AN INVESTIGATION OF FACTORS INFLUENCING PERFORMANCE OF NON GOVERNMENTAL PROJECTS IN KENYA: A CASE OF GARISSA COUNTY.

DIRIYE HASSAN ABDI

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND MANAGEMENT, SCHOOL OF CONTINUING AND DISTANCE EDUCATION, UNIVERSITY OF NAIROBI

2014
DECLARATION

Declaration by the Student
This research project is my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of the University supervisor.

Name: DIRIYE HASSAN
Sign ___________________________ Date________________________
L50/60941/2011

Declaration by the Supervisor
This research project has been submitted for defense with my approval as the University Supervisor

Name: MR MOHAMED ADEN NOOR
Sign ___________________________ Date________________________

Supervisor

Declaration by the Supervisor
This research project has been submitted for defense with my approval as the University Supervisor

Name MR STEPHEN OKELO
Sign ___________________________ Date________________________

Supervisor
DEDICATION

I dedicate this research project to my family and friends whose support culminated in the production of this report. God bless you all.
ACKNOWLEDGEMENT

I take this opportunity to express my profound gratitude and deep regards to my university supervisors Mr. Stephen Okello and Mr. Mohamed Aden for their guidance and informative comments throughout the course of development and conclusion of this report. It would not have been possible to finalize it without their constant guidance and supervision. They thoroughly review and provide useful comments on this work. The guidance given by them from time to time shall carry me a long way in the journey of life on which I am about to embark.

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ABSTRACT

A project is a temporary group activity with a defined beginning and end in time, scope and resources designed to produce a unique product, service or result. The performance of a project towards meeting its intended objectives is dictated by diverse factors. According to the NGO Council of Kenya there are so many projects whose performance to quality, cost and time has been put into question. This study sought to investigate the factors influencing performance of NGOs projects in Garissa County, Kenya. The objectives of the study were to establish if and to what extent funding, organizational culture, governance and community participation influences performance of NGOs projects in Kenya. Descriptive research design was employed. The researcher took the entire 72 fully functioning NGOs as his target population and consequently as the source of his research sample size, the researcher used stratified random sampling method in the study and the sample size for the study were 56 respondents. Data was collected using a questionnaire, and analyzed. The study found out that availability and accessibility of funding, governance issues such as leadership and accountability, organizational culture as well as community participation influenced performance of NGOs projects in Garissa County. The study recommends that the NGOs should diversify their funding sources. The research also recommends that top leadership of NGOs should have minimum qualifications of bachelor’s degree and should be adequately equipped with management skills through continuous training. The above recommendations coupled with focus on building and sustaining organizational culture that motivates employees to reap their full potential will help the NGOs in improving their project performance. Finally, the study recommends that in order to achieve meaningful community participation, NGOs need to adopt flexible policies and procedures that allow communities to explore ideas and make their own decisions.
# TABLE OF CONTENTS

DECLARATION .......................................................................................................................... ii  
DEDICATION............................................................................................................................ iii  
ACKNOWLEDGEMENT .............................................................................................................. iv  
ABSTRACT .................................................................................................................................. v  
TABLE OF CONTENTS ........................................................................................................ vi  
LIST OF TABLES ................................................................................................................... x  
LIST OF ABBREVIATIONS AND ACRONYMS ........................................................................... xii  

## CHAPTER ONE .................................................................................................................. 1  
INTRODUCTION ................................................................................................................... 1  
1.1 Background of the Study ................................................................................................. 1  
1.2 Statement of the Problem .............................................................................................. 2  
1.3 Purpose of the Study ...................................................................................................... 4  
1.4 Objectives of the Study .................................................................................................. 4  
1.5 Research Question ......................................................................................................... 4  
1.6 Limitation of the Study .................................................................................................. 5  
1.7 Delimitation of the Study .............................................................................................. 5  
1.8 Significance of the Study .............................................................................................. 5  
1.9 Assumption of the Study ............................................................................................... 6  
1.10 Definitions of Significant Terms .................................................................................. 6  
1.11 Organization of the Study ............................................................................................ 7  

## CHAPTER TWO .................................................................................................................. 8  
LITERATURE REVIEW ......................................................................................................... 8  
2.1 Introduction ..................................................................................................................... 8  
2.2 Review of Past Literature ............................................................................................. 8  
............... 2.2.1 Funding and performance NGOs Projects ....................................................... 8  
............... 2.2.2 Governance and performance NGOs Projects ............................................... 9  
............... 2.2.3 Organization Culture and performance NGOs Projects .................................... 11  
............... 2.2.4 Community Participation and performance NGOs Projects ............................. 15  
2.3 Conceptual Framework .................................................................................................. 16
2.4 Review Critical Literature ........................................................................................................ 17
2.5 Theoretical Review of the Literature ........................................................................................ 18
  2.5.1 Henri Fayol Principal of Management .............................................................................. 18
  2.5.2 Henry Gantt theory ........................................................................................................... 18
  2.5.3 Four Stages Theory .......................................................................................................... 19

CHAPTER THREE ..................................................................................................................... 21
RESEARCH METHODOLOGY .................................................................................................. 21
  3.1 Introduction .......................................................................................................................... 21
  3.2 Research Design .................................................................................................................. 21
  3.3 Target Population ............................................................................................................... 21
  3.4 Sample Size ....................................................................................................................... 22
    3.4.1 Sampling Procedures .................................................................................................... 22
  3.5 Research Instruments ......................................................................................................... 22
  3.6 Instruments Validity ............................................................................................................ 23
  3.7 Instrument Reliability ......................................................................................................... 23
  3.8 Data collection techniques ................................................................................................. 23
  3.9 Data Analysis Methods ....................................................................................................... 24
  3.10 Ethical considerations and definitions of variables ......................................................... 24
  3.11 Operational Definition of Variables ................................................................................ 25

CHAPTER FOUR ..................................................................................................................... 26
DATA ANALYSIS AND INTERPRETATION ........................................................................... 26
  4.1 Introduction ......................................................................................................................... 26
    4.1.1 Response rate ................................................................................................................. 26
  4.2 Demographic Data .............................................................................................................. 26
    4.2.1 Gender of the respondents ............................................................................................ 26
    4.2.2 Age of the respondents ............................................................................................... 27
    4.2.3 Number of years worked in the NGO ......................................................................... 27
    4.2.4 Highest level of education ........................................................................................... 28
    4.2.5 Number of years that the NGOs have been in operations ......................................... 28
    4.2.6 Sources of funds for your NGO .................................................................................... 29
    4.2.7 Under which registration body is your NGO registered ............................................. 29
4.3 Funding and influence performance of NGOs projects in Kenya ........................................... 30
   4.3.1 Does funding influence performance of NGOs projects in Kenya ....................... 30
   4.3.2 Extent to which funding influence performance of NGOs projects in Kenya ... 30
   4.3.3 Purpose of funding .................................................................................................. 30
   4.3.4 Extent to which funding influence performance of NGOs projects in Kenya .. 31
4.4 Governance and performance of NGOs projects in Kenya ......................................... 32
   4.4.1 Does Governance influence performance of NGOs projects in Kenya ........... 32
   4.4.2 Extent to which governance influence performance of NGOs projects in Kenya .......................................................................................................................... 33
   4.4.3 Governance issues that influence performance of NGOs projects in Kenya.... 33
   4.4.4 Extent to which governance influence performance of NGOs projects in Kenya .......................................................................................................................... 34
4.5 Organization Culture and performance of NGOs projects in Kenya ....................... 35
   4.5.1 Does Organization Culture influence performance of NGOs projects in Kenya .......................................................................................................................... 35
   4.5.2 Extent to which Organization Culture influenced performance of NGOs projects in Kenya .......................................................................................................................... 35
   4.5.3 Extent to which Organization Culture influenced performance of NGOs projects in Kenya .......................................................................................................................... 36
4.6 Community Participation and performance of NGOs projects in Kenya ............... 38
   4.6.1 Does Community Participation influence performance of NGOs projects in Kenya .......................................................................................................................... 38
   4.6.2 Extent to which Community Participation influenced performance of NGOs projects in Kenya .......................................................................................................................... 38
   4.6.3 Extent to which Community Participation influenced performance of NGOs projects in Kenya .......................................................................................................................... 39

CHAPTER FIVE ......................................................................................................................... 41
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS ........... 41
5.1 Introduction ....................................................................................................................... 41
5.2 Summary ............................................................................................................................ 41
5.3 Discussions of the findings ............................................................................................. 42
5.4 Conclusions of the study .................................................................................................. 45
5.4.1 Funding and performance of NGOs projects in Kenya ............................. 45
5.4.2 Governance and performance of NGOs projects in Kenya .................... 46
5.4.3 Organization Culture and performance of NGOs projects in Kenya .......... 46
5.4.4 Community Participation and performance of NGOs projects in Kenya ...... 46
5.5 Recommendations of the study .................................................................. 46
  5.5.1 Funding and performance of NGOs projects in Kenya ......................... 46
  5.5.2 Governance and performance of NGOs projects in Kenya .................. 47
  5.5.3 Organizational culture and performance of NGOs projects in Kenya ....... 47
  5.5.4 Community Participation and performance of NGOs projects in Kenya ... 48
5.6 Recommendations for further study.............................................................. 48
REFERENCES.................................................................................................... 49
APPENDICES ..................................................................................................... 52
APPENDIX I: LETTER OF INTRODUCTION ...................................................... 52
APPENDIX II: QUESTIONNAIRE ...................................................................... 53
APPENDIX III: INTERVIEW SCHEDULE FOR MANAGERS ......................... 58
APPENDIX IV: LIST OF NGOS IN GARISSA COUNTY ................................. 59


LIST OF TABLES

Table 3.1. Sample Size and percentage ................................................................. 22
Table 3.2: Operational Definition of Variables ....................................................... 25
Table 4.1 Gender of the respondents ................................................................. 26
Table 4.2 Age of the respondents ........................................................................... 27
Table 4.3 Number of years worked in the NGO ......................................................... 27
Table 4.4 Highest level of education ........................................................................ 28
Table 4.5 Number of years that the NGOs have been in operations ......................... 28
Table 4.6 Sources of funds for your NGO .............................................................. 29
Table 4.7 Under which registration body is your NGO registered ......................... 29
Table 4.8 Extent to which funding influence performance of NGOs projects in Kenya .... 30
Table 4.9 Purpose of funding .................................................................................... 30
Table 4.10 Extent to which funding influence performance of NGOs projects in Kenya .................................................................................................................. 31
Table 4.11 Does Governance influence performance of NGOs projects in Kenya ........ 32
Table 4.12 Extent to which governance influence performance of NGOs projects in Kenya .................................................................................................................. 33
Table 4.13 Governance issues that influence performance of NGOs projects in Kenya .... 33
Table 4.14 Extent to which governance influence performance of NGOs projects in Kenya .................................................................................................................. 34
Table 4.15 Extent to which Organization Culture influence performance of NGOs projects in Kenya .................................................................................................................. 36
Table 4.16 Extent to which Organization Culture influenced performance of NGOs projects in Kenya .................................................................................................................. 37
Table 4.17 Extent to which Community Participation influence performance of NGOs projects in Kenya .................................................................................................................. 38
Table 4.18 Extent to which Community Participation influenced performance of NGOs projects in Kenya .................................................................................................................. 39
LIST OF FIGURES

Figure 1.1 Conceptual Frame Work ................................................................. 17
LIST OF ABBREVIATIONS AND ACRONYMS

CEO  Chief Executive Officer
GOK  Government of Kenya
HQ   Head Quarter
NGO  Non Governmental Organization
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

We may know why projects fail; we may know how to prevent their failure, so why do they still fail? This statement could be applied to the Space Shuttle disaster in the USA, or the 2003 collapse of a large portion of the U.S. electrical grid. According to American Project Management Body of Knowledge (PMBOK® Guide), a project is a temporary group activity designed to produce a unique product, service or result. It has a defined beginning and end in time, and therefore defined scope and resources (Opel, 2007). As it is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. According to Opel (2007), in Canada, they are many critical factors that affect project success or performance in an NGO. Whereas many of these studies generate lists of critical success factors, each list varies in its scope and purpose. The success factors are usually listed as either very general factors or very specific factors affecting only a particular NGO projects. According to Raul (2005) one of the most critical factors for the successful completion of projects in Europe is top management support. The support is usually strongest if there is a project champion and this champion is from the top management. It helps project managers understand and achieve the project objectives which are specified by the client and or top management. Thus all top management in NGO must support the projects that have been initiated or associated with the organization.

Clearly, full support from the organization for the project helps to facilitate and implement strategies for the successful completion of the projects. According to Patel (2004) in India, lack of a comprehensive list or knowledge of the factors affecting projects makes it difficult not only for project managers but also for other researchers to evaluate projects based on factual evidence.

Getting the list of these factors in advance helps in the classification of the critical factors to be addressed, which will enable the description of the impacts of these factors on project performance and management, this often times is not the case but the direct opposite of the intended course.
In third world countries especially Sub Saharan Africa, NGO plays a massive role in community development through various project initiative. Copper (2007) affirms that they are many NGO with several projects in Africa that deals with all the factors affecting humanity which include, micro finance, health, education etc. Kaguta (2004) established that there are almost over 5000 NGO in Uganda and Tanzania and a similar number in Kenya. He further asserted that the rate of NGO project performance is very high, close to 35% of the many NGO projects fail in their early stages. Emphasis is given to the grouping of success factors and explaining the interaction between them, rather than the identification of individual factors affecting the success of projects. Closer home in Garissa County, slightly over seventy NGO’s do exist (Schwartz, 2002). Many of them are working in refugee programmes at Dadaab Refugee camps, others serve the local population outside the camp, and some have a mandate to work with the refugee as well as local host communities.

Project management is an activity of planning and executing project activities as to achieve the set goals and objectives. The success of a project towards meeting its objectives is dictated upon by interplay of diverse factors which if not well monitored and managed would wreck the project apart (Falin,2007), and block it from achieving the objectives set during the initiation making the project a non performing one. According to Falin, (2007) in Kenya, over fifty percent projects have been declared non-performing or non- satisfactory. The figure becomes even bigger when the NGO projects are put in the spotlight. All the different geographical approach affirms that NGO project have their challenges that affects them in every region of the world. The researcher will therefore endeavor to establish what the factors are contributing to these performances in Garissa County.

1.2 Statement of the Problem
The purpose of this study project was to systematically investigate the causes of project performance and how these can be prevented, managed, or controlled in Kenya. Research studies investigating the reasons why projects fail or succeed, has been ongoing for years, with various researchers, organizations and project management institutions, providing lists of reasons, which they believe, are the cause
of project performance. However, despite these lists, projects continue to fail. (Atkinson, 1999).

Project management has become increasingly important in the development of any nation. Various organizations have used project management techniques as a means of bridging the gap between failure and success in implementation of projects. Despite this increasing awareness of project management by organizations, projects still fail.

A project is considered a non performing when it has not delivered what was required, in line with expectations. Therefore, in order to succeed, a project must deliver to cost, to quality, and on time; and it must deliver the benefits presented as its objective (Bent, 2005). The requirements for success are clear and absolute right. Unfortunately, it's not that simple (Juan, 2007).

If key stakeholders agreed that a project had to exceed its initial budget, the project may still be considered a success. Likewise, if a project delivered everything that was in the detailed project designs, it may still be considered a non performing if it didn't include vital elements that the key stakeholders needed. This doesn't seem fair, but project performance isn't just about the facts, nor is it simply about what was delivered. It's also, crucially, about how the project is perceived by the stakeholders which include the society at large.

There are many writers who tell us why projects fail. For instance, Field (2004) tells us that project fail too often because the project scope was not fully appreciated and or user needs were not fully understood. Hulme (2008) tells us that projects take place in an environment characterized by the following: Lack of management continuity and an incentive system that encourages overly optimistic estimates of the benefits that can be attained from doing the project. For example it is assumed that if a projects completion time exceeded its due date, or expenses overran the budget, or outcomes did not satisfy a company's predetermined performance criteria, the project was assumed to be a failure.
Project management, then, is the application of knowledge, skills and techniques to execute projects effectively and efficiently. It’s a strategic competency for organizations, enabling them to tie project results to business goals and thus, better compete in their markets and the growth and betterment of the communities (Ozil, 2007). Project management processes fall into five groups: Initiating, Planning, Executing, Monitoring and Controlling and Closing. They are so many projects failing in Kenya according to the NGO Council of Kenya (2011), for the development of Kenya; project must not fail in this alarming rate. Hence the study endeavors to establish causes of these performances and eventually bring down the performance rate of project in Kenya. This study therefore sought to fill the gap by looking at the factors influencing performance of NGOs projects in Garissa County, Kenya.

1.3 Purpose of the Study
The purpose of this research was to investigate the factors influencing the performance of NGOs projects in Garissa County, Kenya.

1.4 Objectives of the Study
The objectives of the study were:
  i  To establish whether funding influences performance of NGOs projects in Kenya.
  ii To determine the extent to which governance influences performance of NGOs projects in Kenya.
  iii To assess whether organizational culture influences performance of NGOs projects in Kenya.
  iv To establish whether community participation contributes to the performance of NGO projects in Kenya.

1.5 Research Question
The following research questions guided the study;
  i  Does funding influence performance of NGOs projects in Kenya?
  ii To what extent does governance influence performance of NGOs projects in Kenya?
  iii Does organizational culture influences performance of NGOs projects in Kenya?
To what extent does community participation influence performance of NGOs projects in Kenya?

1.6 Limitation of the Study

The researcher had difficulties in accessing the information due to the confidentiality tag pertaining the operation of the organization. However the researcher assured the respondents that the information given would be treated with utmost confidentiality and would not be used for ill motive but only for academic purposes.

Employees and Employers withheld information because of competition which jeopardized the reliability of the information given. To overcome this challenge, the researcher had a letter from the institution to identify him as a student and which asserted to the employees that his work was purely for academic purposes.

1.7 Delimitation of the Study

The researcher got an introduction letter from the university stating that he was a student doing research to enable him complete a requirement for an award of a Masters Degree in Project Planning and Management. This study only focused on people in Garissa County. The researcher restricted himself to responses given by people of Garissa County.

1.8 Significance of the Study

The study would help other researchers in identifying the factors affecting success of projects in Kenya. It would act as a reference material to other researchers who wished to carry out further research in this area and other related areas. It would also be important as a guide to NGO’s to enable them understand what they should expect while running projects in Kenya, because Internal and external environment were ever changing. The study would be important to the government especially the NGO council of Kenya on policy issues relating to managing and enhancing projects in Kenya.
1.9 Assumption of the Study
The validity and the reliability of the data instrument was jeopardized, putting this in mind the researcher continued to ensure that a good rapport was made from the start of the project and a pilot study was done to ascertain the reliability of the data. This helped the researcher get honest and genuine feedback from the respondents and thus made the study valid.

1.10 Definitions of Significant Terms
NGOS Legally constituted corporations created by natural or legal people that operate independently from any form of government usually to deliver resources or serve some social or political purpose.
Objective This refers to the milestones that defines or are used to rate the project as either having been successful or not. They are specific targets which the project aims to address.
Performance This refers to factor are used to rate the project as either being a success or not such as attainment of the project targets/objectives
Project A project is a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables) undertaken to meet unique goals and objectives, usually to bring about beneficial change or added value.
Resources Human, material or financial requirements of the project, necessary for the project activities to take off
Risks This refers to the deterrent factors that may hinder the smooth implementation of the project activities as reach a conclusive and satisfactory end.
Scope This refers to the target or the expected outcome of a project i.e. limit of expectations.
Stakeholders This refers to all that have special interest in the project.
1.11 Organization of the Study

This study is organized in five chapters, chapter one focuses on background of the study, statement of the problem, purpose of the study, objectives of the study, research questions significance of the study, basic assumptions of the study, definitions of significant terms and organization of the study.

Chapter two focuses on literature review of the study. Chapter three covers the research methodology; this chapter describes the research design, the target population, sampling technique, sample size, research instruments, instruments validity and reliability, data collection procedures and data analysis techniques. Chapter four reports the data obtained from the respondents and discussions of the research findings, chapter five is concerned on the summary and recommendations of the study
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter discusses the literature review of the research study. Literature review provides the study with an explanation of the theoretical rationale of the problem being studied as well as what research has already been done and how the findings relate to the problem at hand. In this chapter, literature was reviewed under the raised factors on study objectives, this relied on earlier work which was obtained from published reference material such as magazines, newspapers and journals, and these provided an overview of major past activities that had earlier been undertaken on the topic under study. The Chapter covered the past studies, critical analysis and the identified research gaps.

2.2 Review of Past Literature
2.2.1 Funding and performance NGOs Projects
According to (Kent, 2007), providing financial resources to finance a need, program, or project is termed as funding. Cater (2003) affirms in general that funding is used when a firm fills the need for cash from its own internal reserves, and the term 'financing' is used when the need is filled from external or borrowed money. For NGO, the monetary resources provided for by external sources are termed as funds.

Lack of funds is often the most critical challenge that a successful NGO faces. Often times these challenges becomes quickly a vicious circle. Without very diligent cash flow management raising of more funds the running of an NGO is affected greatly. (Copper, 2007), this trickles down to the running of the projects. Large NGOs may have annual budgets in the hundreds of millions or billions of dollars. For instance, the budget of the Care Kenya is over US$100000 in 2009. Funding such large budget demands significant fundraising efforts on the part of most programs, and many organizations have problems with fund raising for their own funds (Juan, 2008).
Major sources of funding of NGOs programs in marginalized areas include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations (Juan, 2008). Most EU grants provide funds accessible to NGOs but the criteria in accessing them is difficult hence making the realization of NGO objective blink, affecting the success of a project (Kent 2004). Even though the term “Non Governmental Organization” implies independence from government, some NGOs depend heavily on government for their funding. A quarter of US$162 million income in 1998 of the famine relief organization - Oxfam was donated by the British Government and EU. The Christian relief and development organization World Vision collected US$55 million worth of goods in 1998 from the American government as donation. Nobel Peace winner Medicines Sans Frontiers (MSF) gets 46% of its income from the government sources. The most significant provider of international funds for financial intermediary for lending are multilateral development Bank (World Bank Group, IFAD, EIB, regional development banks) as well as bilateral development agencies or banks (the German KfW, Japanese JICA, USAID). The condition of these credit lines usually reflect the recipient country status (IDA eligibility criteria). For example if a project is in a country that is not eligible, the projects for the NGO in that country could collapse and eventually fail (USAID, 2004).

Financial resources are the monetary funds required to finance various organization functions. Lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs programs whether private or public and this greatly affects sustainable development in the programs and other institutions. Most of the community based programs heavily relies on donor funding as the only source of funds and this leads to a sudden collapse of the programs or organizations when the donor support is withdrawn (Ward, 2003).

2.2.2 Governance and performance NGOs Projects

Few projects ever start without a sponsor. This is the person who has identified the need for change in an area of the business/organization, and who is committed to making that change happen. He or she plays a vital role in ensuring the project's success.
A good sponsor can make a mediocre project fantastic, and a poor sponsor can delay and frustrate a fantastic project team. The project sponsor is supported by the project's governance bodies, usually in the form of a steering group. These governance roles are essential: they provide direction, guidance, and critical review of the project and its progress. As project manager is involved in the day-to-day running of the project, governance groups can take a step back and look at the project from a different perspective. They can ask difficult questions about progress and performance. They may see things that a projects manager overlooked. However, the steering board can help by providing contacts and insights that help a manager get things done, and by providing "political cover" when he needs it, in terms of security and other related service provided by the central government (Burnet, 2009). Hence governance determines the success or performance of a project in a NGO.

Project managers don't usually have any influence over who their project sponsor is. Sponsors either self-select, or they're chosen because of their position in the organization. However, you often have more influence over who is in your steering group. As such, if you know that your project sponsor lacks passion for the project, or if the sponsor doesn't like to say no to people who keep trying to expand the project scope, then the manager makes sure he balances this with tougher or more engaged steering group members to ensure the project objective is met (Burnet, 2009). Governance refers to the leadership and direction of the group. Leadership involves articulation and maintaining the group's vision and mission which is shared by all the group members in all aspect of the organization activities. This is achieved when the group members work together with the management to articulate for the success of the project (Burnet, 2001).

Management systems refer to the mechanism used to co-ordinate activities and facilitate process within the organization. These systems include organization structure and culture, planning, personnel, administrative procedures, risk management, conflict management and reporting. Management is a process of achieving an organizational goal through coordinated performance of 5 specific function planning, organization, staffing, directing and controlling; this meets the governance threshold which influences the outcome of a project (Schwartz, 2002).
Lack of management skills is a problem that is very difficult to deal with in most organization as the size of the senior management team is necessarily limited. These areas of weakness could be in finance, human resources, marketing etc. Any area where the current management does not have the expertise or the time to deal with the issues will always bring a problem. The solution is to determine what those areas of weakness are and then to develop a plan for dealing with those challenges hence affirming good governance. Good governance transits to high chances of project success and bad high chances of it failing (Schwartz, 2002).

Accountability is the responsibility for the use of resources, decision and or the results of the discharge of authority and official duties, including delegated to a subordinate unit or individual. In regards to projects that are managed by project managers, the role of the managers is to provide evidence to stakeholders that a project is effective and in conformity with planned results, legal and fiscal requirements. In organizations that promote learning, accountability may also be measured by the extent to which managers use monitoring and evaluation tools and findings. Accountability will therefore send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively (Kent, 2007)

2.2.3 Organization Culture and performance NGOs Projects

While organizational culture has been widely discussed within organizational theory and management, it has received far less attention within nongovernmental sector research and wider development studies (Lewis 2002). Simple definitions of organizational culture often refer to “the way we do things around here,” “the way we think about things round here,” or “the commonly held values and beliefs held within an organization” (Hudson 1999 1995?), while Handy (1988) offers a general definition of organizational culture as “the overall ‘character’ of an organization.”
At the other, more complex end of the definitional spectrum, the work of Edgar Schein (1985), influenced by social psychology, focuses on the construction and negotiation of values and meanings as expressed through organizational artifacts, motivations, and behaviors. Schein’s work shows, for example, how cultural incompatibilities may be at the root of problems experienced when companies attempt to diversify product lines or expand into new markets. Alongside the definitional complexity, organizational culture can also be seen as a particularly difficult subject of research since it cannot easily be isolated as a theme in itself and needs instead to be observed in relation to ongoing events and processes.

This framework provides the means to analyze organizational culture in general terms, but more detail is needed to capture the cultural dynamics and difference that may exist within and between organizations. Hudson (1999), drawing on Schein’s (1985) work, referred to three levels of organizational culture. First are the visible representations, which include buildings, structures, language, and images, such as the NGO with a smart, well-equipped office as compared to the one with the broken down, untidy one. Second is group behavior (which includes the ways people act and react under different circumstances, such as making decisions, dealing with a crisis, or the ways they treat users) or the ways senior managers treat junior managers. Third are the underlying beliefs, which include the values that influence people’s behavior, such as a belief in radical empowerment or a belief in more charitable welfare ideas. For some management writers, the concept of organizational culture has come to be seen simply as a crucial variable, which, if gotten right, can contribute to improved organizational performance. The work of Peters and Waterman (1982), which drew attention to the role of values as the single most important key to management excellence, exemplifies such a view, and the authors identified eight qualities they found to exist in what they considered the best-run companies in the United States.

Cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations within an organization.
As Wright (1994–1995) observed, organizations do not have cultures that can be identified and isolated from other aspects of an organization—instead, organizational cultures are and are constantly enacted and recreated as part of an organization’s ongoing everyday existence.

Culture from the Latin cultura stemming from colere, meaning to cultivate which generally refers to patterns of human activity and the symbolic structures that give such activities significance and importance. Cultures can be understood as systems of symbols and meanings that even their creators contest, that lack fixed boundaries, that are constantly in flux, and that interact and compete with one another, hence culture influences a project both negatively and positively (Encyclopedia, 2008).

There is no single definition for organizational culture (Juptor, 2003). The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational communication. Some of the definitions include, a set of common understandings around which action is organized, finding expression in language whose nuances are peculiar to the group (Becker and Geer, 1960). A set of understandings or meanings shared by a group of people that are largely tacit among members and are clearly relevant and distinctive to the particular group which are also passed on to new members (Louis, 1980).

A system of knowledge, of standards for perceiving, believing, evaluating and acting that serve to relate human communities to their environmental settings (Allaire & Firsirotu, 1984). The deeper level of basic assumptions and beliefs that are: learned responses to the group's problems of survival in its external environment and its problems of internal integration; are shared by members of an organization; that operate unconsciously; and that define in a basic "taken-for-granted" fashion in an organization's view of itself and its environment (Schein, 1988).

Organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular
culture of an organization. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation is quite different than that of a hospital which in turn is quite different from that of a university. You can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, what members wear, etc. -- similar to what you can use to get a feeling about someone's personality (MaCathy 2007).

According to Alpha (2005) the manifestation and effects of organizational culture are many and varied. Obviously the effects of organizational culture vary depending on whether the organization has a strong culture or a weak culture, but there are some generalities that apply. Many workers are spending more and more time at work. Depending on the job or company, many workers would put in 50, 60, or even more hours a week. The old axiom goes that a happy worker is a productive worker, and this is one of the effects of organizational culture which also affect NGO projects.

According to Chapman (2005), workers want to enjoy work; they want to be interested in whatever is going on that day or long term goals. Being part of something meaningful that the worker enjoys makes the whole experience of work better, which will make them more productive. The effects of organizational culture should help provide this setting and most NGO fail in providing such culture and leads output that is not envisaged by the organization and thereby affecting the project negatively eventually. However most organization try to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees. If a company has the culture of paying its workers badly, this will affect the output' and even sabotaging of the organization programs.

A strong organization will focus on the environment it creates for its workers because that will help encourage a more efficient and productive organization. Focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization.
This type of company generally has among the best response from its employees and thus will also have a much better chance of achieving its goals (Kent, 2007).

2.2.4 Community Participation and performance NGOs Projects
Community participation or involvement is a field of practice directed towards the creation and enhancement of community between individuals within a region area such as neighborhood or within a common interest. It is sometimes encompassed under the field of community development (Meyer 2006). For any organization to achieve a stated goal the organization must bring all stakeholders including the community so as to achieve the best results for the project, failure to this, the project may flop badly.

Through NGOs, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities. These skills are often concentrated around building political power through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities’ positions within the context of larger social institutions. Community development empowers members of the community to support development of community based programs e.g. hospitals and youth group projects. (Davies 2007) in doing so the chances of a project to fail are minimal.

Activists engaged in community building efforts in industrialized nations see the apparent loss of community in these societies as a key cause of social disintegration and hence the emergence of many harmful behaviors. They may see building community as a means to increase social justice, individual well-being and reduce negative impacts of otherwise disconnected individuals (Carrie 2006)

When one helps in creating something, one is likely to feel some sense of pride and ownership; what’s more that feeling of ownership will increase as your participation in the task increases. Perhaps this motivation to be involved in decision making rather than simply to carry out the decisions is a mingling of self interest with a genuine desire to apply all of our skills to a task and create the best possible outcome.
Whatever the reasons, this phenomenon is evident in the workplaces and community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions too (Carrie 2006). Thus this is significantly important when it comes to organization project performance. Juan (2003) affirmed that lack of community participation influences the performance rate of projects in many geographical areas.

Not all decisions must be made by management; in fact there are advantages to having the workers or the beneficiaries who will be part of the decision making. The individuals know their weaknesses, and often each other’s and what their community needs the most. They certainly know their preference regarding the kind of work they like to do and the people with whom they will work with. Finally, they know as well as anyone else the process by which the work will get done. All of this knowledge makes them ideal decision makers in some situations. And making these decisions provides the community a sense of participation in the program’s direction and success. (Lacombe, 2006).

2.3 Conceptual Framework.
The schematic Diagram shows the relationship between the independent and dependent variables.
To run a cost effective service in an organization, information about what is and what is not working is critical on keeping beneficiaries happy and satisfied. Teams or groups might spend hundreds of hours designing the perfect client follow up programs, but without a way to measure its impact, money and other resources can be wasted. Community based sustainability programs can help determine areas of weaknesses within the organization or institutions. Key to this is balancing clients or customers satisfaction level with actual level of support, and understanding how to deliver their expectations with the minimum resources.

NGOs are expressing difficulty in finding sufficient, appropriate and continuous funding for their work. They find accessing donors as challenging as dealing with their funding conditions. They perceive there to be certain cartels of individuals and NGOs that control access to donor funds. They have limited resource mobilization drives and are often not looking for funds that are available locally, preferring to wait for international donors to approach them. There is a high dependency of donors and a tendency to shift interventions to match donor priorities. There is a lack of financial
fund, project and organizational sustainability. Hence funding option for an organization should be wide open.

Bad Governance was recognized within the sector as a whole, within the NGO Council and within individual NGOs. Knowledge of good governance varied widely, with some regions indicating very little understanding of why NGOs are required to have boards or what their roles and functions should be. Many other authors explained that it is difficult to achieve good governance with founders who wished to own their NGOs for their own purposes. Scholars with better understanding of good governance appreciated that this is fundamental to NGO accountability and transparency. Many NGOs mismanage their resources, quite often with the involvement and encouragement of their boards that ‘eat’ their NGOs resources. Finding board members can be difficult if you are not willing to pay them or provide allowances and all these affects the success of NGO projects.

2.5 Theoretical Review of the Literature

2.5.1 Henri Fayol Principal of Management

A principle refers to a fundamental truth (Lanz, 2007). It establishes cause and effect relationship between two or more variables under given situation. They serve as a guide to thought & actions. Therefore, management principles are the statements of fundamental truth based on logic which provides guidelines for managerial decision making and actions. This affects organization governance and decision in an organization. Fayol's six primary functions of management, which goes hand in hand with the principles, are as follows: Forecasting, Planning, Organizing, Commanding, Coordinating and Controlling. Early Management Theory principal has a direct correlation with success or failure of a project. This principal if implemented by project managers, a phenomenon of success will be witnessed.

2.5.2 Henry Gantt theory

According to (Jupta, 2003) Gantt theory is in a form of a chat. Gantt chart is a bar chart showing the progression of time through the phases of a project. The charts can be simple or complex, depending on the needs of the project manager and the team. The management theory of Henry Gantt dictates the use of both resources and time
when evaluating projects (Kanz, 2005). Henry Gantt scientific management is a theory that incorporates benchmarks in a project as a way to complete the project efficiently. What are the milestones and their deadlines in your project? How much time is needed to meet each of the milestone deadlines? This theory therefore has a direct influence to the performance of a project in that if it is not used, the completion of a project is in jeopardy.

2.5.3 Four Stages Theory
Stage theories are based on the idea that elements in systems move through a pattern of distinct stages over time and that these stages can be described based on their distinguishing characteristics. Specifically, stages in cognitive development have a constant order of succession, later stages integrate the achievements of earlier stages, and each is characterized by a particular type of structure of mental processes which is specific to it. The time of appearance may vary to a certain extent depending upon environmental conditions. The discipline of project management attempts to systematize getting things done. One of the prevalent models in project management, the four stage model, breaks the act of completing a project into four phases: definition or start-up, planning, implementation or execution, and closure. Although the traditional conception of this model treats each stage as separate and distinct, some project managers allow some overlap and even backtracking, as necessary (Loum, 2003).

The start-up phase, also known as the definition phase, is where the project team begins the process of deciding what it will be doing. This phase takes the project from a fuzzy, blue sky idea to a clearly defined set of specifications and requirements for the project. This stage gives the project team members enough information to plan exactly how they will get it done. If you take the example of building a bridge, this stage would lead to knowing that the project involves, for instance, building a six-lane steel suspension bridge over the Golden Gate between San Francisco and Marin counties in Northern California.

Once the project's contours are set, the planning phase allows the team members to figure out what they will need to do to complete it. This can include generating
detailed engineering or specifications, and also includes the process of determining vendors. Once this phase is complete, the project should be outlined on Gantt charts or other outlines to clarify who is responsible for doing what, and when. Using the bridge example, at the completion of the planning phase, the team would know exactly how the bridge would be built, when it would be finished and who would be doing what throughout the process.

The third phase is where the proverbial rubber meets the road. It is all about acting on the plan determined in phase two and actually doing the project. In the bridge example, this phase is where the team builds the bridge and spans the Golden Gate. This phase does not, however, mean that the project is completely done, though. Although some think that the closure phase is about doing a postmortem on a project and closing it down, there is a little more to it. In fact, the closure phase allows the project team to tie up any loose ends and clear up punch list items. Once that part of the phase is completely done, the team generates any final reports, closes any accounts and completes the project. Going back to the Golden Gate Bridge, this stage would include planning the opening day event for the bridge, resolving any final construction issues and closing all of the accounts opened for the building.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction.
According to Creswell (2003), methodology describes the overall approach to research design. It is a strategy or a plan of action that links methods to outcomes. It governs choice and use of methods. This chapter outlines the research methodology for the study. The chapter focuses on research design, location of the study, target population, sample strategy, sample size, research instruments, and data collection techniques and data analysis.

3.2 Research Design
According to Borg and Gall (1989), research design is a process of creating an empirical test to support or refute a knowledge claim. This study adopted a descriptive survey design. According to Cohen and Manion (1989), a descriptive survey gathers data at a particular point in time with the intention of describing the nature of existing conditions, identify standards against which existing conditions can be compared and determine the relationships that exist between specific events. The survey design was suitable for this study because the researcher did not manipulate the variables. The characteristics of groups of numbers representing information or data are called descriptive statistics (Kay, 1997). According to Mugenda, A & Mugenda O (2003), this type of research attempts to describe such things as possible behavior, attitudes, values and characteristics. Descriptive research aims at reporting on exactly what is happening, using facts or information already available to analyze and make a critical evaluation of the phenomena.

3.3 Target Population
Population is the totality of elements that has one or more characteristics in common. According to Borg and Gall (1989), target population refers to all members of a real set of people, events or objects to which we generalized hypothetical results of the research. The total number of NGOs in Garissa County was 72 with an estimated number of 792 employees (NGO Council, 2012). The researcher took the entire NGOs as his target population and consequently as the source of his research sample size.
3.4 Sample Size
The researcher used stratified random sampling method in the study. Mugenda and Mugenda (2004) proposed the design because it takes consideration of each and every person in the study population hence any one is a potential respondent thus eliminating bias.

Table 3.1 Sample Size and percentage

<table>
<thead>
<tr>
<th>Population</th>
<th>Percentage (10%)</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>72 NGOs</td>
<td>10%</td>
<td>7</td>
</tr>
<tr>
<td>792 employee</td>
<td>14.1%</td>
<td>56 employees</td>
</tr>
</tbody>
</table>

3.4.1 Sampling Procedures
There may be often factors which may divide the population into sub-populations. This was accounted for when selecting a sample from the population in order to obtain a sample that was a representative of the population.

There were 72 fully running NGO in Garissa county with approximately 792 employees. Because of limited resource, the researcher took 10% of the 72 fully running NGOs to be his sample size which translates to 7 NGOs across the county. Mugenda and Mugenda (2004) affirm any sample of 10 percent and above is acceptable, thus formed the necessary scientific threshold. On average each NGO had 11 employees. Due to limited resources, 8 employees in every NGO were sampled. Preferably, two top management, two middle management and 4 lower management were sampled. The sample size for the study was 56 respondents.

3.5 Research Instruments
Data was collected using a questionnaire. It consisted of two sections. The first part gathered general personal information of the respondent and their NGO profile. The second part gathered data relating to the study objectives. It consisted of both open and close-ended questions. The open-ended questions provided additional information that was not captured in the close-ended questions. The questionnaires were administered to the respondents using a combination of methods; including personal interviews and drop and pick later method. The researcher paid courtesy calls and did
e-mails to the respondents to remind them to fill in the questionnaire to enhance the response rate.

3.6 Instruments Validity.
According to Borg and Gall, (1989), validity shows whether the items measure what they were designed to measure. For this study, piloting was conducted to assist in determining accuracy, clarity and suitability of the research instrument. After piloting the researcher identified the items which were inadequate so as to make necessary corrections, examine responses to determine the level of ambiguity of the questions and determine the percentage of responses. Validity was used to examine whether the instruments answered the research questions (Borg and Gall, 1996). The responses also helped to verify whether they answered what they were intended to answer in order to ensure instruments validity. Based on the analysis of the pre-test, the researcher was able to make corrections, adjustments and additions to the research instruments.

3.7 Instrument Reliability.
Reliability refers to the consistency of the research and the extent to which studies can be replicated (Wiersma, 1986). A pilot study was conducted to enable determination of instrument reliability. A test-retest method was applied, in which the questionnaires were administered to subjects in the same NGO. The questionnaires were administered to the same people after two weeks and the results of the two were compared. Through testing for reliability it was found to be 0.89 which is considered well enough for the study (Mugenda and Mugenda, 2003).

3.8 Data collection techniques.
Data was collected from two sources notably primary sources and secondary sources. The primary source comprised of information gathered from the respondents through questionnaires and the interview guide and secondary source comprised of information from already published material, journals, newspapers and internet on project performance. The collected data in questionnaires was organized and put in to some systematic form. This includes identifying and correcting errors in the data, coding the data and storing the data in appropriate form.
According to Kombo and Tromp, (2006), the core function of the coding process is to create codes and scales from the responses which can be summarized and analyzed in various ways. The coding scheme is an unambiguous set of prescriptions of how all possible answers are to be treated and what (if any) numerical codes are to be assigned to particular responses. In the coding the researcher assigned codes to each likely answer and specify how other responses are to be handled. Collected data will be stored electronically.

3.9 Data Analysis Methods
Analysis involved examining the coded data critically and making inferences. It involved uncovering underlying structures, extracting important variables, detecting any anomalies and testing any underlying assumptions.

According to Kombo and Tromp, (2006), statistical data analysis divides the methods of analyzing data into exploratory methods and confirmatory methods. Exploratory methods are used to discover what the data seems to be saying by using simple arithmetic and easy to draw pictures to summarize data. This is used mainly in quantitative research. Confirmatory methods use ideas from probability theory in the attempt to answer specific questions. These methods are applicable in quantitative research.

Quantitative analysis was done in this study. This required the use of computer spreadsheet and hence the Statistical Package for Social Sciences (SPSS) was used. Quantitative analysis consists of measuring numerical values from which descriptions such as frequency counts, mean, percentages and standard deviations are used. Research findings are presented using both statistical techniques (frequency distribution tables). Responses of open ended questions are reported by descriptive narrative and the results of the study were compared with literature review.

3.10 Ethical considerations and definitions of variables
Participants were given the assurance that their identity would be anonymous in order to uphold privacy so as to avoid any repercussions that can follow their private life. Therefore, they were asked not to write any of their names on the questionnaire. The
participants were assured that all information obtained from them would be confidential and was only to be used for the purpose of this study only.

3.11 Operational Definition of Variables

Table 3.2: Operational Definition of Variables

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Variables</th>
<th>Indicators</th>
<th>Level of scale</th>
<th>Tool of analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>To establish whether funding influences performance of NGOs projects in Kenya</td>
<td>Reliable and stable sources of funds Management Skills</td>
<td>Operation cost Remuneration cost Project cost Management Skills Accountability Leadership Corruption Types of organization culture</td>
<td>Nominal</td>
<td>Ordinal Frequency, distribution tables and percentages</td>
</tr>
<tr>
<td>To determine the extent to which governance influences performance of NGOs projects in Kenya.</td>
<td>Cultures Shift</td>
<td></td>
<td>Ordinal</td>
<td></td>
</tr>
<tr>
<td>To assess whether organizational culture influences performance of NGOs projects in Kenya.</td>
<td>Community development</td>
<td>Are communities stake holders.</td>
<td>Nominal</td>
<td></td>
</tr>
<tr>
<td>To establish whether community participation contributes to the performance of NGO projects in Kenya.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

4.1 Introduction
This chapter focuses on the questionnaire return rate, demographic information of the respondents, data presentation, interpretation and discussion of findings. The presentation was done based on the research questions.

4.1.1 Response rate
The study targeted 56 respondents from fully running NGOs in Garissa County in collecting data with regard to the factors influencing the performance of NGO projects in Garissa County, Kenya. From the study, 38 out of the 56 sample respondents filled-in and returned the questionnaires making a response rate of 67.8%. This reasonable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires.

4.2 Demographic Data
4.2.1 Gender of the respondents
The study sought to find out the gender of the respondents whose findings are presented in table 4.1 below

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>30</td>
<td>80</td>
</tr>
<tr>
<td>Female</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100.0</td>
</tr>
</tbody>
</table>

From the findings, 80% of the respondents were male while only 20% of the respondents were female. This implies that majority of the NGOs employess in Garissa County, Kenya were male. This can be attributed to male dominated culture in this county.
4.2.2 Age of the respondents

The study sought to find out the age of the respondents. The findings are presented in table 4.2 below.

Table 4.2 Age of the respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 years</td>
<td>22</td>
<td>57.9</td>
</tr>
<tr>
<td>31-40 years</td>
<td>12</td>
<td>31.6</td>
</tr>
<tr>
<td>41-50 years</td>
<td>4</td>
<td>10.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings, 57.9% of the respondents were aged between 20-30 years, 31.6% were aged between 31-40 years while 10.5% were aged between 41-50 years. This implies that majority of the NGOs employess in Garissa County were young, energetic employees aged between 20-30 years.

4.2.3 Number of years worked in the NGO

The study sought to find out the number of years that the respondents had worked in the NGO. The findings are presented in table 4.3 below.

Table 4.3 Number of years worked in the NGO

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 2 years</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>2 – 4 years</td>
<td>10</td>
<td>26</td>
</tr>
<tr>
<td>4 – 6 years</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td>Over 6 years</td>
<td>14</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings of the study, most of respondents (37%), had been working with the NGOs for over six years, 26% for a period of 2-4 years, 21% for a period of 4-6 years while 16% had worked with the NGOs for less than two years. This shows that majority of the employess in the NGOs in Garissa County had worked with the NGOs for a long time may have the information and knowledge on factors influencing the performance of NGOs projects in Garissa County, Kenya.
4.2.4 Highest level of education

The study sought to find out the highest level of education attained by the respondents. The findings are presented in table 4.4 below

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters Degree</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Degree</td>
<td>20</td>
<td>53</td>
</tr>
<tr>
<td>Diploma</td>
<td>16</td>
<td>42</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings above, majority of respondents (53%), had university education, 42% had college diploma while 5% had master’s degree. This shows that majority of the employees in the NGOs in Garissa County have attained university education thus had rich information and knowledge on factors influencing the performance of NGOs projects in Garissa County, Kenya.

4.2.5 Number of years that the NGOs have been in operations

The study sought to find out number of years that the NGOs have been in operations. The findings are presented in table 4.5 below

<table>
<thead>
<tr>
<th>Number of Years that NGOs have been in Operations</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 2 years</td>
<td>10</td>
<td>26.3</td>
</tr>
<tr>
<td>2 - 4 years</td>
<td>10</td>
<td>26.3</td>
</tr>
<tr>
<td>4 - 6 years</td>
<td>6</td>
<td>15.8</td>
</tr>
<tr>
<td>Over 6 years</td>
<td>12</td>
<td>31.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the table above, most of respondents (31.6%) indicated that the NGOs had been in operations for duration of over 6 years, 26.3% of the NGOs had been in operations for a period of 0-4 years while 15.8% had been in operations for a period of 4-6 years. This therefore implies that majority of the NGOs in Garissa County have been in operations for more than 6 years.
4.2.6 Sources of funds for your NGO

The study sought to find out the sources of funds for the NGOs in Garissa County. The findings are presented in table 4.6 below

Table 4.6 Sources of funds for your NGO

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>2</td>
<td>5.3</td>
</tr>
<tr>
<td>International NGOs</td>
<td>14</td>
<td>36.8</td>
</tr>
<tr>
<td>Kenya government</td>
<td>4</td>
<td>10.5</td>
</tr>
<tr>
<td>Foreign government</td>
<td>18</td>
<td>47.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the table above, most of respondents (47.4%) indicated that their NGOs were funded by foreign governments, 36.8% were funded by international NGOs while 10.5% were funded by Kenya government. This therefore implies that majority of the NGOs in Garissa County were funded by foreign governments and international NGOs respectively.

4.2.7 Under which registration body is your NGO registered

The study sought to establish the body under which NGOs in Garissa County were registered. The findings are presented in table 4.7 on the following page

Table 4.7 Under which registration body is your NGO registered

<table>
<thead>
<tr>
<th>Registration Body</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Social Services</td>
<td>2</td>
<td>5.3</td>
</tr>
<tr>
<td>NGO registration board</td>
<td>36</td>
<td>94.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the figure above, majority of respondents (94.7%) indicated that their NGOs were registered by the NGO registration board while 5.3% indicated that their NGOs were registered by the Ministry of Gender and Social Services. This therefore implies that majority of the NGOs in Garissa County were registered by the NGO registration board which has a national mandate to register NGOs.
4.3 Funding and influence performance of NGOs projects in Kenya

4.3.1 Does funding influence performance of NGOs projects in Kenya

From the study findings, all the respondents (100%) agreed that funding influenced performance of NGOs projects in Garissa County, Kenya.

4.3.2 Extent to which funding influence performance of NGOs projects in Kenya

The study further sought to find out the extent to which funding influenced performance of NGOs projects in Kenya. The findings are presented in table 4.8 below.

Table 4.8 Extent to which funding influence performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>22</td>
<td>57.8</td>
</tr>
<tr>
<td>To a great extent</td>
<td>12</td>
<td>31.6</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>2</td>
<td>5.3</td>
</tr>
<tr>
<td>To a low extent</td>
<td>2</td>
<td>5.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings above, majority of respondents (57.9%) indicated that funding influenced performance of NGOs projects in Kenya to a very great extent, 31.6% to a great extent while 5.3% to a moderate extent and to a low extent respectively. It therefore implies that funding influenced performance of NGOs projects in Kenya to a very great extent.

4.3.3 Purpose of funding

The study also sought to find out the purpose of funding for NGOs projects in Garissa County, Kenya. The findings are presented in the table below.

Table 4.9 Purpose of funding

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Running Projects</td>
<td>36</td>
<td>94.7</td>
</tr>
<tr>
<td>Overhead costs</td>
<td>2</td>
<td>5.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
From the findings above, majority of respondents (94.7%) indicated that NGOs in Garissa County were used to finance projects. This is good news for the donor community who recommend that operational cost should not exceed 10% of total budget.

**4.3.4 Extent to which funding influence performance of NGOs projects in Kenya**

The study further asked the respondents to indicate the extent to which they agreed with the following statements on funding and performance of NGO projects in Kenya. The responses were rated on a five point Likert scale where: 1 – Strongly disagree 2 – Disagree 3 –Moderately Agree 4- Agree and 5- Strongly Agree. Findings are presented in table 4.10.

**Table 4.10 Extent to which funding influence performance of NGOs projects in Kenya**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs programs</td>
<td>4.57</td>
<td>0.500</td>
</tr>
<tr>
<td>Major sources of funding of NGOs programs in marginalized areas include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations</td>
<td>4.21</td>
<td>0.413</td>
</tr>
<tr>
<td>Most EU/US grants provide funds accessible to NGOs but the criteria in accessing them is difficult hence making the realization of NGO objective blink, affecting the success of a project</td>
<td>4.47</td>
<td>0.506</td>
</tr>
<tr>
<td>Most of the community based programs heavily relies on donor funding as the only source of funds and this leads to a sudden collapse of the projects or organizations when the donor support is withdrawn</td>
<td>4.47</td>
<td>0.506</td>
</tr>
<tr>
<td>Without very diligent cash flow management, rising of more funds the running of an NGO is affected greatly which trickles down to the running of the projects.</td>
<td>4.52</td>
<td>0.506</td>
</tr>
<tr>
<td>Funding large budget demands significant fundraising efforts on the part of most NGOs, and many organizations have problems with fund raising for their own funds</td>
<td>4.21</td>
<td>0.776</td>
</tr>
</tbody>
</table>
From the findings, majority of the respondents strongly agreed that lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs projects in Kenya. Additionally, most of the respondents also agreed that major sources of funding of NGOs projects in marginalized areas includes grants from international institutions or national governments, membership dues, the sale of goods and services and private donations. Majority of the respondents also agreed that funding large projects demands significant fundraising efforts on the part of most NGOs, and many organizations have problems with fund raising for their own funds as shown by the mean score of 4.21.

It is clear that lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs projects. Most of the community based programs heavily relies on donor funding as the only source of funds which might lead to a sudden collapse of the project when the donor support is withdrawn.

### 4.4 Governance and performance of NGOs projects in Kenya

#### 4.4.1 Does Governance influence performance of NGOs projects in Kenya

The study sought to find out whether Governance influenced performance of NGOs projects in Kenya. The findings are presented in table 4.11 below.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36</td>
<td>95</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the study findings, majority of the respondents (95%) agreed that governance influenced performance of NGOs projects in Garissa County, Kenya.
4.4.2 Extent to which governance influence performance of NGOs projects in Kenya

The study further sought to find out the extent to which governance influenced performance of NGOs projects in Kenya. The findings are presented in table 4.12 below.

Table 4.12 Extent to which governance influence performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>18</td>
</tr>
<tr>
<td>To a great extent</td>
<td>16</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
</tr>
</tbody>
</table>

From the findings above, most of respondents (47%) indicated that governance influenced performance of NGOs projects in Kenya to a very great extent, 42% to a great extent while 11% to a moderate extent. This therefore implies that governance influenced performance of NGOs projects in Kenya to a very great extent.

4.4.3 Governance issues that influence performance of NGOs projects in Kenya

The study further sought to find out the extent to which governance influenced performance of NGOs projects in Kenya. The findings are presented in table 4.13 below.

Table 4.13 Governance issues that influence performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>24</td>
</tr>
<tr>
<td>Leadership</td>
<td>10</td>
</tr>
<tr>
<td>Management Skills</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
</tr>
</tbody>
</table>
From the findings above, majority of respondents (63.2%) indicated accountability as the governance issues that influenced performance of NGOs projects in Kenya, 26.3% indicated leadership while 10.5% indicated management skills as the governance issues that influenced performance of NGOs projects in Kenya. This therefore implies that accountability was the main governance issues that influenced performance of NGOs projects in Kenya.

4.3.4 Extent to which governance influence performance of NGOs projects in Kenya

The study further asked the respondents to indicate the extent to which they agreed with the following statements on funding and performance of NGOs projects in Kenya. The responses were rated on a five point Likert scale where: 1 – Strongly disagree, 2 – Disagree, 3 – Moderately Agree, 4 – Agree and 5 – Strongly Agree. Findings are presented in table 4.14.

Table 4.14 Extent to which governance influence performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A good sponsor can make a mediocre project fantastic, and a poor sponsor can delay and frustrate a fantastic project team</td>
<td>4.52</td>
<td>0.506</td>
</tr>
<tr>
<td>Project managers don't usually have any influence over who their project sponsor is</td>
<td>4.10</td>
<td>0.863</td>
</tr>
<tr>
<td>Leadership involves articulation and maintaining the group’s vision and mission which is shared by all the group members in all aspect of the organization activities.</td>
<td>4.47</td>
<td>0.603</td>
</tr>
<tr>
<td>Lack of management skills is a problem that is very difficult to deal with in most organization as the size of the senior management team is necessarily limited.</td>
<td>4.21</td>
<td>0.703</td>
</tr>
<tr>
<td>Good governance transits to high chances of project success and bad governance transits to high chances of project failing</td>
<td>4.47</td>
<td>0.506</td>
</tr>
<tr>
<td>Accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively</td>
<td>4.63</td>
<td>0.488</td>
</tr>
</tbody>
</table>
From the findings, majority of the respondents strongly agreed that accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively and a good sponsor can make a mediocre project fantastic, and a poor sponsor can delay and frustrate a fantastic project team as shown by the mean scores of 4.63 and 4.52 respectively.

Further, most of the respondents agreed that good governance transits to high chances of project success and bad governance transits to high chances of project failing; leadership involves articulation and maintaining the group’s vision and mission which is shared by all the group members in all aspect of the organization activities; lack of management skills is a problem that is very difficult to deal with in most organization as the size of the senior management team is necessarily limited and project managers don't usually have any influence over who their project sponsor was as indicated by the mean scores of 4.47, 4.21 and 4.10 respectively.

### 4.5 Organization Culture and performance of NGOs projects in Kenya

#### 4.5.1 Does Organization Culture influence performance of NGOs projects in Kenya

The study further sought to find out whether Organization Culture influenced performance of NGOs projects in Kenya. From the study findings, all the respondents (100%) agreed that Organization Culture influenced performance of NGOs projects in Garissa County, Kenya.

#### 4.5.2 Extent to which Organization Culture influenced performance of NGOs projects in Kenya

The study further sought to find out the extent to which Organization Culture influenced performance of NGOs projects in Kenya. The findings are presented in table 4.15 below.
From the findings above, majority of respondents (78.9%) indicated that Organization Culture influenced performance of NGOs projects in Kenya to a very great extent, 15.8% to a great extent while 5.3% to a moderate extent. This therefore implies that Organization Culture influenced performance of NGOs projects in Kenya to a very great extent.

### 4.5.3 Extent to which Organization Culture influenced performance of NGOs projects in Kenya

The study further asked the respondents to indicate the extent to which they agreed with the following statements on Organization Culture and performance of NGOs projects in Kenya. The responses were rated on a five-point Likert scale where: 1 – Strongly disagree 2 – Disagree 3 – Moderately Agree 4 – Agree and 5 – Strongly Agree. Findings are presented in table 4.16.
Table 4.16 Extent to which Organization Culture influenced performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The effects of organizational culture vary depending on whether the organization has a strong culture or a weak culture</td>
<td>4.47</td>
<td>0.506</td>
</tr>
<tr>
<td>Most organization tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees.</td>
<td>4.25</td>
<td>0.678</td>
</tr>
<tr>
<td>Focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization.</td>
<td>4.54</td>
<td>0.761</td>
</tr>
<tr>
<td>The concept of organizational culture is a crucial variable, which, if gotten right, can contribute to improved organizational performance</td>
<td>4.15</td>
<td>1.012</td>
</tr>
<tr>
<td>Cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations within an organization</td>
<td>4.63</td>
<td>0.506</td>
</tr>
<tr>
<td>Organizations do not have cultures that can be identified and isolated from other aspects of an organization—instead, organizational cultures are and are constantly enacted and recreated as part of an organization’s ongoing everyday existence.</td>
<td>4.05</td>
<td>1.161</td>
</tr>
</tbody>
</table>

From the findings, majority of the respondents strongly agreed that cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations within an organization and focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization as shown by the mean scores of 4.63 and 4.54 respectively.

Further, most of the respondents agreed that the effects of organizational culture vary depending on whether the organization has a strong culture or a weak culture; most organization tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees; the concept of organizational culture is a crucial variable, which, if gotten right, can contribute to improved organizational performance and organizations do not have cultures that can be identified and isolated from other aspects of an organization instead, Organizational cultures are and are constantly enacted and recreated as part of an organization’s ongoing everyday existence as shown by the mean scores of 4.47, 4.25, 4.15 and 4.05 respectively.
From these findings, it is clear that that cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations within an organization and focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization. Further, the effects of organizational culture vary depending on whether the organization has a strong culture or a weak culture and most organization tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees.

4.6 Community Participation and performance of NGOs projects in Kenya

4.6.1 Does Community Participation influence performance of NGOs projects in Kenya

The study further sought to find out whether Community Participation influenced performance of NGOs projects in Kenya. From the study findings, all the respondents (100%) agreed that Community Participation influenced performance of NGOs projects in Garissa County, Kenya.

4.6.2 Extent to which Community Participation influenced performance of NGOs projects in Kenya

The study further sought to find out the extent to Community Participation influenced performance of NGOs projects in Kenya. The findings are presented in table 4.17 below.

| Extent to which Community Participation influenced performance of NGOs projects in Kenya |
|---------------------------|-------------------|------------------|
|                          | Frequency | Percent |
| To a very great extent    | 28        | 74     |
| To a great extent         | 8         | 21     |
| To a very low extent      | 2         | 5      |
| Total                    | 38        | 100.0  |

From the findings above, majority of respondents (74%) indicated that Community Participation influenced performance of NGOs projects in Kenya to a very great
extent, 21% to a great extent while 5% to a very low extent. This therefore implies that Community Participation influenced performance of NGOs projects in Kenya to a very great extent.

4.6.2 Extent to which Community Participation influenced performance of NGOs projects in Kenya

The study further asked the respondents to indicate the extent to which they agreed with the following statements on Community Participation and performance of NGOs projects in Kenya. The responses were rated on a five point Likert scale where: 1 – Strongly disagree 2 – Disagree 3 – Moderately Agree 4- Agree and 5- Strongly Agree. Findings are presented in Table 4.18 on the next page.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of community participation influences the performance rate of projects in many geographical areas.</td>
<td>4.52</td>
<td>0.506</td>
</tr>
<tr>
<td>For any organization to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly.</td>
<td>4.57</td>
<td>0.506</td>
</tr>
<tr>
<td>Through NGOs, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities.</td>
<td>4.36</td>
<td>0.750</td>
</tr>
<tr>
<td>NGOs see building community as a means to increase social justice, individual well-being and reduce negative impacts of otherwise disconnected individuals</td>
<td>3.36</td>
<td>0.488</td>
</tr>
<tr>
<td>Community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions</td>
<td>3.63</td>
<td>0.750</td>
</tr>
<tr>
<td>Community participation provides a sense of participation in the program’s direction and success.</td>
<td>4.52</td>
<td>0.761</td>
</tr>
</tbody>
</table>

From the findings, majority of the respondents strongly agreed that for any organization to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly; community participation provides a sense of participation in the program’s direction and success and lack of community participation influences the performance rate of projects in many geographical areas as shown by the mean scores of 4.57 and 4.52 respectively.
Most of the respondents further agreed that through NGOs, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities as shown by the mean score of 4.36 while others agreed to a moderate extent that community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions and NGOs see building community as a means to increase social justice, individual well-being and reduce negative impacts of otherwise disconnected individuals as shown by the mean scores of 3.63 and 3.36 respectively.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter summarizes the findings of the study and presents conclusions, recommendations and suggestions for further research.

5.2 Summary
The study found out that majority of the NGOs employees in Garissa County, Kenya was female aged between 20-30 years, had been working with the NGOs for over six years and had attained university education. The study further found out that majority of the NGOs in Garissa County had been in operations for more than 6 years, were funded by foreign governments and international NGOs and were registered by the NGO board of Kenya.

The study also found out that funding influenced performance of NGO projects in Kenya to a very great extent and was funded to finance running of projects. Further, lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs programs; most of the community based programs heavily relies on donor funding as the only source of funds and this leads to a sudden collapse of the programs or organizations when the donor support is withdrawn and most EU/US grants provide accessible funds to NGOs but the criteria in accessing them is difficult which could in turn affect the success of a project.

The study also found out that governance influenced performance of NGOs projects in Kenya to a very great extent and accountability was the main governance issue that influenced performance of NGOs projects in Kenya. On the other hand, the study found out that accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively.

The study further found out that organization culture influenced performance of NGOs projects in Kenya to a very great extent. An organizational culture that
supports communication and cooperation between teams was significantly found related to leader effectiveness and member satisfaction and focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization and the performance of projects.

Lastly, the study found out that community participation influenced performance of NGOs projects in Kenya to a very great extent and that for any organization to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly; community participation provides a sense of participation in the program’s direction and success and lack of community participation influences the performance rate of projects in many geographical areas.

5.3 Discussions of the findings
The study found out that funding influenced performance of NGOs projects in Garissa County, Kenya to a very great extent and that majority of the NGOs in Garissa County were funded to finance running projects. This agrees with Ward (2003) who found out that financial resources are the monetary funds required to finance various organization functions. Lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs programs whether private or public and this greatly affects sustainable development in the programs and other institutions. Most of the community based programs heavily relies on donor funding as the only source of funds and this leads to a sudden collapse of the programs or organizations when the donor support is withdrawn.

The study further found out that lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs programs and without very diligent cash flow management, rising of more funds the running of an NGO is affected greatly which trickles down to the running of the projects. Copper, (2007) also found out that Lack of funds is often the most critical challenge that a successful NGO faces. Often times these challenges becomes quickly a vicious circle.

The study also found out that governance influenced performance of NGOs projects in Kenya to a very great extent and accountability was the governance issues that
influenced performance of NGOs projects in Kenya. The study also found out that accountability sends a picture to stakeholders that the project is either performing or not and this influences the project either positively or negatively and a good sponsor can make a mediocre project fantastic, and a poor sponsor can delay and frustrate a fantastic project team.

These findings are similar to Bunnet, (2009) who found out that a good sponsor can make a mediocre project fantastic, and a poor sponsor can delay and frustrate a fantastic project team. The project sponsor is supported by the project’s governance bodies, usually in the form of a steering group. These governance roles are essential: they provide direction, guidance, and critical review of the project and its progress. As project manager is involved in the day-to-day running of the project, governance groups can take a step back and look at the project from a different perspective. They can ask difficult questions about progress and performance. They may see things that a projects manager overlooked. However, the steering board can help by providing contacts and insights that help a manager get things done, and by providing ”political cover” when he needs it, in terms of security and other related service provided by the central government.

Kent, (2007) also found out that accountability is the responsibility for the use of resources, decision and or the results of the discharge of authority and official duties, including delegated to a subordinate unit or individual. In regards to projects that are managed by project managers, the role of the managers is to provide evidence to stakeholders that a project is effective and in conformity with planned results, legal and fiscal requirements. In organizations that promote learning, accountability may also be measured by the extent to which managers use monitoring and evaluation tools and findings. Accountability will therefore send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively.

The study further found out that Organization Culture influenced performance of NGOs projects in Kenya to a very great extent, cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations within an
organization and focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization.

The findings are similar to MacCathy (2007) who found out that Organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation is quite different than that of a hospital which in turn is quite different from that of a university. You can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, what members wear, etc. -- similar to what you can use to get a feeling about someone's personality. Chapman (2005) also found out that workers want to enjoy work; they want to be interested in whatever is going on that day or long term goals. Being part of something meaningful that the worker enjoys makes the whole experience of work better, which will make them more productive. The effects of organizational culture should help provide this setting and most NGO fail in providing such culture and leads output that is not envisaged by the organization and thereby affecting the project negatively eventually. However most organization try to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees. If a company has the culture of paying its workers badly, this will affect the output' and even sabotaging of the organization programs.

The study also found out that Community Participation influenced performance of NGOs projects in Kenya to a very great extent, Community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions; For any organization to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly and community participation provides a sense of participation in the program’s direction and success.
This agrees with Carrie (2006) who found out that when one helps in creating something, one is likely to feel some sense of pride and ownership; what’s more that feeling of ownership will increase as your participation in the task increases. Perhaps this motivation to be involved in decision making rather than simply to carry out the decisions is a mingling of self interest with a genuine desire to apply all of our skills to a task and create the best possible outcome. Whatever the reasons, this phenomenon is evident in the workplaces and community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions too.

Lacombe, (2006) also found out that Not all decisions must be made by management; in fact there are advantages to having the workers or the beneficiaries who will be part of the decision making. The individuals know their weaknesses, and often each other’s and what their community needs the most. They certainly know their preference regarding the kind of work they like to do and the people with whom they will work with. Finally, they know as well as anyone else the process by which the work will get done. All of this knowledge makes them ideal decision makers in some situations. And making these decisions provides the community a sense of participation in the program’s direction and success.

5.4 Conclusions of the study
5.4.1 Funding and performance of NGOs projects in Kenya
The study concludes that funding influenced performance of NGOs projects in Kenya to a very great extent and was funded to finance running projects. The study also concludes that lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs programs and without very diligent cash flow management, rising of more funds the running of an NGO is affected greatly which trickles down to the running of the projects. On the other hand, the study concludes that most community based programs heavily relies on donor funding as the only source of funds and this leads to a sudden collapse of the programs or organizations when the donor support is withdrawn and most EU grants provide funds accessible to NGOs but the criteria in accessing them is difficult hence making the realization of NGO objective blink, affecting the success of a project.
5.4.2 Governance and performance of NGOs projects in Kenya
The study also concludes that governance influenced performance of NGOs projects in Kenya to a very great extent and accountability was the main governance issues that influenced performance of NGOs projects in Kenya. On the other hand, the study concludes that accountability sends a picture to stakeholders that the project is either performing or not and this influences the project either positively or negatively and a good sponsor can make a mediocre project fantastic, and a poor sponsor can delay and frustrate a fantastic project team.

5.4.3 Organization Culture and performance of NGOs projects in Kenya
The study further concludes that Organization Culture influenced performance of NGOs projects in Kenya to a very great extent. Further, the study concludes that cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations within an organization and focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization.

5.4.4 Community Participation and performance of NGOs projects in Kenya
The study concludes that Community Participation influenced performance of NGOs projects in Kenya to a very great extent and that for any organization to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly. The study also concludes that community participation provides a sense of participation in the program’s direction and success and lack of community participation influences the performance rate of projects in many geographical areas.

5.5 Recommendations of the study
5.5.1 Funding and performance of NGOs projects in Kenya
Despite the fact that majority of the NGOs in Garissa County were funded by foreign governments and international NGOs, the study recommends that the NGOs should find other ways of funding their projects like approaching companies to find financing for their prospective projects. However, NGOs should be careful not to be used by companies for only public relation purposes. They should choose the appropriate
companies to cooperate not to lose their reliability and credibility. They should prepare reports that show the needs for the projects in the society. They can explain the benefits of the project to the society and the companies.

The study also recommends that the projects that the NGOs carry out should solve problems related to education and health care services, human rights, labour rights or environment in Garissa County so as to remain relevant in the area. This will reduce heavily reliance on donor funding as the only source of funds which leads to a sudden collapse of the programs or organizations when the donor support is withdrawn.

5.5.2 Governance and performance of NGOs projects in Kenya
The study further recommends that the NGOs should train their staff to equip them with management skills which the study found to be a problem that is very difficult to deal with in most organization as the size of the senior management team is necessarily limited and majority of the staff were not very qualified to handle management issues as most of them had only diploma as their highest level of education.

The study also recommends that the NGOs should sponsor some of their employees to improve their academic qualifications to enable them handle more complex projects to instill confidence to the donors. This is due to the fact that good governance transits to high chances of project success and bad governance transits to high chances of project failing. Further, the study recommends that the NGOs should be accountable as accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively.

5.5.3 Organizational culture and performance of NGOs projects in Kenya
The study recommends that the NGOs should focus on building and sustaining organizational culture which shows employees that they are considered an important part of the organization so as to reap their full potential which in return will help the NGOs in managing and completing their projects successfully. This is due to the fact that organizational culture is a crucial variable, which, if gotten right, can contribute to improved organizational performance.
5.5.4 Community Participation and performance of NGOs projects in Kenya

The study recommends community participation in such a way that this participation starts when an idea is first considered and not just when the community member feels affected. Also to institutionalize the instruments for community participation in NGO projects, preferably through existing structures and organizations. To draft a strategy at the local NGO for formal and informal participation, that not only takes into account the opinions, suggestions, or demands of the citizens, but also involves them in decision-making and informs them of the results of activities, and that gives them an opportunity to appeal. The study finally also recommends the creation or strengthening of the technical agencies that facilitate community participation among NGOs in Kenya.

5.6 Recommendations for further study

Further research is necessary as the findings were based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other NGOs in the country. The descriptive analysis that was used is always not sufficient to draw conclusions on a phenomenon, and to provide adequate information that can be used for policy development. Therefore, further research focusing on factors influencing performance of NGOs projects in Kenya need to be carried out.
REFERENCES


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Palin K (2001). The project manager's desk reference: a comprehensive guide to project planning, scheduling, evaluation, and systems. p.185


51
APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

University of Nairobi

Dear Respondent,

RE: FACTORS INFLUENCING PERFORMANCE OF NGO PROJECTS IN KENYA: A CASE OF GARISSA COUNTY

I am a postgraduate student of the University of Nairobi. I am currently carrying out a study on factors influencing performance of NGO projects in Kenya: a case of NGOs in Garissa county. Your NGO has been sampled to participate in this study. I am therefore seeking some information from you to enable me carry out the said study. Please complete this questionnaire and answer all the questions. You are not required to state your name in the questionnaire and the information will be kept confidential and shall only be used for this purpose.

Thank you for your cooperation.

Yours sincerely,

Diriye Hassan
APPENDIX II: QUESTIONNAIRE

General Instruction: The purpose of this questionnaire is to collect data on “AN INVESTIGATION OF FACTORS INFLUENCING PERFORMANCE OF NGOS PROJECTS IN KENYA” All responses will be treated with confidentiality and will only be used for research purposes. Please tick as appropriate.

Section A. (Personal Information)

1. What is your gender?
   Male [ ]  Female [ ]

2. In which age bracket do you belong?
   20-30 years [ ]  31-40 years [ ]  41-50 years [ ]
   51-60 years [ ]  More than 60 years [ ]

3. How many years have you worked with the NGO?
   0 – 2 years [ ]  2 – 4 years [ ]  4 – 6 years [ ]  Over 6 years [ ]

4. What is the highest education you achieved?
   Diploma [ ]  Degree [ ]  Masters degree [ ]  Doctorate [ ]

5. How many years have the NGO been in operations?
   0 – 2 years [ ]  2 – 4 years [ ]  4 – 6 years [ ]  Over 6 years [ ]

6. What is the nature of your NGO?
   Local [ ]  Local Branch of foreign NGO [ ]
   Trust [ ]  NGO Company [ ]

7. Sources of funds for your NGO
   Private [ ]  Corporate [ ]
   Other Local NGOs [ ]  International NGOs [ ]
   Kenya government [ ]  Foreign government [ ]

8. Under which registration body is your NGO registered?
   NGO Board [ ]  Company Registry [ ]
   Society Registrar [ ]  Ministry of Gender and Social Services [ ]
   Act of Parliament [ ]
Section B: Funding

1. Does funding influence performance of NGOs projects in Kenya?
   Yes [   ]  No [   ]

2. If yes, to what extent does funding influence performance of NGOs projects in Kenya?
   Very Great [   ]  Great [   ]  Low [   ]  Very Low [   ]  No Extent [   ]

3. What is the funding mostly required for?
   Running Projects [   ]  Staff Remuneration [   ]
   Others__________________________

4. Please indicate the extent to which you agree with the following statements on funding and performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>agree</th>
<th>disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of reliable and stable sources of funds negatively affects smooth operations of the NGOs programs</td>
<td></td>
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<tr>
<td>Major sources of funding of NGOs programs in marginalized areas include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations</td>
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<tr>
<td>Most EU grants provide funds accessible to NGOs but the criteria in accessing them is difficult hence making the realization of NGO objective blink, affecting the success of a project</td>
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<tr>
<td>Most of the community based programs heavily relies on donor funding as the only source of funds and this leads to a sudden collapse of the programs or organizations when the donor support is withdrawn</td>
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<tr>
<td>Without very diligent cash flow management, rising of more funds the running of an NGO is affected greatly which trickles down to the running of the projects.</td>
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<tr>
<td>Funding large budget demands significant fundraising efforts on the part of most programs, and many organizations have problems with fund raising for their own funds</td>
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</tbody>
</table>
Section C: Governance

1. Does governance influence performance of NGOs projects in Kenya?
   Yes [ ]   No [ ]

2. If yes to what extent does governance influence performance of NGOs projects in Kenya?
   Very Great [ ]   Great [ ]   Low [ ]   Very Low [ ]   No Extent [ ]

3. What are some of the governance issues that influencing performance of NGOs projects in Kenya
   Accountability [ ]   Management Skills [ ]
   Leadership [ ]

4. Please indicate the extent to which you agree with the following statements on governance and performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>A good sponsor can make a mediocre project fantastic, and a poor sponsor can delay and frustrate a fantastic project team</td>
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<tr>
<td>Project managers don’t usually have any influence over who their project sponsor is</td>
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<tr>
<td>Leadership involves articulation and maintaining the group’s vision and mission which is shared by all the group members in all aspect of the organization activities.</td>
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<tr>
<td>Lack of management skills is a problem that is very difficult to deal with in most organization as the size of the senior management team is necessarily limited.</td>
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<tr>
<td>Good governance transits to high chances of project success and bad governance transits to high chances of project failing</td>
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<tr>
<td>Accountability will send a picture to stakeholders that the project is either performing or not and this will influences the project either positively or negatively</td>
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<td></td>
</tr>
</tbody>
</table>
Section D: Organization Culture

1. Does organization culture influences performance of NGOs projects in Kenya?  
   Yes [ ] No [ ]

2. If yes, to what extent does organization culture influences performance of NGOs projects in Kenya?  
   Very Great [ ] Great [ ] Low [ ] Very Low [ ] No Extent [ ]

4. Please indicate the extent to which you agree with the following statements on organization culture and performance of NGOs projects in Kenya

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The effects of organizational culture vary depending on whether the organization has a strong culture or a weak culture</td>
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<td></td>
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<tr>
<td>Most organization tries to ensure they have a conducive culture for all employs to work but they forget the motivation wing of the employees.</td>
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<tr>
<td>Focusing on building and sustaining organizational culture shows employees that they are considered an important part of the organization.</td>
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<tr>
<td>The concept of organizational culture is a crucial variable, which, if gotten right, can contribute to improved organizational performance</td>
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<tr>
<td>Cultures shift and change, and a range of subcultures may exist, both reflecting and exercising power relations within an organization</td>
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<tr>
<td>Organizations do not have cultures that can be identified and isolated from other aspects of an organization—instead, organizational cultures are and are constantly enacted and recreated as part of an organization’s ongoing everyday existence.</td>
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</tbody>
</table>

Section E: Community Participation

1. Does community participation influence performance of NGOs projects in Kenya?  
   Yes [ ] No [ ]

2. To what extent does community participation influence performance of NGOs projects in Kenya?  
   Very Great [ ] Great [ ] Low [ ] Very Low [ ] No Extent [ ]

3. Please indicate the extent to which you agree with the following statements on organization culture and performance of NGOs projects in Kenya
<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of community participation influences the performance rate of projects in many geographical areas.</td>
<td></td>
<td></td>
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<tr>
<td>For any organization to achieve a stated goal it must bring all stakeholders including the community on board failure to which the project may flop badly.</td>
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<tr>
<td>Through NGOs, community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities.</td>
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</tr>
<tr>
<td>NGOs see building community as a means to increase social justice, individual well-being and reduce negative impacts of otherwise disconnected individuals</td>
<td></td>
<td></td>
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<tr>
<td>Community participation should not be restricted only to implementation of the decisions made but also in the making of the decisions</td>
<td></td>
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</tr>
<tr>
<td>Community participation provides a sense of participation in the program’s direction and success.</td>
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</tr>
</tbody>
</table>

THANK YOU FOR YOUR TIME
APPENDIX III: INTERVIEW SCHEDULE FOR MANAGERS

1. How many years have the NGO been in operations

2. What is the nature of your NGO?

3. Under which registration body is your NGO registered?

4. What are some of the factors influencing performance of NGOs projects in Kenya?

5. How does funding influence performance of NGOs projects in Kenya?

6. How does governance influence performance of NGOs projects in Kenya?

7. What are some of the governance issues that influencing performance of NGOs projects in Kenya?

8. How does organization culture influence performance of NGOs projects in Kenya?

9. How does community participation influence performance of NGOs projects in Kenya?

10. What can be done to improve on the performance of NGOs projects in Kenya?
<table>
<thead>
<tr>
<th>No.</th>
<th>Organization Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Action Africa Help International</td>
</tr>
<tr>
<td>2.</td>
<td>Agency for Technical Co-Operation and Development</td>
</tr>
<tr>
<td>3.</td>
<td>African Development Solutions</td>
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<tr>
<td>4.</td>
<td>Agricultural Development Organization</td>
</tr>
<tr>
<td>5.</td>
<td>Adventist Development and Relief Agency</td>
</tr>
<tr>
<td>6.</td>
<td>Africa Educational Trust</td>
</tr>
<tr>
<td>7.</td>
<td>African Rural Advancement Organization</td>
</tr>
<tr>
<td>8.</td>
<td>Agency for Peace and Development</td>
</tr>
<tr>
<td>9.</td>
<td>American Friends Service Committee</td>
</tr>
<tr>
<td>10.</td>
<td>American Refugee Committee</td>
</tr>
<tr>
<td>11.</td>
<td>Caritas Switzerland</td>
</tr>
<tr>
<td>12.</td>
<td>Catholic Relief Services</td>
</tr>
<tr>
<td>13.</td>
<td>Christian Aid</td>
</tr>
<tr>
<td>14.</td>
<td>Comitato Collaborazione Medica</td>
</tr>
<tr>
<td>15.</td>
<td>Concern Worldwide</td>
</tr>
<tr>
<td>16.</td>
<td>Cooperazione Internazionale</td>
</tr>
<tr>
<td>17.</td>
<td>Danish Refugee Council</td>
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<tr>
<td>18.</td>
<td>Finn Church Aid</td>
</tr>
<tr>
<td>19.</td>
<td>Handicap International</td>
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<tr>
<td>20.</td>
<td>Humanitarian Initiative Just Relief Aid</td>
</tr>
<tr>
<td>21.</td>
<td>International Medical Corps</td>
</tr>
<tr>
<td>22.</td>
<td>International Aid Services</td>
</tr>
<tr>
<td>23.</td>
<td>International Committee for the Development of Peoples</td>
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<tr>
<td>24.</td>
<td>International Rescue Committee</td>
</tr>
<tr>
<td>25.</td>
<td>International Solidarity Foundation</td>
</tr>
<tr>
<td>26.</td>
<td>Internews</td>
</tr>
<tr>
<td>27.</td>
<td>Islamic Relief Worldwide</td>
</tr>
<tr>
<td>28.</td>
<td>Japan Center for Conflict Prevention</td>
</tr>
<tr>
<td>29.</td>
<td>KISIMA Peace &amp; Development Org</td>
</tr>
<tr>
<td>30.</td>
<td>Muslim Education And Welfare Association</td>
</tr>
</tbody>
</table>
31. Muslim Education Welfare Association
32. Muslim World League
33. Save the Children
34. World food programme
35. Oxfam GB
36. National Empowerment of Deaf Kenya
37. National Children In Need Network
39. National Organization for Rehabilitation And Development Of Youth
40. National Organization Of Women Teachers
41. Northern Vision For Peace And Pastoral Aid
42. Norwegian Church Aid
43. Novib Oxfam Netherlands
44. Open hand Childcare Programme
45. Organization For Women And Children Rights
46. Organization For Assisting Hearing Impaired Persons
47. Organization Mondiale Des Paysans
48. Organization of Youth Empowerment And Solidarity
49. Oxfam Gb
50. Oxfam Novib
51. Pace International
52. Refuge Point International
53. Refugee Consortium Of Kenya
54. Refugee Education Trust- Kenya
55. Social Needs Network
56. Socio - Cultural Aid And Information Agency
57. Solidarity Against HIV/AIDS In Kenya
58. Solidarites International
59. Solidarity And Development Organization
60. Soma Community Book Services
61. Somali Aid Organization
62. Somali Family Care Network – Africa
63. Trauma Response Organization
64. United Nations High Commission For Refugees
65. United Nations Children’s Education Fund
66. United Nations Development Programme
67. Veterinaires Without Borders
68. Womankind Kenya
69. World Vision Kenya
70. World Food Programme
71. Young Muslim Association
72. Youth Agenda