INFLUENCE OF SOCIO ECONOMIC FACTORS ON SUSTAINABILITY OF NON GOVERNMENTAL ORGANIZATION PROJECTS IN KAJIADO NORTH DISTRICT, RIFT VALLEY PROVINCE KENYA.

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A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.

2010
DECLARATION

This research project report is my original work and has not been submitted for academic purposes in the University of Nairobi or any other University.

Signed .................................................. Date 18/08/2010

Jackson Jomo Mabera
L50/71102/2009

This research project report has been submitted with my approval as the university supervisor.

Signed .................................................. Date 18/08/2010

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DEDICATION

To my loving wife Florence Ayuma for the encouragement, understanding, financial and moral support accorded during my study. To my sons Moses and Ikee for their constant prayers, my daughters Victoria and Hope for being there for me and of course my seniors in the Department of Extra Mural for their constant encouragement.
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<td>Non-Governmental Organization</td>
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<td>HIV/AIDS</td>
<td>Hormonal Immune Virus/ Acquired Immune Deficiency Syndrome</td>
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<td>ECOSOC</td>
<td>Economic Social Council of United Nations</td>
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<td>KND</td>
<td>Kajiado North District</td>
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<td>KNCSS</td>
<td>Kenya National Council of Social Services</td>
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<td>CBO</td>
<td>Community Based organizations</td>
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ABSTRACT

This study was undertaken to investigate the socio-economic factors affecting NGO management in Kajiado North. NGOs play a major role in development of various sectors of the economy and social life in Kenya especially in the fields of policy, education, health and religious aspects of the Kenyan communities. Although several NGOs have been registered in recent past to deal with socio-economic issues in society, they have faced several constraints in trying to achieve their set goals and objectives. This is so because community members have deep-rooted cultural and communal values which make it difficult to implement and sustain such projects successively.

It can be noted from several scholars and researchers that this has been an area of major concern in the recent past countrywide and more especially in the advanced communities like Nyeri, Kiambu, Nakuru and slums of Nairobi but no serious study has been conducted in Kajiado North District to unearth the socio-economic factors that lead to this phenomenon. The researcher therefore came up with the gender, the levels of education, the management skills, social conflicts and effects of HIV/AIDS as some of the factors that hamper the implementation and sustainability of NGO projects.

A descriptive survey was conducted by dispatching 30 questionnaires to 15 NGO top management staff to find out if the above factors affect the project sustainability. From the study it was found out that gender disparities lead to failure of projects up to 70%, educational levels caused sustainability failure by about 65% while the management skills affect them up to 57%. From the above findings it is concluded that gender mainstreaming, development in education and excellent management skills through training could foster the sustainability of projects a notch higher. From the study recommended that proper policies and guidelines be put in place to guide the NGO project initiators on the required standards in the areas of gender, education and professional qualifications. It is also worthwhile for other researchers to dig further into the economic culture of dependence and political factors that affect the sustainability of NGO projects in Kajiado North District and the Rift Valley province at large.
CHAPTER ONE

INTRODUCTION

1.1 Background
Theoretical models and practical operations of NGOs present varied interpretations and definitions of what NGOs are, all sorts of organizations have been lumped together as NGOs and various descriptions advanced to include women groups, intergovernmental organizations, associations, trade unions and others. The original typology of NGOs was basically social welfare groups which concentrated on charity and social welfare because community development was seen as prerogative of the government (Fowler, 1993).

The Kenya National Council of Social Services (KNCSS) made earlier attempts to define NGO as a “Nonprofit Making Organization based on voluntary resources and services”, further NGOs should have development and welfare as the principle directive and have legal status (KNCSS 1998).

Sometimes NGOs are confused with CBOs, however it should be noted that not all NGOs are CBOs. CBO only benefit their own members thus they are membership organizations which benefit only the founding members but on the other hand NGOs though founded out of private initiatives can also be public entities benefiting other people “client oriented” versus “member oriented” organizations.

NGOs are voluntary and autonomous organizations whose life lies between the citizens on one hand and the state and market on the other. They promote collective welfare and public good. They include professional and business associations, and those which promote democracy such as human rights and good governance groups, culture groups, parents-teachers associations, clubs and natural resource users (Leshie, 1997).

On registration and definition; NGOs should be registered under an act of parliament sharing in promoting development and being autonomous.
Broadly organizations in the society that are not part of the government and not profit-making are considered to be NGOs although terminologies such as “civil society” have emerged in the world of NGOs.

This broad definition is based on academic interpretation and is problematic because it embraces a large variety of diverse organizations (KNCSS, 1998).

The issue of sustainability for NGOs poses more definitional problems since the roles NGOs play in development generate profits which are ploughed back into the financial mainstream to sustain and expand their developmental agenda thus making NGOs to be seen as development agents.

In Kenya the activities of NGOs are very diversified and variety including environmental conservation, energy conservation, health and food nutrition, water and sanitation, population matters, shelter, relief, communication, education etc. that is unlikely that any one definition will include all NGOs (KNCSS, 1998).

NGOs exemplify types of organizations facing ambiguous context and pressure to gain both commitment and legitimacy. Ambiguity of non profits comes in because of the influence of multiple stakeholders, lack of direct control over resource flows and the size.

To acquire legitimacy or external validations from resource suppliers, NGOs must demonstrate formalization and rationalization of managerial practices and planning practices such as strategic planning. Research has shown that formal planning is frequent and not necessarily associated with traditional measures of performance (Mintzberg 1994a).

It's paramount to note that however strategic plans are drawn and adhered to in the implementation of the envisaged projects, some underlying unforeseen challenges especially the social-cultural life of the pastoralist communities still exist which hamper the proper and efficient outlay of the programs as planned thus prompting the conduct of
this study to come out with the socio-economic factors that affect the management in implementation of NGO projects.

1.2 Statement of the Problem
As much as the NGO’s are struggling to bring change through implementation of social projects it is apparent that the Maasai community particularly those in the KND still value their social and cultural believes such as male chauvinism, low value for the girl child and women, the culture of dependence on donors which hamper effective implementation of social projects even when the NGO’S actually invest a lot in terms of research and resources no tangible achievements could be realized in project implementation. What then are the socio- economic factors affecting implementation of projects in KND?

1.3 Research Objectives

i. To establish the influence of gender inequality on sustainability of NGO projects.

ii. To determine the influence of the Educational levels of managers on sustainability of NGO projects.

iii. To establish the influence of managements skills on sustainability of NGO projects.

iv. To establish the extent to which social conflicts influence sustainability of NGO projects.

v. To establish the extent to which HIV/AIDS scourge influences sustainability of NGO projects.
1.4 Research Questions

i. To what extent does gender inequality influence sustainability of NGO projects?

ii. To what extent does the level education of the management influence sustainability of NGO projects?

iii. To what extent do management skills of project managers influence sustainability of NGO projects?

iv. To what extent do social conflicts affect the sustenance of NGO projects?

v. To what extent does the number of people affected and infected by HIV/AIDS scourge affect sustainability of NGO projects?

1.5 Significance of Study

It is hoped that the research findings will be of significance to the following groups:

The NGO management will find the research findings of great value as the study will bring out the socio-economic factors affecting the NGO’s and will go along way in ensuring easy implementation of projects as the challenges could be foreseen and proper guidelines and plans developed to overcome these challenges.

The Maasai community will learn that the projects are meant to be of value to them and it will be an eye opener to the leaders so that they can change their attitude to support implementation of these projects since they are of economic benefit to them.

The researchers will find great value in this study because it will identify areas for further study and it will be a point of reference particularly on methodology used, research challenges and socio-economic factors among others.

The donor community will find need for more funding since they will be assured that the socio-economic challenges facing the community have been identified and the community enlightened on the need to change their believes for easy implementation of NGO projects.
1.6 Limitations of the Study
The time given for the study was too short thus a major impediment in exhaustion of the target population since the area to be covered was very wide and the project run by the NGOs are far apart the researcher also experienced a few challenges during the research progress which includes the challenges of identifying the sample units from the NGOs operating in this region. Some managers were reluctant to discuss financial matters by citing policy as a reason and other NGOs being located deeper in dry parts of the study area making it difficult for the researcher to travel to such areas many times due to transportation problems. Some respondents were unwilling to fill the questionnaires due to lack of trust since they thought that such responses could expose them to their competitors and may leak to their donors who could discover their undertakings. Limited resources were another limitation. The roads to some other places are impassable and it is very difficult for the researcher sometimes to walk for long distances to NGO offices in the scotching sun.

1.7 Delimitations of the Study
The study was limited to Kajiado North District because this the area where we have several donors coming to assist the community to develop social projects which never sustain themselves due to several factors and challenges arising from values held by the people among other socio economic impediments. The researcher resides in the area and could wish to find out why these projects fail to take off and sustain themselves. The study is limited to responses from NGO management on socio economic factors influencing the sustainability of NGO projects in Kajiado District of Rift valley province. This is because the NGO management staff are the key players in the project management and sustenance are therefore people with first hand information on the same.

1.8 Scope of Study
The study was to investigate the socio-economic factors that affect the sustainability of all the 15 NGO projects in Kajiado North District which are operational at the moment. Two top management staff were interviewed from each of the projects.
1.9 Organization of the study

The study was conducted within the required period so that it meets the deadline of submission to the lecturers. Questionnaires were therefore delivered by hand and picked from NGO to NGO to ensure efficiency in delivery and collection.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This section deals with what other scholars have written about this subject. The researcher will include historical developments of social economic values held by others and how they affect the performance of NGOs as analyzed by scholars elsewhere. The first section will explore the Kenya context of social economic values in relation to NGOs development and studies carried out in recent past about the social economic values and NGO world.

Sufficient literature will be gathered on the gender involvement in these projects, the education standards of the men and women working for this project, the managerial base of the stakeholders, the social conflicts in the community, the educational qualifications attained and the effects of HIV/AIDS scourge which will assist the researcher to make concrete conclusions and recommendations for better sustainability of NGO project in Kajiado North District.

2.1 Overview of the NGO Sector in Kenya
The qualitative and quantitative growth of NGOs in Kenya has been enormous. NGOs registered a cumulative growth in numbers of over 100% between 1977 and 1987 (Fowler, 1998). By 1995 there were 23,000 women’s organizations in the country. (Common wealth Foundation, 1995). Most of the NGOs were registered under the Ministry of Culture and Social Services and later under the NGO co-ordination Bureau (Office of the President). By the start of 2009, 4841 NGOs had been registered by the NGO Co-ordination Board of Kenya.

NGOs started as works of philanthropy mainly in the colonial period and their main activities were based on welfare. Later the activities changed to cover provision of services and later political advocacy and action (Kameri, 2002) with emergency of new
democracies a vibrant civil sector has been ushered which reached their zenith in Kenya, with the re-launch of multi-party politics in 1990s because of enhanced space for freedom of association and democracy.

Generally four broad categories of NGOs have emerged:- Local Charitable Organizations, Largely Christian Initiatives e.g. Y.M.C.A. and Y.W.C.A., Indigenous Ethnic Welfare Associations mainly involved in self-help activities and Occupational Association and Professional Bodies. By the mid 1990s 75% of all registered NGOs were located in Nairobi (NGO Council, 1996). The Kenya National Council of Social Services formed in 1964 could not manage NGOs efficiently and was disbanded in 1990 to form the NGO Co-ordination Board under NGO Act. Due to the problems experienced in the 1980s, 90s and 2000; for example; poverty, Civil strife, conflicts, clashes, internal displacements and degeneration of socio-economic and political systems; the NGOs happened to be victims and participants of all these challenges. (Ndirangu, 1990).

2.2 Socio-Economic Challenges in Kenya and NGO Performance

Since independence Kenya has experienced several socio-economic challenges as announced by the first president that Kenyans needed to fight the challenges of ignorance, poverty and disease to be able to stabilize themselves socially and economically and these challenges are still embedded in our communities forcing us to over rely on aid and support from foreigners.

These are the socio-economic challenges facing most of the communities and this gap should be narrowed so that the performance of the management of whichever projects initiated in these communities can get the expected support and sustenance required. Being glued to some outdated cultural values can be a major setback in development; Culture is defined as values, attitudes and shared behaviors of people in a given region (Hofstede, 2001). A culture represents assumptions, values and behaviors that have enabled people to successfully adapt to their external environment therefore there is a link between culture and the sustenance of projects, and culture being part of social economic lifestyle (Brock et al, 2000). Culture shapes the way people think, behave and
relate. (Hofstede, 2001; Schneider & BarsouX, 2003) and thus affecting decision processes such as planning, culture also varies along critical values and beliefs in turn affecting performance.

2.3. NGOs and Sustainability of Projects

The term sustainability has several phases of looking at it, but from the general point of view it means maintenance of the projects on the standards set at the initiation all the way to completion and maintenance. These standards can be broken into (Koyio, 2009);

- Financial Sustainability which is the ability to generate sufficient cash flows in an ongoing way to guarantee the concern and achievement of project objectives,
- Economic Sustainability which is the ability to identify and employ available local resources in a long run and in a self-generating manner without creating dependencies,
- Social Sustainability which is the project should restore a people’s sense of worth and dignity, projects should aim at cultivating a strong sense of dignity and self-worthy among the members of the community in which projects are undertaken,
- Organizational Sustainability which entails those projects that should aid structural transformation in such away that all organizational structures are responsive to the community’s needs and aspiration. This affects quality of leadership and management of projects, participate decision making, collaborative efforts,
- Technological Sustainability incorporate those Projects that should tap and develop appropriate technology as well as local capacity whereby technical assistance should be such that it is limited towards developing technological capacity.

Environmental Sustainability should involve preservation and regeneration of the natural resources in such away as to assure that the present and future needs of the environment are met, therefore the concept of sustainability has become a buzz word in project management. Emphasis on sustainability from the World Commission on Environment and Development of (UN, 1987) commonly known as the Brunt Land Commission says that the essence of sustainability is to ensure that resources used in projects should meet the current needs while preserving the natural environment so that the indefinite future needs are met, for example the current generation should not compromise the ability of
future generations to meet their own needs. Sustainability also refers to the ability of projects to continue meeting the needs of the community far beyond the time external funding ends.

2.4 How a Project can Assure Financial Sustainability

A project can end with sustainability in mind, while a project should start with absorptive capacities, there must be a deliberate effort to grow the project into a transformative and sustainable manner. The basis for sustainable income generating is the logic of the enterprise, for rural communities, identify and deal with cultural practices that either support or militate against logic of enterprises deriving in a coherent manner. For other income generating ensures observance of business rules and hence a business plan. Therefore the major concern of this study will mainly be concerned with financial sustainability.

Since independence, the Kenya government has strongly supported the industrial and commercial sectors of the economy. This was based on the assumption that only the large modern industrial and commercial entities can bring about economic growth, neglecting the viable informal sector. This article assesses the potential of women in NGO sector and small-scale enterprises. Since independence, women have played a major role in mobilizing themselves in many rural and urban income generating projects. Characteristics of women in the Jua Kali sector are listed. This study will also examine the role of NGOs in the development of Small scale Enterprises; it identifies potential activities for the women whereby the NGOs are seen as facilitators. They can introduce informal sector activities for the formal sector and introduce the women entrepreneurs to the banking industries to increase saving and hence enlarge the base of economic activities. (Donde, 1990).

2.5 NGOs and the Gender Inequality in Project Sustainability

The term gender refers to the balance of responsibility between male and female in all aspects, that is; Reproductive work which constitutes the care and maintenance of the household and its members and includes bearing and caring for children, preparing food,
collecting water and fuel, shopping housekeeping and family healthcare. In poor communities reproductive work is labor intensive and time consuming and is always the responsibility of women and girls, Productive work which involves the production of goods and services for consumption and trade (in employment and self employment). Both women and men can be involved in production activities, but their functions and responsibilities often differ. Women’s production work is often less visible and less valued than men’s, Community work which are activities including the collective organization of social events and services such as ceremonies and celebrations, activities to improve the community, participation in groups and organizations, local political activities and so on.

The type of work is seldom considered in economic analysis, yet it involves considerable volunteer time and is important for the spiritual and cultural development of communities. It is also a vehicle for community organization and self determination. Moser (1993) divides community work into two: Community managing activities are undertaken primarily by women as an extension of their reproductive role. Such activities ensure the provision and maintenance of scarce resources which everyone uses such as water, healthcare and education. This is voluntary unpaid work carried out during women’s free time. Community politics are undertaken primarily by men, who take part in organized formal politics, often within the framework of national politics. They are usually paid in cash for their work or benefit indirectly through improved status of power.

The goal of gender planning is the emancipation of women from their subordinate, and their achievement of equality, equity and empowerment. (Molyneux, 1985) classified gender interests into political and strategic interests. (Moser, 1993) converted the term interests to needs in order to apply them in development planning. Practical gender needs are the needs which if met would assist women in their current activities. Such interventions respond to an immediate preserved necessity in a specific context often related to inadequacies in living conditions. Meeting practical gender needs does not challenge the existing gender division of labor or women’s subordinate position in society, both of which are the causes of practical gender needs (March, 1991). Examples
of intervention that meet women's practical gender needs include the following: Water provision, Healthcare provision. Opportunities for earning an income to provide for the household, Provision of housing and basic services and Distribution of food.

These needs satisfy all members of the household but if they are not addressed, it becomes women's responsibility to meet the respective requirements. According to (Moser, 1993), strategic gender needs are needs that if met would enable women to transfer existing imbalances of power between women and men. Women's strategic gender needs are needs that arise as a result of women's subordinate social status. Strategic gender needs vary with varying context.

They relate to gender division of labour, power and control and may include issues such as legal rights, domestic violence, equal wages and women's control over their own bodies. Meeting strategic gender needs help women to achieve greater equality and challenges their subordinate position including their role in society (March 1991). Interventions that address women's strategic gender needs include the following: Challenges to the gender division of labour, Alleviation of the burden of domestic labor and children, The removal of institutionalized form of discrimination such as laws and legal systems biased in favor of men, Provision of reproductive health services offering women choice over childbearing, Measuring against male violence (Molyneux 1985).

Different feminists have analyzed how the state controls women in different ways. Radical feminists argue that patriarchy, the system of sexual hierarchy whereby men possess superior power and privilege, reinforces women's subordination. Marxist feminists note that women commonly form the cheapest and most vulnerable part of the labour force and this is in the interest of the capitalist state since it pays less wages. Socialism does not liberate women from subordination either because the socialism dream of women joining the proletariat labour force never triumphed to overthrow capitalism. The arguments are numerous, but they all agree that the state promotes the oppression of women. They also agree that the family is the core site of women's oppression.
The state perceives the family as a private sphere and is reluctant to interfere. Many policies - in both socialist and capitalist state - defend family stability and mostly hold the woman responsible for this stability. State policies on women in the family are complex because they vary depending on the purpose of the state. Sometimes the state may support women and at other times (more often) the state controls them. Areas of state intervention or nonintervention include the following: Domestic violence, Female fertility and women's reproductive rights, the legal status of women in marriage, Benefits, rights and welfare.

The state also controls women in the labor market. For example, a man may be entitled to a family wage to cater for a wife and children while the wages of women are often lower than those of men. Different development intervention planning approaches transforms the subordinate position of women by meeting practical or strategic gender needs in different ways. (Moser, 1993) has identified five different types of policy approaches that have dominated development planning over the last few decades. They include welfare, equity, antipoverty, efficiency and empowerment approach. These policies also represent the metamorphosis of women in development (WID) and demonstrate the complexity of the metamorphosis as there is much overlap. In sum, WID policies that address practical gender needs (PGN) are more popular than those that address strategic gender needs (SDN) because the latter do not disrupt the status quo in terms of gender power relation.

Gender needs are tackled strategically in a less radical way by adaptation of the WID equity approach adopted from the 1970s. Arguing that women are disproportionately represented amongst the poorest people, the Purpose of the approach is to ensure that poor women move out of poverty by increasing their productivity. Thus, women's poverty is seen as caused by underdevelopment rather than subordination. The approach recognizes the productive role of women and seeks to meet their practical gender needs of earning an income, particularly in small-scale income generating project. It is most popular with NGOs.
In the most recent times another approach has been formulated to articulate the need of women especially in South Africa, its purpose is to empower women through supporting their own initiatives, thus fostering self-reliance. Women's subordination is seen not only as a result of male oppression but also as a consequence of colonial and neocolonial oppression. The empowerment approach also recognizes that women's experience is very varied, tempered by other factors such as class, race, age and many others. It argues that action is necessary at different levels to combat the values aspects of women's oppressions.

The empowerment approach openly acknowledges the centrality of power—asserting that women have to get more of it in order to change their position. It recognizes the triple roles and seeks to meet strategic gender needs indirectly through grassroots mobilization of women, for example, through organizing women's groups which can make demands for their practical gender needs to be met. Raising awareness about gender issues forms a large part of the chilecam women's programme. According to the development workers, their most important objective is to provide women with general education, increase their self-confidence and awareness, and make them realize that they are important.

The project starts its work with local women with self-confidence workshops, using discussion groups, role-plays and games on such issues as how they can consider their roles in the family and community. They then move on to mini-workshops on health where the rights and responsibilities of women, women's work and labour rights, human rights and other gender-related awareness programs are tackled. Women of Kajiado North District need to be collaborated in such forums.

2.6 NGOs and Education Awareness

NGOs play a substantial role in educating the public not only on how to improve their lives economically but also on their political and social empowerment. NGOs have an important role in the United Nations Systems. Neither the original fully US (18,1944) tentative proposals for a general international organization nor the Dumbarton Dales proposals put forth by the major four powers in (the US, UK, Soviet Union and China)
October 7, 1994 contained any reference to the role of NGOs but only to what would become the specialized agencies of the UN system (11). However, the US delegation to the San Francisco Conference included representatives of 42 national organizations had consultants from the field of Labor, Law, Agriculture, Business and Education. Organization assisting in promotion of education for the youth can be categorized as international and local NGOs, government agencies, financial institutions, business associations and multi-lateral organizations.

This study recognizes that, although there are considerable differences in the activities and standards of performance within categories, each type tends to share a set of similar characteristics including size, geographical scope, institutionalization, socio-economic emphasis, dependence on donors or government subsidies and ability to influence the policy environment. The assistance provided by these organizations can be divided into credit, technical assistance, education and training. It targets community participation through women’s groups, church groups or establishing management committees composed of community leaders.

The NGOs utilize a large number and great variety of funding sources. The study shows that institutions assisting schools in Kenya have a variable set of characteristics and capacities to carry out schools and other tertiary institutions assistance programmes. These institutions must address the policy environment formulated by the government especially by the ministry of education, which currently favours the registration of such private schools and colleges. The design of the programmes chosen by these institutions depends on the characteristics of the clients and the socio-economic context of the geographical location. The study recommends that more links be established between these institutions and the government, that they be effectively integrated into overall national development. (Gichira, 1988).

The National Council of Churches of Kenya’s education Programme started in September, 1990 in the coastal town of Mombasa. The branch operates a group-based minimalists’s credit system to support education. This report addresses its effectiveness,
efficiency, and sustainability. It contains information on gender, type of enterprise, loan disbursements, portfolio quality and in the case of deterioration factors which have caused this.

The report suggests a number of solutions to the problems identified. Training and education on principles and procedures which govern group-based lending schemes, proper management and organization, a good documentation and accounting system and a re-examination of the status of the group performance are some of the problems that the group is faced with. (Oluta, 1992). It will therefore be crucial for the people of Kajiado North District to adopt such good policies.

2.7 NGO Performance and Management Skills

According to Rue and Byars (1992) organization performance generally carries with it an understanding of a degree of achievement measured in terms of results as far as the organizational goals and objectives are concerned. (Sita, 2003) links performance to the knowledge flow and work flow which is mainly the work of management. They should come up with objective key performance indicators to monitor processes and develop measures and criteria to evaluate organizational performance and make reports on deviations from expectations (Yamo, 2006). Through these, causes of failure are addressed and success enhanced within the organization. Studies in other industries indicate that performance measurement and benchmarking is the cornerstone of challenging any industry to become a world class and thus management should be keen to work in these lines (Alarcón et al, 2001).

Bench marking initiatives contribute the most towards cultural change leading to improvement in performance and productivity because firms identify gaps and opportunities and make best use of them. Through bench marking firms also develop continuous improvement programs for all the stages in their process. There fore management require this skill to be able to perform.
This study was based on the 1988/89 rural and 1986 urban labour force surveys undertaken by the Ministry of Planning and National Development. These studies examine division of labour in Kenya in terms of sex and differences in the labor force, unemployment challenges, patterns of employment and the constraints women face within the labor force. Despite the significant contribution of women to the economy, their opportunities within the labour market are very limited.

Although the number of women in the labour force is increasing, the rate of female unemployment and paid less than less than men even when at the same level. Both in the rural and urban areas, they work more hours than men. The subordination of women in the labour force is explained by historical factors, protective labour laws and regulations, discriminatory recruitment policies and the cultural attitudes. Limited access to land, capital and other productive resources compound the problem. Factors that influence women's labour supply include age, marital status, education, domestic production, responsibilities and household status.

Given the importance of women as producers and members of households, the study recommends policies aimed at reducing the high unemployment rate among women, reasonable distribution along the income levels and increasing their earnings relative to men the youth should also be catered for in management positions. Women's access to and control of resources should be improved to enhance their productivity and should be adopted in all levels of management especially that we have gender mainstreaming and affirmative action in the government plans (Sebstad, 1992).

The Undugu society is another body which gives training on proper management skills. Undugu was first registered in 1975 as Undugu Youth Centres. In 1978, it was registered under the Societies Act as Undugu Society of Kenya. Its aim was to solve the problem of parking boys. Undugu activities have now expanded to cater for a wide range of problems experienced by slum dwellers and youth enlightenment programs. Women and youth groups form the majority of Undugu clients. Their activities include rental houses, water kiosks, handicrafts selling foodstuffs, fuel, second hand clothes and small retail
kiosks. Problems are the lack of business management skills, diversion of funds and nepotism, educating slum residents on adoption of good management skills is crucial and benchmarking with them can steer the people of Kajiado North District many steps forward. (Undugu Society of Kenya).

In the process of testing on the need for basic management skills a total of 60 individuals from 108 operators in the informal sector were sampled to analyze self-employment amongst rural primary school leavers in Suna, South Nyanza. Issues investigated included literacy and managerial skills, proficiency in English and Kiswahili and the relationship between schools in Suna area and the informal sector was found to be weak.

This is compounded by the lack of text books. The author proposes a number of areas which should be addressed in order to equip primary school pupils with adequate skills to be able to operate in the informal sector. The primary school curriculum for instance, should emphasize basic literacy skills. Curriculum developers should have a good understanding of the needs of the rural informal sector. The education system should be much more flexible. Further, it should reflect the local environment allowing interaction between schools and the informal sector especially in Kajiado to cater for the standard eight drop outs who miss funds to proceed to high school (Shiunduhji, 1986).

2.8 NGOs and Social Conflict Resolutions
Negotiating for peace in Mozambique and the international crisis supported the NGO world to exercise their potentiality. Peace groups in Burundi also managed to provide a peace forum for the polarized citizens. Forum on early warning and early response (FEWER, UN DPI/1344, 1993). NGOs have therefore played a considerable role in mediation in areas of long-term crisis and conflicts; they assist in monitoring elections, delivery of humanitarian assistance, development aid, advocacy for human rights and justice and lobbying governments to develop long term conditions which promote peace and security. These roles are not always positive but they are not primary players in these Arenas and we realize that they face many challenges in trying to achieve their goals (Harold, 1984).
Since peace is crucial to any economic activity, appropriate policies are important to the whole debate on the role of NGOs in the economic development of Kenya (Gichira, 1990). The author contends that policies which address this issue adequately are likely to help direct resources towards NGOs and in so doing greatly assist the creation of peace in the economy (Gichira, 1990).

The informal sector is playing an increasingly important role in national development. The information needs of the sector and the attempts made by various institutions towards addressing them are noted. It is pointed out that the need for project information centres to cater for this sector must be addressed. The research recognizes the need to broaden the information base in order to effectively disseminate information. This can be achieved through packaging of information (Gikenye, 1993).

Neither the modern wage sector nor the agricultural sectors meet the demand for employment in Kenya. The Government has therefore accorded high priority to the development of NGOs and looks to the private sector to deliver non-financial services in rural non-farm and urban informal sectors. NGOs with networks covering large parts of Kenya are a potentially effective vehicle for promoting this. However, many of the NGOs in Kenya currently support income-generating activities of groups and individuals as an appendage to their small-business creation programmes through the application of a coordinated set of procedures and modules. Such an approach can lead to the formation of successful businesses and the creation of employment for their target groups (Buijs, 1991).

The study appreciates ox-farm employment in rural areas as a solution to problems stemming from rapidly growing population pressures on land, rural unemployment and rural–urban migration. Government and external assistance agencies recognize the potential of ox-farm employment and public as well as private resources are being channeled into providing rural people with occupational skills and to broaden the skills of rural artisans, craftsmen and small entrepreneurs to minimize social conflicts.
The major source of weakness in many rural training programs is that their architects focused too narrowly on the internal design and mechanics of their new training activity and not enough on the relationships it must have to other factors in the local environment in order to be most effective. Kenya's village polytechnic is acclaimed as pragmatic, home grown approach to helping rural young people acquire skills in negotiating for peace. They could use profitability in their own villages. The risk to Kenya's village polytechnic movement is that due to its official expansion, this highly flexible model for non-formal education will become progressively formalized and standardized thus losing its flexibility.

With this loss in flexibility, a non-formal training program fails to relate to the realistic needs of their clients and environment. It is recommended that before a non-formal programme is launched, there is a need to investigate the local skill market and its likely future needs before deciding what type of skill training to offer which can enhance social coherence, Coombs P.H and Ahmed (1974).

2.9 NGOs and the HIV/AIDS Scourge Challenges

The International Conference on AIDS (7-12th July, 1996), challenges facing women with AIDS, NGOs were addressed and deliberated on various issues affecting women and a report compiled by (Mulanga - Kabeya, ESU - Williams, Luo, Meito and Anyangwe, Abstract No. TU.D2736) and came up with the society for women and AIDS in Africa (SWAA), in Montpellier, France; They looked at AIDS and how the scourge affects the performance of NGOs because women and girls are hard hit and ways should be sought to facilitate the necessary anti-viral and injections to manage the pandemic.

In this area many NGOs have gained prestige in coming up with ways of giving moral support and material incentives to enable the affected to move on. This is therefore social problem that require a strong organization's base to deal with change of behavior and sensitize the communities to avoid promiscuity so that the financial support given can be used in other income generating projects.
World Vision Kenya's Urban Advance Ministry has transformed the dwellers of Nairobi's Soweto and Carton City slums. The World Vision staff show how they were able to penetrate “protective shells” and make friends with the slum dwellers, interview them, collect data on backgrounds available resources, talents, family sizes, income and what they would wish to be assisted with information gathered from the interviews to be used to put slum dwellers into coalitions of similar interests and engage them in income generating activities. The Urban Advance Ministry staff themselves as “First aiders” in the slums (Word Vision International, 1992).

The paper compiled by the K-REP researchers indicates the strategies K-REP has adopted to mobilize credit resources for the informal sector. It describes the three phases through which credit policy assistance was provided to a minimalist approach and the improvement of the NGO’s capacity in order to generate funds for the institution and sustain itself. Evaluation of NGO’s that received funds from k-rep revealed the need to be addressed including consolidation of NGOs involved in the informal sector credit provision, savings mobilization, utilization of existing networks and self-sustainability.

The depression facing tropical African economies since the early 1980s and the implementation of Structural Adjustment Programs have adversely affected low income and female headed families. Real wages have fallen which translates into lower living standards. This has forced families to find ways and means of supplementing their income to be able to survive leading to high cases of immorality. Donors and governments have responded by availing funds to assist families in starting and operating small enterprises. This study addresses inter alia efficient allocation and administration of funds, repayment and interest rates. Several models of fund administration based on data from selected programs in Kenya, Malawi and Tanzania are compared. Although the data is insufficient, it appears that government administered programs are more cost effective but have low repayment rates while those administered by NGOs have high rates of repayment and are less cost effective (Dondo and Kadzo, 1990).
A large number of women groups in Kenya have captured the attention of both the government and private agencies as excellent agents for implementation of a wide range of development goals and income generation, many have failed to generate significant income for the participants. This is attributed to insufficient skills, a hostile economic environment for the participants, poor designs and negative cultural beliefs which limit women. A Kenyan NGO, Tototo Home Industries, found that although credit has been viewed as a critical problem for group enterprises run by rural women, the social and economic environment is a greater reason for the poor performance. The role of women in households is not conducive to the operation of an independent business. A new approach was therefore developed for business training that is based on a combination of anthropological research, standard business skills, curriculum development and non-formal education. HIV/AIDS has proved adaptable to other situations (Kane, Walsh and Nelson, 1991). Looked at AIDS and how the scourge affects the performance of NGOs because women and girls are hard hit and ways should be sought to facilitate the production of necessary anti-viral drugs and injections to manage the pandemic. In this area many NGOs have gained prestige in coming up with ways of giving moral support and material incentives to enable the affected to move on. This is therefore social problem that require a strong organization’s base to deal with change of behavior and sensitize the communities to avoid promiscuity so that the financial support given can be used in other income generating projects.

2.10 Conceptual Framework

The socio-economic values upheld by the pastoralists constitute the independent variables that are: gender inequality, education levels, management skills and social conflicts and HIV/AIDS scourge becomes intervening variables. On the other hand sustenance of these NGOs projects will be the dependent variable. On gender inequality there are has been a great influence in project sustainability since the nature of attitude towards gender issues influence the level of support given to such project, this is especially in areas such as maasai land where men support towards women based projects is considered culturally not in order. Gender therefore be brought out by number of
participation of men in women based projects which consequently affect sustenance of projects.

The educational level of the NGO management has an impact on project sustenance since the ratio of educated men to women is very wide in both participation and representation in top management. This affects project sustainability in so far as the provision of technical expertise in project management is concerned. At the same time Management skills as an independent variable as a significant bearing on project sustainability since much of the time professionals with higher qualifications and long period of experience are likely to provide the desired management leadership to overall completion of NGO projects which is not the case in Kajiado North District.

In addition to the above independent variables we also have other variables which do not directly influence project sustenance but have an indirect bearing on the performance of such project these are the social conflict both in work place and at the community level and also the effect of the HIV/ AIDS scourge. The operationalization of this variables is best illustrated in figure 2.1 below.
Figure 2.1 Diagrammatic Representation of Conceptual Framework

Independent Variables

1. Gender equality
   - Female representation
   - Male chauvinism
   - Cultural attitudes

2. Education status
   - Primary level
   - Secondary level
   - Graduate
   - Masters

3. Management level attained
   - Certificate holder
   - Diploma holder
   - Conferences / seminars
   - Workshops

Dependent Variable

Sustainability of NGO projects
   - Achievement of objectives
   - Employment provided
   - Period in operation
   - Financial capability

Moderating Variables

Social conflicts
   - Turnover rates
   - Conflicts
   - Resignation

HIV/ AIDS
   - No. of deaths
   - No. affected
   - No. infected

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From figure 2.1 above it can be noted that the sustenance of projects in terms of financial capability, generation of employment opportunities, achievement of the set objectives and stability in terms of years of study will depend on gender mainstreaming, fair representation of women in projects, the discarding of outdated practices like male chauvinism and cultural attitudes concerning women, efficient management and well educated and trained experts to manage set projects.

The community should embrace peace by avoiding the social conflicts and squabbles that affect the peaceful coexistence leading to failure and loss of experienced staff. The community should be properly sensitized on the effects of HIV/AIDS scourge to keep away from practices that promote the spread of the pandemic.

2.11 Conclusion

The researcher in the review of literature looked at the issues and concerns raised by other scholars especially on gender equality, the levels of education, management skills, effects of social conflicts and HIV/AIDS. It was realized that most scholars came out strongly to support the issues of gender mainstreaming, they also encourage sufficient training for the management staff on NGOs management, good academic standards in relation to ever changing technology and proper sensitization of staffs on matters related to resolving of conflicts and avoidance of practices that promote HI/AIDS scourge.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter will capture the various steps to be taken to facilitate the execution of the study to satisfy the study objectives. They include; Research design, population of interest, data collection instruments, procedures and data analysis techniques to be applied.

3.1 Research Design
A survey design will be used to collect data from NGO management by administering intensively prepared questionnaires. This research study will take a descriptive analysis since variables under measurement describe phenomena whereby the descriptive statistics will be used to present quantitative descriptions of the study responses in a manageable form. The study utilized a cross sectional survey design to collect data and with this method different NGOs in Kajiado North district were surveyed. This design targeted NGOs with operational projects at different stages of development. The researcher collected at least two NGOs top management staff by use of structured questionnaires.

3.2 Location of Study
This research was carried out in Kajiado North District, Rift valley province of Kenya whereby the fifteen operational NGO’s were surveyed and information gathered from top management.

3.3 Target Population
The study targeted 15 NGOs of the Kajiado North district from which a sample of two top management staff were interviewed. At least 30 managers were required to fill questionnaires. From this number a sample of two officers from each NGO project gave their responses which were later tabulated to make inferences. The top management team was targeted positively since they are the principal stakeholders in the project.
3.4 Data Collection Method

Questionnaires were used to obtain data. They were delivered by a personal visit by the researcher or his research assistants to the site of the project under scrutiny. Where possible they were administered on a one on one basis. This was done purposefully to get as much information as possible from the area under study. The questionnaire was semi-structured and contain open-ended likert scale type questions. The questionnaire was designed to obtain information on responses to socio-economic factors influencing sustenance of NGO projects in Kajiado North District. For each of the questionnaires there were introductory remarks introducing the research being conducted and by who, the importance of the respondents contributions and assurance that information given will be handled with confidentiality.

3.5 Validity of Instruments

The validity of an instrument is the extent to which the given instrument can measure what it was intended to (Mugenda and Mugenda, 2005). The researcher therefore ensured that the instruments were thoroughly checked to confirm their conformity with the research objectives. They ensured that the questions and statements in the instrument adequately represent the attributes being measured namely; the gender representation in projects, the level of education, the management skills, the socio-conflicts and the effects of the HIV/AIDS scourge on project sustenance in Kajiado North District. Questionnaires are approved valid instruments to be used for research by experts of research in the University of Nairobi.

3.7 Reliability of Instruments

Reliability measures a degree to which a research instrument yields consistent results regardless of the number of times the exercise is repeated. In this case a test–retest method was used to test the reliability of the instrument. Five questionnaires were administered to a pilot group of respondents as a test of the instruments to determine if the pilot group posses similar characteristics as the study group, this was necessary to identify any errors in the research instruments. After two weeks the researcher administered the same group for authenticity. This piloting was done to check the
reliability of the instrument and above all it helped to identify the ambiguous and statements. Deficiencies in the questionnaires such as unclear instructions, wrong numbering and inadequate spaces were revealed and corrected accordingly.

Table 3.6 Operational definitions of variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicator</th>
<th>Measure</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent variable:</td>
<td>Achieving its objectives</td>
<td>How much is being generated by project per annum</td>
<td>Ordinal</td>
</tr>
<tr>
<td>Sustainability of NGO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>projects.</td>
<td>Providing employment.</td>
<td>Number of people employed by the project.</td>
<td>Ordinal</td>
</tr>
<tr>
<td></td>
<td>Time in operation</td>
<td>How long has the project been in operation.</td>
<td>Ordinal</td>
</tr>
<tr>
<td><strong>Independent Variables</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender inequality</td>
<td>Attitude towards gender issues.</td>
<td>How many men support women affiliated projects</td>
<td>Ordinal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The number of men to women in each NGO.</td>
<td></td>
</tr>
<tr>
<td>Level of education</td>
<td>Educational qualifications of people with degree and above.</td>
<td>Educational levels of men to women ratio.</td>
<td>ordinal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of participants with a degree and above.</td>
<td></td>
</tr>
<tr>
<td>Management skills</td>
<td>The number of people on management positions with professional qualifications</td>
<td>Number of trained managers.</td>
<td>ordinal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Years of experience.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Period in service</td>
<td></td>
</tr>
<tr>
<td><strong>Intervening variables</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>social conflicts</td>
<td>Extent to which conflicts affect project sustainence, high, moderate or negligible</td>
<td>Number of employees who leave service due to conflicts.</td>
<td>ordinal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Level of staff turn over</td>
<td></td>
</tr>
<tr>
<td>HIV/AIDS scourge</td>
<td>The extent to which HIV/AIDS scourge affect sustainence of projects</td>
<td>The number of men to women who die of Aids in every two years.</td>
<td>ordinal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of children affected or infected.</td>
<td></td>
</tr>
</tbody>
</table>
3.9 Logistical and Ethical Considerations
An introduction letter was sought from the University of Nairobi to give the Respondents confidence that whatever they divulged was for academic purposes and their consent was sought and confidentiality assured. The research assistant were properly trained and couched on the right approaches to be able to convince the respondents to spare their time to attend the questionnaires.

3.10 Data Analysis Techniques
Data was analyzed by content analysis whereby inferential and descriptive statistics were used. The following descriptive statistic method were used for data analysis and presentation: frequencies, percentages and ratios where applicable. This enabled the researcher to rank the variables accordingly and make conclusions and recommendations. Statistical package for social sciences (SPSS) was applied for data analysis accordingly. The quantitative responses were coded and a descriptive analysis applied. Essential features were summarized to enable data to be compared by eliminating extreme variations and the qualitative responses were analyzed and used to interpret quantitative data.

3.9 Conclusion
This chapter was out to set light on the indicators that could be used to measure the envisaged constructs. It was also able to set up the target population, data collection instruments and methods, analysis techniques and ethical considerations expected in a research. This will assist the researcher to analyze, present and interpret data in the succeeding chapters.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION.

4.0 Introduction
This chapter presents the analysis and findings of the study as set out in the research methodology. The method of data collection was done through open and closed ended questionnaires, which were developed in line with the objectives of the study.

The research objective was to establish the influence of socio economic factors on the sustainability of NGO projects. Questionnaires were administered by the researcher and picked later. Out of a total of 30 questionnaires, 28 were successfully completed and returned. This is an adequate response rate which represents more than 90% of the response rate. This rate could therefore be used as the basis for conclusions. The Content was analyzed and summarized in the form of tables, percentages and figures and the results are given in this chapter.

4.1 Biographical Data
Out of a total of 28 respondents, 20 were male and 8 female. This translates as 71% male and 29% female, which means there is no gender equality in the top management of projects.

The findings also reveal that most of the managers and directors of projects are aged between 26 to 35 years. 20% of the directors of projects are aged between 26 to 35 years and above 56 years with 6 and 2 respondents respectively. There in no project director or manager identified below 25 years.

The study findings also indicate majority of the managers have a relatively short experience in management of NGOs. The duration and number of years of experience in the managers' current positions is best summarized in the table given.
4.2 NGO Project Sustainability

The findings indicate that the NGOs under study had various ongoing projects for the past two years. The findings indicate that 50% of the projects are below two years. This number is ranked highest. This perhaps explains the fact that at the project inception level, the number of projects is usually highest. Project in the duration bracket of 2-5 years were the second highest at 8 project, while 4 and 2 projects were within the 6-10 years and over 11 years a scope respectively. From the table it can be concluded that most of the projects are still at conception stage because the initiators haven’t got any funding from the donors to start the implementation that is at 43%, those at implementation stage were the second largest at 29% because they were on and off depending on the funding of the donors for facilitation of their envisaged programmes in the project concerned. Those at maturity and review stage were at 14% respectively, they still relied on the donors for support which means they still could not sustain themselves.

From the findings all the fifteen NGOs are attached to the donors for financial assistance. While each NGO claims to have some levels of self sustainability. Majority of them could not stand on their own financially. The average finding for each of the NGO’s stood at Kshs 8m per 2 years clearly showing that NGOs on average are allocated about Kshs 4m per annum to run their operations.

Table 4.1: NGO Project Duration

<table>
<thead>
<tr>
<th>Duration in years as management</th>
<th>No of projects</th>
<th>%</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2 years</td>
<td>14</td>
<td>50</td>
<td>1</td>
</tr>
<tr>
<td>2-5 years</td>
<td>8</td>
<td>29</td>
<td>2</td>
</tr>
<tr>
<td>6-10 years</td>
<td>4</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Over 11 years</td>
<td>2</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100</td>
<td>4</td>
</tr>
</tbody>
</table>

From the findings shown in table 4.1 above it is a clear indication that most of the NGO project have operated for only two years while very few have existed over eleven years.
The respondents indicate various reasons why projects could not sustain themselves financially that is: Lack of financial management skills and lack of enough funding by the donor community were cited as the highest contributors to project non sustainability. Non committed stakeholders, lack of financial support from local community, corruption and delay in funding were also cited as some of the reasons why projects could not be sustained financially. Similarly inter clan conflicts, poor management skills and government legislation issues also create a financial burden on NGOs which make their projects non sustainable.

Table 4.2: Project Stages

<table>
<thead>
<tr>
<th>Project stage</th>
<th>No. of Projects</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conception stage</td>
<td>12</td>
<td>43</td>
</tr>
<tr>
<td>Implementation</td>
<td>08</td>
<td>29</td>
</tr>
<tr>
<td>Maturity</td>
<td>04</td>
<td>14</td>
</tr>
<tr>
<td>Review</td>
<td>04</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From table 4.2 above, it was noted that only 14% of the project are at the review stage which means most of the projects either die at conception, implementation or maturity stage. Although most of the projects are seen to be at conception stage that is 43%, it doesn’t mean that they were initiated recently but the reason for remaining there is due to lack of proper management for them to progress. Consequently about 29% of the projects are noted to be at implementation stage and it was discovered that they have been lying at that stage for many years. This phenomena can be attributed to poor management practices, frequent socio conflicts, lack of equal gender representation and effects of HIV/AIDS scourge.

4.3 Gender Equality in Relation to Project Sustainability

It was noted from the comments given that if more women could be involved in implementation since most projects affect them directly, it will lead to sustainability.
The findings also indicate gender disparity in terms of management representation. From the findings 70% of the project directors and managers were men, only 10 women or 30% project directors or managers were women. In addition the findings also identified other stakeholders who were important in project implementation apart from community donors and management. There stakeholders include; the social workers, the church leaders, the teachers, the government, initiators among others.

Table 4.3: Gender Equality and Project Sustainability

<table>
<thead>
<tr>
<th>Gender</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>242</td>
<td>79</td>
</tr>
<tr>
<td>Women</td>
<td>66</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>308</td>
<td>100</td>
</tr>
</tbody>
</table>

From the table 4.3 above, it is very clear that a lot need to be done to ensure that gender balance is achieved, this is because it was found out that 79% of the projects are managed by men while only 21% are managed by women. This is a clear sign that there is gender inequality in the management of NGO projects. Since most of the projects are women oriented it can only be proper to integrate women in this project for them to progress. This is because it is difficult for men to foresee and achieve the set goals and objectives in women related matters.

4.4: Level of Education

In terms of educational qualifications in relation to project directors and managers, the study findings indicate that only 2 masters and 2 degree holders were men and women. This is also the case for degree holders. However, more men than females had A level qualifications at 4 and 2 respectively. It was also found out that 6 lady managers and 10 male managers posted O’ level grades with only 1 primary school graduate as a project director. The level of educational qualification of the respondents in terms of their gender is summarized in table 4.4 Educational qualification of the respondents.
From table 4.4, it can be noted that form 4 graduates form the greatest number of managers NGO projects at 57%.

This is ranked at position one followed by degree holders at position two with 21%, masters contribute about 14% of the top management while primary certificate holders come last with 7%. This is a clear indication that if the project absorbed people with higher academic qualifications, sufficient management skills and reasonable working experience the performance would move a notch higher. This is because those projects which were run by masters and degree holders experienced less social conflicts and less cases of HIV/ AIDs thus making them more productive.

4.5 Level of Training

In terms of trainings attended in the last two years findings indicate that a few managers have attained professional certificates, quite a number have attended workshops while all of them have gone through in service courses. Most of the managers were also found to have attended conferences and seminars where they were sensitized on the management of NGO projects as shown in table 4.5 below.
Table 4.5: Level of Training

<table>
<thead>
<tr>
<th>NGO</th>
<th>Management Certificate</th>
<th>In service courses</th>
<th>Workshops and Seminars</th>
<th>Conferences</th>
<th>Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skate</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Tupodema</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Maasai Nomadic Educ</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Action Aid</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Generation at Risk</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>U-Turn to Christ</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Dream Project</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Huruma Children</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Health Care Kenya</td>
<td>6</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Compassion Kenya</td>
<td>6</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Christian Mission Aid</td>
<td>7</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>The Cactus Kenya</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Saigeri Project</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>A.D.O.E Kenya</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Alphajeta</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

From table 4.5 above it is clear that most of the top management don’t possess any professional qualifications. It was also found out that 6 out of 15 projects were being run by people with only certificates grades. It is also clear that most managers have only attended in service trainings of which they have not completed. At least in every NGO project we had managers who have had an opportunity to attend either a conference, a workshop or a seminar, which was mostly seen in projects under two years of age.

4.5.1 Senior Management on Working Experience

The findings indicate that majority of the managers had an experience of 5 years which represents 36%. Eight managers had an experience of 2 years which represent 29% while two managers at an experience of 11 years representing 7% which means the top
management have little experience concerning project management at only 7% with over eleven years. This can best be illustrated in table 4.6 below.

Table 4.6: Management Working Experience

<table>
<thead>
<tr>
<th>No. of managers</th>
<th>Experience in years</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>2</td>
<td>29</td>
</tr>
<tr>
<td>10</td>
<td>5</td>
<td>36</td>
</tr>
<tr>
<td>8</td>
<td>6</td>
<td>29</td>
</tr>
<tr>
<td>2</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.6 above, it was found out that those NGO projects run by managers with over eleven years of working experience performed better in terms of generational funds, creation of job opportunities and delivery of services to the public. It was followed by projects run by managers with six and five years working experience respectively who also stipulated a relatively high performance rate. The projects which were managed by managers with two years experience came in last which is a clear indication that working experience is paramount in the achievement of NGO set goals and objectives.

4.6 Social Conflicts and their Influence on Project Sustainability

The findings of the study also brought out some of the social factors which affect project sustainability. The respondents identified land classes, land squabbles, intercommunity conflicts and staff succession wars as some of the reasons for project non sustainability. The table below shows the number of employees leaving jobs due to social conflicts. It was noted that in two years 8 projects lose about 50% of their employees due to conflicts, 4 projects lose about 33% of employees and 3 loose about 17%, which means social conflicts are determinant factor in the project sustainability. This can best be illustrated in table 4.7 below.
Table 4.7: Employee Turn Over due to conflicts

<table>
<thead>
<tr>
<th>No. of projects</th>
<th>No. of Employees leaving in 2 years</th>
<th>G.Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>5</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>4</td>
<td>10</td>
<td>40</td>
<td>33</td>
</tr>
<tr>
<td>8</td>
<td>15</td>
<td>120</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>175</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the table above it can be concluded that if social conflict can be minimized in the places of work, employee turn over will decrease considerably because it was noted that in the last two years 175 employees have left job in conflict related circumstances therefore if those employees were retained the performance would have been better. Out of the 15 projects eight of them recorded 50% loss, 4 recorded 33% loss while 3 recorded 17% loss.

4.6.1 Management Rating of Social Conflicts

From the findings it was noted that the relationship between employees, the community, the initiators, the stakeholders and the management of the projects can also affect sustainability highly since about 57% of the respondents rated it highly, 29% of the respondents rated it moderately while 14% indicated that it was negligible. From the above the researcher concluded that social conflicts could highly affect project sustainability. This result could best be illustrated in table 4.8 below.

Table 4.8: Management rating of social conflicts

<table>
<thead>
<tr>
<th>Effect on Performance</th>
<th>No. of respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly</td>
<td>16</td>
<td>57</td>
</tr>
<tr>
<td>Moderately</td>
<td>8</td>
<td>29</td>
</tr>
<tr>
<td>Negligible</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the above table it is evident that NGO sustenance is highly affected by social conflicts amounting to 57%, about 29% of the respondent rate social conflicts as
moderately affecting NGO sustenance while only 14% went for negligible. In conclusion it is crucial to note that social conflicts are major factor in sustenance of projects.

4.7: Effects of HIV/AIDS Scourge on Project Sustainability

The HIV/AIDS scourge was seen to adversely affect project sustainability by about 78% of the respondents from 10 projects which recorded 109 employees who were either infected or had died from the scourge in the 28 projects. None of the project surveyed had lost less than 5 employees in the last two years. The researcher noted that if nothing is done to stop this trend, it can be very dangerous for NGO project sustenance as shown in table 4.10 below.

<table>
<thead>
<tr>
<th>No. of Projects</th>
<th>Average No. of death employees, in last two years</th>
<th>Total No of employees</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>5</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>7</td>
<td>6</td>
<td>42</td>
<td>39</td>
</tr>
<tr>
<td>3</td>
<td>14</td>
<td>42</td>
<td>39</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>109</td>
<td>100</td>
</tr>
</tbody>
</table>

From table 4.9 above, about 23% of employees have died from five projects, 39% representing 42 employees have been lost from 7 projects and 14 employees have also died in the last two years from three of the projects respectively. This makes the total number of employees who have died of the scourge in the last two years to amount to 109.

4.7.1: Management Rating of HIV/AIDS Cases

The senior management also rated the effects of HIV/AIDS scourge on projects as 54% on the higher side while those who rated it moderately were at 21% and the lowest influence on sustainability was rated at 25% in the last two years respectively which means that the sustainability of projects is really affected by the death of employees.
affiliated to this projects leading to their slow base of growth. These results can best be illustrated in table 4.11 below.

<table>
<thead>
<tr>
<th>Responses on effects</th>
<th>No. of respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly</td>
<td>15</td>
<td>54</td>
</tr>
<tr>
<td>Moderately</td>
<td>6</td>
<td>21</td>
</tr>
<tr>
<td>Negligible</td>
<td>7</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From table 4.10 above, it is evident that the effects caused by employees infected and affected by the HIV/ AIDS are immense and contribute highly to less development of NGO projects. Approximately 54% of the respondents rated the effects of HIV/ AIDS as highly affecting performance, 21% rated it moderately while 25% rated it as negligible but all in all if 54% was added to the 21% who went for moderate it can be realized that about 75% of the respondents agree that the scourge affects NGO sustenance.

4.8 Stakeholders Participation in Project Choice

From the findings it was noted that most of the projects were initiated by interest groups and are the greatest participants at 40% meaning that the projects were oriented to the owners and thus they formed the top management of such NGOs. Secondly the community was ranked number 2 with 27% meaning most projects were alienated to the community and thus could not prosper since the community is made up of the poor and semi-illiterate people. thirdly the church bodies owned 20% of the projects and lastly the donors with 13% meaning that donors were not confident with the idea of leaving NGO projects on the hands of the community this can be illustrated in table 4.12 below.
Table 4.11: Stakeholders Participation in Project Choice

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>No of projects</th>
<th>%</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donors</td>
<td>2</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>Community</td>
<td>4</td>
<td>27</td>
<td>2</td>
</tr>
<tr>
<td>Interest groups</td>
<td>6</td>
<td>40</td>
<td>1</td>
</tr>
<tr>
<td>Church bodies</td>
<td>3</td>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
<td><strong>100</strong></td>
<td><strong>4</strong></td>
</tr>
</tbody>
</table>

In the above table it was found out that most of the projects were initiated and run by interest groups the interest groups were mostly interested in developing themselves at the expense on the community and other stakeholders. The community was represented by 27% of the projects but members of the community were not allowed to manage these projects and thus they could not get the grass root support. The churches controlled 20% of the projects and they put their own people to manage these projects. Donors controlled 13% of the projects because they did not have confidence with the community members.

4.9 Conclusions

From the analysis, presentation and interpretation of the data collected, it is crucial to note that the socio economic factors immensely contribute to the sustenance of NGO projects in Kajiado North district. The researcher came out with gender inequality, low levels of education, poor management skills, social conflicts and effects of HIV/ AIDS scourge as pertinent factors that affect sustenance. Therefore, the NGO world should adapt this report to assist them set up relevant policies and procedures which could help them set standards that are expected in relation to the above objectives so as to employ management staff which can help them to achieve set goals and objectives.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

5.0 Introduction
This project was out to find out how the social economic factors that influence the sustenance of NGO projects and to what extend such factors could affect or enhance such NGO projects. The researcher had three major objectives to find out that is; the influence of gender, level of education, management skills and other moderating variables like social conflicts and effects of HIV/AIDS scourge. The findings have been analyzed above and the researcher comes up with the following summary of findings, conclusions and recommendations.

5.1: Summary of Findings
The objective of this study was to find out the social economic factors influencing sustainability of projects in Kajiado North District, Riftvalley province of Kenya. A study was subsequently carried out and the directors and project managers were requested to fill questionnaires. 28 out of the 30 targeted staff filled the questionnaires which represented 93% of the response rate. From the findings of the study it was clearly expressed as shown in the previous chapter that the sustenance of the projects still lie on the hands of the financiers because most of them quoted delay in receiving of funds as one of the challenges they face.

The working experience came out explicitly as some of the reasons why the NGO projects could not sustain themselves. For example it was noted from the findings that about 29% of the managers had only 2 years of working experience in project management. Those with experience of 3-5 years were 36% while those with over 11 years only comprised about 7% which shows that lack of management skills is evident.
The level of education also came out as a factor affecting the sustainability of NGO projects. From the findings it was evident that only 7% of the management had a masters degree or had graduate qualifications respectively. Most of the managers were found to be A-level at 21%, O-level at 57% and primary level at 7% respectively. This means that O-level graduates were the most managers in the projects. It was discovered that those projects run by masters holders performed better any of the others. This is enough evidence to show that educational qualifications highly contributes to sustenance of projects.

Gender was also found out to be a major factor in project sustenance since most of the projects were initiated by women though from the findings it was noted that the number of women in the management of this projects was negligible at 21%. Men comprised of 79% of the management team which makes sustainability a nightmare since men, may not understand issues affecting women when they assume the management positions in women oriented projects.

It was also noted by about 90% of the respondents that the social conflicts and HIV/AIDS scourge affected the sustainability of projects since the places of work had staff conflicts and community squabbles which killed the teamwork spirit. Many people seem to have died from the HIV/AIDS scourge in the last 2 years affecting the running of projects even further. Therefore poor management skills, low levels of education, gender inequality, social conflicts and HIV/AIDS scourge are contributing factors to lack of sustainability of NGO projects.

5.2 Discussion of Findings
The researcher noted that about 70% of the projects were managed by men while only about 21% were run by women where as most projects were initiated and were out to assist the girl child and women, these findings agree with a study conducted by Moser (1993) in a study entitled Women and Development conducted in the Soweto slums of South Africa and found out that although most women were the target to the benefits of NGO development strategies, most of them never receive the benefits because most
programs initiated by such NGOs do not include women in the management and implementation of the same programmes.

On the issue of level of education the researcher found out that the people managing the projects were mainly O-level graduates because most of the project initiators did not mind about the level of education. This is because most of the directors and managers running such projects are locals only interested in donor funding and not sustainability. This finding concurs with a study conducted by Gichira (1998) which found out that most registered NGOs did not have proper policies regarding the level of education of the management and employees below them. A study conducted by the UN(1944) also concluded that most NGOs did not mind on the level of education of the employees. A study by Oluta (1992) recommends proper training and excellent academic qualifications especially in the principles and procedures of running NGO projects to be adapted by all employees of NGO projects.

Management skills were found out to be very wanting since most of the senior management in the projects were either a group of relatives, friends or church leaders who had not undergone any training on the running of projects. The management did not have any set goals and objectives which is a recommendation by Sita (2003) whereby he recommended that each NGO must have clear set goals and measurable objectives for it to have a degree of achievement. Yamo (2006) also talks about management being sensitized on how to set indicators which are measurable to be able to come out with reports highlighting the deviations from the original plans for any adjustment to be made. The management of projects in Kajiado North District, therefore, need more training on the management of projects apart from just attendance of conferences and seminars.

The social conflict ranging from office quarrels, clashes, squabbles and bad relationships led to poor performance in projects since some employees opted to either resign or were sacked. The quarrels were mainly financial and management oriented. The researcher concluded from the findings that if such quarrels could be avoided, the project sustainability could improve. This finding is in agreement with a study conducted by
Gikenye (1993) in Nairobi slums whereby he recommended that the management of projects be broadened with information on management issues including social matters affecting employees so that they can be in a position to resolve them, for project performance to improve.

On HIV/AIDS it was found out that in the last two years about 109 employees had passed on due to HIV/AIDS related infections, this in return affected the sustainability of such projects because the experienced staff were rid off by the scourge. These findings agree with a study carried out by Vision International (1992) in Nairobi Soweto slums which found out that the HIV/AIDS scourge slackens or affects the level of performance of NGO projects. This also agrees with data collected by Dondo and Kadzo (1990) from Tanzania, Malawi and Kenya which found out that high death rate of employees by scourge affects Jua Kali and NGO project employees.

5.3 Conclusions

This research study sought out to establish the influence of socio-economic factors in the sustainability of NGO projects in Kajiado North District which included; Gender Inequality, Educational Qualifications, Management skills, social conflicts and the effects of HIV/AIDS on the sustainability of project which is the dependent variable. From the study findings it can be concluded that gender plays a significant role in project sustainability as it was noted from the responses that about 70% of the project are gender based but women play an insignificant role in the management of this projects.

At the same time professionalism plays a key role in project implementation and sustainability. Managers should have professional certificates to enable them acquire the necessary skills required for NGO management.

Another crucial factor for project sustainability is the educational qualifications which from the findings were discovered to be inadequate. The researcher therefore concluded
that all managers in charge of the projects should possess reasonable academic qualifications.

Finally from the findings it was clear that social conflicts and HIV/AIDS has a great impact on project sustainability since NGOs which posted HIV free employees were found to have more sustainability as compared to those who were either affected or infected by the virus. For a healthy workforce leads to more productivity, the researcher therefore concluded that people should be sensitized on the effects of the scourge so that they can avoid practices which could affect their health status more especially on sexual matters.

5.4 Recommendations

From the study findings the researchers recommends that:

i) NGOs put in place better policies more especially on the management skills held by managers in order to improve on the levels of performance and sustenance of projects.

ii) The donors should do appropriate base line survey before they initiate or support any projects in the area and they should make follow ups to confirm that their money is being spend for the projects intended, also the stakeholders of this projects should be keen to confirm and recommend areas that need adjustment in the process of implementing the originally set goals and objectives.

iii) The management of NGO projects should ensure that they train themselves in the relevant fields for them get the necessary skills which will enable them to manage projects more efficiently, the employees in this projects should also undergo proper training on implementation procedures and policies.

iv) The community should be informed that the projects initiated by donors belong to them and are meant to improve their lives and therefore should be given enough support. Above all, they should shun relationships which foster the spread of the HIV/AIDS scourge.
5.6 Suggestions for Further Research

The researcher suggests that further research be undertaken on the following:-

i. The influence of financial dependence culture on the sustainability of Non Governmental Organization projects in Kajiado North District.

ii. The influence of political factors on the sustainability of Non Governmental Organization projects in Kajiado North District.
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APPENDICES

APPENDIX 1

Cover Letter used for Questionnaire

This research questionnaire is part of my Master of Arts degree in Project Planning and Management at The University of Nairobi. It aims to find out the influence of social economic factors on the sustenance of NGO Projects in Kajiado North District, Rift Valley Province, Kenya.

I promise that the responses and information given will be used for only academic matters and will not be divulged to unauthorized individuals or institutions.

Yours Faithfully

Jackson J. Mabera
APPENDIX 2

QUESTIONNAIRE FOR NGO MANAGEMENT

Kindly read the following questionnaire and answer appropriately by either ticking in the right information in the box provided or briefly filling in information required in the spaces provided. tick appropriately.

SECTION A: Biographical data

i). What is your gender? Male □  Female □

ii). Marital status Married □  Single □

iii). Your age bracket

Below 25 years □
26-35 years □
46-55 years □
Above 56 years □

iv) Indicate the NGO name ____________________________

v) Your position in the NGO

Subordinate Staff □
Middle level Manager □
Senior Management. □

vi) For how long have you served in your current position?

below 2 years □
2-5 years □
6-10 years □
Any other, specify □
SECTION B: NGO Project Sustainability

a. For how long has this project been in operation
   - Below 2 years
   - 2-5 years
   - 6-10 years
   - Over 11 years: specify

ii) How many employees are working in the project?
   - Number of men
   - Number of women
   - Total No. of employees

SECTION C: Gender participation

i) Who were the initiators of the project?
   - Donors
   - Community people
   - Interest Group
   - Church Bodies
   - Men
   - Women

ii) What is the gender representation in the management of the project?
   - No. of men
   - No. of women

iii) Specify any other stakeholders apart from the management, community and the donors.

SECTION D: Level of Education

i) What are the educational qualifications of your employees?
   - Master degree:
     - No. of men

53
No. of women □

**Bachelor’s degree:**
No. of men □
No. of women □

**A level graduate:**
No. of men □
No. of women □

**O level graduate**
No. of men □
No. of Women □

**Primary graduate**
No. of men □
No. of women □

**SECTION E: Management Skills.**

i) Any training attended on NGO management.
   No. of seminars/ workshops attended □
   No of in-service courses □
   No o conferences □
   Certificate courses offered. □

ii) For how many years have you managed projects?

   Below 1 year □
   1-5 years □
   6-10 years □
   11-15 years □
SECTION F: Effects of HIV/AIDS

i) About how many NGO employees have you lost to HIV/AIDS scourge in the last two years?
   - [ ] 1 to 5
   - [ ] 6 to 10
   - [ ] 10 to 15

ii) To what extent does this affect the performance of the project?
   - [ ] Highly
   - [ ] Moderately
   - [ ] Negligible

SECTION G: Effects of Social Conflicts

(i) Roughly how many employees have either been sacked or left duty due to social conflicts in the last two years?
   - [ ] 1- 5
   - [ ] 6-10
   - [ ] 11-15

(ii) How does the employee turnover affect sustainability of projects?
   - [ ] Highly
   - [ ] Moderately
SECTION H: Project Analysis

a) At what stage is the project?
Conception stage □
Implementation stage □
Mature stage □
Review stage □

b) How much per annum do you receive from the donor?

__________________________

c) How much do you generate per annum from this project?

__________________________

d) Is the project able to sustain itself financially?
Yes □
No □
If no, what challenges do you face? __________________________

End.
Thank you very sincerely for your honest feedback
God bless you.
APPENDIX 3

LIST OF SURVEYED NGOs

1. Skate
2. Tupodema
3. Maasai Nomadic Education
4. Action Aid
5. Oxfam
6. Generation at risk
7. U-turn to Christ
8. Dream Project
9. Huruma Children
10. Health Care assistance Kenya
11. Compassion International Kenya
12. Christian Mission Aid
13. The Cactus Kenya
14. The Saileel Water Project
16. Alphajeta
APPENDIX 4

PILOT QUESTIONNAIRE.

Kindly read the following questionnaire and answer appropriately by either ticking in the right information in the box provided or briefly filling in information required in the spaces provided.

Section A: Biographical data: tick appropriately.

i). What is your gender? Male [ ] Female [ ]

ii). Marital status Married [ ] Single [ ]

iii). Your age bracket

- Below 25 years [ ]
- 26-35 years [ ]
- 46-55 years [ ]
- Above 56 years [ ]

iv) Indicate the NGO name ____________________________

v) Your position in the NGO

- Subordinate Staff [ ]
- Middle level Manager [ ]
- Senior Management. [ ]

vi) For how long have you served in your current position?

- below 2 years [ ]
- 2-5 years [ ]
- 6-10 years [ ]
- Any other, specify [ ]
Section B: Management Skills.

i) Your level of education

- Primary graduate
- Secondary school graduate (KCSE)
- A-level graduate (KACE)
- Degree holder
- Master
- Any other, specify

ii) Any other training attendance on NGO management.

- No. of seminars/ workshops attended
- No of in-service courses
- No o conferences
- Certificate courses offered.

iii) For how many years have you managed projects?

- Below 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- Any other, specify

iii) What are the common challenges faced in your endeavors to sustain projects in Kajiado North District?

- Gender Disparity
- Education disparity
Lack of management skills
Community Conflicts.
HIV / AIDS scourge

SECTION C: NGO PROJECT SUSTAINABILITY

i. For how long has this project been in operation

   Below 2 years □
   2-5 years □
   6-10 years □
   Over 11 years: specify □

ii) How many employees are working in the project?

   Number of men □
   Number of women □
   Total No. of employees □

iii) What are the educational qualifications of your employees?

   **Master degree:**
   No. of men □
   No. of women □

   **Bachelor’s degree:**
   No. of men □
   No. of women □

   **A level graduate:**
   No. of men □
   No. of women □
O level graduate
No. of men □
No. of Women □

Primary graduate
No. of men □
No. of women □

ii) At what stage is the project?

Conception stage □
Implementation stage □
Mature stage □
Review stage. □

iii) a. Are you still attached to donor?

Yes □
No □

b) If yes, about how much per annum do you receive from the donor

__________________________________________

c) If no, how much do you generate per annum from this project

__________________________________________

d) Is the project able to sustain itself financially?

Yes □
No □

If no, what challenges do you face? ____________________________________________
iv) a. Do you get affected by social conflicts in sustainability of projects?

Yes □

No   □

b) If yes, which ones;

Inter community wars □

Land clashes □

Clan squabbles □

Staff quarrels □

c) To what extent do they affect your performance?

Very adversely □

Relatively adversely □

Negligible □

v) Does the number of people dying of HIV/AIDS scourge affect the sustainability of your projects?

Yes □

No   □

b) If yes; to what extent does it affect?

Highly □

Moderately □

Negligible □

c) How many people have you lost to Aids since the project was initiated?
SECTION D: Stakeholders participation

i) Who chose the project?

- Donors
- Community people
- Interest Group
- Church Bodies

ii) a. Was the community involved in the implementation of this project?

- Yes
- No

b. If yes, how many

- Men
- Women

iii) What is the gender representation in the management of the project?

- No. of men
- No. of women

iv) Specify any other stakeholders apart from the management, community and the donors.

End.

Thank you very sincerely for your honest feedback

God bless you.