	Section D - questions 38 to 46	Categorical
Objective 4 External interaction	Section E - questions 47 to 59	Discrete & Qualitative

Both discrete and categorical data were collected. Discrete data in Sections B, C and D, were collected using the 5 point Likert scale. Open ended questions were used to collect data in the rest of the sections.

The respondents were Chief Executive Officers of NGOs or employees at management level with a wholistic view of the organization. A letter of introduction was sent to the respondents explaining the intentions of the survey. Questionnaires were dropped before hand and followed by personal interviews to clarify and ensure completion of all questions.

3.6 DATA ANALYSIS

The questionnaires were edited to ensure that they were well completed and that the responses were consistent. The responses were then coded for analysis along the key variables being governance, human resources, knowledge and systems, external interaction. The SPSS statistical package was used to determine the following:-

- ❖ Difference of capacity building levels among the various classifications of development NGOs which form the basis of stratification;
- ❖ Differences in capacity building practices among development NGOs;

Descriptive statistics were used to describe and compare the variables numerically. Results were described using frequency of occurrence, mean and median. Other statistical measures such as the range, variance and standard deviation and dispersion, among others, were used to describe central tendency, frequency of occurrence and dispersion of data.

NGO CLASSIFICATION	EXPECTED RESPONSE	ACTUAL RESPONSE
1. Local NGOs	1	1
2. National NGOs	1	1
3. International NGOs	1	1
4. Development Foundations	1	1
5. Community	1	1
6. Social Enterprise	1	1
7. Other (unclassified)	1	1
8. Government	1	1
9. Voluntary	1	1
10. Professional	1	1
TOTAL	10	10

CHAPTER FOUR

RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter presents findings and analysis from specific issues that were raised in the objectives of the study. The data in this study was summarized and presented as descriptive statistics. The aspects presented in the foregoing pages are sections comprising characteristics of the sample, governance, human resources, knowledge and systems and external interaction.

4.2 FINDINGS

4.2.1 Response rate

The effective response rate to the questionnaire was 75%. The initial target was to administer 40 questionnaires to the targeted NGOs. However, due to the time constraint experienced, as well as the non cooperation of some of the NGOs, the researcher only managed to get responses from 30 NGOs, representing 75% of the sample. Nonetheless, this response was representative as shown below:-

Table 3: Response rate

NGO CLASSIFICATION	EXPECTED RESPONSE	ACTUAL RESPONSE
Child & Youth Development	4	4
Community & Rural Development	5	4
Appropriate Technology	1	1
Arid Zones	4	4
Development Education & Communication	1	1
Small Enterprises	2	2
Urban Development	1	1
Social Services	16	8
Women Issues	3	2
Environment	3	3
TOTAL	40	30

4.2.2 Characteristics of the sample

The general characteristics comprised of the age of organization, number of founders and number of programs.

❖ Age of the organization

Table 4: Age of NGO

AGE CATEGORY	PERCENTAGE
Before 1969	33.3
1970 to 1982	56.7
1983 and above	10

The age of an NGO was broken down into three categories ranging from before 1969; 1970 to 1982, 1983 and above. As shown in Table 4 above, 33.3%, or 10 of NGOs sampled were formed before 1969, 56.7% (17) were formed between the period 1970 to 1982, and 10% (3) of them were formed after 1983. The formation of most of the development NGOs in Nairobi during the period 1970 to 1982 may be attributed to a favorable post independence climate that encouraged their formation. The 1980s saw a period where registration demands for NGOs were tightened. This explains why there were fewer NGOs formed after 1983.

❖ Founder members

Table 5: Number of Founders

FOUNDER CATEGORY	PERCENTAGE
1 to 3	53.3
4 to 6	23.3
Over 6	16.7
Not known	6.6

The NGOs were further classified according to the number of founder members at the time of formation. This was ranked into three categories. Those that had between 1 to

3 founders, between 4 to 6 founders, and over 6 founder members. As shown in Table 5 above, 53.3% (16) of the NGOs sampled had less than 3 founder members, 23.3% (7) had between 4 and 6 founders, and 16.7% (5) had over 6 founders. Of the NGOs sampled, only 6.6% (2) did know how many founders members they had. It is thus apparent that majority of development NGOs in Nairobi were formed by fewer than 3 persons.

❖ Programs

Table 6: Number of programs

PROGRAM CATEGORY	PERCENTAGE
1 to 3	23.3
4 to 6	53.4
Over 6	23.2

The number of programs were grouped as follows: Those with between 1 to 3 programs, between 4 and 6 programs and those over 6 programs. As shown in Table 6 above, 23.3% (7) had between one and three programs; 53.4% (16) had between 4 and 6 programs, while 23.3% (7) had over 6 programs.

4.2.3 Governance

Table 7: Governance situation in NGOs (n=30)

GOVERNANCE VARIABLE	EXTENT	PERCENTAGE
Diversity of board membership	Less extent	36.7
	Moderate extent	26.6
Stakeholder diversity	Less extent	46.7
Boards participation in vision & mission development	Large extent	56.7
	Very large extent	26.7
Boards commitment	Large extent	46.7
	Very large extent	16.7
Involvement in operational matters	Moderate extent	23.3
	Large extent	43.3
Fiduciary role	Moderate extent	43.3
	Large extent	43.3
Advisory role	Large extent	56.7
Legal role	Large extent	73.3
Appreciation of management's role	Large extent	36.7
	Very large extent	40.0
Differentiation of boards role	Less extent	40
Boards evaluation of Chief Executive	Less extent	53.3
Evaluation of boards decision	Moderate extent	40

As shown in Table 7 above, majority of development NGO boards have a high sense of commitment. 46.7% of NGOs stated commitment as being to a large extent and 16.7% to a very large extent. However, majority of NGO boards are not open to professional diversity. 36.7% of NGOs stated that inclusion of members from diverse backgrounds is to a less extent, 26.7% stated it was to a moderate extent, 20.0% stated that it was to a large extent. Only 16.7% use professional diversity to a large extent.

In the aspect of board participation in the development of organization's mission, goals and strategies, the majority of NGO boards exercise this to a large extent (56.7%), as

depicted in Table 7 above, while 26.7% of the NGOs to a large extent. Hence, it is apparent that NGO board capability in participating in development of vision, mission and strategies is high.

In terms of board's involvement in discharging its fiduciary and advisory role, most of the responses lie on the moderate and large extent (both 43.3%), and on the high level (56.7%), respectively. NGO boards have demonstrably capability in discharging their legal roles that stand at 73.3%.

However, the board's of most organizations are not differentiated from the management. 40% of NGOs have differentiated this to a less extent while a substantial percentage (33.3%) have their boards differentiated to a moderate extent. Perhaps this lack of clarity in differentiating the roles has the non accountability of the Chief Executive to the board in terms of performance. Majority of the NGOs sampled (53.3%) reported that their boards evaluate their Chief Executive to a less extent. On the other hand, a significant proportion of NGOs evaluate their boards as depicted by 40% of NGOs.

4.2.4 Human Resources

Table 8: Human Resource Practices (n=30)

HUMAN RESOURCE VARIABLE	EXTENT	PERCENTAGE
Use of permanent or contractual staff	Large extent	36.7
	Moderate extent	13.3
Use of volunteer staff in operational matters	Large extent	43.3
	Moderate extent	6.7
Chief executive commitment to organization vision, strategy and goals	Large extent	60.0
	Very large extent	26.7
Chief Executive involvement in creating social impact	Large extent	63.3
	Very large extent	16.7
Management's communication for change	Moderate extent	36.7
	Large extent	23.3
Winning relationships and empowerment of staff and external persons	Large extent	36.7
	Moderate extent	26.7
Management ability to work in ambiguous situations	Moderate extent	36.7
	Large extent	36.7
Management financial judgment	Large extent	53.3
Management's collective experience of NGO sector	Large extent	36.7
Staff multitasking capabilities	Moderate extent	33.3
Volunteer capabilities	Large extent	46.7
Staff empowerment participation in decision making	Less extent	40
Objectivity of recruitment processes	Less extent	40
Frequency of performance evaluations	Less extent	33.3
Emphasis of career and management development	Moderate extent	40
Use of performance based incentive systems	Less extent	36.7
Shared beliefs among staff	Moderate extent	63.3

As depicted in Table 8 above, the following human resources practices were realized from the study:

Most of the NGOs use both permanent and contractual staff to a large extent. It is

interesting to note the prevalent use of volunteer staff in NGOs. 43.3% use them to a moderate extent. It was found that volunteers have relatively high capabilities as reported by 46.7% of NGOs. 63.3% of NGO reported that they maintain a moderate extent of shared beliefs, which indicates that the volunteer and contractual staff are well oriented and accepting of the prevalent culture. However, other human resource practices such as recruitment processes and use of performance based incentives were found to be wanting. This is depicted in the response of 40% of NGOs reporting that their recruitment processes are objective to a less extent and 36.7 use performance based incentives to a less extent. The extent of staff multitasking capabilities and their receptiveness to new ideas was found to be of a moderate extent (33.3%). Development NGOs in Nairobi were found to establish winning relationships with their staff and external persons to a moderate (26.7%) and large (36.7%) extent. However, 40% of NGO were found to empower their staff for participation in decision making to a less extent. Concurrently, it was found that these NGOs emphasized career and management development moderately, as reported in 40% of them.

Management capabilities were realized as follows: Management understanding of the NGO sector and development of the relevant capabilities were found to stand at a large extent (36.7%). Majority of NGOs showed a high reliance on their Chief Executives, at 43.3% and 33.3%, to a large and very large extent, respectively. Financial judgments and awareness of the implications of decisions made were understood to a large extent (53.3%).

It was found that most of the NGOs human resources practices were centered on the Chief Executive, upon which management was highly dependent. Human resources practices were also found too inadequate in identifying, retaining and enhancing the performance of staff in general.

4.2.5 Knowledge and Systems adoption in development NGOs

Table 9: Knowledge and systems capabilities (n=30)

KNOWLEDGE & SYSTEMS VARIABLES	EXTENT	PERCENTAGE
Systems to capture, document and disseminate knowledge	Moderate extent	33.3
	Large extent	40.0
Awareness and use of knowledge bases	Less extent	26.7
	Moderate extent	33.3
Physical and technological infrastructure for efficiency and effectiveness	Large extent	23.3
	Very large extent	46.7
Relevance of web site information	Less extent	30.0
	Moderate extent	23.3
Use of Management Information System for reporting	Moderate extent	36.7
	Large extent	40.0
Information sharing	Moderate extent	40.0
	Large extent	30.0
Innovation and development of new programs and knowledge bases	Moderate extent	40

The NGOs surveyed in this study demonstrated having put in place systems to capture, document and disseminate knowledge within the organizations, as depicted in Table 9 above. This is evidenced by 40.0% reported that this was the practice to a large extent. Staff awareness and frequency of use these systems were found to be moderate at 33.3% of NGOs surveyed. In the area of technological infrastructure to facilitate efficiency and effectiveness, such as telephones, fax, e-mail, computer applications and networks, it was found that these exist to a very large extent, with 46.7% of NGOs reporting so. However, it was found that though NGOs were technologically sound, 30% of their web site were found to hold relevant information to a less extent. Existence of management information systems for reporting, analysis, financial and organizational information is found to be high in 40% of NGOs, as does innovation and development of new programs and knowledge bases.

4.2.6 External relationships

Table 10: Level of external relationships (n=30)

EXTERNAL RELATIONSHIP VARIABLES	PERCENTAGE	
	YES	NO
Relationship with other NGOs	90	10
Relationship with profit companies	50	50
Relationship with Government entities	83.3	16.7
Relationship with community agencies	63.3	36.7
Relationship with other entities	56.7	43.3

Table 10 above presents frequencies of responses made regarding to the extent to which NGOs engaged in external relationships with different stakeholders. It is evident that all except 10% of the NGOs surveyed related with other NGOs. This close relationship would be attributed to similarity business in the sector. Relationships were also high with government entities as reported by 83.3% of NGOs, which could be attributed to regulatory and legal requirements, or collaboration efforts. It was found that there are significant relations between NGOs and relevant community agencies, standing at 63.7%. This would be in an effort to increase impact and effectiveness of programs. Only half the NGOs reported having relations with the profit making world and 56.7% as having relations with other entities. Of this 33.3% were found to be with the donor community.

A close examination reveals that most NGOs have effective relations with some relevant parties, as revealed by 53.3% of them. 40% of NGOs reported having strong, high impact relationships. Majority of the NGOs revealed that these relationships aided their effectiveness and ability to attract funding, in that order. However, despite the significance of these relationships, only 33.3% involve comparison of

performance. This may be attributed to the non profit nature and subsequent lack of competition of NGOs.

Finally, in terms of NGO involvement in influencing policy at a national level, 43.3% reported that they were not ready for and there were no opportunities for policy making. 36.7% reported that they were aware of their influence and were active in policy making, while 20% had strong influences and were involved in initiating policy discussions.

Table II: Community perception of NGO (n=30)

HOW PERCEIVED	PERCENTAGE
As a provider	36.6
As a partner	16.6
As an empowering organization	46.6
As an exploiting organization	0
No response	0.2

Responses from NGOs were analyzed, coded and grouped into the four categories above based on their own evaluation of how the recipient communities regard them, as depicted in Table 1, above. It was found that the traditional provider of services role was still viewed as significant, with 36.6% of NGOs revealing so. NGOs also highly viewed themselves as empowering their recipient communities, as this stood at 46.6%. However, partnerships with recipient communities were found to be low at 16.6%. 0.2% of NGOs did not respond.

The benefits that NGOs see as accruing to them in building the capacities of their recipients, the responses were grouped into 4 categories namely, increased reach, organizational effectiveness and donor support, sustainability of the organization and a category for those not responding. The results were as depicted in Table 12 below:-

Table 12: Benefits accruing to NGOs from building recipient capacities (n=30)

ACCRUING BENEFIT	PERCENTAGE
Increased reach	0
Organizational effectiveness & donor support	56.6
Sustainability of organization	30
No response	13.3

None of the NGOs attribute their extensive reach to capabilities built in their recipients. However, it was found that 56.6% of NGOs viewed that there was a direct relationship between their recipient capabilities and organizational effectiveness and hence donor support. 30% of NGOs revealed that recipient capabilities impact on their ability to sustain the organization. 13.3% of NGOs did not respond. Regarding problems faced in building capacities of recipient communities, responses were coded and grouped into five categories namely, government interference, social factors, environmental constraints, constraints within the NGO and a category for those not responding. The results were as depicted in Table 13 below:-

Table 13: Problems experienced in recipient development (n=30)

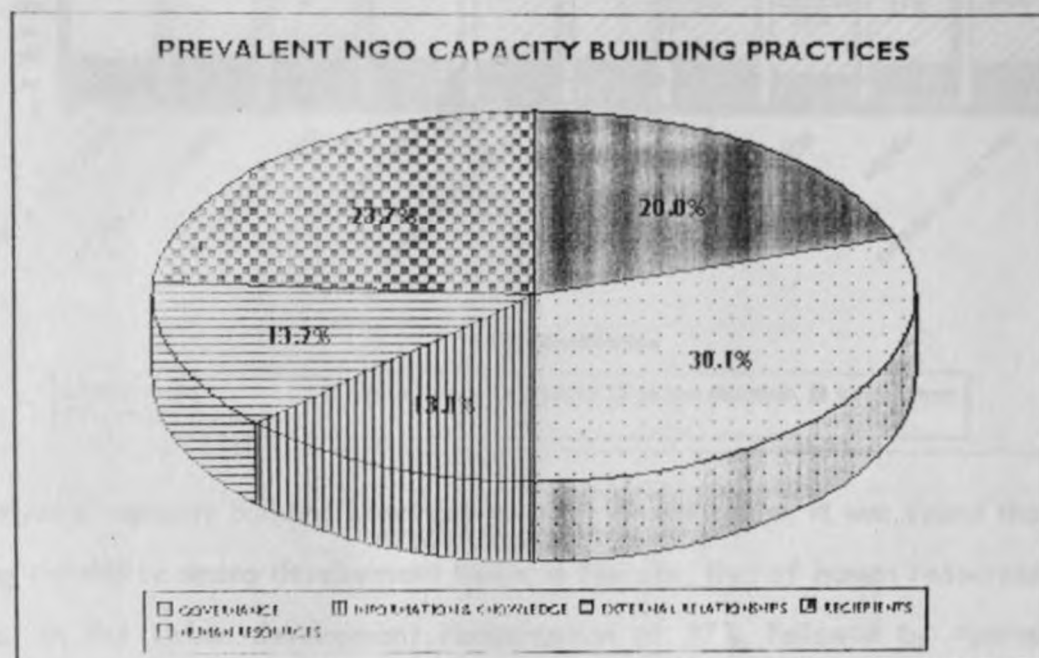
NATURE OF PROBLEM	PERCENTAGE
Government interference	23.3
Social factors	33.3
Environmental constraints	6.6
Constraints within NGO	20
No response	16.6

Social factors were found to be the greatest limitations experienced by NGOs in building the capacities of their recipients. These included issues such as inhibiting

cultures that limit the involvement of women in community affairs, economic pressures that lead to uncommitted individuals,

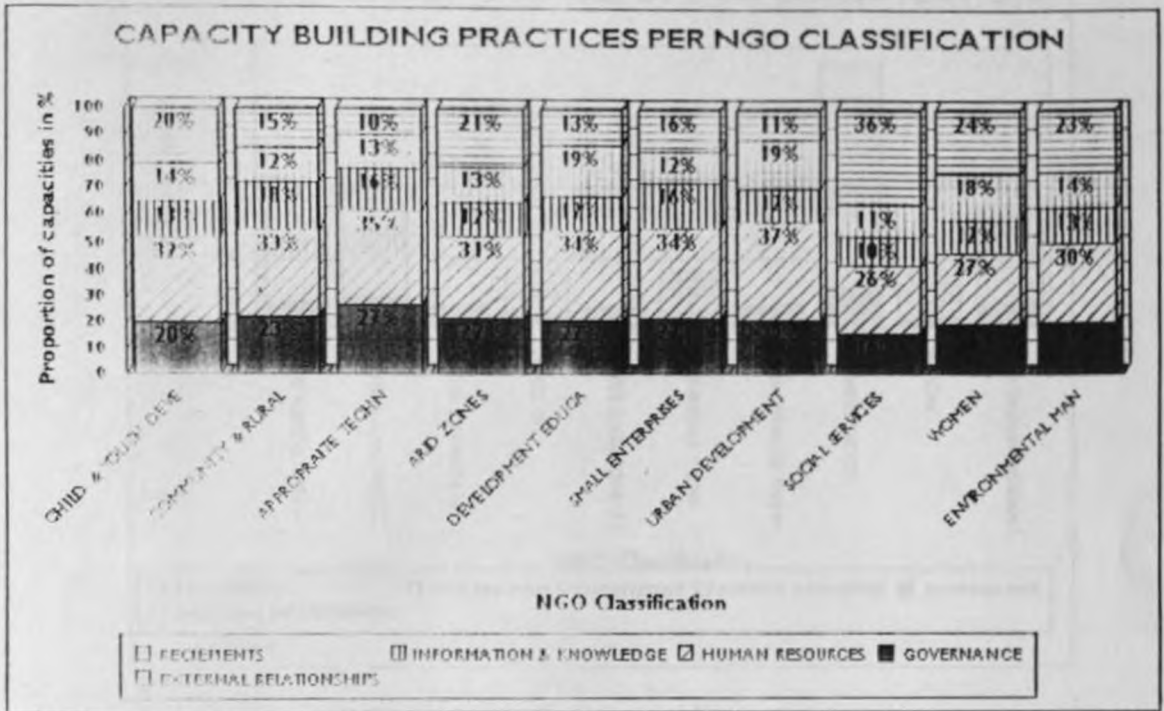
4.2.7 Capacity building levels among NGO classifications

Figure 3: Prevalent NGO capacity building practices (n=30)



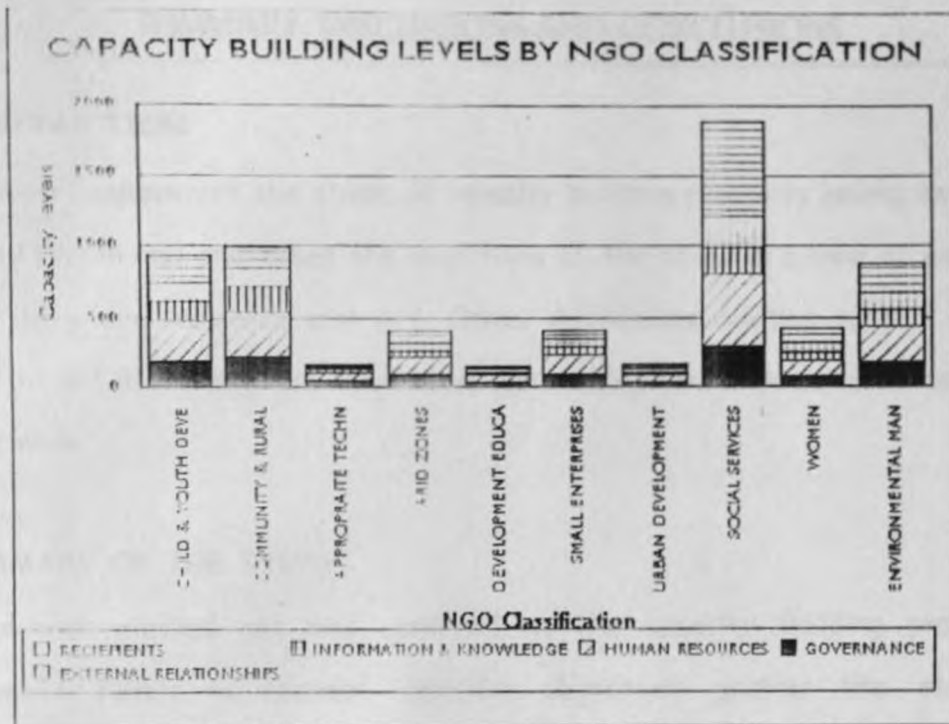
From the findings of this study, it becomes apparent that majority of NGO capacity building practices were dominated by the human resources factor, claiming 30.1% of the overall capabilities, as shown in Figure 3, above. This was followed by building of the recipients capacities at 23.7%. Governance, was held at 20%, followed closely by external relationships and information and knowledge at 13.2% and 13% respectively.

Figure 4: Capacity building practices by NGO classification (n=30)



In analyzing capacity building practices by NGO classification, it was found that the leading capability among development NGOs in Nairobi, that of human resources, was highest in the Urban development classification at 37%, followed by Appropriate technology at 35%, as shown in Figure 4 above. Majority of the classifications ranged over 30%, except the highly represented Social services and Women classifications. Recipient capacity practices were led by social services at 36% followed closely by Women and Environment classification at 24% and 23% respectively. This capability was found to be significant in Child and Youth and Arid zones classification at 20% and 21%, respectively, and lowest in Appropriate technology and Urban development at 10% and 11%, respectively. It was found that governance capabilities were highest in the Appropriate technology classification at 27%, followed by Community and rural development at 23%. External relationships ranged between 11% and 19%, with Development education and Urban Development classifications leading. Information and knowledge capabilities were lowest in the Social services classification at 10% and highest in Community and rural development at 18%.

Figure 5: Capacity building levels by NGO classification (n=30)



From Figure 5 above, it is apparent that the capacity levels of the social services sector far outstrip others at the 1800 level. This may be attributed to the high population of NGOs in this classification. However, despite the size of the stratification, Environmental, Child and Youth development and Community and rural development were found to have high capacity levels at 800, 900 and 1000, respectively. Capacity levels were lowest in Urban development and Development education classifications at 200 each, while Appropriate technology stood at 250. Arid zones stood at 400, while Small enterprises and Women classifications stood at 450 each.

CHAPTER FIVE

SUMMARY, DISCUSSIONS AND CONCLUSIONS

5.1 INTRODUCTION

This chapter summarizes the study on capacity building practices among development NGOs in Nairobi and addresses the objectives of the study in a view of establishing whether they are answered and met. Other discussions relating to this study are included to aid in drawing the conclusions and making recommendations based on the findings made.

5.2 SUMMARY OF THE STUDY

The research carried out was centered on the capacity building practices of development NGOs in Nairobi. Specific objectives guiding the study were determination of the influence of governance on organizational capability; determination human resource empowerment methods; determination of acquisition of new knowledge and systems; determination of the extent of external relationships capacity building of their recipient communities. In order to achieve these objectives a five (5) page questionnaire consisting of fifty-nine (59) questions was developed and pre tested in two NGOs. Suggestions made were incorporated in the final questionnaire. Thirty NGOs returned the questionnaire, forming 75% of the total 40 NGOs sampled.

The literature review addressed the meaning of capacity building and its relevance in strategy implementation in today's turbulent environment. It also discussed the capacity building framework, giving the different components of the framework and the different levels of capacity building. The literature review recognized the importance of building organizational capability around core business areas as identified in the value chain. Particularly, it underscored the importance of identifying and building capabilities with suppliers and customers, as a means of retaining competitive advantage in a turbulent environment.

The research methodology involved the use of the descriptive survey method. This method was chosen as it allowed the collection of substantive in-depth data over the various classifications of development NGOs in Nairobi. A two tier random stratified sampling technique was used to ensure proportional representation of the population NGOs in Nairobi. SPSS program was used to analyze data using Pearson's correlation coefficient and cross tabulation methods. Presentation was done using tables and graphs.

The research findings were presented using the classification of the four objectives mentioned earlier. Results obtained through questionnaires were analyzed and presented in tables. Characteristics of respondents were used as a basis of establishing relationships between variables.

5.3 DISCUSSIONS

This section discusses the findings using the four variables guiding this research. These are covered in a sequential ordered beginning with governance, human resources, knowledge and systems and external relationships, after which the questions raised earlier are answered.

5.3.1 Governance

It is generally observed from this study, that the quality of governance impacts on other organizational capabilities, implying it's significance in developing capacity for resilience and strategic decisions among development NGOs in Nairobi. This agrees with the argument by *Kaplan (1999)*.

However, it is noted from this study that the majority of NGO board's lack professional diversity in their composition. It was found that a large proportion of NGOs were founded by less than 3 members, who would inevitably have significant decision making power, perhaps at the board level. This coupled with the findings from this study indicating that majority of NGOs have poorly differentiated their board's

role from that of the management, agrees with the discussion by *Kenya Council for NGOs (2001)*, who put discount involvement of founder members in the day to day running of NGOs. It was found that NGO board's have highly developed capabilities in strategic, legal, fiduciary and advisory roles. However, it was found that NGO board's need to do more to hold their management accountable for performance. This was implied by the lesser priority by majority of NGO boards to evaluation of Chief Executive's performance. This was dismal to note, given the highly reliance on their Chief Executive's for operational management, at the detriment of sound financial and sectorial knowledge of the remaining management team.

5.3.2 Human Resources

It was worth noting that majority of the NGOs studied were familiar with the Human Resources practices. This may be attributed to investment in staff training and restructuring within the NGO sector. This is in line with the discussion by *Edward & Hulme (1999)*. It was found that majority of NGOs recruit staff under some form of contract, either permanent or of a specific duration, giving the staff a sense of security uncertainties of the environment. It was also noted that the prevalent use of volunteers in NGOs may be attributed to rising costs, given that these volunteers were found to possess the required skill. Nonetheless, NGOs need to be credited for having created a high sense of shared beliefs, with this mix of staff, as was found in this study.

As discussed earlier, majority of the NGOs were found to have a dominant Chief Executive influence, that creates undue dependence within the management and staff. It was widely noted that staff recruitment, empowerment, performance management and reward systems, seem to take a low priority. This implies poor development of empowerment and leadership capabilities within the sector, that *Kanter (1997)*, argues are necessary to identify and influence the environment for competitive advantage.

5.3.3 Knowledge and Systems

It was found that acquisition, use and dissemination of the acquired knowledge and systems were prevalent among the NGOs surveyed. This is in line with *Teece and Pisano (1994)*, who put forward the case of knowledge in the creation and delivery of new products. Use of Management Information Systems, and sharing of the information among staff was found to be moderately exercised. However, despite the widespread use of technology, NGOs were found to be lagging behind in its innovative use. Majority of the NGOs surveyed did not update their web-sites with relevant information whenever significant changes occurred. It was also found that the extent of innovation and development of new programs and knowledge bases was moderate. This may be attributed to poor empowerment and utilization of staff.

5.3.4 External relationships

It was interesting to note that the majority of NGOs surveyed had developed relationships outside sectorial boundaries, mainly with the government and community agencies. This agrees with the view of *Porter (1984)*, who states that organizations are open systems. It was additionally found that NGOs viewed these relationships as effective in adding value. This concurs with *Johnson & Scholes (1984)*, who puts forward the case for enhancing stakeholder relationships. It is noteworthy that NGOs were found to have began relationships with the profit sector. This implies that the traditional NGO culture of providing services may erode with time. A considerable proportion of NGOs were found to have high impact relationships with relevant parties, though comparison of performance appears to be relatively unpracticed. This implies the lack of knowledge of efficiency and effectiveness of development NGOs in Nairobi.

It was realized from this study that a large number of NGOs in Nairobi were involved in building the capacities of their recipients. It was further noted that NGOs largely view this as a crucial in building their image in the community and influencing their environment. This indicates the importance of recipient capacity as a channel in influencing the environment. It is generally observed that the majority of the NGOs

partnered with and empowered their recipients. This supports the argument by *Kanter (1997)*. It was further observed that building recipient capacity by development NGOs in Nairobi was significantly hampered by government machinery and societal ills. Perhaps NGOs need to acquire the relevant capabilities to address this threat in the environment, as portended by *Johnson & Scholes (1984)*.

5.4 CONCLUSION

As discussed earlier, the main vision behind the NGO sector is the economic and social development for a self sustained civil society. It is therefore imperative that NGOs monitor their effectiveness, for competitive advantage while providing the desired products. Their importance to the donor is reiterated their being the preferred conduit of assistance to developing countries. Indeed, the work of NGOs is regarded as honorable and crucial to social development.

This study analyzed four variables from the capacity building framework. It is worth noting that each of the factors of the framework ought to work synergistically, to increase an organization's effectiveness and efficiency. Certain capabilities were found to be more dominant in affecting the overall NGO capacity.

Governance, was found to dominate organization capacity due to the definition, direction and growth it provides to an organization. This may be attributed to the recent interest the NGO sector has developed in this issue, as well as the traditional dominance by NGO founders. Though human resource capability was high among the development NGOs surveyed, it was found that the staff and management were poorly empowered, developed and utilized. This implies the need for acquisition of the necessary skills to develop this rich resource of committed staff to the level where they are utilized to innovate and influence their environment. Capacity levels of recipients and the quality of external relationships were also found to be critical areas in that would move the sector into active participation in shaping the environment. This is supported by the dominance of this capability amongst the NGOs surveyed and the

reflection on organizational effectiveness. It was found that stakeholders such as recipients, government, community agencies and donors play a significant role in sustainability of NGOs. This implies that their involvement in the operations of these organizations would be significant to the success.

In summation, all the studied variables were found to have a relationship to the overall capacity of the development NGOs studied. In the overall analysis of capacity building practices, human resources, governance and recipient capabilities were found to have far more reaching effects than the others. From the findings of this study, capacity building practices were found to be highest in the Social services, followed by Community and Rural development and Child and Youth development.

This paper makes recommendations as indicated in the next section

5.5 RECOMMENDATIONS

This study upholds the building of appropriate capacity in NGOs, as the sector is a key player in the development of this nation. While conducting this research, the researcher appreciated the impact of the impact of these NGOs thorough general observation. However, there appears to be a sense of insecurity, as reflected by the power and political dynamics of these organizations.

It is against this understanding and the findings realized from this study that the following recommendations are made, for sustained competitiveness of NGOs:-

- In the area of governance, NGOs would benefit from including relevant stakeholders, recipients and persons from the profit sector. Perhaps this would instill more accountability in the Chief Executives and management.
- NGOs further need to invest in professional human resources practices, for the development and empowerment of staff. This will allow innovation, creativity and sustained competition in the sector.
- In light of the changes in the environment and hence competition, NGOs would benefit from directing their external relationships into meaningful spheres for their

advantage. For example, external comparison of activities would shed light on deficiencies that would then be developed.

- It is thought crucial that NGOs critically analyze their activities, programs, needs and constraints, as a means of sustaining their competitiveness. This goes beyond attempts to imitate market trends, to the cultural change that embraces new practices in acquiring and cultivating desired competencies.

5.6 LIMITATIONS TO THE STUDY

This study encountered several limitations, the biggest being the non cooperation by 10 NGOs in responding or returning the questionnaires. This was a major draw back as it was not possible to know how they would have responded. Several NGOs were suspicious of the many parameters of data collection. Finally, the time frame allowed for research was short and denied the researcher personal interviews with some NGOs.

5.7 RECOMMENDATIONS FOR FURTHER RESEARCH

The findings of this study have identified the following important areas for research:-

- A study should be carried out to measure the extent of collaboration between the NGO and profit sectors in this country.
- Research should be carried out to study capacity building practices in respective classification of NGOs.
- Research should be carried out to study the influence of human resources capabilities in sustaining competition in a turbulent environment.
- A study should be undertaken to determine the capabilities and involvement of stakeholders in NGOs.

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APPENDICES

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APPENDICES

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

I am writing to you

in connection with the proposed development of the University of London

which is intended to provide an additional facility for the development of research and teaching in the field of the subject mentioned above. It is our intention to provide a building which will house the proposed department and which will be available for the use of the students of the University of London. We would be grateful if you would advise us of any objections you may have to the proposed development by returning this letter to the address given above.

Yours faithfully,

Very truly yours,

THE UNIVERSITY OF LONDON

Secretary, The University of London, Gower Street, London WC1E 6BT

STUDY QUESTIONNAIRE

A SURVEY OF CAPACITY BUILDING INITIATIVES AMONG DEVELOPMENT NON- GOVERNMENTAL ORGANISATIONS IN NAIROBI

DATE:

TO WHOM IT MAY CONCERN

The bearer of this letter:.....

Registration No:

Is a Master of Business Administration student of the University of Nairobi.

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

Thank you.

DR. MARTIN OGUTU

LECTURER & COORDINATOR, MBA PROGRAMME

STUDY QUESTIONNAIRE

A SURVEY OF CAPACITY BUILDING PRACTICES AMONG DEVELOPMENT NON GOVERNMENTAL ORGANISATIONS IN NAIROBI

This questionnaire seeks to establish capacity building practices among development NGOs in Kenya. The information in this questionnaire will be treated confidentially, and will not be used for any other purposes other than academic. The researcher will be at hand to clarify issues, during the data collection process.

INSTRUCTIONS

- A. Kindly complete this questionnaire, assessing your organisation's capacity in the listed factors.
- B. For each question, kindly determine the most suitable description or select the answer which closely describes your organisation's capacity building practices
- C. If a question is not applicable, kindly mark "N/A", if you simply do not have knowledge, mark "N/K"

SECTION A:

1. Name of organisation: _____
2. Nature of business: _____
3. When was the organisation formed? _____
4. How many founder members were there? _____
5. How many programs does your organisation have and what is their nature and geographical location?

6. Number of years worked in the organisation: _____
7. Title of respondent: _____

SECTION B:

Please circle the level that most closely matches the situation in your organisation.

(1) to no extent; (2) to a less extent; (3) to a moderate extent; (4) to a large extent; (5) to a very large extent.

8. To what extent does your board include members from diverse professional backgrounds?	1	2	3	4	5
9. To what extent does the board's composition represent the diversity of stakeholders?	1	2	3	4	5
10. The board participates in development of the organisations vision, mission, goals and strategies	1	2	3	4	5
11. The board's commitment as measured by the frequency of board meeting attendance	1	2	3	4	5
12. To what extent is your board involved in operational matters?	1	2	3	4	5
13. To what extent is your board involved in discharging it's fiduciary role?	1	2	3	4	5
14. To what extent is your board involved in executing its advisory role?	1	2	3	4	5
15. To what extent is your board involved in discharging its legal role?	1	2	3	4	5
16. Boards appreciation of management role	1	2	3	4	5
17. To what extent is the board's role is differentiated from the management?	1	2	3	4	5
18. To what extent is the board involved in evaluating the Chief executive's performance? -	1	2	3	4	5
19. To what extent are your board's decisions evaluated?	1	2	3	4	5

SECTION C:

Please circle the level that most closely matches your organisations human resource management practices.

(1) to no extent; (2) to a less extent; (3) to a moderate extent; (4) to a large extent; (5) to a very large extent.

20. Use of permanent or contractual staff	1	2	3	4	5
21. Use of volunteer staff in operational matters	1	2	3	4	5
22. Chief Executive and senior management team's commitment to organisation's vision, articulation of strategy and attainment of goals	1	2	3	4	5
23. Chief Executive's involvement in creating the organisation's social impact	1	2	3	4	5
24. Extent of Management's communication of need for change and alignment of entire organisation to support change effort	1	2	3	4	5
25. Management involvement in establishing winning relationships with staff and external persons, delivery of positive reinforcing messages, empowerment and commitment to people's development	1	2	3	4	5
26. Management's demonstration of working in ambiguous situations to develop strategic alternatives	1	2	3	4	5
27. Management's display of financial judgement and awareness of the implication of decisions made	1	2	3	4	5
28. Management's collective experience, entrepreneurship abilities and understanding of the NGO sector	1	2	3	4	5
29. Extent of the management team's reliance on the Chief Executive	1	2	3	4	5
30. Extent of the staff's multitasking capability and their receptiveness to new ideas and innovation capabilities	1	2	3	4	5
31. Level of volunteer capabilities, commitment and integration into organisation	1	2	3	4	5
32. Level of staff empowerment and participation in decision making	1	2	3	4	5
33. Level of objectivity in recruitment process	1	2	3	4	5
34. Performance of staff is evaluated frequently (at least 2 times a year)	1	2	3	4	5
35. Career and management development is highly emphasised by the management	1	2	3	4	5
36. There is high use of performance based incentive systems and salary	1	2	3	4	5
37. There is a high level of shared beliefs and meaning among the staff	1	2	3	4	5

SECTION D:

Please circle the level that most closely matches your organisation's concern with knowledge and information bases.

(1) to no extent; (2) to a less extent; (3) to a moderate extent; (4) to a large extent; (5) to a very large extent.

38. Management has put in place systems to capture, document and disseminate knowledge within the organisation	1	2	3	4	5
39. Level of staff awareness and frequency of use of knowledge bases	1	2	3	4	5
40. My organisation has adequate physical infrastructure to facilitate efficiency and effectiveness	1	2	3	4	5
41. My organisation has adequate technological infrastructure to facilitate efficiency and effectiveness (e.g. telephones, fax, e-mail, computer applications, networks)	1	2	3	4	5
42. My organisation's web site holds relevant information that is updated whenever there is a significant change	1	2	3	4	5
43. There is appropriate management information systems for reporting, analysis of client, financial and other organisational information	1	2	3	4	5
44. Level of information sharing in the organisation	1	2	3	4	5
45. Extent of innovation and development of new programmes and knowledge bases	1	2	3	4	5

SECTION E:

46. Which are the types of external relationships is your organisation involved in?

Other NGOs

Profit Companies

Government entities

Community agencies

Others (please specify) _____

47. Which is the extent of your external relationships?

Limited use of external relationships

Early stages of relationship building

Effective relationships with some relevant parties

Strong, high impact relationships

48. What is the benefit foreseen or already realised from such relationships?

49. Does your external relationship involve external comparison of performance?

YES

NO

50. If yes, what are the pertinent factors of comparison?

51. To whom is the outcome of such comparison made available, and how is it utilised?

52. How would you rate your organisation involvement in influencing policy making on a national level?

No opportunities for policy making

Not ready for and no opportunities for policy making

Aware of its influence and is active in policy making

Strong influence and initiation of policy discussions

53. To what extent do your external relationships help anticipate and deal with environmental challenges?

54. How is your organisation perceived in the communities in which it operates?

55. Please list the areas in which your recipient communities are involved in your organisation

56. Please indicate the level of involvement for each area listed in 55 above

57. List the communities capabilities that attributable to your organisation's intervention?

LIST OF SELECTED DEVELOPMENT WORK

CLASSIFICATION: _____ SELECTED WORK: _____

58. Please list the benefits, if any that accrue to your organisation as a result of achievements listed in 57 above?

59. Please list the problems, if any, that your organisation has encountered in its efforts to build the capacity of the communities in which it works?

Government	11 Technical Assistance
Non-Government	12 Christian Aid & Friends
Academic	13 Christian Foundation
	14 Ford Alms House Society
	15 Save our Schools
Development	16 Canadian Organisation for Development through Education
Education & Development	17 Training for Development (UK)
Health Services	18 Kenya Co-Op Trust
	19 ICF
Other Development	20 Carol Reed, Action Project
Local Councils	21 Adm - 14 Development and related agency
	22 Action Consulting & Training Centre
	23 International Development Centre
	24 Overseas World Relief
	25 The English Church Aid
	26 UNICEF
	27 UK's International to Kenya
	28 National Trade Centre
	29 UK's Aided International
	30 UNCT - UNO System
	31 Farmer Project, Ministry of Agriculture, Kenya
	32 OAF
Private	33 Mwanika to Winwaka
Transnational	34 UNCT - UNO System to Kenya (1980-1985)
Development	35 Development Trust through
Development	36 The British Council

LIST OF SELECTED DEVELOPMENT NGOs

<u>CLASSIFICATION</u>	<u>SELECTED NGOs</u>
Child & Youth development	1. SOS Kinderdorf International
	2. Undungu Society
	3. Salvation Army East Africa
	4. Child Labour Intervention, Prevention & Education
	5. Africa Alliance of the YMCA's
	6. The Agency for Youth Technical Support (K)
Community & Rural development	7. World Neighbours Kenya
	8. Global service Corps (K)
	9. Genesis Community Development Association
	10. Swedish Cooperative Centre
	11. Africa Now
Appropriate technology Arid Zones	12. Technoserve
	13. Oxfam UK & Ireland
	14. Horizon Foundation
	15. East Africa Wildlife Society
	16. Save our Rain Forests
Development education & Communication	17. Canadian Organization for Development through Education
	18. Training for development (Alumni)
Small enterprises	19. Kenya Gatsby Trust
	20. K-REP
Urban Development	21. Guru Nanak Kirtan Mission
Social services	22. Adventist Development and relief agency
	23. Amani Counseling & Training Centre
	24. Ambassadors Development Agency
	25. Lutheran World Relief
	26. Norwegian Church Aid
	27. AMREF
	28. Care International in Kenya
	29. Artsen Zonder Grenzen
	30. Sight Savers International
	31. VSF-DZG Belgium
	32. Nairobi Hospice; Nairobi terminal Care Centre
	33. CAFS
	Women
35. FIDA (International Federation of Women Lawyers)	
Environmental Management	36. Environment Trust of Kenya
	37. Save the Habitat

38. Green Belt Movement
39. Environment Liaison Centre
40. Environment San Frontiers

Statistics

		Name of Organization	Nature of business	Formation of Organization	Founder members	Programs	Years worked
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean			5.8333				
Std. Deviation			3.3639				
Variance			11.3161				

Statistics

		Title	Diverse background	Stakeholder diversity	Vision	Commitment	Involved in operational matters
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean			3.1667	2.9007	4.0333	3.4007	3.0333
Std. Deviation			1.1167	1.1290	.8087	1.1306	1.1885
Variance			1.2471	1.2747	.6540	1.2920	1.4176

Statistics

		Judiciary	Advisory	Legal	Appreciation	Differential of board	Board's evaluation of Executives
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean		3.5000	3.7333	3.8667	4.0333	3.2007	3.1000
Std. Deviation		.7311	.9444	.6814	1.0334	1.2576	1.2690
Variance		.5345	.8920	.4644	1.0678	1.5316	1.6103

Statistics

		Evaluation of board's decisions	Permanent & Contract staff usage	Volunteer staff	Chief executive commitment	Chief executive involvement	Communication of change
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean		2.8667	3.7667	3.5333	4.0667	3.9000	3.1667
Std. Deviation		.7761	1.1043	1.3060	.7849	.7589	1.1167
Variance		.6023	1.2195	1.7057	.6161	.5759	1.2471

Statistics

		Winning relationships, empowerment etc	Mgt working in ambiguous situations	Financial judgement	Collective experience	Mgt reliance on exec	Multiskilling
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean		3.2333	3.5000	4.0667	3.7000	3.9667	3.2333
Std. Deviation		1.1043	.9002	.8277	.9879	.9994	.9714
Variance		1.2195	.8103	.6851	.9759	.9989	.9437

Statistics

		Volunteer capabilities	Participation in decision making	Objectivity in recruitment	Performance evaluation	Career and MD	Use of performance incentive system
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean		3.3000	3.0333	3.0667	2.3000	2.8000	2.3000
Std. Deviation		.9879	.9994	1.2847	1.2077	1.1861	1.3429
Variance		.9759	.9989	1.6506	1.4536	1.4069	1.8034

Statistics

		Shared belief	Capturing and documenting	Knowledge base use	Infrastructure for efficiency	Infrastructure for efficiency	Website relevance
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean		3.4333	3.6000	3.3000	3.8667	4.0333	3.2000
Std. Deviation		.6261	1.1626	1.0554	1.0080	1.1592	1.2972
Variance		.3920	1.3517	1.1138	1.0161	1.3437	1.6828

Statistics

		MIS for reporting	Information sharing	Knowledge base innovation	External relations with NGOs	External relations with profit companies	External relations with Government entities
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean		3.6667	3.2000	3.1333	1.1000	1.6000	1.1667
Std. Deviation		.8442	.8867	1.1059	.3051	.5085	.3790
Variance		.7126	.7862	1.2230	9.310E-02	.2586	.1437

Statistics

		External relations with community agencies	External relations with Others	Extent of external relations	Relations involving external comparison	Influencing policy
N	Valid	30	30	30	30	30
	Missing	0	0	0	0	0
Mean		1.3667	1.4333	3.2667	1.6667	2.7667
Std. Deviation		.4901	.5040	.7849	.4795	.7739
Variance		.2402	.2540	.6161	.2299	.5989

Frequency Table

Name of Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ACTS	1	3.3	3.3	3.3
ADRA	1	3.3	3.3	6.7
Africa N	1	3.3	3.3	10.0
Amanif	1	3.3	3.3	13.3
AMREF	1	3.3	3.3	16.7
AYTS	1	3.3	3.3	20.0
CARE	1	3.3	3.3	23.3
EAWL	1	3.3	3.3	26.7
ETK	1	3.3	3.3	30.0
FIDA	1	3.3	3.3	33.3
Greenbel	1	3.3	3.3	36.7
Guru Nan	1	3.3	3.3	40.0
Hospice	1	3.3	3.3	43.3
ICRISAT	1	3.3	3.3	46.7
IMWIC	1	3.3	3.3	50.0
IPGRI	1	3.3	3.3	53.3
KREP	1	3.3	3.3	56.7
KWFT	1	3.3	3.3	60.0
Lutheran	1	3.3	3.3	63.3
NCA	1	3.3	3.3	66.7
Oxfam	1	3.3	3.3	70.0
Salvati	1	3.3	3.3	73.3
Save Hab	1	3.3	3.3	76.7
SOS	1	3.3	3.3	80.0
Swedish	1	3.3	3.3	83.3
Tecsetyo	1	3.3	3.3	86.7
UNDUGU	1	3.3	3.3	90.0
W/Heighb	1	3.3	3.3	93.3
W/Vision	1	3.3	3.3	96.7
YMCA	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Nature of business

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Child & Youth Development	5	16.7	16.7	16.7
Community & Rural Development	3	10.0	10.0	26.7
Appropriate technology	1	3.3	3.3	30.0
Arid zones	4	13.3	13.3	43.3
Small enterprise	1	3.3	3.3	46.7
Urban development	1	3.3	3.3	50.0
Social services	8	26.7	26.7	76.7
Women	2	6.7	6.7	83.3
Environmental management	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Formation of Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1921	1	3.3	3.3	3.3
1951	1	3.3	3.3	6.7
1961	1	3.3	3.3	10.0
1963	1	3.3	3.3	13.3
1968	2	6.7	6.7	20.0
1969	4	13.3	13.3	33.3
1972	2	6.7	6.7	40.0
1974	1	3.3	3.3	43.3
1977	1	3.3	3.3	46.7
1979	1	3.3	3.3	50.0
1980	1	3.3	3.3	53.3
1981	1	3.3	3.3	56.7
1984	1	3.3	3.3	60.0
1985	1	3.3	3.3	63.3
1988	1	3.3	3.3	66.7
1991	1	3.3	3.3	70.0
No respo	9	30.0	30.0	100.0
Total	30	100.0	100.0	

Founder members

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	8	26.7	26.7	26.7
10	1	3.3	3.3	30.0
12	1	3.3	3.3	33.3
2	4	13.3	13.3	46.7
30	1	3.3	3.3	50.0
5	3	10.0	10.0	60.0
Many	3	10.0	10.0	70.0
No respo	6	20.0	20.0	90.0
Several	1	3.3	3.3	93.3
Unknown	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	3.3	3.3	3.3
10	1	3.3	3.3	6.7
15	1	3.3	3.3	10.0
2	4	13.3	13.3	23.3
27	1	3.3	3.3	26.7
3	2	6.7	6.7	33.3
4	11	36.7	36.7	70.0
5	2	6.7	6.7	76.7
6	3	10.0	10.0	86.7
No respo	4	13.3	13.3	100.0
Total	30	100.0	100.0	

Years worked

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 10	2	6.7	6.7	6.7
12	1	3.3	3.3	10.0
2	2	6.7	6.7	16.7
3	7	23.3	23.3	40.0
4	3	10.0	10.0	50.0
5	7	23.3	23.3	73.3
6	3	10.0	10.0	83.3
No res	4	13.3	13.3	96.7
No respo	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Title

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Admin	5	16.7	16.7	16.7
Administ	1	3.3	3.3	20.0
Auditor	1	3.3	3.3	23.3
CEO	2	6.7	6.7	30.0
Chf A/C	1	3.3	3.3	33.3
Coordina	1	3.3	3.3	36.7
Cord	2	6.7	6.7	43.3
Exec	1	3.3	3.3	46.7
Manager	1	3.3	3.3	50.0
No res	4	13.3	13.3	63.3
No respo	1	3.3	3.3	66.7
P coordi	1	3.3	3.3	70.0
P Office	1	3.3	3.3	73.3
P/Manage	1	3.3	3.3	76.7
Pcoordin	1	3.3	3.3	80.0
PManager	2	6.7	6.7	86.7
PR off	1	3.3	3.3	90.0
PR Offic	2	6.7	6.7	96.7
Snr Prog	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Diverse background

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid- Less extent	11	36.7	36.7	36.7
Moderate extent	8	26.7	26.7	63.3
Large extent	6	20.0	20.0	83.3
Very large extent	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Stakeholder diversity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	14	46.7	46.7	46.7
	Moderate extent	8	26.7	26.7	73.3
	Large extent	3	10.0	10.0	83.3
	Very large extent	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Vision

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	3	10.0	10.0	16.7
	Large extent	17	56.7	56.7	73.3
	Very large extent	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	10	33.3	33.3	33.3
	Moderate extent	1	3.3	3.3	36.7
	Large extent	14	46.7	46.7	83.3
	Very large extent	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Involvement in operational matters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	5	16.7	16.7	16.7
	Less extent	4	13.3	13.3	30.0
	Moderate extent	7	23.3	23.3	53.3
	Large extent	13	43.3	43.3	96.7
	Very large extent	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Judiciary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	13	43.3	43.3	50.0
	Large extent	13	43.3	43.3	93.3
	Very large extent	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Advisory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	5	16.7	16.7	16.7
	Moderate extent	3	10.0	10.0	26.7
	Large extent	17	56.7	56.7	83.3
	Very large extent	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Legal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	3	10.0	10.0	16.7
	Large extent	22	73.3	73.3	90.0
	Very large extent	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Appreciation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	4	13.3	13.3	13.3
	Moderate extent	3	10.0	10.0	23.3
	Large extent	11	36.7	36.7	60.0
	Very large extent	12	40.0	40.0	100.0
	Total	30	100.0	100.0	

Differentiation of board

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	12	40.0	40.0	40.0
	Moderate extent	6	20.0	20.0	60.0
	Large extent	4	13.3	13.3	73.3
	Very large extent	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Board's evaluation of Executives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	15	53.3	53.3	53.3
	Moderate extent	1	3.3	3.3	56.7
	Large extent	7	23.3	23.3	80.0
	Very large extent	6	20.0	20.0	100.0
	Total	30	100.0	100.0	

Evaluation of board's decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	11	36.7	36.7	36.7
	Moderate extent	12	40.0	40.0	76.7
	Large extent	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

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Permanent & Contract staff usage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	6	20.0	20.0	20.0
	Moderate extent	4	13.3	13.3	33.3
	Large extent	11	36.7	36.7	70.0
	Very large extent	9	30.0	30.0	100.0
	Total	30	100.0	100.0	

Volunteer staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	3	10.0	10.0	10.0
	Less extent	5	16.7	16.7	26.7
	Moderate extent	2	6.7	6.7	33.3
	Large extent	13	43.3	43.3	76.7
	Very large extent	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

Chief executive commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	2	6.7	6.7	13.3
	Large extent	18	60.0	60.0	73.3
	Very large extent	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Chief executive involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	4	13.3	13.3	20.0
	Large extent	19	63.3	63.3	83.3
	Very large extent	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Communication of change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	2	6.7	6.7	6.7
	Less extent	6	20.0	20.0	26.7
	Moderate extent	11	36.7	36.7	63.3
	Large extent	7	23.3	23.3	86.7
	Very large extent	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Winning relationships, empowerment etc

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	2	6.7	6.7	6.7
	Less extent	6	20.0	20.0	26.7
	Moderate extent	8	26.7	26.7	53.3
	Large extent	11	36.7	36.7	90.0
	Very large extent	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Mgt work ing in ambiguous situations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	4	13.3	13.3	13.3
	Moderate extent	11	36.7	36.7	50.0
	Large extent	11	36.7	36.7	86.7
	Very large extent	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Financial judgement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	3	10.0	10.0	16.7
	Large extent	16	53.3	53.3	70.0
	Very large extent	9	30.0	30.0	100.0
	Total	30	100.0	100.0	

Collective experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	4	13.3	13.3	13.3
	Moderate extent	8	26.7	26.7	40.0
	Large extent	11	36.7	36.7	76.7
	Very large extent	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

Mgt reliance on exec

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less extent	4	13.3	13.3	13.3
Moderate extent	3	10.0	10.0	23.3
Large extent	13	43.3	43.3	66.7
Very large extent	10	33.3	33.3	100.0
Total	30	100.0	100.0	

Multiskilling

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less extent	8	26.7	26.7	26.7
Moderate extent	10	33.3	33.3	60.0
Large extent	9	30.0	30.0	90.0
Very large extent	3	10.0	10.0	100.0
Total	30	100.0	100.0	

Volunteer capabilities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No extent	3	10.0	10.0	10.0
Less extent	1	3.3	3.3	13.3
Moderate extent	11	36.7	36.7	50.0
Large extent	14	46.7	46.7	96.7
Very large extent	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Participation in decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less extent	12	40.0	40.0	40.0
Moderate extent	7	23.3	23.3	63.3
Large extent	9	30.0	30.0	93.3
Very large extent	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Objectivity in recruitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No extent	2	6.7	6.7	6.7
Less extent	12	40.0	40.0	46.7
Moderate extent	3	10.0	10.0	56.7
Large extent	8	26.7	26.7	83.3
Very large extent	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Performance evaluation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	9	30.0	30.0	30.0
	Less extent	10	33.3	33.3	63.3
	Moderate extent	6	20.0	20.0	83.3
	Large extent	3	10.0	10.0	93.3
	Very large extent	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Career and MD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	5	16.7	16.7	16.7
	Less extent	6	20.0	20.0	36.7
	Moderate extent	12	40.0	40.0	76.7
	Large extent	4	13.3	13.3	90.0
	Very large extent	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Use of performance incentive system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	10	33.3	33.3	33.3
	Less extent	11	36.7	36.7	70.0
	Moderate extent	2	6.7	6.7	76.7
	Large extent	4	13.3	13.3	90.0
	Very large extent	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Shared belief

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate extent	19	63.3	63.3	63.3
	Large extent	9	30.0	30.0	93.3
	Very large extent	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Capturing and documenting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	2	6.7	6.7	6.7
	Less extent	2	6.7	6.7	13.3
	Moderate extent	10	33.3	33.3	46.7
	Large extent	8	26.7	26.7	73.3
	Very large extent	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	8	26.7	26.7	26.7
	Moderate extent	10	33.3	33.3	60.0
	Large extent	7	23.3	23.3	83.3
	Very large extent	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Infrastructure for efficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	11	36.7	36.7	43.3
	Large extent	6	20.0	20.0	63.3
	Very large extent	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

Infrastructure for efficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	2	6.7	6.7	6.7
	Moderate extent	7	23.3	23.3	30.0
	Large extent	7	23.3	23.3	53.3
	Very large extent	14	46.7	46.7	100.0
	Total	30	100.0	100.0	

Website relevance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	2	6.7	6.7	6.7
	Less extent	9	30.0	30.0	36.7
	Moderate extent	7	23.3	23.3	60.0
	Large extent	5	16.7	16.7	76.7
	Very large extent	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

MIS for reporting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	2	6.7	6.7	6.7
	Moderate extent	11	36.7	36.7	43.3
	Large extent	12	40.0	40.0	83.3
	Very large extent	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Information sharing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less extent	7	23.3	23.3	23.3
	Moderate extent	12	40.0	40.0	63.3
	Large extent	9	30.0	30.0	93.3
	Very large extent	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Knowledge base innovation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent	1	3.3	3.3	3.3
	Less extent	8	26.7	26.7	30.0
	Moderate extent	12	40.0	40.0	70.0
	Large extent	4	13.3	13.3	83.3
	Very large extent	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

External relations with NGOs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent Yes	27	90.0	90.0	90.0
	Less extent No	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

External relations with profit companies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent Yes	15	50.0	50.0	50.0
	Less extent No	15	50.0	50.0	100.0
	Total	30	100.0	100.0	

External relations with Government entities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Independent Yes	25	83.3	83.3	83.3
	Less extent No	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

External relations with community agencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No extent Yes	19	63.3	63.3	63.3
	Less extent No	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

External relations with Others

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No extent Yes	17	56.7	56.7	56.7
Less extent No	13	43.3	43.3	100.0
Total	30	100.0	100.0	

Extent of external relations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Limited use	2	6.7	6.7	6.7
Some relevant parties	16	53.3	53.3	60.0
Strong high impact relations	12	40.0	40.0	100.0
Total	30	100.0	100.0	

Relations involving external comparison

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	10	33.3	33.3	33.3
No	20	66.7	66.7	100.0
Total	30	100.0	100.0	

Influencing policy

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not ready for opportunities	13	43.3	43.3	43.3
Aware of its influence	11	36.7	36.7	80.0
Strong influence	6	20.0	20.0	100.0
Total	30	100.0	100.0	

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Nature of business	5.8333	3.3639	30
Diverse background	3.1667	1.1167	30
Stakeholder diversity	2.9667	1.1290	30
Vision	4.0333	.6087	30
Commitment	3.4667	1.1366	30
Involved in operational matters	3.0333	1.1885	30
Judiciary	3.5000	.7311	30
Advisory	3.7333	.9444	30
Legal	3.8667	.6814	30

Correlations

		Nature of business	Diverse background	Stakeholder diversity	Vision	Commitment
Nature of business	Pearson Correlation	1.000	.118	.298	-.087	.328
	Sig. (2-tailed)		.535	.110	.649	.077
	N	30	30	30	30	30
Diverse background ✓	Pearson Correlation	.118	1.000	.880**	.605**	.697**
	Sig. (2-tailed)	.535		.000	.000	.000
	N	30	30	30	30	30
Stakeholder diversity	Pearson Correlation	.298	.880**	1.000	.605**	.657**
	Sig. (2-tailed)	.110	.000		.000	.000
	N	30	30	30	30	30
Vision	Pearson Correlation	-.087	.605**	.605**	1.000	.653**
	Sig. (2-tailed)	.649	.000	.000		.000
	N	30	30	30	30	30
Commitment	Pearson Correlation	.328	.697**	.657**	.653**	1.000
	Sig. (2-tailed)	.077	.000	.000	.000	
	N	30	30	30	30	30
Involvement in operational matters	Pearson Correlation	-.059	-.212	-.179	.250	.140
	Sig. (2-tailed)	.757	.260	.344	.183	.462
	N	30	30	30	30	30
Judiciary	Pearson Correlation	-.119	-.063	-.146	.321	.041
	Sig. (2-tailed)	.530	.739	.441	.084	.828
	N	30	30	30	30	30
Advisory	Pearson Correlation	-.080	.109	.185	.464**	.184
	Sig. (2-tailed)	.676	.506	.327	.010	.330
	N	30	30	30	30	30
Legal	Pearson Correlation	.050	.076	.084	.509**	.306
	Sig. (2-tailed)	.792	.692	.660	.004	.100
	N	30	30	30	30	30

Correlations

		Involvement in operational matters	Judiciary	Advisory	Legal
Nature of business	Pearson Correlation	-.059	-.119	-.080	.050
	Sig. (2-tailed)	.757	.530	.676	.792
	N	30	30	30	30
Diverse background	Pearson Correlation	-.212	-.063	.109	.076
	Sig. (2-tailed)	.260	.739	.566	.692
	N	30	30	30	30
Stakeholder diversity	Pearson Correlation	-.179	-.146	.185	.084
	Sig. (2-tailed)	.344	.441	.327	.660
	N	30	30	30	30
Vision	Pearson Correlation	.250	.321	.464**	.509**
	Sig. (2-tailed)	.183	.084	.010	.004
	N	30	30	30	30
Commitment	Pearson Correlation	-.140	.041	.184	.306
	Sig. (2-tailed)	.462	.828	.330	.100
	N	30	30	30	30
Involvement in operational matters	Pearson Correlation	1.000	.417*	.684**	.517**
	Sig. (2-tailed)	.	.022	.000	.003
	N	30	30	30	30
Judiciary	Pearson Correlation	.417*	1.000	.200	.692**
	Sig. (2-tailed)	.022	.	.290	.000
	N	30	30	30	30
Advisory	Pearson Correlation	.684**	.200	1.000	.639**
	Sig. (2-tailed)	.000	.290	.	.000
	N	30	30	30	30
Legal	Pearson Correlation	.517**	.692**	.639**	1.000
	Sig. (2-tailed)	.003	.000	.000	.
	N	30	30	30	30

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

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

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Nature of business	30	1.00	10.00	5.8333	3.3639	11.316
Diverse background	30	2.00	5.00	3.1667	1.1167	1.247
Stakeholder diversity	30	2.00	5.00	2.9667	1.1290	1.275
Vision	30	2.00	5.00	4.0333	.8087	.654
Commitment	30	2.00	5.00	3.4667	1.1366	1.292
Involvement in operational matters	30	1.00	5.00	3.0333	1.1885	1.413
Judiciary	30	2.00	5.00	3.5000	.7311	.534
Advisory	30	2.00	5.00	3.7333	.9444	.892
Legal	30	2.00	5.00	3.8667	.6814	.464
Appreciation	30	2.00	5.00	4.0333	1.0334	1.068
Differentiation of board	30	2.00	5.00	3.2667	1.2576	1.582

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Boards' evaluation of Executives	30	2.00	5.00	3.1000	1.2690	1.610
Evaluation of boards' decisions	30	2.00	4.00	2.8667	.7761	.602
Permanent & Contract staff usage	30	2.00	5.00	3.7667	1.1043	1.220
Volunteer staff	30	1.00	5.00	3.5333	1.3060	1.706
Chief executive commitment	30	2.00	5.00	4.0667	.7849	.616
Chief executive involvement	30	2.00	5.00	3.9000	.7589	.576
Communication of change	30	1.00	5.00	3.1667	1.1167	1.247
Winning relationships, empowerment etc	30	1.00	5.00	3.2333	1.1043	1.220
Mgt working in ambiguous situations	30	2.00	5.00	3.5000	.9002	.810
Financial judgement	30	2.00	5.00	4.0667	.8277	.685
Collective experience	30	2.00	5.00	3.7000	.9879	.976
Mgt reliance on exec	30	2.00	5.00	3.9667	.9994	.999
Multiskilling	30	2.00	5.00	3.2333	.9714	.944
Volunteer capabilities	30	1.00	5.00	3.3000	.9879	.976
Participation in decision making	30	2.00	5.00	3.0333	.9994	.999
Objectivity in recruitment	30	1.00	5.00	3.0667	1.2847	1.651
Performance evaluation	30	1.00	5.00	2.3000	1.2077	1.459
Career and MD	30	1.00	5.00	2.8000	1.1861	1.407
Use of performance incentive system	30	1.00	5.00	2.3000	1.3429	1.803
Shared belief	30	3.00	5.00	3.4333	.6261	.392
Capturing and documenting	30	1.00	5.00	3.6000	1.1626	1.352
Knowledge base use	30	2.00	5.00	3.3000	1.0554	1.114
Infrastructure for efficiency	30	2.00	5.00	3.6667	1.0080	1.016
Infrastructure for efficiency	30	1.00	5.00	4.0333	1.1592	1.344
Website relevance	30	1.00	5.00	3.2000	1.2972	1.683
MIS for reporting	30	2.00	5.00	3.6667	.8442	.713
Information sharing	30	2.00	5.00	3.2000	.8067	.786
Knowledge base innovation	30	1.00	5.00	3.1333	1.1059	1.223
External relations with NGOs	30	1.00	2.00	1.1000	.3051	9.310E-02
External relations with profit companies	30	1.00	2.00	1.5000	.5085	.259
External relations with Government entities	30	1.00	2.00	1.1667	.3790	.144
External relations with community agencies	30	1.00	2.00	1.3667	.4901	.240
External relations with Others	30	1.00	2.00	1.4333	.5040	.254
Extent of external relations	30	1.00	4.00	3.2667	.7849	.616
Relations involving external comparison	30	1.00	2.00	1.6667	.4795	.230
Influencing policy	30	2.00	4.00	2.7667	.7739	.590
Valid N (listwise)	30					