AN ANALYSIS OF THE EFFECTS OF CULTURE ON THE SUCCESS OF INTERNATIONAL AGRICULTURAL NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

BY: KIRUGUMI ANN THOGORI

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SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI

NOVEMBER 2010
DECLARATION

This Management Research Project is my original work and has not been presented for a degree in any other university.

Signed ___________________________       Date _____12/11/2010____________

KIRUGUMI .ANN. T
D61/P/7516/2005

This Management Research Project has been submitted for examination with my approval as the University Supervisor.

Signed ___________________________       Date _____12/11/2010____________

DR. JOHN YABS
DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY OF NAIROBI
DEDICATION

This research project is dedicated to my parents Mr. & Mrs. Kirugumi, my sisters Irene Wangechi, Ruth Wanjugu, Leah Murugi and the late Jane Muthoni as well as all my friends who encouraged and supported me to completion.
ACKNOWLEDGEMENT

The completion of this study would not have been possible without the invaluable contribution of my supervisor Dr. John Yabs, who helped develop this study from the initial idea to the final report tirelessly guiding, correcting and commending my work all through. Special thanks also for my moderator Dr. Ogutu, the University of Nairobi lecturers and fellow students who provided input into this study.

I am also extremely grateful to all my colleagues and supervisors at work for supporting me in numerous ways including granting me time off during the study and taking their time to respond to my questionnaire.

In addition, I would like to thank all the respondents who spared their time to review my questionnaire and provided me with invaluable input for this study as indeed were it not for their cooperation and willingness to respond, this study would not have become complete.

Finally I thank the Almighty God for giving me the strength and the grace throughout this study.
ABSTRACT

Despite the world becoming a global village, research shows that organizational strategies, structures and technologies may be alike but there are numerous differences among people within organizations in different cultures. Failure rates for overseas assignments average 45 percent and this is largely attributed to lack of cultural adaptation/ cross cultural training.

This study therefore sought to analyze the effects of culture on the success of International Agricultural NGOs operating in Kenya with specific objectives being to find out what elements of culture affect the success of International Agricultural Non-Governmental Organizations and number two, to find out how International Agricultural Non-Governmental Organizations respond to various elements of culture.

A cross-sectional research design was used with the population of interest being all those NGOs dealing with Agriculture and are international in nature. Primary data was collected using a questionnaire that was designed so as to address all the research questions and this questionnaire was then distributed to the targeted population through hand delivery or via email. Data analysis was done using descriptive statistics with the specific statistical measures used being the mean, average and cumulative frequencies. The data was been presented in graphs, tables, charts accompanied by narrations.

From the findings, it was noted that the INGOs to a moderate extent have had to review various issues to accommodate the various elements of culture and that these INGOs employ different cultural orientation strategies to a moderate extent to ensure that their activities are successful. Overall, the results show that the INGOs in Kenya have understood and interpreted the meaning of culture among members and hence do not pose any major challenge to their operations. Given the fact that these organizations are international they have tended to share their experiences from different countries. It was also noted that most of the Organizations also engage staff from Kenya thus minimal challenges of culture occurring.
The conclusion of this research is that in overall it can be observed that the INGOs in Kenya have to a moderate and little extent been affected by the elements of culture. Despite the little impact, the organizations seem to have adopted various cultural orientation strategies.

The major limitations of the study were that it only focused in INGOs that are in the agricultural sector. And the findings may not entirely be applicable to all the INGOs that are involved in other sectors. Secondly, the study also focused on staff who responded on behalf of the INGOs whose views might not necessarily represent the individual cultural challenges that other staff in such organizations have faced.

This study recommends further research on other INGOs in other sectors and also targeting individual staff in such organizations to have their personal experiences.
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<tbody>
<tr>
<td>AAAE</td>
<td>Association of African Agricultural Economists</td>
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<tr>
<td>ACDI-VOCA</td>
<td>Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance</td>
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<td>AGRA</td>
<td>Alliance for a Green Revolution in Africa</td>
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<tr>
<td>CIMMYT</td>
<td>International Maize and Wheat Improvement Center</td>
</tr>
<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>EAC</td>
<td>East African Common Market</td>
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<tr>
<td>EAGC</td>
<td>East Africa Grain Council,</td>
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<td>EAMLI</td>
<td>East Africa Market Linkages Initiative</td>
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<tr>
<td>FAO</td>
<td>Food and Agricultural Organization</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>MNCs</td>
<td>Multi National Companies</td>
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<tr>
<td>IFAD</td>
<td>International Fund for Development of Agriculture</td>
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<tr>
<td>ILRI</td>
<td>International Livestock Research Institute</td>
</tr>
<tr>
<td>INGOs</td>
<td>International Non Governmental Organizations</td>
</tr>
<tr>
<td>IFOAM</td>
<td>International Federation of Organic Agriculture Movements</td>
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<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>Non Governmental Organizations</td>
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<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
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<tr>
<td>TSBF-CIAT</td>
<td>Tropical Soil Biology &amp; Fertility Institute at the International Center for Tropical Agriculture</td>
</tr>
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<td>USA</td>
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