

**FACTORS INFLUENCING EMPOWERMENT OF LOCAL LEVEL PARTNERS BY
INTERNATIONAL HEALTH SECTOR NON-GOVERNMENTAL
ORGANIZATIONSIN NAIROBI, KENYA**

BY

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DECLARATION

This research project is my original work and has not been presented for an award in any other university

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DEDICATION

This research work is dedicated to my Parents, in memory of my Late Dad Raphael K Njurai, my Mum Gladys Wambui Njurai, and my daughter Risper Wambui.

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LIST OF ABBREVIATIONS AND ACORONYMS

GoK	-	Government of Kenya
HENNET	-	Health NGOs Network
IMF	-	International Monetary Fund
INGO	-	International Non-Governmental Organisation
KFA	-	Kenya Farmers Association
MDGs	-	Millennium Development Goals
MYWOs	-	Maendeleo ya Wanawake Organizations
NCCK	-	National Christian Council of Kenya
NGO	-	Non-Governmental Organisation
SAPs	-	structural adjustment programmes
SPSS	-	Statistical Package for Social Scientists
YMCA	-	Young Men Christian Associations
YWCA	-	Young Women Christian Organization

ABSTRACT

Majority of international NGOs have internal mechanisms for needs assessment and the determination of financial and in-kind resources to be allocated to local NGOs. Direct involvement in the empowerment of locally established and registered organizations is also in place. In the Kenyan context, support to empowerment of local level organizations by international NGOs has remained unsystemized. Policies and guidelines that speak to supporting local level organizations in Kenya are non-existent. Every organization applies its own custom-made internal policies and guidelines. This study therefore sought to guide in policy formulation as a reference point. The purpose of this study was to assess the factors influencing health related international NGOs in empowering local level partners in Kenya. A descriptive cross-sectional design method was used for this study. The target population of this study included the 1925 management staff of the 77 international health related NGOs registered with HENNET. Stratified proportionate random sampling technique was used to select a sample of 193 respondents. This study used questionnaires and interview guides for primary data collection. The researcher analysed the quantitative data using descriptive statistics by applying the statistical Package for Social Science (SPSS V.19.0). Content analysis was used for data that was qualitative in nature or aspect of the data collected from the open ended questions. A multivariate regression was also used to establish the relationship between the dependent and independent variables. The information was displayed by use of tables, graphs and in prose-form. The study found that NGO altruism contributes more to the empowerment of local level partners followed by age/ experience of the NGO, then level of networking, while NGO competence contributes the least in empowerment of local level partners. This study concludes that international NGOs working at both the global and local levels are an important tool for empowering local level partners. In the partnerships in the sample, interaction varies from light (moral support for the partner's work) to intense (with a strong involvement of the NGO in the implementation of the partnership). The study recommends that a collaborative approach to policy lobbying would be more appropriate given the current state of relationship between NGOs and the government and also a general lack of capacity on both sides. The various stakeholders should provide valuable input into the criteria for partner selection in a particular context. The donors should also prioritize the tracking of spending to identify situations where additional resources are needed and ensure that information on resources is made available to local NGOs. The study also recommends that NGOs should enter into partner agreements that extend beyond a contract regarding a specific programme/project and they should work towards having an expanded role when decentralization of the education system is complete.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Recent years have seen a rising involvement of non-governmental organizations (NGOs) in the development process (Hulme and Edwards 2007). This phenomenon is partly a consequence of dissatisfaction with government performance in the delivery of public services. As a result, international NGOs as well as bilateral and multilateral donors increasingly seek to channel development funding through local NGOs. Consequently, the NGO sector has grown rapidly in developing countries. What is unclear is whether donors, through their funding, encourage the blossoming of a local charitable sector, or whether local NGOs are nothing but sub-contractors for international development agencies.

In the past two decades, the position of non-governmental organizations (NGOs) in developing countries around the world has shifted from that of minor and little-discussed players focusing on the welfare of the poor to major, central actors on the world stage of development, receiving, in some cases, more donor funds than their state counterparts (Ritva and Svensson, 2003). In sub-Saharan Africa, this shift arose in part from donor frustration with opaque and inefficient state-based systems for development, which spawned an interest in accountability and governance mechanisms involving non-state actors, including NGOs. NGOs have increasingly been seen as more efficient, effective, flexible and innovative than governments, to be other-oriented and ideologically committed to democracy and participatory pro-poor development, and to be more accountable and transparent than the government (Owiti, Otieno, and Oloo, 2004).

During the colonial period in Kenya, freedom of association was not entertained and the two main types of civic organizations operating were: religious/philanthropic associations and the so-called people's organizations. In the 1940s numerous social groupings were formed and consisted largely of women groups. Perhaps these were

the precursors of the present day Maendeleo ya Wanawake Organizations (MYWOs). Generally, four broad categories of NGOs are discernible in this era. First, there were local charitable organizations, largely Christian initiatives such as the Young Men Christian Associations (YMCA) and the Young Women Christian Associations (YWCA). The Young Women Christian Organization (YWCA) was operational by 1930. Second, there were the indigenous ethnic welfare associations. These were mainly involved in self-help activities most of which were confined to urban areas.

The third group comprised the secular service providing NGOs especially after the World War II. Among these organizations were the war veterans' associations and the Kenya Farmers Association (KFA). The KFA was originally a settler association although with time and specifically after independence it involved African farmers. Last, but not least, there existed occupational associations and professional bodies (Alice, 2005).

Prior to the 1990 NGO Act there was no specific institutional and legislative framework to govern the NGO sector. The result is that NGOs were registered under various laws such as the Companies Act, the Societies Act, the Ministry of Culture and Social Services and the Trustees Act. Hence the major constraints at this time were related to the lack of a clear national framework for appreciating NGOs' role in development; institutional capacity weaknesses; poor co-operation and networking; tensions between NGOs and government; and geographical misdistribution (Fowler and Rick, 2000).

In a survey conducted in the mid 1990s it was revealed that 75% of all registered NGOs were located in Nairobi. The administration of these NGOs prior to the 1990 NGO Act does not appear clear. This policy decision was taken in view of the fact that NGOs were largely seen as instruments to supplement the development programme of the public service. Accordingly the Kenya National Council of Social Services (KNCSS) was formed in 1964 as a quasi-governmental institution under the Ministry of Culture and Social Services. The main objectives of the KNCSS were to coordinate NGO activities and advise the Government. This Council apparently failed

to meet the expectations of both the Government and the NGO sector. It was subsequently disbanded in 1990 and its activities taken over by the NGO Coordination Board established under the NGO Act (Alan, 2006).

The absence of a clear and efficient NGO administration over the years has resulted in the dearth of comprehensive and coherent empirical information. For instance, there is contradictory empirical data on the growth of NGOs in Kenya. While some studies indicate that the overall growth between 1977 and 1987 was about 100% (Owiti, et al., 2004; Kameri, 2000), others put the growth for the period 1974-1988 at 229% (Fowler, 2006).

The decade of the eighties in Kenya was characterized by an escalation of such problems as poverty, civil strife, conflicts, internal displacements, and general degeneration of the socio-economic and political systems. These and other related events adversely impacted the pattern of people's interaction. By the end of the decade of the '80s indigenous NGOs in Kenya had grown by over 150% in a period of ten years. Several factors account for this growth (Munio and Musumba, 2001).

First, there were numerous economic ills in Kenya. It was apparent that the Government had failed to deliver the much-needed economic leadership. The World Bank and the IMF prescribed that market forces be used to address the worsening economic situation. These initiatives were not successful in tackling the problems. NGOs came in handy to fill the gaps where the Government and the market forces had failed (Fowler, 2006).

Second, the new wave of people's organizations was in search for a new basis for facilitating their struggle for participation in the decision-making process. The escalation of economic decline and market forces characterized by structural adjustment programmes (SAPs) and haphazard liberalization of the economy (as prescribed by the World Bank and the IMF) set the stage for NGOs. These organizations were viewed by many as the panacea for those ills and the way forward for taking action on matters affecting the lives of the people (Chege, 2003).

Third, NGOs were formed as development agents. Kenya is endowed with enormous amounts of resources. Unfortunately, there has been uneven allocation of these resources for development. In terms of development, NGOs were formed to rebel against this marginalization, to tap this wealth and to redistribute it on a win-win basis for all stakeholders.

Fourth, some NGOs were formed partly to take responsibility and push for socio-political change. This political role is mainly evident in policy advocacy activities and is often viewed by the civil society as necessary in keeping the people in the Government on their toes. Hence, it is not surprising that NGOs in this category have repeatedly faced threats of deregistration (Veit, 2004).

1.1.1 International Non Governmental Organizations

International non-governmental organizations (INGO) have a history dating back to at least 1839. It has been estimated that by 1914 there were 1083 NGOs. International NGOs were important in the anti-slavery movement and the movement for women's suffrage, and reached a peak at the time of the World Disarmament Conference. However, the phrase "non-governmental organization" only came into popular use with the establishment of the United Nations Organization in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations which are neither governments nor member states.

The primary purpose of NGOs is to design and implement development-related projects. NGO's can either be international or local in terms of their operations coverage whereby the local NGO only operates in one particular country while the INGOs are registered in one country but has operations within other countries (Veit, 2004). Health NGOs Network (HENNET) which comprise of 77 nongovernmental organizations whose core mandate is health in Kenya was founded in 2005. HENNET member organizations acknowledge weaknesses in the programs and planning process as being key factors in lack of progress in institutionalizing the rights based approach for health in the country.

1.2 Statement of the Problem

The evolution of the enactment of the NGO Coordination Act maybe attributed , to the need for Kenya to fulfill some of her international obligations. Chapter 27 of Agenda 21: Strengthening The Role of nongovernmental organizations: Partners For Sustainable Development,creates an example of such legal obligations. This provision requires that governments of states parties take concrete measures to facilitate NGO coordination. The normative principles contained in Principle 10 of the 1992 Rio Declaration (Environmental issues are best handled with participation of all concerned citizens, at the relevant level) and in Agenda 21 have been critical especially in relation to the role of civil society in environmental management, which is receiving growing recognition. These procedural rights of access to information, participation in decision-making, freedom of association and access to justice are relevant to environmental advocacy.Governments are also required to ensure autonomy of civil society organizations (Munio and Musumba, 2006).

Besides the foregoing factors explaining the promulgation of the new NGO legislation, there remains the undisputed factors affecting international NGOs in empowering local level partners in Kenya. In 1988, approximately 10% of the external aid used by Kenyan NGOs was through direct funding. The rest (about 90%) was through Northern Non-Governmental Organizations (NNGOs). It is important to note that this type of NGO “dependency” is perceived as a threat to NGO autonomy and accountability to the public (Munio and Musumba, 2006).While some NGOs claim autonomy in their operations, basing them on their mission and objectives rather than any dictates from other stakeholders, the reality of the situation is that the donors’ influence is normally a factor to contend with.

In Kenya NGOs are encouraged to collaborate with the government although the government is often critical of the high profile of NGOs’ advocacy campaigns especially against government policy.In Kenya’s country position paper to the World Summit for Social Development the Government immortalizes its commitment to enhancing social integration within the context of diversified political groups, local and international NGOs and pressure groups (Kameri, 2000).In spite of these

assurances, NGOs and the government are yet to perceive each other as partners/collaborators in a practical sense.

Dwindling financial resources constitute another major problem for Kenyan NGOs. It is largely due to two main factors: global economic recession, and political transformation-the geopolitics in the North and foreign policy. The most visible effects of this problem include reduction of services and the demise of weak NGOs. This could however provide an opportunity for NGOs to review their mission and goals and engender sustainability in their programmes of work.

In the Kenyan context, support to empowerment of local level organizations by international NGOs has remained unsystemized. Majority of International NGOs have internal mechanisms for needs assessment, determination of financial and in-kind resources to be allocated and level of direct involvement in the empowerment of locally established and registered organizations. Policy and guidelines that speak to supporting local level organizations in Kenya is non-existent. Every organization applies its own custom-made or internal policies and guidelines. This study therefore sought to attempt to guide the policy formulation for purposes of reference. This study therefore sought to determine the factors influencing international health related NGOs in empowering local level partners in Kenya.

1.3 Purpose of the study

The purpose of the study was to assess of the factors influencing health related international NGOs in empowering local level partners in Kenya.

1.4 Objectives of the Study

The following were the objectives of the study

- i. To establish the influence of NGO altruism on empowerment of local level partners by health related international NGOs
- ii. To assess influence of NGO competence in empowerment of local level partners by health related international NGOs

- iii. To establish the extent to which networking influences the empowerment of local level partners by health related international NGOs
- iv. To evaluate the effect of age/ experience of the NGO on the empowerment of local level partners by health related international NGOs

1.5 Research Hypotheses

The hypotheses of the study were:

- H1 A positive relationship exists between NGO altruism and empowerment of local level partners by health related international NGOs.
- H2 A positive relationship exists between NGO competence and empowerment of local level partners by health related international NGOs
- H3 A positive relationship exists between networking and the empowerment of local level partners by health related international NGOs.
- H4 A positive relationship exists between the age/experience of the NGO and the empowerment of local level partners by health related international NGOs.

1.6 Significance of the Study

To health related international NGOs this study would be of great importance as it would provide information on factors influencing international NGOs in empowering local level partners in Kenya. The outcomes of this study would help to systemize the factors that international NGO may consider in supporting local organizations.

To the Government of Kenya, this study would provide information on factors influencing international NGOs in empowering local level partners in Kenya that could be used to formulate policies and regulations at national level

The study would also provide good literature on factors influencing international NGOs in empowering local level partners. To the general academic fraternity the study would form a base for further studies on factors influencing international NGOs in empowering local level partners.

1.7 Delimitations of the Study

This study focused on the factors influencing international nongovernmental organizations in empowering local level partners in Kenya. The study specifically focused on health related international nongovernmental organizations. Data on how NGO altruism, competence, networking and age/ experience influence the empowerment of local level partners by health related international NGOs was collected from the management staff of all the international health related NGOs registered with HENNET.

1.8 Limitations of the Study

This was a difficult issue to investigate, especially given the difficulty of collecting data on NGOs. Written information required for this study was confidential to respective international organizations. To overcome this, the researcher used interview methods as a data collection instrument by interviewing point persons within the networks in the NGO sector.

Literature review was scanty. The researcher overcame this by using more of documented information.

1.9 Assumptions of the Study

The researcher made the following basic assumptions in accomplishing the objectives of the study. The respondents would be available and that they answer the posed questions correctly and truthfully.

1.10 Definition of Significant Terms

Age/ Experience of the NGO – This looks at the number of years that the NGO has been in existence and the number of projects that they have implemented successfully.

Autonomy - it is the capacity of an organization to make an informed, un-coerced decision. It is the quality or state of being self-governing; especially the right of self-government

Empowerment - A management practice of sharing information and resources with partners so that they can take initiative and make decisions to solve problems and improve service and performance.

Financial resources - the availability of money in the form of cash, securities, creditors, loan facilities, etc possessed by an organisation. Adequate Financial Resources refers to the state where a person or an organization is in a position of financial adequacy. That is they have enough cash to meet all their requirements.

Government interference - Regulatory actions taken by a government in order to affect or interfere with decisions made by organizations regarding social and economic matters.

Networking/ personal contacts - This refers to the NGO connections to well-established societal institutions or the managers having associations with the donors which directly affects the NGO external funding by possessing high legitimacy.

NGO altruism – This refers to the NGO belief in or practice of disinterested and selfless concern for the well-being of others. Thus most NGOs are focused on development assistance, poverty reduction, voluntary medical service, and humanitarian relief.

NGO competence - This refers to the NGO internal capacity to raise funds, plan and implement projects effectively in an atmosphere of good governance that ensure effective and proper management of resources.

1.11 Organization of the Study

This study is organized in five chapters. Chapter one gives introduction to the study. Chapter two presents review of literature focusing on factors influencing health related international NGOs in empowering local level partners from the global, African and Kenyan perspectives, while Chapter Three highlights the research methodology that was used in this study. Chapter Four highlights data analysis, presentation and interpretation while Chapter Five focuses on the summary of findings, discussion, conclusions and recommendations. Relevant references cited are also included together with relevant appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on factors that influence INGOs in funding local NGOs. The literature discussed is a summary of research findings of other researchers who have carried out their research in the same field of study so as to provide a theoretical foundation underpinning the study variables. A discussion is made of the concept of International NGOs Funding, theoretical frameworks that have been used, a review of empirical studies, conceptual framework and finally the research gap.

2.1.1 Determinants of International NGOs Funding to local level partners

Barr, Fafchamps and Owens (2005) have shown that most NGO funding worldwide comes from international donors. This implies that in order to understand fund-raising to local NGOs one needs to understand what motivates international donors to channel development assistance through local NGOs. Clayton (2003) suggests that worldwide, donors prefer to channel funds through local NGOs than through government and private firms. This study shall indirectly seek to answer and understand the reasons behind this preference.

There are several reasons why donors may wish to avoid channeling all their assistance through government agencies .e.g., corruption, government's instability, ideological and political differences. The donors bypass the government and use the private (for-profit) sub-contractors, or through local not-for-profit NGOs. Several reasons for the use of local NGOs rather than government have been fronted.

On the other hand, Fowler (2006) points out positive factors to include a general shift in Government policy to engage with civil society to assist in development objectives, a positive response to this shift by civil society to self-organize and tackle development challenges alongside Government, increasing willingness from private

businesses to work with NGOs as part of Corporate Social Responsibility Strategies, and the contribution of NGOs themselves in the NGO Platform Project that has demonstrated civil society can self-organise to build capacities using a grass-roots approach.

Local NGOs have more expertise in delivering the kind of services that donors are interested in than the government agencies. Local organizations tend to cast out more realistic strategic plans. They engage development experts to run projects, pool resources from various quarters e.g interns, volunteers, community contributions, they minimize administrative costs through cost-share.. Although this may be important in some cases and needs to be controlled for, the evidence reported in Veit (2004) indicates that, in the study country, local NGOs are often quite young. Moreover, most adopt a holistic approach, without any strong specialization by activity or region.

Another possible reason is that channeling funds through not-for-profit organizations prevents development funding from being misappropriated. Though local NGOs are not subjected to much government scrutiny as indicated by Barr, Fafchamps and Owens (2005), donor scrutiny tends to be quite strong and enables greater accountability that government scrutiny which emphasizes more on tax compliance.

This leaves one important possibility, namely, that local NGOs are altruistically motivated and thus less subject to moral hazard: if the NGO cares about the welfare of the beneficiaries of development assistance, it is less likely to divert funds (Ritva and Svensson. 2003). Furthermore, local NGOs may provide a cheaper service because they access manpower, equipment, and buildings at less than market price. Barr, Fafchamps and Owens (2005), for instance, have shown that in the study country many local NGOs employ volunteers and use buildings and equipment on a complimentary basis. They engage development experts to run projects, pool resources from various quarters e.g interns, volunteers, community contributions, they minimize administrative costs through cost-share for personnel, equipment and buildings. Local NGOs also often win on subsidy and tax exemptions.

Given the increasing importance of the NGO sector in Africa in terms of numbers and funding offered by donors, and given their potential for delivering services to the poor, a thorough analysis of the sector is overdue. Evidence suggests that there has been strong growth of NGOs in this region (Anheier and Salamon 2006, Wallace, Bornstein and Chapman 2007). Presumably partly in response to this growth, a number of African countries - including Nigeria, Zimbabwe, Kenya and Uganda - have recently implemented new monitoring or regulation frameworks for the sector.

Using an instrumental variable approach in Uganda, Fafchamps and Owens (2008) find evidence that grant recipients raise fewer resources locally, notably in the form of member fees and contributions. This is suggestive of crowding-out. But when they conduct a similar analysis using NGO fixed effects, the evidence of crowding-out evaporates. This suggests that grant recipients are NGOs that are, on average, less likely to receive local contributions. Taken together, the evidence suggests that grants from external donors are not encouraging the local emergence of a charitable sector. Obiyan (2005) found that many local NGOs seem to be created not with an altruistic motive in mind but for the purpose of obtaining grant funding. This interpretation is reinforced by the very large number of Ugandan NGOs that only have a shadowy existence if they do not receive an external grant. For instance, of the 1700 or so NGOs registered in Kampala, only a quarter could be located. Grants do not appear to go to NGOs that would raise funds on their own if they were not funded externally. Rather they go to a relatively small number of well educated, well connected organizations and individuals skilled at writing grant applications.

According to Fafchamps and Owens (2008), the likelihood of receiving a grant increases with the age of the NGO, whether it is an affiliate of a foreign NGO, and whether it belongs to a network of NGOs. While the first may be indicative of NGO experience, the latter two probably capture the role of personal contacts in accessing grant funding. These findings suggest that donors have difficulties identifying NGOs they can trust, and thus rely on networks to identify grant recipients. This should result in repeated interaction to economize on screening and monitoring. Other variables,

such as whether the NGO targets the poor or is based in the capital city, have no significant effect on success in obtaining a grant.

In the Kenyan context, Kameri (2000) found that success in securing grant funding depends primarily on networking, e.g., whether the NGO is member of an NGO network or umbrella organization, whether it is an affiliate of a foreign NGO, and whether the manager works in another NGO. This may be because donors find it difficult to screen local NGOs and tend to rely on networks to access relevant information. She also indicated that experience matters, but peaks only after three years of existence. Variables proxying for manager competence are non significant, and manager experience and wealth reduce the likelihood of obtaining a grant. She also found that donors monitor more closely NGOs that raise no local resources and that they tend to provide grants repeatedly to the same NGOs.

Waundo (1999) conducted a study of fundraising for environmental conservation initiatives by non-governmental organizations in Kenya, focusing on their strategies of fundraising from local sources as well as their fundraising behaviour. The study used conceptual models of fundraising developed by Kelly (1995). Kelly's models describe fundraising behaviour according to an organization's purpose for fundraising, the nature and direction of communication, and the kind of research involved in the process. The study by Waundo (1999) also identified the sources and mechanisms of funding used by environmental NGOs, and the types of contributions they received from donors. This study findings showed that the forging partnerships with other organizations, providing consulting services, research and training, recruiting members and volunteers, using events, and unique strategies like the 'Adopt-a-Rhino' scheme by Friends of Conservation were the predominant fundraising strategies used. This study concluded that environmental NGOs need to identify and understand the needs of potential donors. Donors were found to be interested in funding projects that are mutually beneficial to themselves and recipient organizations. The study also recommended that these organizations endeavor to create and maintain open communication with donors in order to reach mutual understanding.

Murei (1987) on the other hand did a study on the role of non-governmental organizations in development by looking at the National Christian Council of Kenya (NCCCK) 1963-1978. The National Christian Council of Kenya (NCCCK) which is a national umbrella organization for most mainstream protestant churches was chosen as the case study. Underlying the study findings are the role of external aid and, more significantly, the prophetic function of a church-related NGO in a Third World setting where development is hitherto centralist.

Recently, Njenga (2008) did a study on the factors that influence NGO effectiveness looking at a case Study of Kwanza a rural based NGO in Mwingi District. The study sought to find out how different stakeholders influenced performance of the NGO. Findings from the study revealed that NGO governance and specifically the role of the management and the board is very crucial as it affects the performance of an organization including its access to grants. Failure to manage the growth and transition of the board as the organisation grows in terms of programs and budgets heavily affected the entire organization; the board stagnated which resulted in conflicts within the entire organisation. Secondly staff management skills and competencies affect the delivery of services since programme planning and implementation heavily depend on staff knowledge and competencies. The study revealed how funding agencies affected the growth and innovation of the NGO since most of the strategies and focus were determined by the funding agency. This shift to a donor-driven approach forced the NGO to change the focus despite the needs on the ground. Long-term programme funding emerged as a positive contribution to Kwanza effectiveness as the staffs energy concentrated on programme implementation and not fundraising as is usually the case when it is specific short term projects funding. However, an assured funding led to complacency on the part of Kwanza as they did not learn fundraising skills, and did not attempt major fundraising initiatives. Partnerships with government and other NGOs has contributed immensely to Kwanza effectiveness as these partnerships brought resources, better coordination and skills that were not available within the Kwanza. The partnership between Kwanza and local Community Based Organizations have further enhanced the

effectiveness and access to funds as it has wider geographical coverage and greater thematic reach and focus unlike if the Kwanzade depended on its own capacity to implement programs.

2.2 Theoretical Review

Funding of nonprofits is based on diverse rationales. One of the most salient rationales is grounded in one account found in economics theory that donor efficiency is enhanced by such funding (Ni and Bretschneider 2007; Sclar 2000). Donors deliver public goods and services at lower costs than the government by outsourcing them to non-governmental entities. Nonprofit organizations take over work offloaded from public agencies. To reap the greatest benefits of donor funding of nonprofits, competition should exist among nonprofit bidders. Based on a public-choice perspective, this argument posits that the presence of competition and alternative providers in marketplaces produce goods and services efficiently (Donahue and Nye Jr. 2002; Ni and Bretschneider 2007). According to that argument, if competition among nonprofit bidders is secured, efficiency is enhanced by donor funding of nonprofits.

The institutional theory of sociology offers an alternative account of donor funding of nonprofits. That theory posits that an ideal model of competition and resulting efficiency is hard to achieve when organizations are embedded in interdependent relations. According to the institutional theory, donor agencies and nonprofit organizations operate in organizational fields in which various institutional actors interact with each other. For instance, lawmakers, citizens, mass media, and peer public/nonprofit organizations have a stake in government funding of nonprofits (Oliver, 1990). These institutional actors exchange with each other not only information and resources but also mutual awareness, trust, and norms. Given those circumstances, the imperative of efficiency is gradually discarded in favor of an imperative of legitimacy-seeking.

Legitimacy-seeking refers to conformity of organizations to legitimate institutional norms. As a consequence, donor patrons may make funding decisions through

mechanisms which dampen efficiency. Organizational expertise and managerial capacity of fund-seeking organizations may not constitute the first priority of donor patrons in making funding decisions. Despite this recognition, most studies do not address the question of which organizations in a given nonprofit sector receive donor funds. Investigating the patterns of donor funding is important, especially for nonprofit making organizations such as NGOs. The main mission of these organizations which is public advocacy and government funding can affect advocacy activities of these organizations (Nikolic and Koontz 2007).

Although it may be impossible to identify donors' official rationale for selectively funding nonprofit organizations, investigating funding patterns can offer a clue as to why donor do channel funds to some nonprofit organizations and do not channel funds to others. This study is meant to help us understand the extent to which funds are accessible to aspiring organizations, and further to explore the question of what rationales drive donors and international NGOs to make funding decisions.

2.3 NGO altruism and empowerment of local level partners

Donors may seek to observe effort through monitoring. As documented in Barr, Fafchamps and Owens (2005), this can be accomplished in a variety of ways .e.g., reporting requirements, field visits, survey of benefactors, audit .which are all costly. Monitoring diverts resources that could otherwise be devoted to beneficiaries. It is therefore in the interest of donors to economize on monitoring. According to Smith (2004) organizations with more resources or more altruistic mostly get more funding than those that don't. These NGOs start with a stock of resources including the financial resources of members and promoters as well as the value of their time.

Sclar (2000) also observe that the monitoring cost saving can be accomplished by selecting more altruistic grant recipients. How this can be achieved is unclear, however, because NGOs may seek to portray themselves as more altruistic than they actually are. For this reason, we expect donors to be conservative in their choice of grant recipients, displaying a strong preference for NGOs with which they have

worked in the past, or for individuals with whom they have previously dealt in other NGOs.

Even if NGOs are not altruistic, it may still make economic sense for donors to prefer them over for-profit sub-contractors. This point was initially made by Hausmann (1980) who argues that in markets where the quantity or quality of service cannot be verified, organizations that cannot distribute profits provide a more trustworthy alternative. If external donors regard NGOs as sub-contractors and do not expect NGO promoters to contribute or to raise private funds locally, then only their competence matters; their wealth and altruism are irrelevant to donors. It is true that many international donors, being secular organizations, are reticent to facilitate religious proselytizing by funding churches' social activities. It is, however, reasonable to expect religious organizations to be more altruistic, at least towards their followers. This is indeed what the evidence suggests.

At the time that the NGO Uganda survey was undertaken, focus group interviews were conducted within the communities that NGOs serve. It was found that if the manager has a religious title, the NGO is more likely to be perceived by the community as altruistic (Barr and Fafchamps 2006). If donors care a lot about altruism, they may thus overcome their secular leanings and choose to operate via religious organizations. This is the approach taken by Reinikka and Svensson (2003) who use religion as a proxy for altruism in their examination of a micro-level dataset on primary health care facilities in Uganda. They find that working for God matters: workers and managers of religious not-for-profit health care facilities have intrinsic motivations to serve poor people. This seems to be the case in our NGO population as well. The expectation is thus that religious NGOs in Uganda are more altruistic. For this reason, religious NGOs are more successful at raising charitable funds locally. Fafchamps and Owens (2008) included a female manager dummy to capture various confounding effects associated with gender including the possibility that female managers are more altruistic.

This constitutes our first bit of evidence suggesting that donors regard local NGOs as sub-contractors more than altruistic partners. It follows that donors should use evidence of altruism such as voluntary contributions by members and promoters to decide how closely to monitor grant recipients. There may be reasons other than altruism for channeling development assistance through NGOs rather than government agencies. For instance, NGOs may have a lower cost of service delivery, donors may have a better control over spending and activities, or donors may seek to further a philosophical or ideological objective that they could not pursue through secular government agencies. In the literature on NGOs it is argued that NGOs can be cost-effective because the altruism of NGO staff, motivated by the organization's mission rather than financial gain, could imply lower labour costs or higher quality, than for a comparable private firm (Scott and Hopkins 1999).

2.4 NGO Management Competence

Ritva and Svensson (2003) observe that funding is mainly determined by the NGO internal capacity to raise funds, plan and implement projects effectively. They found that only few NGOs have strategic plans which would enable them to have ownership over their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time.

The issue of good governance is the key to the functioning of NGOs. It implies that the effective management of an NGO's resources is done in a manner which is transparent, accountable, equitable and responsive to the needs of the people. Since NGOs aim at becoming sustainable, then good governance is critical to their existence. In many developing countries NGOs often lack the institutional capacity and resources to operate. Also, funds from donors are sometimes poorly managed (Munio and Musumba, 2001). Thus, in order to ensure effective and proper management of resources, good governance becomes an important aspect of every NGO. One of the key requirements for good governance is accountability.

According to Rikki and Galaskiewicz (2001), the experience and qualifications of the NGO and its manager also seem to matter, suggesting that grant funding goes to more

competent NGOs. Qualifications and experience of the NGO manager are used as measures of NGO competence (Brown, 2005). Manager qualification variables include age, education, and work experience. Because the NGO manager is nearly always its promoter, the wealth and parental background of the NGO manager, and whether the manager has a relative living abroad, are used as controls for wealth (Munio and Musumba, 2001). The results of a study by Goldsmith and Eggers (2004) suggest that grant attribution is mostly driven by acquaintance, with no evidence that competence matters. The age and education of the manager are not significant, and experience (proxied by length of tenure in the surveyed NGO and by previous experience in another NGO) has a negative influence on the likelihood of obtaining a grant.

Scott and Hopkins (1999) also observe that NGOs whose manager works in another NGO have a higher likelihood of obtaining a grant, a finding consistent with the idea that contacts play a role in obtaining grants. As predicted by the model, wealth indicators have a negative effect: NGO managers who had wealthy parents and who have a regular job elsewhere are less likely to have obtained a grant. The length of tenure in the current NGO is associated with more revenue from fees and donations, suggesting that experience is important in raising funds locally.

Local NGOs may also raise funds locally, either from donations or from user fees which can be seen as an attraction to the donor. The incentive issues surrounding local donations are similar to those affecting grants from donors. The main difference is that local donors may be better able to observe the NGO's competence and altruism. Contributions from NGO members are an ambiguous category because they may serve the role of payment for service, or user fee. Without going into the details how user fees are set, Barr, Fafchamps and Owens (2005) note that the revenue from user fees is an increasing function of NGO output: an NGO that produces nothing receives no user fees. To the extent that receiving a grant enables the NGO to produce more, it also increases revenue from user fees which includes the administrative fee and retention.

2.5 Networking

Success in attracting grants from international donors depends mostly on network effects. NGOs that raise in-kind resources locally tend to be young and managed by someone who is simultaneously employed elsewhere. Swindell (2000) approached this issue from a reduced form perspective and examined whether the ex ante characteristics of NGOs receiving grant funding are the same as those that do not. Swindell found that NGOs receiving external funding differ markedly from those that do not: they are much more likely to be part of an international network and to be managed by an educated, well connected manager. Swindell also found that grant recipients on average raise fewer resources domestically.

Network ties provide opportunities to develop legitimacy in diverse dimensions. Organizations often increase legitimacy through associations with other organizations that already possess high legitimacy (Galaskiewicz 1985). Each dimension of legitimacy varies in degree of network visibility and in tacitness of exchanged network resources. For instance, board interlocking networks are more visible than advice-giving networks, while advice-giving networks often depend on tacit information exchange more than do other networks. Thus, diverse networks serve as portfolios which organizations use to maximize their network opportunities (Goldsmith and Eggers 2004).

Organizations may differ in their connectedness with societal institutions. When organizations develop connections to well-established societal institutions, it signals their conformity to legitimate institutional practices (Baum and Oliver 1991). This enhances organizational legitimacy in relation to institutions in their institutional environments, heightening chances of securing resources from those institutions. For instance, social service organizations that establish affiliation with the United Way increase their possibilities of gaining stable resources (Hager, and Griffin 2001).

In nonprofit literature, it has been often reported how important institutional linkages with government agencies are for the success of grants applications. Smith (2004) noted that half the organizations Grønberg (1993) examined had “either sought or

were planning to have boardmembers affiliated with public agencies in order to receive government funding.

Poor Networking was identified as a major challenge for many NGOs in developing countries (Hulme and Edwards 2007). It is the cause of duplication of efforts, conflicting strategies at community level, a lack of learning from experience and an inability of NGOs to address local structural causes of poverty, deprivation and under-development. Negative competition for resources also undermines the reputation of the sector and the effectiveness of NGO activities at community level. As a result there is a great deal of suspicion among NGOs, secrecy and lack of transparency. Many NGOs, large and small, intervene at community level without any community mapping and implement projects without due regard to ongoing community initiatives. NGO politics: one fighting another, one with resources but no community presence, another with community presence but no resources.

2.6 Age/ Experience of the local NGO

In Uganda as is the case of many African countries including Kenya, most NGOs are extremely small and unspecialized (Barr, Fafchamps and Owens 2005). The donors are therefore doubtful that they offer a lower cost of delivery since they cannot capture returns to scale and to specialization. But because they are more flexible and can be activated faster than government services, NGOs may be well suited for relief operations and for small, localized, or unconventional interventions. This is consistent with Barr, Fafchamps and Owens (2003) who report that NGOs focus on relatively light interventions, not on the long term delivery of curative health and full-time education. Tighter financial control over developmental assistance may also be a reason for donors to prefer NGOs.

2.7 Government Policy

It is hard for NGOs not to come under any governmental influence. Individual governments do at times try to influence the NGO community in a particular field, by establishing NGOs that promote their policies. Also, in more authoritarian societies, NGOs may find it very difficult to act independently and they may not receive

acknowledgment from other political actors even when they are acting independently. On the other hand, development and humanitarian relief NGOs need substantial resources, to run their operational programs, so most of them readily accept official funds (Kameri, 2000).

The institutional environment provides the framework in which an NGO operates, but an NGO can also establish formal rules and informal norms of its own that in turn influence, over time, other actors in society (Munio and Musumba, 2001). At the same time, donor countries may be more likely to use NGOs as investment channels for the countries with poorer institutions and worse social policies, in an effort to bypass corrupt or inefficient governments and make their own aid more effective. Hence there could be a tendency to find more NGO activity in countries with less socially inclusive policies. A pluralistic environment with a local government sympathetic to increased community participation is fundamental to successful local NGO service delivery and advocacy. Donors can assist local NGOs by supporting national legislative reforms that encourage NGO registration and operation, including favorable tax laws.

In the case of political theories, cynics tell several related stories. First, some suggest that NGOs are most plentiful in areas where powerful national politicians hail from, since African politicians are known to use their access to the national cake to feed their home areas (van de Walle 2001). NGOs have come to play a role in this distribution of benefits ever since “corruption” became the buzzword of the decade: national resources are frequently funneled through politician-initiated NGOs to sanitize them (Fowler 2001). A variant of this holds that NGOs are more prevalent in districts where elected politicians are most popular – or at least repeatedly reelected – since in a patronage-based political system, a politician will tend to be popular only if he/she delivers. Thus areas displaying loyalty to the national government would be rewarded by the government (Barkan et al. 2003) through the steering of NGOs to those areas. In the Kenyan context, this was said to be true throughout the Moi administration, during which time the saying “*siasa mbaya, maisha mbaya*” (bad politics, bad life) was often repeated, meaning that areas with “bad” political

affiliations and voting records would not receive state-based development funds (2008-58).

2.8 Conceptual Framework

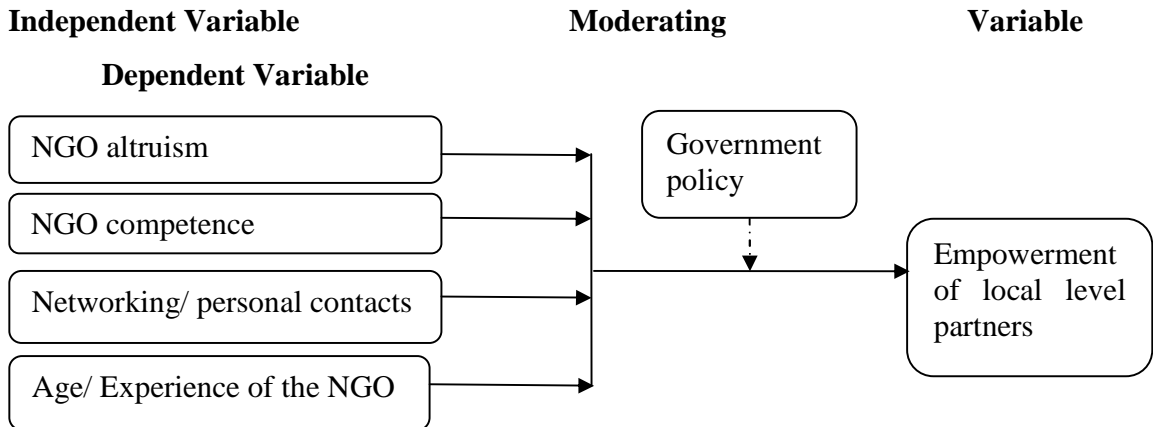


Figure 1: Conceptual Framework

2.8 Summary and Research Gap

NGOs obtain resources in a variety of ways. Some resources are raised in cash financial grants, in-kind grants, and membership fees. Other are raised in kind volunteer work, complimentary use of equipment and facilities. Barr, Fafchamps and Owens (2003) have shown that international grants are by far the major source of funding for the domestic NGO sector in Africa as a whole. They also point out that, among small NGOs, membership fees and donations play an important role. This raises the possibility that the local NGOs that receive donor funding are in some fundamental sense different from NGOs that attract voluntary contributions from nationals. There is no literature to show that these differences have been investigated in the Kenyan context. Therefore this study undertakes to investigate the difference in the health related NGOs. This is done by examining the factors that influence empowerment of local level partners by international NGOs, and find out the extent to which health related International NGOs apply the same factors in Kenya.

Secondly, a number of authors have voiced doubts that the motives of NGO promoters in poor countries are first and foremost charitable (Edwards and Hulme 1995; Platteau and Gaspart 2003). But these doubts are in general based on a limited number of case studies. There does not exist an investigation of these issues using a large representative sample of NGOs. Given the increasing importance of local NGOs and their potential for delivering services, this lacuna needs to be filled.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, the target population, the sample size and procedures that were used to select the sample elements. It covered the research instruments and the procedure for collecting the primary data and also defines the methods that were used to analyse data.

3.2 Research Design

According to Mutai (2001), the research design refers to the procedures to be employed to achieve the objectives of the research. The research design constitutes the blueprint for the collection, measurement and analysis of data (Cooper and Schinder, 2007). It aids the researcher in the allocation of limited resources by posturing crucial choices in methodology. It also includes an outline of what the investigator will do from formulating hypothesis and their operational implications to the final analysis of data. Chandran (2004) defines research design as the arrangement and analysis of data in a way that combines their relationship with the purpose of the research to the economy of procedures. Piel (1995) recommends that a combination of both qualitative and quantitative methods be employed to enrich the research. A good research design is characterized by flexibility, appropriateness, efficiency and economy (Kothari, 2007).

A descriptive cross-sectional design method was preferred for this study as it offered the researcher the methodology to investigate the factors influencing international health related NGOs in empowering local level partners in Kenya using a multi-variate based analysis from a survey data. The method was chosen since it was more precise and accurate and it involves description of events in a carefully planned way (Babbie, 2004). This research design also portrayed the characteristics of a population fully (Chandran, 2004). The research design was both quantitative and qualitative with the aim of determining the relationship between the independent variables and the dependent variable.

3.3 Target Population

According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. Mugenda and Mugenda, (2003) explain that the target population should have some observable characteristics, to which the researcher intended to generalize the results of the study. The target population of this study included the 1925 management staff of the 77 international health related NGOs registered with HENNET. This was because the people in management are the most conversant with the subject matter of the study. This comprised:

Table 3.1: Target population

	Frequency	Percentage
Top level managers	198	10.3
Middle level managers	513	26.6
Low level managers	1214	63.1
Total	1925	100.0

3.4 Sampling Procedure and Sample Size

Mugenda and Mugenda (2003) defines sampling as the process of selecting a number of individuals for a study in such a way that the individual selected is representative of the larger group from which they are selected. It is the process of selecting a sufficient number of elements from the population, so that the study of the sample and an understanding of its properties or characteristics would make it possible for one to generalize such properties or characteristics to the population elements.

From the population frame the required number of respondents was selected in order to make a sample using stratified proportionate random sampling technique. According to Chandran (2004), stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures

a more representative sample is derived from a relatively homogeneous population. Stratification aimed to reduce standard error by providing some control over variance.

The study grouped the population into three strata i.e. top, middle and low level managers. From each stratum the study used simple random sampling to select 193 respondents. Stratified random sampling technique was used since population of interest is not homogeneous and could be subdivided into groups or strata to obtain a representative sample. Statistically, in order for generalization to take place, a sample of at least 30 elements (respondents) must exist (Cooper and Schindler, 2007). Saunders et al (2007) argue that if well chosen, samples of about 10% of a population can often give good reliability. The selection was as follows.

Table 3.2: Sampling Description

	Frequency	Percentage	Sample size
Top level managers	198	10%	20
Middle level managers	513	10%	51
Low level managers	1214	10%	121
Total	1925	10%	193

3.5 Data Collection Instruments

This study used questionnaires for primary data collection. The questionnaires were used because they are straightforward and less time consuming for both the researcher and the participants (Owens, 2002). Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals (Mugenda and Mugenda, 2003). Cooper and Schindler (2007) stated that a questionnaire is useful in obtaining objective data. This is largely because the participants are not manipulated in any way by the researcher. The questionnaires were administered through drop and pick-later method to the sampled population. An

interview guide was also used to collect in depth information from the top managers. This was administered using face to face interviews.

3.6.1 Validity

To ascertain the validity of questionnaire, a pilot test was carried out (Cronbach, 1971). The content validity of the research instrument was evaluated through the actual administration of the pilot group. In validating the instruments, 20 staff were selected. The population units used in the pilot study was not included in the final sample. The study used both face and content validity to ascertain the validity of the questionnaires. Face validity is actually validity at face value. As a check on face validity, test/survey items are sent to the pilot group to obtain suggestions for modification. Content validity draws an inference from test scores to a large domain of items similar to those on the test (Polkinghorne, 1988). Content validity was concerned with sample-population representativeness i.e. the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills (Cronbach, 1971).

The instruments were administered by the researcher after which a discussion was made to determine the suitability, clarity and relevance of the instruments for the final study. Ambiguous and inadequate items were revised in order to elicit the required information and to improve the quality of the instruments. To establish the content validity of the research instrument the student sought opinions of experts in the field of study especially the lecturers in the department of project planning to ensure that the tool was measuring what was supposed to be measured (Somekh, and Cathy, 2005).

3.6.2 Reliability

The Split-half method was used to establish reliability of the instruments. The method involved splitting each instrument into two halves (odd and even items) then calculating the Pearson's correlation coefficient(r) between the responses (scores) of the two halves. This was done using both the instruments separately. The scores for all odd and even numbered items for each of the 20 respondents in the pilot study

was computed separately. The correlation obtained however, represented the reliability coefficient of only half of the instrument. Hence a correction was made to obtain reliability of the entire instrument.

3.7 Data Analysis Techniques

The returned questionnaires were checked for consistency, cleaned, and the useful ones coded and analysed using the Statistical Package for Social Scientists (SPSS) computer software. The researcher analysed the quantitative data using descriptive statistics by applying the statistical Package for Social Science (SPSS V.19.0) and presented through percentages, means, standard deviations and frequencies. The use of structured questionnaires enabled the researcher to quantify quantitative data using the size, frequency distribution, and association of variables in the study population and answers to questions that could be counted and expressed numerically. The qualitative data was coded thematically and then analyzed statistically. Content analysis was used for data that was qualitative nature or aspect of the data collected from the open ended questions. The information was displayed by use of tables, graphs and in prose-form.

The study also made use of various inferential statistics. The variable was factored in the multivariate regression model. The measures of the independent variables, using the rating/Likert scales was converted to mean values and then to percentages to permit the application of linear regression model. Statistical significance of the independent variables was determined by using the F-test. Using the regression Durbin Watson test for autocorrelation of models residuals, t-test for coefficients significances were also tested. The regression equation was $(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$: Whereby Y = Empowerment of local level partners, X₁ = NGO altruism, X₂= NGO competence, X₃= Networking/ personal contacts, X₄= Age/ Experience of the NGO and ϵ = Error Term.

3.9 Operational Definition of Variables

Table 3.3: Operationalization of Variables

Objectives	Variables	Measurement	Scale	Tools of analysis	Type of analysis
To establish the influence of NGO altruism on empowerment of local level partners by health related international NGOs	NGO altruism	<ul style="list-style-type: none"> - Voluntary contributions by members and promoters (time, money, etc) - Type of organization/Religious affiliation - Female related - Whether the NGO targets the poor 	Interval Nominal Ordinal Ratio	Frequency distribution tables and percentages	Descriptive Content analysis Regression
To assess how NGO competence affect empowerment of local level partners by health related international NGOs	NGO Managementcompetence	<ul style="list-style-type: none"> - Internal capacity to raise and manage funds - Capacity to plan and implement projects effectively - Work experience - Competence/ qualifications/ education - Length of tenure in the current organization - Previously worked for NGO - Current employment with an NGO - Manager's wealth - Age of the manager - Relative lives abroad/parental background 	Ratio Nominal Interval Ordinal Interval Interval Nominal Interval Interval Nominal	Frequency distribution tables and percentages	Descriptive Regression
To establish the extent to which networking influence the	Networking	<ul style="list-style-type: none"> - Stakeholders Whether the organization is part of an international network/ umbrella 	Nominal	Frequency distribution tables and percentages	Descriptive Content analysis

empowerment of local level partners by health related international NGOs		organization - Whether the NGO is an affiliate of a foreign NGO - Whether the NGO belongs to a Kenyan network of NGOs - Whether the NGO has institutional linkages with government agencies	Ratio Ratio Ratio		Regression
To evaluate the effect of age/ experience of the NGO on the empowerment of local level partners by health related international NGOs	Age/ experience of the NGO	- Number of years of operation - Previous similar /related projects done - Number of staff - Proportion that raise voluntary contributions	Interval Nominal Interval Ratio	Frequency distribution tables and percentages	Descriptive Content analysis Regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The purpose of this research was to assess of the factors influencing health related international NGOs in empowering local level partners in Nairobi, Kenya. This chapter focused on data analysis, interpretation and presentation. The data are presented in tables of and percentages.

4.2 Questionnaire Return Rate

From the study, 166 out of 193 targeted respondents filled in and returned the questionnaire contributing to 86%. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 70% and over is excellent. The response rate demonstrates a willingness of the respondents to participate in the study.

4.3 Local NGO Empowerment

To assess of the factors influencing health related international NGOs in empowering local level partners in Kenya the study was interested to investigate the average amount of money allocated to the local level partners in the last financial year. The NGOs had allocated money to the local level partners ranging from KShs. 1,000,000 to KShs 325,000,000.

From the respondents, the general criteria used by NGOs in funding local level partners considers various factors which include the agenda the organizations stand for, the governance policies in place, level of sustainability of other programs, the organizations commitment to her own –vision- agenda, in relation to the global position e.g. the MDGs. Organizations that are mostly swayed by funders end up losing their identity, reporting structures: evaluation and monitoring, level of stakeholders participation. Other interviewees indicated that they consider type of organisation (CBO, FBO or NGO), affiliation to International Planned Parenthood Federation (IPPF), date of formation, legal standing to engage in activities spelt out in

the funding organisation, dependency/independency on larger or associated organisation, governing board and frequency of meetings, organisational structure with focus of whom the project director reports to, skills and qualifications of project staff, including level of effort to be put into the project, related party relationships e.g. employees, directors, vendors- through bloodline or marriage and projects that the organisation has managed in the last 3 years.

4.4 NGO Altruism and support to local level partners

The study sought to establish the influence of NGO altruism on empowerment of local level partners by health related international NGOs. As such the respondents were required to rate the extent to which NGO altruism affects the level of funding of local level partners. Table 4.1 shows the results.

Table 4.4: Extent to which NGO Altruism affects Level of Funding of Local Level Partners

Extent	Frequency	Percent
To a very great extent	50	30.1
To a great extent	88	53.2
To a moderate extent	22	13.0
To a little extent	4	2.2
To a very little extent	2	1.5
Total	166	100.0

From the study, a large majority of over 83% of the respondents indicated that NGO altruism influenced the level of funding of local level partners.

On how the level of NGO altruism affects the level of funding of local level partners, majority of the respondents indicated to an average extent because it means the members of the local level organization are dedicated to the work of the NGO. However, this alone does not fully determine their collaboration. The interviewees further reiterated that commitment of the management and founders of the local level organization to meeting the needs to the society without personal gains plays an important role in determining level of funding to the local level organization. They also recalled that NGO that believe in acting good for others tend to get higher

funding than NGO acting for their own interest and that if goals are achieved and benefits attributed to the services offered are realized then the level of funding might be increased or a consideration in future funding. However, some of the respondents indicated that the level of altruism does affect the level of funding, for example the organizations have an obligation to be involved in Humanitarian Work and unless the NGO they are about to fund have similar views/vision then they would not consider any level of funding.

The study further sought to establish the extent to which various aspects of financial management affect the level of funding of local level partners.

Table 4.5: Aspects affecting Level of NGO Funding of Local Level Partners

Financial management	Mean	Std. Dev.
Voluntary contributions by members and promoters (time, money, etc)	3.5208	1.41406
Type of organization/Religious affiliation	3.3333	1.49230
Female related	4.1579	0.92803
Whether the NGO targets the poor	3.9699	1.30813

As Table 4.2 shows, majority of the respondents indicated that female related nature affects the level of funding of local level partners to a great extent as shown by a mean score of 4.1579; whether the NGO targets the poor affects the level of funding of local level partners to a great extent as shown by a mean score of 3.9699 and voluntary contributions by members and promoters (time, money, etc) affects the level of funding of local level partners to a great extent as shown by a mean score of 3.5208, while they reiterated that the type of organization/religious affiliation affects the level of funding of local level partners to a moderate extent as shown by a mean score of 3.3333.

The study was interested in establishing the respondents' level of agreement with various statements on the effect of NGO altruism on funding. The results are shown by Table 4.3.

Table 4.6: Agreement with Statements on the Effect of NGO Altruism on Funding

Statements	Mean	Std. Dev.
Local NGOs seem to be created not with an altruistic motive in mind but for the purpose of obtaining grant funding	3.6875	1.35247
Local NGOs that are altruistically motivated and thus less subject to moral hazard receive more funds	3.4543	1.087
If the NGO cares about the welfare of the beneficiaries of development assistance, it is less likely to divert funds and thus attract grants	2.6934	1.079

Accordingly, the respondents agreed that local NGOs seem to be created not with an altruistic motive in mind but for the purpose of obtaining grant funding as shown by a mean score of 3.6875, while they remained neutral on that local NGOs that are altruistically motivated and thus less subject to moral hazard receive more funds as shown by a mean score of 3.4543 and on that if the NGO cares about the welfare of the beneficiaries of development assistance, it is less likely to divert funds and thus attract grants as shown by a mean score of 2.6934.

4.5 NGO Management Competence and its influence of local level partners

In its second specific objective, the study sought to assess how NGO competence affect empowerment of local level partners by health related international NGOs. With this regard the respondents were required to indicate the extent to which NGO Management competence affect the level of funding of local level partners. This information appears in Table 4.4

Table 4.7: Extent to which NGO Management Competence affect Level of Funding

Extent	Frequency	Percentage
To a great extent	78	47
To a moderate extent	70	42
To a little extent	18	11
Total	166	100

According to the results shown in table 4.4, 47% of the respondents indicated that NGO Management competence affect the level of funding of local level partners to a great extent, 42% of the respondents indicated that NGO Management competence affect the level of funding of local level partners to a moderate extent, while 11% of the respondents indicated to a little extent.

The study sought to establish the various characteristics considered of the NGO management when funding the local partners. The respondents indicated that the characteristics considered include involvement of the community/clients at levels of decision making and leadership, the structures of governance in place, HR, finance, procurement and other policies in place and distinction between the roles of the board and management. Others indicated clear governance structure and reporting lines, separation of the board and the management, gender balance at all levels from top, middle management to lower cadres, accountability and transparency checks and system of accounting and book keeping.

The other characteristics of the NGO management that are considered are presence of skilled key staff-director, program and finance staff, terrorist checks, qualification, experience and competence, proper staffing, capacity to implement activities, additional training required, composition in terms of gender, financial procedures, i.e. recording keeping, charts of accounts, purchasing requirements, developing travel policy, segregation of duties, staff qualification, experience and integrity, past funding history with donor grants, age and experience of the organisation and organisation capacity and experience in terms of projects implementation.

The study provided various factors and requested the respondents to rate the extent to which they affect the NGOs' level of funding of local level partners.

Table 4.8: Factors of Management Competence affecting the Level of Funding

Factors of Management Competence	Mean	Std. Dev.
Internal capacity to raise and manage funds	3.9549	1.1339
Capacity to plan and implement projects effectively	3.3750	1.2041
Work experience	2.7500	1.1254

Competence/ qualifications/ education	3.1250	.67967
Length of tenure in the current organization	3.2083	.93153
Previously worked for NGO	3.6875	1.2500
Current employment with an NGO	3.5489	1.17722
Manager's wealth	3.2500	.67566
Age of the manager	3.6875	1.2500
Relative lives abroad/parental background	3.5489	1.1772

From the study, majority of the respondents indicated that internal capacity to raise and manage funds affects the NGOs' level of funding of local level partners to a great extent as shown by a mean score of 3.9549, if the local partners previously worked for NGO affects the NGOs' level of funding of local level partners to a great extent as shown by a mean score of 3.6875, age of the manager affects the NGOs' level of funding of local level partners to a great extent as shown by a mean score of 3.6875, current employment with an NGO affects the NGOs' level of funding of local level partners to a great extent as shown by a mean score of 3.5489 as well as relative lives abroad/parental background shown by a mean score of 3.5489, while capacity to plan and implement projects effectively affects the NGOs' level of funding of local level partners to a moderate extent as shown by a mean score of 3.3750, as well as manager's wealth shown by a mean score of 3.2500, length of tenure in the current organization shown by a mean score of 3.2083, competence/ qualifications/ education shown by a mean score of 3.1250 and work experience shown by a mean score of 2.7500.

The study was also interested in establish the respondents' level of agreement with the various statements provided on the effect of NGO Management competence on funding.

Table 4.9: Agreements with Effects of NGO Management Competence on Funding

Statements on Management Competence	Mean	Std. Dev.
NGO governance and specifically the role of the	3.6875	1.2500

management and the board is very crucial as it affects access to grants		
NGOs whose manager works in another NGO have a higher likelihood of obtaining a grant	3.5489	1.17722
Wealth indicators have a negative effect: NGO managers who have wealthy parents and who have a regular job elsewhere are less likely to obtain a grant.	3.2500	.67566
The length of tenure in the current NGO is associated with more revenue from fees and donations, suggesting that experience is important in raising funds locally.	3.7744	1.13228

The respondents agreed that the length of tenure in the current NGO is associated with more revenue from fees and donations, suggesting that experience is important in raising funds locally as shown by a mean score of 3.7744, NGO governance and specifically the role of the management and the board is very crucial as it affects access to grants as shown by a mean score of 3.6875 and that NGOs whose manager works in another NGO have a higher likelihood of obtaining a grant as shown by a mean score of 3.5489, while they neither agreed nor disagreed on that wealth indicators have a negative effect: NGO managers who have wealthy parents and who have a regular job elsewhere are less likely to obtain a grant as shown by a mean score of 3.2500.

4.6 Networking/ Personal Contacts and its influence of support to local level partners

On the extent to which networking influence the empowerment of local level partners by health related international NGOs, the respondents were required to rate the extent to which networking affects NGOs' level of funding of local level partners.

Table 4.10: Extent to which Networking affects NGOs' Level of Funding

Extent	Frequency	Percent
Very great extent	73	44
Great extent	50	30

Moderate extent	23	14
Little extent	17	10
Not at all	3	2
Total	166	100

From the study, a large majority of over 74% of the respondents indicated that networking influenced the level of funding of local level partners.

From the interviewees the levels of networking of NGOs affect their funding. The networking affects funding in terms of working with like-minded organizations and filling in of gaps, involvement of the private sector is today becoming a critical factor in the NGO arena, networks with government agencies is a critical factor in local partners funding, linkages with other local and international organizations for purposes of diversifying sources of funding and complimenting each other is a strong factor and membership with umbrella organizations that enable sharing of information and sharing of infrastructure and lobbying is an important factor determining level of funding. Others indicated that if an NGO is engaged with other actors or in coordination forums then there are high possibilities of getting funding e.g. through the health coordination or humanitarian coordination mechanisms where organizations are encouraged to apply for funding through sources such as the CAP Appeals and that while this is not very critical, it can serve well for reference check.

The respondents were required to rate the Importance of factors in deciding the level of NGO funding of local level partners.

Table 4.11: Important Factors in deciding the Level of NGO Funding of Local Partners

Networking Factors	Mean	Std dev
Whether the organization is part of an international network/umbrella organization	3.6875	1.2500
Whether the NGO is an affiliate of a foreign NGO	3.5489	1.17722
Whether the NGO belongs to a Kenyan network of NGOs	3.2500	.67566
Whether the NGO has institutional linkages with government agencies	3.7744	1.13228

Majority of the respondents recapped that whether the NGO has institutional linkages with government agencies is greatly important as shown by a mean score of 3.7744, whether the organization is part of an international network/umbrella organization is greatly important as shown by a mean score of 3.6875, whether the NGO is an affiliate of a foreign NGO is greatly important as shown by a mean score of 3.5489 while whether the NGO belongs to a Kenyan network of NGOs is moderately important as shown by a mean score of 3.2500.

The study further sought the respondents' level of agreement on that donors have difficulties identifying NGOs they can trust, and thus rely on networks to identify grant recipients as it result in repeated interaction to economize on screening and monitoring.

Table 4.12: Agreement that Performance Contract enhances Discharging of Duties

Level of Agreement	Frequency	Percent
Strongly agree	56	34
Agree	65	39
Neutral	33	20
Disagree	12	7
Total	166	100

From the study findings shown in Table 4.9, majority (73%) of the respondents agreed that donors have difficulties identifying NGOs they can trust, and thus rely on

networks to identify grant recipients as it result in repeated interaction to economize on screening and monitoring.

4.7 Age/ Experience of the NGO

In its fourth specific objective the study sought to evaluate the effect of age/ experience of the NGO on the empowerment of local level partners by health related international NGOs. With this regard the respondents were required to indicate the extent to which the ages/ experiences of the NGOs affect their level of funding of local level partners.

Table 4.13: Extent to which Ages of NGOs affect their Level of Funding of Local Partners

Extent	Frequency	Percent
Very great extent	53	31.8
Great extent	65	38.9
Moderate extent	20	12.0
Little extent	4	2.5
No extent	25	14.8
Total	166	100.0

Table 4.10 shows the extent to which ages/ experiences of the NGOs affect their level of funding of local level partners. From the study, a large majority of over 69% of the respondents indicated that ages/ experiences of the NGOs influenced the level of funding of local level partners.

On whether the age/ experience of the NGO affect the level of funding of local level partners, majority of the interviewees agreed that age affects whereas some indicated otherwise. They explained that sometimes even the legal existence of the NGO might not really matter much, if the NGO is creating impact at the community level. However, some NGOs might qualify for funding because of the experience they have gained through the years, and their level of stability.

The study required the respondents to indicate the extent to which various aspects affect the NGOs' level of funding of local level partners.

Table 4.14: Aspects affect the NGOs' Level of Funding of Local Level Partners

Aspects of Age of NGOs	Mean	Std. Dev.
Number of years of operation	3.6875	1.2500
Previous similar /related projects done	3.5489	1.17722
Number of staff	3.2500	.67566
Proportion that raise voluntary contributions	3.7744	1.13228

Majority of the respondents indicated that proportion that raise voluntary contributions affects the NGOs' level of funding of local level partners to a great extent as shown by a mean score of 3.7744, number of years of operation affects the NGOs' level of funding of local level partners to a great extent as shown by a mean score of 3.6875 as well as previous similar /related projects done shown by a mean score of 3.5489, while they reiterated that number of staff affects the NGOs' level of funding of local level partners to a moderate extent as shown by a mean score of 3.2500.

The study posited a statement that the likelihood of receiving a grant increases with the age of the NGO. The respondents were required to rate their agreement with this statement in the context of NGOs in empowering local level partners in Kenya.

Table 4.15: Agreement that Likelihood of Receiving a Grant increases with Age of NGO

Level of Agreement	Frequency	Percent
Strongly agree	28	17
Agree	111	67
Neutral	20	12
Disagree	7	4
Total	166	100

According to the study findings shown in Table 4.12, majority of the respondents (84%) were in agreement that the likelihood of receiving a grant increases with the age of the NGO.

On the aspects related to NGO governance that are considered, the interviewees indicated that they consider skills and qualifications of the key management staff, diversity of skills and qualifications of management e.g. a project, finance and evaluation expertise, years of experience managing donor funding, board composition, vision and mission of the organizations, conflict of interest at the board level, succession plan of the board, evaluation and orientation of the board members and structure of the management board and the tenure of service.

When asked to indicate some of the difficulties they have in identifying NGOs they can trust, the respondents explained that some of the NGOs that are in the public arena end up being NGOs that can't be trusted, while those that no-one knows about and are not given credit for their interventions that create impact on the communities they serve and some reports shared by most NGOs are fake or even clients stage managed. They also cited challenges of specific area of intervention, accountability challenges, identifying locally people led NGOs, NGOs which impose themselves on local communities, local ownership, where the founders have remained the management and board for all the years, linkage to politics and NGOs that pose as institutionalized but whose decision-making is dependent on one or few persons.

The study sought to establish some of the suggestions on the factors that should be considered when funding local level partners. The interviewees indicated that the commitment of the NGO to its cause is very critical, the impact the work of the NGO has had on the community (especially on the transformation of the lives of the people and communities), the sustainability measures in place, community involvement and participation, level of ownership by the community and other stakeholders, a comprehensive pre award assessment must be carried to gauge capacity, experience and suitability, age of the organization, the capacity, experience and qualification of the organization staff, the organization policies, the need for documented processes and procedures, organization success in terms of program implementation and the impact of the funding to the targeted population. Others indicated that past experience, including a thorough assessment of the partner's success and failure factors should be considered as well as clear understanding of each organization's goals

and objectives, determining whether there is a strategic fit and common vision and purpose, financial risk, technical capacity, strong, accountable and transparent governance structures, stable and committed management. If possible, background/reference checks should be conducted for all potential partners.

4.8 Test of Hypothesis

The study further conducted inferential analysis which involved a multiple regression analysis. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (empowerment of local level partners) that is explained by all the four independent variables (NGO altruism, NGO competence, level of networking and age/ experience of the NGO).

Table 4.16: Coefficient of Determination

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.832(a)	.692	.634	.46316

The four independent variables that were studied, explain only 69.2% of the factors influencing health related international NGOs in empowering local level partners in Nairobi as represented by the R^2 . This therefore means the four aspects contribute to 69.2% of empowerment of local level partners in Nairobi, while other factors not studied in this research contributes 30.8% of the empowerment of local level partners in Nairobi. Therefore, further research should be conducted to investigate the other factors (30.8%) factors influencing health related international NGOs in empowering local level partners in Kenya.

The researcher conducted a multiple regression analysis so as to determine the factors influencing health related international NGOs in empowering local level partners in Kenya. To be able to quantify the reliability of the estimates the researcher made assumption of linearity, the assumption of independence (Durbin Watson test indicated a result of 2.123 meaning that there was no auto-correlation between the residual values), the assumption of constant variance (there was no outliers in the independent variables as the results were less than 0.50) and the assumption of normality (sample size was more than 30; hence met the central limit theorem). These assumptions were met to a significant extent as the results obtained were consistent to the assumptions made and hence positive.

Table 4.17: Coefficients of Factors influencing NGOs in Empowering Local Level Partners

Mode	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	2.869	1.279		2.243	0.040
NGO altruism	.541	.577	.255	.938	0.014
NGO competence	.122	.520	.061	.235	0.037
Level of networking	.292	.235	.337	1.245	0.032

Age/ experience of the NGO	0.359	0.193	0.08	0.358	0.034
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The equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 2.869 + 0.541X_1 + 0.122X_2 + 0.292X_3 + 0.359X_4$$

Where Y is the dependent variable (empowerment of local level partners), X_1 is the NGO altruism independent variable, X_2 is NGO competence independent variable, X_3 is level of networking independent variable, while X_4 is age/ experience of the NGO.

According to the regression equation established, taking all the factors (NGO altruism, NGO competence, level of networking and age/experience of the NGO) constant at zero, the empowerment of local level partners will be 2.869. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in NGO altruism will lead to a 0.541 increase in empowerment of local level partners. A unit increase in NGO competence will lead to a 0.122 increase in empowerment of local level partners; a unit increase in level of networking will lead to a 0.169 increase in empowerment of local level partners in the area, while a unit increase in age/ experience of the NGO will lead to a 0.359 increase in empowerment of local level partners. This notwithstanding, all the variables were significant ($P < 0.05$) with NGO altruism being the most significant ($p = 0.014$) followed by level of networking ($p = 0.032$) then age/ experience of the NGO ($p = 0.034$) while NGO competence was the least significant ($p = 0.037$). This infers that NGO altruism contribute more to the empowerment of local level partners followed by age/ experience of the NGO, then level of networking, while NGO competence contributes the least in empowerment of local level partners.

The hypotheses of the study were:

- H1 A positive relationship exists between NGO altruism and empowerment of local level partners by health related international NGOs.
- H2 A positive relationship exists between NGO competence and empowerment of local level partners by health related international NGOs
- H3 A positive relationship exists between networking and the empowerment of local level partners by health related international NGOs.

H4 A positive relationship exists between the age/experience of the NGO and the empowerment of local level partners by health related international NGOs.

As shown in regression coefficients in Table 4.14, hypotheses H1, H2, H3 and H4 were all accepted and found to be significant with coefficients at $p < 0.05$ and the hypothesized sign for all approved as they were found to be positive.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter in this study which gives the summary of the findings, discusses the key findings vis-à-vis relevant literature, and then offers a conclusion and recommendations of the study based on the objective of the study. The chapter finally presents the suggestions for further studies

5.2 Summary of Key Findings

This study found that the criteria used by NGOs in funding local level partners considers various factors which include the agenda the organizations stand for, the governance policies in place, level of sustainability of other programs, the organizations commitment to her own –vision- agenda, in relation to the global position, date of formation, legal standing to engage in activities spelt out in the funding organisation, dependency/independency on larger or associated organisation, governing board and frequency of meetings, organisational structure with focus of whom the project director reports to, skills and qualifications of project staff, including level of effort to be put into the project and related party relationships.

5.2.1 NGO altruism

The study established that that NGO altruism affects the level of funding of local level partners to a great extent. It means the members of the local level organization are dedicated to the work of the NGO and commitment of the management and founders of the local level organization to meeting the needs to the society without personal gains plays an important role in determining level of funding to the local level organization. The female focused NGOs, whether the NGO targets the poor and voluntary contributions by members and promoters (time, money, etc) affect the level of funding of local level partners to a great extent and the type of organization/religious affiliation affects the level of funding of local level partners to a moderate extent. The local NGOs seem to be created not with an altruistic motive in

mind but for the purpose of obtaining grant funding, local NGOs that are altruistically motivated and thus less subject to moral hazard receive more funds and on that if the NGO cares about the welfare of the beneficiaries of development assistance, it is less likely to divert funds and thus attract grants.

5.2.2 NGO Management Competence

The study ascertained that NGO Management competence affect the level of funding of local level partners to a great extent. On the same the characteristics considered include involvement of the community/clients at levels of decision making and leadership, the structures of governance in place, HR, finance, procurement and other policies in place and distinction between the roles of the board and management, additional training required, composition in terms of gender, financial procedures, i.e. recording keeping, charts of accounts, purchasing requirements, developing travel policy, segregation of duties, staff qualification, experience and integrity, past funding history with donor grants, age and experience of the organisation and organisation capacity and experience in terms of projects implementation. internal capacity to raise and manage funds, if the local partners previously worked for NGO, age of the manager, current employment with an NGO, whether a relative lives abroad/parental background and capacity to plan and implement projects effectively affects the NGOs' level of funding of local level partners to significant extents. The study found that the length of tenure in the current NGO is associated with more revenue from fees and donations, suggesting that experience is important in raising funds locally.

5.2.3 Level of Networking

With regard to networking, it was made clear that networking affects NGOs' level of funding of local level partners to a very great extent. The networking affects funding in terms of working with like-minded organizations and filling in of gaps, involvement of the private sector is today becoming a critical factor in the NGO arena, networks with government agencies is a critical factor in local partners funding, linkages with other local and international organizations for purposes of diversifying sources of funding and complimenting each other is a strong factor and

membership with umbrella organizations that enable sharing of information and sharing of infrastructure and lobbying is an important factor determining level of funding. The presence of NGO institutional linkages with government agencies is greatly important, as well as being part of an international network/ umbrella organization, being affiliated of a foreign NGO, while whether the NGO belongs to a Kenyan network of NGOs is moderately important. Donors have difficulties identifying NGOs they can trust, and thus rely on networks to identify grant recipients as it result in repeated interaction to economize on screening and monitoring.

5.2.4 Ages/ Experiences of the NGOs

The study further found that the ages/ experiences of the NGOs affect their level of funding of local level partners to a great extent and that the legal existence of the NGO might not really matter much, if the NGO is creating impact at the community level. Proportion that raises voluntary contributions affects the NGOs' level of funding of local level partners to a great extent as well as number of years of operation and previous similar /related projects done. On the same the number of staff affects the NGOs' level of funding of local level partners to a moderate extent. The likelihood of receiving a grant increases with the age of the NGO.

From the inferential analysis, the four independent variables that were studied, explain only 69.2% of the factors influencing health related international NGOs in empowering local level partners in Nairobi. From the regression equation established, taking all the factors (NGO altruism, NGO competence, level of networking and age/ experience of the NGO) constant at zero, the empowerment of local level partners will be 2.869. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in NGO altruism will lead to a 0.541 increase in empowerment of local level partners. A unit increase in NGO competence will lead to a 0.122 increase in empowerment of local level partners; a unit increase in level of networking will lead to a 0.169 increase in empowerment of local level partners in the area, while a unit increase in age/ experience of the NGO will lead to a 0.359 increase in empowerment of local level partners.

5.3 Discussions of the Findings

This study focused on investigating factors influencing international health sector Nongovernmental Organizations in empowering local level partners in Nairobi, Kenya. This section focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature in order to come up with comprehensive conclusion.

5.3.1 NGO Altruism

The findings of the study show that NGO altruism affects the level of funding of local level partners. The results also reveal that the members of the local level organization are dedicated to the work of the NGO and commitment of the management and founders of the local level organization to meeting the needs to the society without personal gains plays an important role in determining level of funding to the local level organization. The female related nature, whether the NGO targets the poor and voluntary contributions by members and promoters (time, money, etc) affect the level of funding of local level partners to a great extent and the type of organization/religious affiliation affects the level of funding of local level partners. These findings concur with the proposition by Barr, Fafchamps and Owens (2005) that success of NGOs in empowering societies can be accomplished in a variety of ways .e.g., reporting requirements, field visits, survey of benefactors, audit .which are all costly. According to Smith (2004) organizations with more resources or more altruistic mostly get more funding than those that don't. These NGOs start with a stock of resources including the financial resources of members and promoters as well as the value of their time. Scott and Hopkins (1999) argued that NGOs can be cost-effective because the altruism of NGO staff, motivated by the organization's mission rather than financial gain, could imply lower labour costs or higher quality, than for a comparable private firm.

5.3.2 NGO Competence

From the findings NGO Management competence affect the level of funding of local level partners and the characteristics considered include involvement of the community/clients at levels of decision making and leadership, the structures of

governance in place, HR, finance, procurement and other policies in place as well as the length of tenure in the current NGO is associated with more revenue from fees and donations, suggesting that experience is important in raising funds locally. According to Ritva and Svensson (2003) funding is mainly determined by the NGO internal capacity to raise funds, plan and implement projects effectively. NGOs have strategic plans which would enable them to have ownership over their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time. NGO governance and specifically the role of the management and the board is very crucial as it affects access to grants and that NGOs whose manager works in another NGO have a higher likelihood of obtaining a grant and wealth indicators have a negative effect: NGO managers who have wealthy parents and who have a regular job elsewhere are less likely to obtain a grant. Scott and Hopkins (1999) observed that NGOs whose manager works in another NGO have a higher likelihood of obtaining a grant, a funding consistent with the idea that contacts play a role in obtaining grants. Grant attribution is mostly driven by acquaintance, with no evidence that competence matters. The age and education of the manager are not significant, and experience (proxied by length of tenure in the surveyed NGO and by previous experience in another NGO) has a negative influence on the likelihood of obtaining a grant

5.3.3 Level of Networking

Success in attracting grants from international donors depends mostly on network effects. The study made it clear that networking affects NGOs' level of funding of local level partners to a very great extent. The networking affects funding in terms of working with like-minded organizations and filling in of gaps, involvement of the private sector is today becoming a critical factor in the NGO arena, networks with government agencies is a critical factor in local partners funding, linkages with other local and international organizations for purposes of diversifying sources of funding and complimenting each other is a strong factor and membership with umbrella organizations that enable sharing of information and sharing of infrastructure and lobbying is an important factor determining level of funding. Each dimension of

legitimacy varies in degree of network visibility and in tacitness of exchanged network resources. Goldsmith and Eggers (2004) also established that board interlocking networks are more visible than advice-giving networks, while advice-giving networks often depend on tacit information exchange more than do other networks. Thus, diverse networks serve as portfolios which organizations use to maximize their network opportunities. This enhances organizational legitimacy in relation to institutions in their institutional environments, heightening chances of securing resources from those institutions.

5.3.4 Age/ Experience of the NGO

The ages/ experiences of the NGOs were found to affect their level of funding of local level partners to a great extent and that the legal existence of the NGO might not really matter much, if the NGO is creating impact at the community level. According to Barr, Fafchamps and Owens (2005) NGOs focus on relatively light interventions, not on the long term delivery of curative health and full-time education. Proportion that raises voluntary contributions affects the NGOs' level of funding of local level partners to a great extent as well as number of years of operation and previous similar /related projects done. The donors are therefore doubtful that they offer a lower cost of delivery since they cannot capture returns to scale and to specialization. But because they are more flexible and can be activated faster than government services, NGOs may be well suited for relief operations and for small, localized, or unconventional interventions.

5.4 Conclusion

This study concludes that international NGOs working at both the global and local levels are an important tool for empowering local level partners. In the partnerships in the sample, interaction varies from light (moral support for the partner's work) to intense (with a strong involvement of the NGO in the implementation of the partnership). The level at which they fund the local level partners is mainly influenced by the local NGO altruism, age/ experience of the NGO, level of networking and the level of NGO competence in that order.

5.5 Recommendations for Policy and Practice

From the findings and conclusion, the study recommends that:

A collaborative approach to policy lobbying would be more appropriate given the current state of relationship between NGOs and the government and also a general lack of capacity on both sides. There is therefore need to enhance the relationship between the NGOs and the various stakeholders in order to enhance empowerment of local partners.

The various stakeholders should provide valuable input into the criteria for partner selection in a particular context. Clear expectations and priorities articulated by donors in solicitations and planning meetings help organizations determine if this is the right opportunity for them and sets up the ground rules for a mutually beneficial relationship.

Donors should seek information from local NGOs regarding their missions, prior experiences, program maturity, technical expertise, absorptive capacity, financial capacity, internal organizational environment, and how they fit within the larger landscape of NGOs and the government. Donors should also prioritize the tracking of spending to identify where additional resources are needed and ensure that information on resources is made available to local NGOs

NGOs need to focus on the development of their own expertise regarding the management of partner relations. The NGOs can reduce their partners' administrative burden and increase the relevance of their local partners' empowerment actions by harmonizing them more with other funders of the partner organizations.

NGOs should enter into partner agreements that extend beyond a contract regarding a specific programme/project. Shared principles and values can be clarified and a shared concept of 'support to capacity development' incorporated. These agreements can include a perspective or trajectory regarding the (maximum) duration of the partner relation.

NGOs should work towards having an expanded role when decentralization of the education system is complete. They can provide support at the district level where capacity is weak. This requires that NGOs should improve their credibility and capacities to take on the challenges that lay ahead.

There is need for more collaborative approaches in advocating for policy change. Apart from policy advocacy, NGO coalitions should also increase their networking in order to learn from each other or even collaborating in programme implementation.

5.6 Suggestions for Further Research

The study recommends further studies to be done on other NGOs in other towns other than Nairobi to allow for generalization of the factors influencing international health sector nongovernmental organizations in empowering local level partners in the whole country.

The study also suggests that further research studies should be carried out on NGOs in other sectors so as to allow for comparison on the factors influencing international nongovernmental organizations in empowering local level partners.

The study also suggests further studies in the area of the influence of donor relationship management on the level of local NGO funding

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APPENDICES

Appendix I: Introduction Letter

NJURAI, CHRISTINE NJOKI

P.O. Box

Nairobi

June, 21st, 2012

Dear Sir/Madam,

RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a final year MA degree student at the University of Nairobi. My area of specialization is project planning and management. I am currently undertaking a research on “**Factors Influencing International Health Sector Nongovernmental Organizations in Empowering Local Level Partners in Nairobi, Kenya**”.

I would be grateful if you could spare some time from your busy schedule and complete the enclosed questionnaire. All the information provided will be used purely for academic purposes only and will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

NJURAI, CHRISTINE NJOKI

L50/66295/2010

Appendix I1: Research Questionnaire for Middle and Low level Managers

Instructions: Please tick in the appropriate bracket or provided spaces

Section A: Local NGO empowerment

1) What was the average amount of money allocated to the local level partners in the last financial year?

NGO ALTRUISM

2) To what extent does NGO altruism (belief in or practice of disinterested and selfless concern for the well-being of others) affect your level of funding of local level partners?

- Very great extent Great extent
- Moderate extent Little extent
- Not at all

3) To what extent do the following affect your level of funding of local level partners?

Financial management	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Voluntary contributions by members and promoters (time, money, etc)					
Type of organization/Religious affiliation					
Female related					
Whether the NGO targets the poor					

- 4) To what extent do you agree with the following statements on the effect of NGO altruism on funding? Use a scale of 1-5 where 1= strongly agree and 5= strongly disagree

Statements	1	2	3	4	5
Local NGOs seem to be created not with an altruistic motive in mind but for the purpose of obtaining grant funding					
Local NGOs that are altruistically motivated and thus less subject to moral hazard receive more funds					
If the NGO cares about the welfare of the beneficiaries of development assistance, it is less likely to divert funds and thus attract grants					

NGO MANAGEMENTCOMPETENCE

- 5) To what extent does NGO Managementcompetence affect your level of funding of local level partners?

Very great extent [] Great extent []

Moderate extent [] Little extent []

Not at all []

- 6) To what extent do the following affect your level of funding of local level partners?

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Internal capacity to raise and manage funds					
Capacity to plan and implement projects effectively					
Work experience					

Competence/ qualifications/ education					
Length of tenure in the current organization					
Previously worked for NGO					
Current employment with an NGO					
Manager's wealth					
Age of the manager					
Relative lives abroad/parental background					

7) To what extent do you agree with the following statements on the effect of NGO Management competence on funding? Use a scale of 1-5 where 1= strongly agree and 5= strongly disagree.

Statements	1	2	3	4	5
NGO governance and specifically the role of the management and the board is very crucial as it affects access to grants					
NGOs whose manager works in another NGO have a higher likelihood of obtaining a grant					
Wealth indicators have a negative effect: NGO managers who have wealthy parents and who have a regular job elsewhere are less likely to obtain a grant.					
The length of tenure in the current NGO is associated with more revenue from fees and donations, suggesting that experience is important in raising funds locally.					

NETWORKING/ PERSONAL CONTACTS

8) To what extent does networking affect your level of funding of local level partners?

Very great extent [] Great extent []

Moderate extent [] Little extent []

Not at all []

9) To what extent do the following considerations determine your level of funding of local level partners?

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Whether the organization is part of an international network/ umbrella organization					
Whether the NGO is an affiliate of a foreign NGO					
Whether the NGO belongs to a Kenyan network of NGOs					
Whether the NGO has institutional linkages with government agencies					

10) To what extent do you agree that donors have difficulties identifying NGOs they can trust, and thus rely on networks to identify grant recipients as it results in repeated interaction to economize on screening and monitoring?

Strongly agree [] Agree []

Neutral [] Disagree []

Strongly disagree []

AGE/ EXPERIENCE OF THE NGO

11) To what extent do age/ experience of the NGO affect your level of funding of local level partners?

Very great extent [] Great extent []

Moderate extent [] Little extent []

Not at all []

12) To what extent do the following affect your level of funding of local level partners?

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Number of years of operation					
Previous similar /related projects done					
Number of staff					
Proportion that raise voluntary contributions					

13) To what extent do you agree that “The likelihood of receiving a grant increases with the age of the NGO”?

Strongly agree [] Agree []

Neutral [] Disagree []

Strongly disagree []

Appendix III: Interview Guide for Top level managers

- 1) Kindly describe the general criteria used by your NGO in funding local level partners. What are some of the factors that you consider?
- 2) How does the level of NGO altruism affect your level of funding of local level partners?
- 3) Do you consider the various characteristics of the NGO management when funding the local partners? What are some of these characteristics?
- 4) What are some of the aspects related to NGO governance that you consider?
- 5) Does the level of networking of an NGO affect its funding? Kindly explain.
- 6) What are some of the difficulties you have in identifying NGOs you can trust?
- 7) In your opinion, does the age/ experience of the NGO affect your level of funding of local level partners? If yes/no, how?
- 8) How much money did you allocate to the local level partners in the last financial year?
- 9) What are some of your suggestions on the factors that should be considered when funding local level partners?