

**THE INFLUENCE OF INSTITUTIONAL STRENGTHENING ON  
SERVICE DELIVERY IN CIVIL SOCIETY ORGANIZATIONS: THE  
CASE OF I CHOOSE LIFE AFRICA**

**CAROLINE NGOROB**

**A Research Project Report Submitted in Partial Fulfilment of the  
Requirements for the Award of Master of Arts Degree in Project Planning and  
Management of The University of Nairobi**

**2015**

## **DECLARATION**

This research project report is my original work and has not been presented for academic qualification in this or in any other university.

Signed: .....

Date.....

**Caroline Ngorobi**

L50/73155/2014

This research project report has been submitted for examination with my approval as the University supervisor.

Signed: .....

Date.....

Dr Ndunge Kyalo  
Senior Lecturer  
School of Continuing and Distance Education  
University of Nairobi

## **DEDICATION**

I sincerely dedicate this project to my parents Joseph and Rozinah for your limitless support, my siblings Prudence, Paul and Mercy, my friends Willis, Angela, Rose and Esther for all the support you gave me while pursuing my studies.

## **ACKNOWLEDGMENT**

I have a special mention for my supervisor, Dr Ndunge Kyalo for her patience and advice throughout the project. I am greatly indebted to her for her guidance, support and the timely comments to this research work. To the teaching fraternity, your words of encouragement and advice were very crucial.

Not forgetting the University of Nairobi for its enabling studying environment, reputation and the facilities that made this a reality.

My most sincere gratitude to my employer, I Choose Life- Africa who fully supported me while pursuing my studies and conducting my research. I particularly appreciate the Institutional Strengthening pillar team members for the information and resources on Institutional Strengthening that you readily offered to help with this research work

## **ABSTRACT**

The purpose of this study was to determine the influence of institutional strengthening on service delivery at a CSO called I Choose Life (ICL) - Africa based in Nairobi. Based on literature, the concept of institutional strengthening could be achieved by examining four key elements: governance, organizational structures, accountability and institutional factors. The objectives of the study were: to determine the effect of governance on service delivery at ICL-Africa; to establish the effect of organizational structures on service delivery at ICL-Africa; to investigate the effect of institutional factors on service delivery at ICL-Africa; and to determine the effect of accountability structures on service delivery at ICL-Africa. Descriptive research design was used to ascertain the influence of institutional strengthening on service delivery in the NGO. Random sampling was used to collect data from a sample of 39 respondents comprising of 12 management staff and 27 non-management staff. Pre-tested structured questionnaires were designed and administered for data collection. The responses were then entered into Statistical Package for Social Sciences (SPSS) software for quantitative analysis. Descriptive and inferential statistics were performed on the data to establish the dependency of the relationships between the research variables. The findings confirmed that governance had a strong and positive correlation with service delivery. Organizational structure and institutional factor variables had positive correlations with service deliveries. Further, governance and organization structure had significant relationships with service delivery. This implies that changes in governance and organizational structure would influence change in service delivery. Institutional factors did not have a significant relationship with service delivery. The positive correlations between the three independent variables and the dependent variables confirmed the research topic that institutional strengthening can influence service delivery. To this end, the researcher observes that there is a need to consider governance and organizational structure as important aspects of institutional strengthening owing to their influence on the delivery of services. The research study recommends that ICL-Africa ensures governance by using appropriate assessment and accountability tools to align performance with benchmarks for service delivery. The organization should consider networked structures and partnerships as ways of enhancing service delivery through coordinated effort and shared workload. Lastly, the NGO should promote ownership and ensure professional behaviour of its employees. Further research is encouraged due to the limited sample size and focus on one organization. Research on other ways of strengthening CSOs for better services is encouraged.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ACKNOWLEDGMENT .....</b>	<b>iv</b>
<b>ABSTRACT .....</b>	<b>v</b>
<b>TABLE OF CONTENTS .....</b>	<b>vi</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>LIST OF FIGURES .....</b>	<b>x</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Background to the Problem .....	1
1.2 Statement of the Problem.....	3
1.3 Purpose of the Study .....	4
1.4 Research Objectives.....	4
1.5 Research Questions.....	4
1.6 Significance of the Study .....	5
1.7 Delimitation of the Study.....	5
1.8 Limitation of the Study .....	6
1.9 Assumptions of the Study .....	6
1.10 Definition of Terms.....	6
1.11 Organization of the Study .....	7
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>8</b>
2.1 Introduction.....	8
2.2 Institutional Strengthening.....	8
2.2.1 Influence of Governance on Service Delivery.....	9
2.2.2 Influence of Organizational Structures on Service Delivery .....	14
2.2.3 Influence of Institutional Factors on Service Delivery .....	16
2.3 Theoretical Framework.....	18

2.4 Conceptual Framework.....	20
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>22</b>
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Target Population.....	22
3.4 Sample Size and Sampling Procedure .....	23
3.5 Research Instruments .....	24
3.6 Validity and Reliability of Instruments.....	25
3.6.1 Validity .....	25
3.6.2 Reliability.....	25
3.6.3 Pretesting.....	25
3.7 Data Collection Procedures.....	26
3.8 Data Analysis Techniques.....	26
3.9 Ethical Considerations .....	26
3.10 Operational Definition of Variables.....	27
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION,</b>	
<b>INTERPRETATION AND DISCUSSION .....</b>	<b>30</b>
4.1 Introduction.....	30
4.2 Questionnaire Return Rate .....	30
4.3 Demographic Information.....	31
4.4 Influence of Governance on Service Delivery .....	32
4.5 Influence of Organizational Structure on Service Delivery.....	41
4.6 Influence of Institutional Factors on Service Delivery .....	47
4.7 Chapter Summary .....	54
<b>CHAPTER FIVE:SUMMARY OF FINDINGS, CONCLUSIONS AND</b>	
<b>RECOMMENDATIONS.....</b>	<b>55</b>
5.1 Introduction.....	55
5.2 Summary of Findings.....	55
5.3 Conclusion .....	60
5.4 Recommendations.....	61
5.5 Suggestions for Further Study .....	62
<b>REFERENCES.....</b>	<b>63</b>
<b>APPENDICES.....</b>	<b>68</b>

APPENDIX A: COVER LETTER .....	68
APPENDIX B: STRUCTURED QUESTIONNAIRE.....	69



## LIST OF TABLES

Table 3.1 Geographical Distribution of Staff at ICL .....	23
Table 3.2 Distribution of the Target Population .....	23
Table 3.3 Sample Size.....	24
Table 3.4 Operationalization of Variables .....	28
Table 4.1 Distribution of the Response Rate .....	31
Table 4.2 Distribution of Respondents by Gender.....	31
Table 4.3 Influence of Governance on Service Delivery at the Organization .....	33
Table 4.4 Distribution of the Rank of Governance Elements.....	40
Table 4.5 Distribution of Organizational Structure Service Delivery .....	42
Table 4.6 Distribution of the Rank of Organizational Structure Elements.....	46
Table 4.7 Influence of Institutional Factors on Service Delivery .....	47
Table 4.8 Distribution of the Ranking of Institutional Factors .....	51
Table 4.9 Distribution of Correlation Tests .....	52
Table 4.10 Regression of Governance, Organizational Structures and Institutional Factors.....	53

## **LIST OF FIGURES**

Figure 1. Conceptual Framework for the Study.....	20
---	----

## **ABBREVIATIONS AND ACRONYMS**

<b>CBO</b>	-	Community based organization
<b>CSO</b>	-	Civil society organization
<b>CV</b>	-	Coefficient of variation
<b>HIV</b>	-	Human Immunodeficiency Virus
<b>ICL</b>	-	I Choose Life- Africa
<b>NGO</b>	-	Non-governmental organization
<b>SPSS</b>	-	Statistical Package for Social Sciences

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Problem**

Civil society organizations are important partners in fair and democratic societies. They provide structures for increasing solidarity, social cohesion and service delivery whilst voicing critic and expressions from the public. From a broad perspective, civil society organizations (CSO) operate in the social space between the government, the family and the business world (Essia & Yearoo, 2009). These organizations include non-governmental organizations, private voluntary organizations, cultural groups, religious groups, sports clubs, environmental groups, cooperatives, academia, consumer organizations, trade unions, gender groups; community based organizations (CBOs), the media and professional associations. These organizations operate independently and enhance the interests of the public while protecting the values of the founders (Graham et al., 2008).

The civil society in developing countries has played an important role in helping governments to transition to democratic regimes (Ghaus-Pasha, 2004). The civil society mobilizes resources and is useful in establishing international relationships with the aim of protecting the rights of the marginalized poor and making governments accountable (Tomlison, 2006). The role of CSOs in economic development include providing social services, encouraging new developments, improving the business climate, and providing relief and rehabilitation. Secondly, CSOs also act as advocates of policy change (Duhu, 2005). They participate in policy development, global policymaking and participating in poverty reduction strategy planning. Thirdly, CSOs play a role in good governance by providing frameworks for

public sector and political accountability, encouraging public participation in governance, regulating and monitoring state performance, and encouraging transparency in government (Clayton, Oakley & Taylor, 2000; Ulleberg, 2009). These roles ensure that the civil society has a positive influence on governments and the community.

### **1.1.1 I Choose Life**

I Choose Life -Africa (ICL) is a non-governmental organization (NGO) based in Nairobi, Kenya. The organization claims to be the leading NGO in Kenya that makes great contributions to human immunodeficiency virus (HIV) prevention by focusing on social determinants such as education, poverty, health information, treatment, support and HIV care. Its vision is to achieve a healthier continent through empowering its people. The mission of the organization is to “create a movement to improve the quality of life for communities through health initiatives, economic empowerment, academic and career monitoring, improved leadership and governance, and institutional strengthening” (I Choose Life - Africa [ICL], 2015). Furthermore, the organization is driven by four core values: innovation for vulnerable populations, professionalism in the interaction with stakeholders, integrity and teamwork.

The organization was registered in 2004. It has collaborated with various government ministries including health, youth affairs, education and agriculture as well as universities and corporations. The role of the organization is making a positive impact on HIV prevention in Kenya (ICL, 2015). ICL achieves its goals by following five key pillars. These pillars are Jiimarishe, Jiinue, Jielimishe, Jiongoze and Jitegemee. Each of these pillars focus on matters health, economic empowerment, academics/career mentorship, leadership/governance and institutional strengthening

respectively. These pillars provide frameworks for ICL programs implemented in 210 learning institutions in Kenya (ICL, 2015).

## **1.2 Statement of the Problem**

ICL performs the above roles since its purpose to make a positive contribution to the health of the Kenyan population. The status of the civil society in Kenya is that there are 8,260 registered CSOs in the non-profit sector. These CSOs perform varied roles because of their unique objectives. These roles range from infrastructure development (such as building schools), delivery of food and medicine, support for small-scale businesses and farmers, dialogue with political stakeholders, and policy and advocacy (Standing, 2004). These roles helped the CSOs to contribute \$80 billion to the economy and recruit more than 200,000 people in 2012 (Niyiragira, 2014).

The current constitution of Kenya allows citizens and the civil society to express their opinions and to participate in state affairs. However, there are negative forces in political/ruling class that sabotage these efforts as well as the role of the civil society. These negative forces press for limited foreign funding while ignoring the contributions of civil society and presuming that the Kenyan government can replace the work performed by these organizations. Scholars have argued that the civil society in Kenya needs to be strengthened so that CSOs can remain vibrant and strong enough to protect the rights of citizens and civil society provided by the Kenyan Constitution (Chemengich, 2009). Furthermore, CSOs are deficient in their service delivery because of variable quality, high staff turnover, poor coordination, limited coverage, ineffective approaches, lack of effective management systems, lack of sustainability and poor cost effectiveness (Clayton, Oakley & Taylor, 2000; Lister & Nyamugasira, 2003). It is therefore important that the civil society be strengthened through the proposed Public Benefit Organizations Act of 2013, which was rejected by politicians

for accommodating increases in foreign funding (Niyiragira, 2014). There is a need to protect the valuable contributions of CSOs and to prevent further political interference. The study recognizes that the organizations can be strengthened in four areas: governance, organizational structure, institutional factors and accountability (Ghaus-Pasha, 2004). The study seeks to examine how strengthening CSOs in the four areas would influence service delivery in Kenya.

### **1.3 Purpose of the Study**

The purpose of this study was to determine the influence of institutional strengthening on service delivery at I Choose Life-Africa.

### **1.4 Research Objectives**

The study was guided by the following research objectives:

- i. To determine the influence of governance on service delivery at I Choose Life-Africa.
- ii. To establish the influence of organizational structures on service delivery at I Choose Life-Africa.
- iii. To investigate the influence of institutional factors on service delivery at I Choose Life-Africa.

### **1.5 Research Questions**

The study was guided by three research questions below:

- i. What is the influence of good governance on service delivery in I Choose Life-Africa?
- ii. What is the influence of organizational structures on service delivery at I Choose Life-Africa.?

- iii. What is the influence of institutional factors on service delivery at I Choose Life-Africa?

### **1.6 Significance of the Study**

Members of CSOs would use the findings of the study to strengthen the governance, accountability and internal structures of their organizations. In particular, the study helped members of ICL to strengthen their organization to improve service delivery. It would help the CSO members to develop mechanisms for enhancing their governance, organizational and accountability structures. The findings would help governments to work with CSOs to develop institutional frameworks that can strengthen CSOs to provide quality services to the public and stakeholders. The wider community could use the findings to understand how strengthening CSOs could improve service delivery to the public. This understanding would encourage the community to advocate for the strengthening of CSOs so that the CSOs can perform their role of poverty alleviation, policy change advocate, governance and political transparency. Finally, it was hoped that the findings of this study would form a basis for further studies.

### **1.7 Delimitation of the Study**

The study was carried out on CSOs in Kenya. In particular, the study was limited to I Choose Life-Africa because this is one of the leading CSOs on HIV prevention. Although the CSO is based in Nairobi, the study was conducted in the city as well as satellite branches due to the small number of staff in the entire organization. The study therefore excluded any satellite offices or CSOs other than ICL.



### **1.8 Limitation of the Study**

The generalizability of the study was limited by the small population of working staff at the organization. This means the findings could not be applied to organizations with thousands of employees. Secondly, employees were unwilling to share information about the governance or other confidential aspects of their organization. The researcher addressed this issue by confirming the confidentiality and anonymity of their questionnaire responses. The researcher also had to gain the employees' and managers' trust, and explain to them how the findings would improve their organization's performance.

### **1.9 Assumptions of the Study**

The study assumed that data obtained was correct, that respondents participated genuinely and willingly, and that the responses were accurate.

### **1.10 Definition of Terms**

**Civil society organization** - Refers to organization that comprise of diverse human voluntary efforts. Also refers to private, non-profit making organizations that focus on public interests such as promoting social welfare, education, religion and charity.

**Governance** – Refers to the policies and monitoring of their implementation by a governing body

**Organizational structure** – This refers to the allocation, coordination and supervision of tasks in an organization. Also refers to the hierarchy in an organization including job, function and reporting mechanism.

**Institutional factor** – Refers to elements in the organization and its culture influencing behavior of the firm

**Non-governmental organization** – An organization set up by citizens and funded by private persons, corporate and foundations to provide voluntary services.

### **1.11 Organization of the Study**

The study is organized into five chapters. Chapter one introduces the topic, background of the problem, research purpose, questions and objectives, research scope and rationale for the study. Chapter two assesses scholarly literature on the factors for strengthening CSOs and the effect on service delivery. The chapter ends with a conceptual framework on the relationships between the research variables. Chapter three describes the research methodology, the reasons for the research design, research methods, target population, sample size and data collection methods. Chapter four discusses the results of quantitative data analysis and presents the findings in tabular format. Chapter five presents a summary of the findings using scholarly literature, conclusions and recommendations for research and adoption in the organization under investigation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews scholarly literature on the four research objectives. The first section provides a discussion of empirical literature on the effects of governance, organisational structure and institutional factors on service delivery in NGOs. The second section presents theories on the topic while the third section presents a conceptual framework that highlights the relationship between the dependent variables and independent variables.

#### **2.2 Institutional Strengthening**

The concept of institutional strengthening has become relevant in recent years. It refers to the increased attention given to organizations that set up projects or development activities. According to Tacso (2004), institutional strengthening is important because increased attention improves the sustainability of development projects. This sustainability is important because many stakeholders are usually discontented with the outcomes of these projects due to termination of partners', collapse of project activities or lack of resources. Secondly, institutional strengthening is important because it improves local capacity building. Attention to development projects is beneficial because it ensures development partners and sponsors would pay more attention to local organizations, incorporate local structures in their development activities and support young organizations that need structural guidance. Thirdly, institutional strengthening is important because the environment is constantly changing and development projects cannot keep par with these changes. Changes to donor policies or the political environment would affect the performance of

organizations carrying out development projects. These organizations often lack resources or are constrained in coping with environmental changes due to rigid project plans. Institutional strengthening would equip these organizations with the tools to analyze environmental changes, evaluate their capabilities and develop flexible project plans that can be adjusted to the environment. Fourthly, Tacso (2015) argued that institutional strengthening is important because it helps organizations become more professional in their development activities. Attention to organizations helps managers to identify skill gaps, acquire technically superior tools and resources, and use structured approaches to project development. These are some examples given by the author on the benefits of strengthening of organizations as a strategy for improving performance.

Catholic Relief Services (CRS) (2011) describes institutional strengthening as the analysis of organizations with a purpose of improving or developing business processes and structures. Their institutional strengthening guide posits that organizations often face bottlenecks that affect the sustainability of their development activities. Managers, leaders and staff need to improve their organizations to respond to external challenges or bottlenecks facing their organizations. The Institutional Strengthening Guide provides principles, best practices, standards, tools and business processes for building and sustaining organizations. The guide provides useful insight into the processes and standards for building organizational capacity as a strategy for continuity and sustainability.

### **2.2.1 Influence of Governance on Service Delivery**

Governance refers to the processes undertaken by an institution or government. Within the non-profit sector, governance refers to the operations of a board of directors that run the NGO (Stone & Ostrower, 2007). Civil society literature does not

provide sufficient definitions of the concept of governance in NGOs. The literature conceptualizes governance at an organizational level where a board of directors institutes the governing systems. These boards are designed to hold the accountability for the organization's actions. The boards perform governance functions such as overseeing the financial management of the NGO; ensuring the organization complies with ethical and legal responsibilities; ensuring organizational activities align with the mission; recruiting the chief executive officer (CEO); and representing the organization to constituencies and the environment (Utting, 2005). Some critics, however, argue that these functions provide a narrow definition of governance in nonprofit sector. They argue that a broader definition of governance should be established by incorporating leadership work in nonprofits (Stone & Ostrower, 2007).

Sending and Neumann (2006) define governance as a process that incorporates private and public actors, and coordinates their activities through guidelines and rules, to achieve a shared public goal. The authors view governance as a global phenomenon affecting non-state actors such as NGOs, transnational corporations and intergovernmental organizations. They argue that dimensions of governance such as inclusivity, publicness and delegation affect an NGO's ability to participate in global governance issues, thereby reducing their service quality locally. The article proposes that public actors should change the mentality of governance (govern mentality) from CSO as a passive object of the government into an active entity that is a subject and an object of government. This shift in mentality would enable the public to view CSOs as self-associating units with political significance whose role in mobilize and convey individual and community preferences, and to carry out their regulatory functions based on their capacity. The implication of the article is that governance can have a positive effect on a CSO's functioning if the mentality of governance is well-

understood by public and private actors. Kempe (2009) agrees on the positive effect of governance arguing that it can transform the economic development of developing countries. However, this transformation is not always possible due to lack of capacity to sustain this good governance. Consequently, CSOs and governments need to develop frameworks to exploit opportunities and demand for good governance.

There has been an increasing need for accountability as part of governance in the CSO sector. This is because billions of dollars and thousands of professionals and resources have been used in this sector. The worth of these investments in this sector had been quite high but the progress on the ground was erratic and slow-paced (Jepson, 2005). Part of the reason is the competition for the donor dollar and high market pressures in the civil sector (Malhotra, 2000). Another reason for decline is lack of accountability on the NGOs. As a result, major donors in the Western countries have began pressuring the NGOs to provide evidence on how they spend funds, their processes and how well their goals and aims have been achieved. This is because accountability is associated with improved services, which leads to organizational stability and growth. Accountability is concerned with what, whom and how. What should be accounted for? To whom? How? (Hauge, 2002). According to Brinkerhoff (2001), aspects of accountability for NGOs include performance metrics and reporting requirements from donors and regulators as well as generic regulations from governments. However, achieving this accountability for service delivery is a challenge. This is because the pressure to conform to performance metric and reporting could create costly bureaucratic processes that end up diverting scarce resources from the NGO. The costly processes and diversion of scarce resources have a negative impact on the service delivery of the NGO.

Secondly, government's response through a general regulation for accountability does not create any advantages for the NGO with regards to service delivery. Nevertheless, accountability of NGOs is important because it exposes the performance weaknesses of NGOs, especially on delivery of projects, which jeopardize funding and organizational competitiveness. Consequently, Jepson (2005) proposes a conceptual model that helps organizations to bridge the gap between accountability, governance and legitimacy. The model proposes that NGOs derive their power from legitimacy. This legitimacy is acquired through governance, which focuses on public accountability (in the social domain) and structural accountability (in the institutional domain). From the model, governance is closely associated with accountability since it influences how the NGO uses systems and procedures for legitimacy as well as creates perceptions that assure the public of its legitimacy.

Burger and Owens (2008) argue that accountability is important because it affects the transparency of the NGO sector and the reliability of services provided by NGOs. Their evaluation of transparency promotion in 300 NGOs in Uganda revealed that majority were financially dishonest and produced inaccurate data on their community participation. The article revealed that majority of the NGOs misrepresented their finances and community roles due to their antagonistic relations with the Ugandan government, competition for funding and unrealistic pressure from donors. The findings supported the need for transparency and openness in the NGO sector. The article concurred with Holla, Koziol and Srinivasan's (2012) on the adoption of accountability mechanisms such as monitoring of NGOs to ensure that the organizations met realistic donor demands and were able to provide quality services to the community (Burger & Owens, 2008). It can be implied from the study that lack of accountability reduces the quality of service delivery because NGOs are less likely to

follow through on community functions or participation. Transparency would ensure that NGOs perform as they claim. This means that the organizations should make financial information easily accessible and have reliable data showing feedback from the communities.

Plateau and Gaspart (2005) propose that NGOs can be made accountable by providing mechanisms for beneficiary oversight. They proposed this solution as a remedy for challenges in donor information. Through beneficiary oversight, the authors claim that NGOs would have to improve their services because they would find it more difficult to keep information hidden from the beneficiaries owing to close cultural proximity and the public involvement in development projects. However, critics have argued that beneficiaries may not be in a position to observe the characteristics of good service from NGOs. Smith (2011) argues that citizens have limited ability in public participation owing to their limited internal knowledge of politics and governance.

Nevertheless, Olken (2006) and Burger (2005) observe that beneficiary oversight has little impact on the quality of services because some communities are easy to please (especially when the community's contributions are little); do not have the skills to compare the NGO services from alternate services; are vulnerable to free-riding; and have little incentive to scrutinize the NGO performance. Furthermore, Burger (2005) adds that poor communities often lack the esteem needed to behave assertively towards NGOs. In addition, community members often assume that NGOs act honestly and are more socially responsible than the for-profit companies, which creates the opportunity for deception.

Jordan (2006) agrees that accountability is important in the NGO sectors. This is because NGOs play a prominent role in the delivery of social services. Accountability would allow the public sector and donors to assess the quality and quantity of services



such as distribution of food or educational services. This assessment reveals whether an NGO is responsive to the needs of beneficiaries. Appropriate assessment tools include outcome tracking computer software, certification systems, commercial ratings, quarterly reports, financial accounts, independent audits and logic framework analysis. These accountability tools help NGOs identify appropriate performance benchmarks for social service delivery. In addition, the tools would provide clearer information on how NGOs spend donor funds and provide services in response to the needs of beneficiaries in the community (Jordan, 2006).

### **2.2.2 Influence of Organizational Structures on Service Delivery**

Organizational structure in NGO refers to the organizational design, size, composition of the board of directors and structures for management (Sheaff et al., 2004). According to Jordan (2006), the concept of organizational structure is often associated with capacity building phase in NGO development. Clayton, Oakley and Taylor (2000) argue that service delivery is affected by lack of structures that make CSOs more effective and efficient than the government. They posit that CSOs lack the knowledge to create effective management structures and systems, lack specialist experience to lead the development of lean cost structures and are inflexible. These factors increase organizational overheads and increase the risk of underperformance.

Moran and Sussman (1983) confirm that organizational structure has an impact on service delivery. Their study observed that changes to the structure of the organization affected service delivery. In particular, they observed that decentralized structures improved the effectiveness of workers and service delivery compared to centralized structures. This is because decentralized structures require less clearance when making quick decisions, are more suitable for large organisations, and improve organizational adaptability to the dynamic environment. Sheaff et al. (2004) agree on

the effectiveness of decentralization versus centralization structures in non-governmental organisations. They argue that decentralized design improves the decision-making process thereby improving job satisfaction and organisational efficiency. Furthermore, decentralised organisations can more easily adopt technical innovations while centralized organisations increase administrative organisations. Their article favours decentralised design because such organisations can implement gradual change more effectively, have lower administrative costs and are more effective in dealing with unstable or uncertain business environments.

Similarly, Tran and Tian (2013) asset that aspects of horizontal organisational design (such as networking structures) have a direct impact on service delivery and organisational performance. Their study shows that horizontal structures that encourage professional autonomy have better service performance since professionals are more likely to have greater job satisfaction when their roles and duties are not bureaucratic. Networked structures such as clear policies and supportive organisational cultures enhance service delivery because they promote behaviours and actions that encourage job performance such as maintaining professional values and adapting to change. Networking structures such as partnership also enhance service delivery because employees and managers view each other as a team, share workload and coordinate their output more effectively. This partnership-outlook creates organisational interdependence, which then improves team work and the quality of the corresponding results (Sheaff et al., 2004).

The size of the organisation is an important feature that scholars examine when assessing the impact on form on the performance of an organisation. This is because the size of the organisation affects the choice of design (decentralised vs. centralised, vertical design or hierarchical design). According to Wilkin, Bojke, Coleman and

Gravelle (2004), organisation size has an effect on economies of scale, which can affect the ability of an organisation to provide quality and cost-effective services. Limited economies of scale mean that non-profit organisations run higher costs of providing services, which affects the overall quality and deliverability. The author proposes that managers should identify a fit between the aspects of organisational performance namely, environment, strategy and structure. This fit ensures that organisations are adaptive and have organic structures that help them achieve good performance (and services) even in unstable environments.

### **2.2.3 Influence of Institutional Factors on Service Delivery**

Studies posit that ownership is an institutional factor that has a significant impact on organisational processes and service delivery. This assertion is based on agency theory, whose premise is that senior managers act as agents of the organisation, and pursue actions that may or may not be consistent with the owners' interests. For instance, managers may pursue goals for personal power or financial gain rather than the interests of the board of directors. As a result, these inconsistent interests clash with organisational interests and lead to low organisational performance. The understanding from the agency theory is that when managers and employees demonstrate insider ownership, they increase the chances that organisational performance will improve. Ownership such not-for-profit versus for-profit can affect organisational behaviour by improving the flexibility of management, decentralizing services and decision-services, and multi-divisional hierarchies (Sheaff et al., 2004).

Altruism is an important element that influences the ownership of employees or managers to an organisation. According to Werker and Ahmed (2007), altruism is very important in the civil service sector. This is because altruistic volunteers and staff that work toward meeting ideological needs or ends drive NGOs. Furthermore,

the founders of NGOs are usually creative but intense individuals that innovate products or services that can be delivered in a much effective manner. These founders and altruistic volunteers require the support of donors that provide funds with the agreement that the earnings would not be distributed among the workers. This agreement is referred as non-distribution constraint. Non-distribution constraint prevents the directors and NGO officers from benefiting from donor funds through higher wages, better working officers or short working hours. This constraint ensures that nonprofits provide goods and services to the community and meet ideologically-driven goals by the founders. However, the challenge for these organisations is that the quality of goods and services cannot be verified easily. This is because NGOs do not have incentives to improve or provide high-quality products or services. NGOs have greater incentive to increase donor funding and satisfaction rather than improving the welfare of their beneficiaries. This creates a situation where donations would have been used as market force in NGO industry as a strategy for improving service quality. However, this quality achievement is not necessarily achieved. This confirms that donations to nonprofits may not produce an outcome on the quality of services or products compared to similar donations to for-profit organisations (Werker & Ahmed, 2007).

Human resources are another internal organisational factor affecting the quality and delivery of products and services from nonprofits. The competencies and skills of NGO staff play an important role in determining the performance of the organisation. According to the Kennedy School of Government Placement Report (2004), there has been an increase in professionalization in the NGO sector. A comparison of educational qualifications of NGO employees shows an increase in the number of staff that had graduated from Master's degree programs. This professionalism has

improved the management of NGOs since educated employees have greater knowledge and ability to run these organisations and increase revenue sources. To add to educational achievements, NGOs have become more responsive or proactive in recruiting skilled workers that can increase their revenue sources. Studies show that NGOs are becoming more creative in fundraising efforts in the past 10 years. These fundraising efforts have helped NGOs to increase their donations from in-kind donors (14 percent) and private revenues (10 percent). The fundraising has seen NGOs reduce their heavy reliance on private contributions and increase their sources from private revenues (such as sale of published materials) and in-kind contributions such as medicine and clothing (Werker & Ahmed, 2007).

## **2.3 Theoretical Framework**

Two theories were deemed relevant for this study. These were the network theory and the governance theory.

### **2.3.1 Network Theory**

The network theory of governance was used to explain the network aspects of decision-making in organizations. According to Toikka (2011), the network theory views governance as a network of many actors and a control system. Policies in governance involve many organizations that play the role of actors including the government and stakeholders. A control system is relevant to the theory because governance is concerned with solving complex policy issues where the definition of policy problems is quite challenging. Since there are no definite problems, no rules can be used to determine if a problem has been solved since each problem has unique characteristics. The network theory was deemed relevant for this study because it

explains how the setting of policy goals, the definition of solutions and the implementation of policies require resources that are injected from multiple organizations, leading to interdependency. This interdependency creates a network of organizations and provides autonomy for these organizations away from central control (Toikka, 2011).

### **2.3.2 Governance Theory**

The governance theory as described by Bevir (2009) was relevant to the study. According to the author, the governance theory introduces an individual to different ways of thinking that inspire and lead to the formation of governance models. The author observes that there is a link between network theory and governance theory because network theory is derived from pluralism that disaggregates the State and sets its focus on groups. However, Bevir's interpretation incorporates rational choice theory. Rational choice theory refers to a methodology that creates models to show how people behave in particular formal structures and within certain settings. This methodology helps a reader to understand how governance cannot be predicted and faces challenges in obtaining commitment of stakeholders. Rational choice theory informs the theory of governance because it shows how public choice influences policy on public welfare, strengthening of institutions and chaos caused by weak structures (Bevin, 2009).

## 2.4 Conceptual Framework

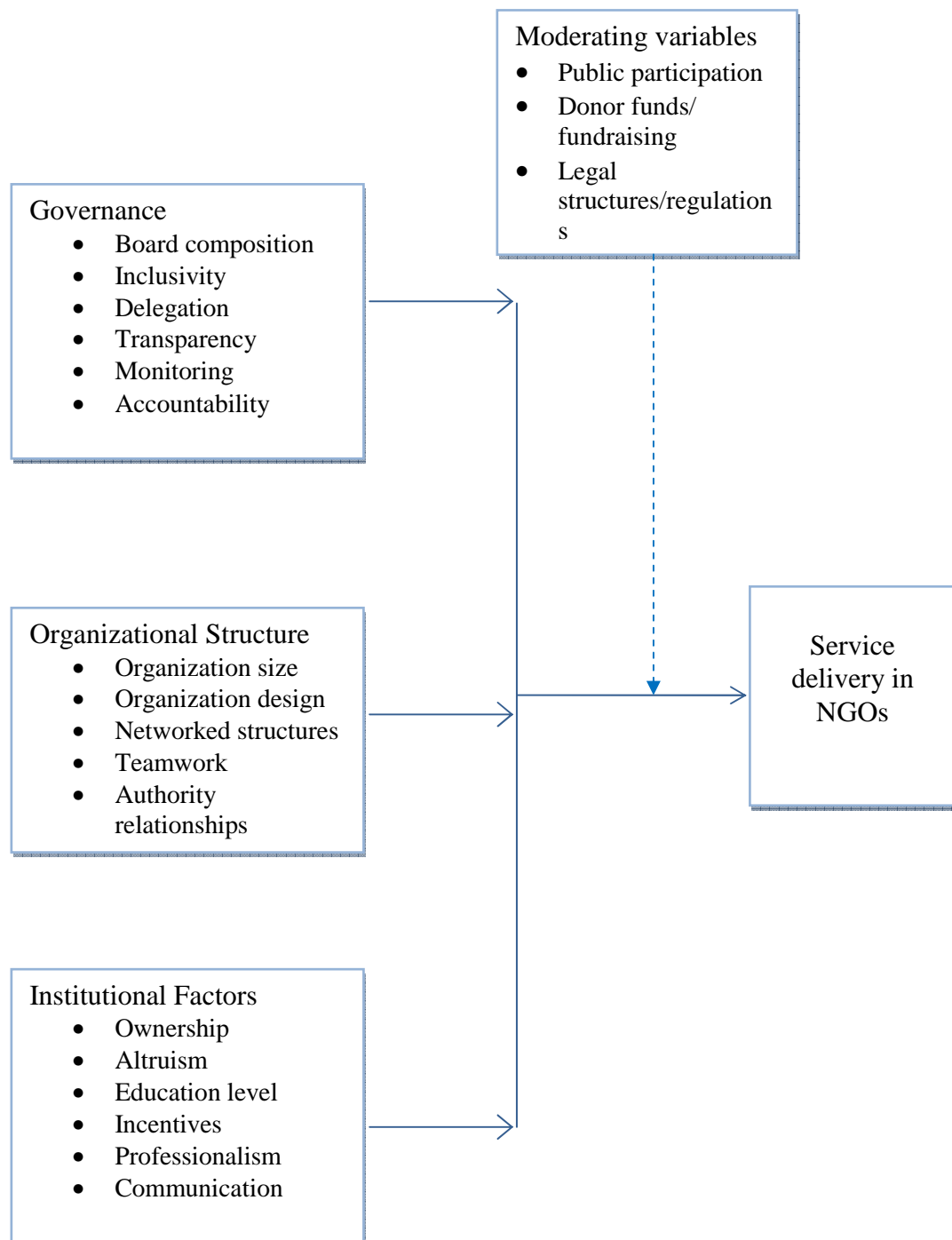


Figure 1. Conceptual Framework for the Study

## **2.4 Summary and Research Gaps**

The reviewed literature confirmed that governance influenced the ability for an NGO to produce quality services and products at a local level. Three articles asserted that commitment, inclusivity and delegation of authority were important elements of good governance influencing NGO performance. Four articles reported that board composition, accountability, managerial transparency, monitoring and beneficiary oversight influenced service performance in NGOs. Five articles emphasized the importance of organizational size, decentralization and horizontal design (networked structures) to NGO services while one article asserted that teamwork was important for service performance. Four articles asserted that ownership, altruism, incentives, professionalism and education level were important for NGO performance and service quality. The reviewed articles however, focused on one factor exclusively. For instance, articles on governance exclusively did not address institutional factors or organizational structures. There was very limited research that investigated how all three factors (organizational structures, institutional factors and governance). Furthermore, there was very limited research on the influence of these factors on the delivery of services in NGOs. Consequently, the researcher was motivated to develop a study that combined the three factors and also investigated how these factors influenced the delivery of services at an NGO called I Choose Life-Africa.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the methodology for the study. The discussion presents the type of research design selected for the study, identification of the target population, sampling procedures and sample size, methods of data collection and the techniques for analyzing the collected data.

#### **3.2 Research Design**

The study used a descriptive approach in the research design. This is because descriptive design is concerned with producing measureable and specific descriptions of a phenomenon (Grimes & Schultz, 2002). This design approach did not determine causality or use experiments. Rather, the descriptive approach selected for the study helped the researcher to produce specific and measurable descriptions of the influence of institutional strengthening on service delivery in civil sector organizations. Furthermore, a descriptive approach was suitable because it helped the researcher to describe the what, when, how, why, who and where of a phenomenon (Grimes & Schultz, 2002). This implied that the choice of research design helped the researcher to describe aspects of institutional strengthening in the NGO sector.

#### **3.3 Target Population**

The definition of a population is the collection of a group of elements that share common characteristics or exhibit certain behavior (Mugenda & Mugenda, 2003). A population was necessary because it helped identify the common characteristics of institutional strengthening in CSO sector. The study inferred to managerial and non-managerial staff at ICL-Africa. Table 3.1 shows the distribution of staff in the NGO.

Table 3.1

*Geographical Distribution of Staff at ICL*

<u>Location</u>	<u>Managerial Status</u>		<u>Grand Total</u>
	<u>Non-management</u>	<u>Management</u>	
HQ	8	9	17
Kericho	2	-	2
Kisii	3	1	4
Kisumu	-	1	1
Laikipia	2	-	2
Machakos	-	1	1
Meru	2	-	2
Mombasa	1	-	1
Nairobi	3	1	4
Nakuru	2	1	3
Nandi	13	2	15
Taita taveta	1	-	1
Uasin Gishu	1	-	1
Grand Total	38	16	54

Source: ICL-Africa (2015)

Table 3.2

*Distribution of the Target Population*

<u>Category</u>	<u>Population</u>	<u>Percentage</u>
Non-managerial	38	70%
Managerial	16	30%
Total	54	100

**3.4 Sample Size and Sampling Procedure**

A sample of the target population was inferred rather than the entire workforce at ICL-Africa. Therefore, a sampling frame was defined for the study. This sampling frame was a list of the selected sample from the population. It was important that the researcher ensured that the list was complete and accurate so that the sample was representative of the target population (Mugenda & Mugenda, 2003). Based on the guidelines above, the study used a sampling frame comprising of non-managerial and

managerial staff. To determine the sample size, the study used the formula:  $n = z^2 \cdot p(1-p) \div ME$  where margin of error ( $ME$ ) was 0.025, confidence interval ( $p$ ) was 0.05, Z-score was 1.96 (95 percent confidence) and  $n$  was the sample size being calculated. The sample size was 39 as shown in Table 3.3.

Table 3.3  
*Sample Size*

<u>Category</u>	<u>Population</u>	<u>Sample</u>	<u>Percentage</u>
Management	16	12	30.7%
Non-managerial staff	38	27	69.2%
Total	54	39	100.0%

The study used stratified random sampling to distinguish between managerial and non-managerial staff. A list of each group was produced and the researcher used simple random sampling to select 12 management staff and 27 non-managerial staff at random. The study used simple random sampling because this sampling method is simple to use, make quick inferences and can be conducted quite easily (Kadam & Bhalerao, 2010). The study eliminated bias by concealing the location of the employees and managers to ensure blinding.

### **3.5 Research Instruments**

The study collected both primary and secondary data. The study collected primary data using a structured questionnaire. The questionnaire was administered to the sample to elicit their views on the influence of institutional strengthening variables on the delivery of service at ICL-Africa. The questionnaire contained two major sections. The first section collected demographic data on the sample such as duration of employment, management/non-managerial role, age and gender. The second section sought to collect data on the three research variables for institutional strengthening (organisational structure, good governance and institutional factors). The

questionnaire comprised of closed-ended questions whose responses were rated from strongly agree to strongly disagree on a 5-point Likert scale.

### **3.6 Validity and Reliability of Instruments**

#### **3.6.1 Validity**

This refers to the degree to which a data collection method measures the correct data (Mugenda & Mugenda, 2003). The study measured the validity of the questionnaire by pre-testing on 5 employees of I Choose Life-Africa. This pretesting helped the author gauge the relevance of the questionnaire as well as its clarity in measuring variables. The pretesting participants gave feedback on the structure, ease of use, and discrepancies on the questionnaire.

#### **3.6.2 Reliability**

Reliability refers to the degree to which the instrument for data collection provides similar results every time it is tested. Reliability was assessed using the Cronbach Alpha test. The findings revealed a score of 0.83 and deemed sufficient for reliability. This is because Mugenda and Mugenda (2003) proposed that a score of 0.8 and above was confirmation of an instrument's reliability.

#### **3.6.3 Pretesting**

The questionnaire was pre-tested on five participants from ICL-Africa to identify any errors in design, data recording, coding or analysis. The five participants were selected at random and requested to fill in the questionnaire to help the researcher confirm the validity and reliability.

### **3.7 Data Collection Procedures**

The researcher obtained research approval from the institution (University of Nairobi) and approval for the study from the management of ICL-Africa. The researcher also adhered to ethical practices when dealing with human subjects such as maintaining the confidentiality of collected data, respecting the rights of employees/managers not to participate in the study, and ensuring the anonymity of the questionnaire responses. Selected participants were issued with the questionnaire and expected to return the completed form after three weeks. To improve the response rate, the researcher issued reminder emails and requested KRA management to send an internal memo asking respondents to return their completed questionnaires.

### **3.8 Data Analysis Techniques**

Data analysis was supported by statistical tools. Questionnaire responses were entered into the Statistical Package for Social Sciences (SPSS) for statistical analysis. Descriptive and inferential statistics were used. This is because descriptive statistics transform the raw data into figures and Tables for interpretation (Mugenda and Mugenda 2003). Inferential statistics helped the researcher to establish the dependency of the relationships between the research variables. The analyzed data was presented into Tables and figures for interpretation and discussion in the next chapter.

### **3.9 Ethical Considerations**

The researcher confirmed the confidentiality and anonymity of their questionnaire responses. The researcher also had to gain the employees' and managers' trust, and explain to them how the findings would improve their organization's performance.

### **3.10 Operational Definition of Variables**

Table 3.4 shows how the research variables were operationalized from the objectives.

The Table shows the indicators for each variable, measurement, scale and data collection.

Table 3.4

*Operationalization of Variables*

<u>Objective</u>	<u>Variable</u>	<u>Indicator</u>	<u>Measurement</u>	<u>Scale</u>	<u>Data Collection</u>	<u>Analysis Tool</u>
Investigate the effect of governance on service delivery at ICL-Africa	Governance	<ul style="list-style-type: none"> <li>• Level of employee inclusivity</li> <li>• Composition of the board</li> <li>• Commitment of board members</li> <li>• Board decisions</li> <li>• Delegation of authority</li> <li>• Accountability to donors</li> <li>• Accountability to beneficiaries</li> <li>• Transparency</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Types of board members</li> <li>• Reports to donors</li> <li>• Access to internal reports</li> <li>• Authority relationships</li> <li>• Participation of beneficiaries</li> <li>• Internal audits</li> <li>• Service checks</li> <li>• Accessibility to management</li> </ul>	Ordinal	Questionnaire	Means, Regression

Determine the effect of organizational structures on service delivery at ICL-Africa	Organizational structures	<ul style="list-style-type: none"> <li>• Size of organization</li> <li>• Organization design</li> <li>• Decentralized design</li> <li>• Power distribution</li> <li>• Authority relationships</li> <li>• Level of teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff</li> <li>• Number of managers</li> <li>• Number of power-holding positions in firm</li> <li>• Authority level of managers</li> <li>• Decision independence of employees</li> <li>• Networks</li> <li>• Number of teams</li> </ul>	Ordinal	Questionnaire	Means, Percentages, Regression
Investigate the effect of institutional factors on service delivery at ICL-Africa	Institutional factors	<ul style="list-style-type: none"> <li>• Level of ownership</li> <li>• Responsiveness</li> <li>• Altruism</li> <li>• Education</li> <li>• Professionalism</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of loyalty of staff</li> <li>• Job attitude</li> <li>• Number of job incentives</li> <li>• Attitude towards job incentives</li> <li>• Education level</li> <li>• Application of codes of conduct/practice</li> <li>• Communication</li> </ul>	Ordinal	Questionnaire	Means, Percentages, Regression



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter provides the findings on the research project. The collected data was analysed using descriptive and inferential statistics. The statistical techniques used in the study include means, percentages, frequencies, cumulative frequencies, and the coefficient of variation, Pearson's correlation and regression tests. The findings are divided into four key sections. The first section provides the demographics of the respondents while the second section reveals the respondents' views towards the effect of governance on service delivery. The third section reveals the effects of institutional factors on service delivery while the fourth section will provide findings on the effects of institutional factors on service delivery and correlation results.

#### **4.2 Questionnaire Return Rate**

The response rate is an indicator of the number of respondents who took part in the study. This is often indicated as a percentage. The sample size for this study was 39 managers and non-managerial staff at ICL-Africa. Table 4.1 shows the response rate for the study. From the findings, the response rate was 28 for those who participated and 11 for those who did not participate. The respondents that completed the study represented 72 percent of the sample. This implies 28% of the respondents did not return their questionnaires and therefore did not participate in the study.

Table 4.1

*Distribution of the Response Rate*

<u>Category</u>	<u>Response</u>	<u>Percent</u>
Participated	28	72%
Not participated	11	28%
Total Sample	39	100%

**4.3 Demographic Information**

Demographic information was obtained to identify the unique characteristics of the respondents such as gender, age, education level and tenure in the organization. Respondents were asked to select their gender, age, education level and work tenure. The distribution of gender is shown in Table 4.2.

Table 4.2

*Distribution of Respondents by Gender*

<u>Gender</u>	<u>Frequency</u>	<u>Valid percent</u>	<u>Cumulative percent</u>
Male	17	61	61
Female	11	39	100
Total	28	100	

The findings in Table 4.2 show that 61% of the respondents were male while 39% of the respondents were female. The implication of the findings is that males were more than females in the sample. Furthermore, 7% of the respondents were between 20 years and 24 years while 14% of respondents were between 25 years and 29 years. Thirty-two percent of the respondents said that they were aged between 30 years and 34 years while 25% of the respondents said that they were aged between 35 years and 40 years. Twenty-one percent of the respondents said that they were above 40 years. The implication from these findings is that majority of the staff were aged between 30 and 34 years followed by the 35-40 year age group. The minority age group for the organization was 20-24 years.

Four percent of respondents had high school certificate while 29% percent said that their highest education level was a diploma or certificate. Forty-three percent of the respondents said that their highest education level was a bachelor's degree while 14% of the respondents said that a postgraduate diploma was their highest education level. Lastly, 11% of the respondents said that their highest educational level was a postgraduate degree. The implication from the findings is that almost half of the respondents had attained a bachelor's degree. Cumulatively, 68% of the respondents had attained a bachelor's degree and higher education. This confirms that majority of the staff at the organization had received formal education at an institution of higher learning. The findings also implied that the staff had the requisite knowledge and skills to perform their jobs.

Eleven percent of respondents said that they worked for two years or less. Thirty-six percent of the respondents said that they worked for three years to five years while 32 percent of the respondents said that they worked for 6 years to 10 years. Only 21 percent of the respondent said that they worked in the organization for more than 10 years. Based on these findings, majority of the respondents had worked for 3-5 years. The 0-2 year range had the fewest respondents.

#### **4.4 Influence of Governance on Service Delivery**

This section presents results and discussion of aspects of governance and their influence on service delivery in CSOs. Respondents were asked on different aspects of governance (such as include ownership, accountability to donors, accountability to beneficiaries, legitimacy and oversight) influenced the delivery of services by their non-governmental organization. A summary of their responses is shown in Table 4.3.

Table 4.3

*Influence of Governance on Service Delivery at the Organization*

<u>Statement</u>	<u>SA</u>	<u>A</u>	<u>N</u>	<u>D</u>	<u>SD</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Governance influences the quality of services	36	39	0	7	18
Founders have high commitment to good governance	18	32	4	25	21
Organization supports inclusivity of all workers for good governance	11	14	7	39	29
Delegation of authority promotes good governance	43	39	7	11	0
Board composition influences ability to deliver services	36	50	4	7	4
The organization is accountable to beneficiaries	43	57	0	0	0
The organization is accountable to donors	61	39	0	0	0
Management is transparent with running of the organization	19	22	11	15	33
Accountability is associated with improved services at the organization	46	54	0	0	0
Accountability on legitimacy of services/products	46	50	0	4	0
Monitoring influences services delivered by the organization	43	29	0	11	18
Beneficiary oversight makes organization more responsive to their needs	68	32	0	0	0

**4.4.1 Commitment, Inclusivity and Delegation of Authority**

From Table 4.3, 36% of respondents strongly agreed that governance of the organization influenced the quality of its products and services. An additional 39% of the respondents said that they agreed on the same. Seven percent of the respondents said they disagreed while 18% of the respondents said that they strongly disagreed

that governance influenced the quality of products and services. The implication from majority of the responses (75%) was that governance influences the quality of products and services of a CSO. These findings are supported by Sending and Neumann (2006) who observed that governance influenced an NGO's ability to produce quality services and products at a local level.

The Table also shows that 18% of the respondents strongly agreed that they believed that the founders of the NGO showed high commitment to good governance. Thirty-two percent of the respondents said that they agreed on the high commitment of the founders or directors towards good governance. Only one respondent (4%) was neutral. Twenty-five percent of the respondents said that they disagreed that the founders of the organization showed high commitment to good governance. A further 21% of the respondents said that they strongly disagreed on the founders' high commitment to good governance. Cumulatively, half of the respondents were in agreement with the founders' commitment to good governance. The implication of the findings is that the directors/founders demonstrated high commitment to good governance. These findings align with Burger (2005) who asserted that commitment to good governance was critical to the performance of NGOs.

With regards to the inclusivity of all workers, Table 4.3 shows that 11% of the respondents said that they strongly agreed that the organization supported the inclusivity of all workers for good governance and service delivery. Fourteen percent of the respondents said that they agreed that the organization supported this inclusivity of all workers. Two respondents, representing 7%, said that they were neutral while 39% of the respondents said that they disagreed that the organization supported the inclusivity of all workers. Twenty-nine percent of the respondents said that they strongly disagreed that the organization supported the inclusivity of all

workers for good governance. Majority of the participants disagreed that the organization practiced inclusivity of all workers. The implication from the findings is that the organization does not support inclusivity of all workers as good governance practice for service delivery. This lack of inclusivity should be addressed because studies show that inclusivity is important for good governance. Sending and Neumann (2006) observed that inclusivity was an important dimension of governance that influenced the ability of an NGO to engage on a global and local platform in producing quality products and participating in governance issues.

With regards to delegation of authority and power, 43% of respondents strongly agreed that there was delegation of authority and power, which promoted good governance. Thirty-nine percent of the respondents also agreed that the organization practiced delegation of authority to promote good governance. Seven percent of the respondents were neutral while 11% of the respondents said that they disagreed that the delegation of authority and power in the organization promoted good governance. Overall, 82% of the respondents agreed that the delegation of power and authority in the organization promoted good governance. This implied that good governance is promoted through delegated authority and power. This assertion was supported by literature by Sending and Neumann (2006) who classified delegation as an important dimension of governance in NGOs that affected their global and local performance.

#### **4.4.2 Board Composition and Accountability**

Respondents were asked whether the composition of the board influenced the organization's ability to deliver services. Thirty-six percent of the respondents said that they strongly agreed that the composition of the board influenced the organization's ability to deliver goods and services. Fifty percent of the respondents said that they generally agreed that the board's composition affected the

organization's ability to deliver goods and services. Four percent of the respondents said that they were neutral while 7% of the respondents said that they disagreed that board composition influenced organizational ability to deliver goods and services. Four percent of the respondents said that they strongly disagreed with the assertion. Majority (86%) of the respondents were in agreement that the composition of the board influenced their ability to deliver goods and services. This implies that board composition influences an organization's ability to deliver services to consumers. This aspect was addressed by Utting (2005) who asserts that boards are designed to hold the accountability for the organization's actions. The boards perform governance functions such as overseeing the financial management of the NGO; ensuring the organization complies with ethical and legal responsibilities; ensuring organizational activities align with the mission; recruiting the chief executive officer; and representing the organization to constituencies and the environment.

With regards to accountability, 43% percent said that they strongly agreed that the organization was accountable to beneficiaries. Fifty-seven percent of the respondents also agreed that the organization was accountable to beneficiaries. Cumulatively, all of the responses confirm that the organization is accountable to the beneficiaries. This implies that governance is achieved through the organization's accountability to beneficiaries. This implication is confirmed by Brinkeroff (2001) that observed that accountability for NGOs was critical for service delivery. However, achieving this accountability is a challenge because of limited scarce resources and bureaucratic processes for ensuring accountability.

On responsibility to donors, 61% of donors said that they strongly agreed that the organization was accountable to donors. A further 39% of the respondents said that they agreed that the organization was accountability to donors. Cumulatively, all of

the respondents agreed that the accountable to the donors. The implication of these findings is that the organization practices governance by being accountable to donors. Brinkeroff (2001) similarly observed that accountability for NGOs to donors was important because it influenced service delivery. Burger and Owens (2008) agreed that accountability was important because lack of it would lower service quality since NGOs were less likely to follow through on community functions or engage with donors and beneficiaries. Jordan (2006) recommend that NGOs adopt accountability tools to identify appropriate performance benchmarks for social service delivery and to obtain information on donor spending.

With regards to managerial transparency, 19% of the respondents said that they strongly agreed that the management was transparent with the running of the organization. Twenty-two percent of the respondents said that they agreed that they agreed that their management was transparent with the running of the firm. Eleven percent of the respondents said that they were neutral while 15% of the respondents said that they disagreed that the management was transparent with the running of the organization. A further 33% of the respondents said that they strongly agreed that the management of the firm was transparent with its operations. Cumulatively, 41% of the respondents agreed with management's transparency while 48% of the respondents said that they disagreed that management was transparent with the running of the organization. The findings from majority of the respondents confirm that management is not transparent with the organization's operations. These findings conflict with literature that emphasized the importance of transparency for governance. Burger and Owens (2008) asserted that transparency was important because it helped NGOs to meet their obligations to donors and beneficiaries as well.



From Table 4.3, 46% said that they strongly agreed that the organization's accountability is associated with service improvement. A further 54 percent of the respondents agreed that accountability was associated with service improvement. The implications from majority of the respondents showed that all of the respondents said that the organization's accountability with donors and beneficiaries was associated with service improvement. These findings concur with Holla, Koziol and Srinivasan's (2012) assertions that accountability helps NGOs to meet the unrealistic donor demands and meet the service expectations of the community. The article emphasized accountability as a way of guaranteeing quality services to the community. This explains why accountability is associated with service improvement.

Table 4.3 also shows that 46% of respondents strongly agreed that accountability was important in legitimizing the organization's products and services. Fifty percent of the respondents said that they agreed on the same while 4% of the respondents said that they disagreed that accountability was important in legitimizing the organization's products or services. The majority of the responses was in agreement with the question and implied the importance of accountability for organizational legitimacy. The findings align with Jepson's (2005) study that established a link between accountability and legitimacy. The study asserted that legitimacy is important because it influences how NGOs use their systems and create perceptions with the public. The article proposed a conceptual model for acquiring legitimacy through public accountability (being accountable in the social domain) and structural accountability (being accountable in the organizational domain). The findings and the article confirm that legitimacy is important in governance.

#### **4.4.3 Monitoring and Beneficiary Oversight**

Respondents were asked whether they thought that monitoring influenced service delivered by the organization. Forty-three percent of the respondents said that they strongly agreed that monitoring influenced service delivery. Twenty-nine percent of the respondents agreed on the same. There were no neutral responses. Eleven percent of the respondents said that they disagreed while 18% of the respondents said that they strongly disagreed that monitoring influenced service delivery. Overall, the findings from majority of the respondents (71%) confirm that monitoring has an effect on service delivery. The findings are supported by Olken (2006) who concurred on the need for service monitoring in CSOs. The article emphasized the importance of monitoring in ensuring NGOs provided quality services, reduced vulnerabilities and achieved target performance. Kempe (2009) and Hauge (2002) proposed that tools for monitoring and assessment tools such as outcome tracking computer software, certification systems, commercial ratings, quarterly reports, financial accounts, independent audits and logic framework analysis could be used to ensure accountability.

With regards to beneficiary oversight, 68% of respondents said that they strongly agreed and 32% of respondents generally agreed that beneficiary oversight made the organization more responsive to services given to beneficiaries. Overall, all of the respondents were in agreement that beneficiary oversight made the organization more responsive to the service needs of beneficiaries. Literature on beneficiary oversight is conflicting. Plateau and Gaspart (2005) concurred with findings in Table 4.3 on importance of beneficiary oversight for organizational responsiveness. They argued that NGOs can be made accountable by providing mechanisms for beneficiary oversight. Through beneficiary oversight, the authors claim that NGOs would have to

improve their services because they would find it more difficult to keep information hidden from the beneficiaries owing to close cultural proximity and the public involvement in development projects. However, critics have argued that beneficiaries may not be in a position to observe the characteristics of good service from NGOs. Smith (2011) argues that citizens have limited ability in public participation owing to their limited internal knowledge of politics and governance. Conversely, Burger (2005) and Olken (2006) argued that beneficiary oversight does not have a significant impact on service quality and delivery. They argued that some communities are easy to please; do not have the skills to compare the NGO services from alternate services; are vulnerable to free-riding; and have little incentive to scrutinize NGO performance. These factors make beneficiary oversight ineffective based on the articles.

#### **4.4.4 Ranking of the Influence of Governance on Service Delivery**

Table 4.4 shows the ranking of elements of governance that influence service delivery.

Table 4.4 *Distribution of the Rank of Governance Elements*

	<u>N</u>	<u>Mean</u>	<u>Std Dev</u>	<u>CV</u>	<u>Ranking</u>
1. Governance affects service quality	28	5.6	4.8	0.5	5
2. Founders' high commitment	28	5.6	2.9	0.2	3
3. Organization supports inclusivity	28	5.6	3.8	0.3	3
4. Delegation of authority and power	28	5.6	5.5	0.6	5
5. Board composition	28	5.6	6.0	0.7	6
6. Accountability to beneficiaries	28	14	7.7	0.9	8
7. Accountability to donors	28	14	7.9	0.9	9
8. Transparency of management	28	5.6	2.3	0.2	2
9. Accountability on services	28	14	1.4	0.1	1
10. Service legitimacy	28	5.6	7.2	0.8	7
11. Monitoring on service delivery	28	5.6	4.6	0.4	4
12. Beneficiary oversight	28	14	7.1	0.8	7

The Table shows that the element that was ranked first based on the coefficient of variation was accountability on services. This was followed by management transparency then inclusivity and service monitoring. Delegation of authority was ranked fifth followed by board composition at sixth place and service legitimacy and beneficiary oversight at seventh place. Accountability to beneficiaries was ranked ninth and accountability to donors ranked last.

#### **4.5 Influence of Organizational Structure on Service Delivery**

Organizational structure in NGO refers to the organizational design, size, composition of the board of directors, structures for management and (Sheaff et al., 2004). Questionnaire respondents were asked about their views on elements of organizational structure that influenced the organization such as organizational size, design, networked structures, authority relationships and teamwork.

##### **4.5.1 Organizational Size, Design and Networked Structures**

Respondents were asked about their views on the influence of organizational size, design, decentralization and networked structures on service delivery in the organization. Table 4.5 shows the results.

Table 4.5

*Responses on Organizational Structures' Influence on Service Delivery*

<u>Statement</u>	<u>SA</u>	<u>A</u>	<u>N</u>	<u>D</u>	<u>SD</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
The size of the organization influences the services provided	43	39	7	11	0
The design of the organization influences the ability to deliver services	25	39	0	18	18
Decentralized design improves the efficiency of services by the organization	50	36	4	7	4
Authority relationships in the organization influence ability to delivers services	29	32	4	25	11
Networked structures influence service delivery	21	39	0	25	14
Organization promotes teamwork and partnership to achieve product/service expectations	57	43	0	0	0
Teamwork influences the quality of services provided by the organization	42	58	0	0	0

Table 4.5 shows that 43% percent of the respondents said that they strongly agreed that the size of the organization influenced service delivery. Thirty-nine percent of the respondents said that they agreed that organizational size influenced service delivery. Seven percent of the respondents said that they were neutral on the issue while 11% of the respondents said that they disagreed that organizational size influenced service delivery. Overall, the findings from majority of the respondents (82%) imply that the size of an organization influences services. These findings were supported by Wilkin, Bojke, Coleman and Gravelle (2004) who observed that organizational size was an important feature that impacts service performance. They asserted that organizational size has an effect on economies of scale, which then affects the organization's ability to produce quality and cost-effective services. This is because limited economies of

scale mean that NGOs run higher operational costs that affect overall service quality and deliverability.

With regards organizational design, 25% of the respondents said that they strongly agreed that organizational design influenced service delivery. Thirty-nine percent of the respondents said that they agreed on the same. There were no neutral responses. However, 18% of the respondents said that they disagreed that organizational design influenced service delivery. A similar percentage of respondents said that they strongly disagreed that organizational design affected service delivery. The implication from the majority of the findings (64% of the responses) is that organizational design has an effect on service delivery. Clayton, Oakley and Taylor (2000) concurred on the influence of organizational size on service delivery. However, they observed that NGOS lack the knowledge to create effective management structures and lack specialist experience that would help them develop lean and flexible cost structures that undermine organizational performance.

Respondents were asked if they thought that a decentralized design improved the efficiency of services provided by the organization. Fifty percent of the respondents said that they strongly agreed that a decentralized design improved the efficiency of services provided by the NGO. A further 36% of the respondents said that they agreed that decentralized design improved service efficiency. Four percent of the respondents said that they were neutral while 7% of the respondents disagreed that the decentralized design affected service delivery. A further 4% of respondents said that they strongly disagreed that decentralized design improved the efficiency of services provided by the NGO. The implication from majority of the responses (86%) is that decentralized organizational design has an influence on the efficiency of services by NGOs. Moran and Sussman (1983) confirmed that organizational structures such as

decentralization influenced service quality. Their article revealed that decentralized structures improve employee effectiveness and service quality compared to centralized structures. This is because decentralized structures require less clearance when making quick decisions, are more suitable for large organisations, and improve organizational adaptability to the dynamic environment. Sheaff et al. (2004) concurred on the effectiveness of decentralization and its effect on organizational efficiency and service quality.

Respondents were asked whether they agreed that networked structures influenced service delivery. Table 4.5 shows that 21% of respondents said that they strongly agreed that networked structures influenced service delivery. Thirty-nine percent of respondents said that they agreed on the same. There were no neutral responses. Conversely, 25% of the respondents said that they disagreed while 14% of the respondents said that they strongly disagreed that networked structures influenced services delivered by the organization. The implication from majority of the findings (61% of responses) shows that networked structures influence service delivery in NGOs. In concurrence were Tran and Tian (2013) who observed that horizontal organisational design (such as networking structures) has a direct impact on service delivery and organisational performance. This is because horizontal structures encourage professional autonomy, which improves service performance since professionals are more likely to have greater job satisfaction when their roles and duties are not bureaucratic. Furthermore, networked structures such as clear policies and supportive organisational cultures enhance service delivery because they promote behaviours and actions that encourage job performance such as maintaining professional values and adapting to change. The article and findings confirm the importance of networked structures in NGOs.

#### **4.5.2 Authority Relationships and Teamwork**

With regards to authority relationships, Table 4.5 shows that 29% of the respondents said that they strongly agreed that authority relationships affected the organization's ability to deliver services to beneficiaries. A further 32% of respondents agreed on the same. Four percent of the respondents said that they were neutral while 25 percent of the respondents disagreed that authority relationships in the organization affected its ability to deliver services to beneficiaries. Eleven percent of the respondents strongly disagree on the same. Majority of the findings show that respondents agreed that authority relationships influenced service delivery. These findings were supported by Clayton, Oakley and Taylor (2000) who asserted that service delivery was influenced by organizational structure elements such as size, design and management systems. They highlighted authority relationships as a critical part of management system that influenced service delivery by NGOs.

With regards to teamwork, 57% of respondents said that they strongly agreed that the organization promoted teamwork and partnership to achieve the expectations of the beneficiaries. Forty-three percent of the respondents said that they agreed that organization promoted teamwork and partnership. All of the respondents were in agreement with the organization's promotion of partnership and teamwork. The implication from the findings is that partnership and teamwork is promoted by the NGO to ensure that the product and service expectations of beneficiaries are met. Research articles agree on the importance of teamwork. Catholic Relief Services (2011) observed that it was important for stakeholders to operate as a team. This teamwork is important because it provides a framework for uniting the efforts of diverse stakeholders such as elected representatives, ward committee representatives,



local experts, technical staff, local residents, NGOs, councilors, consultants and the project management team.

Table 4.5 also shows that 42% of the respondents said that they strongly agreed that teamwork influenced service quality at the organization. A further 58% of the respondents said that they agreed on the same. All of the respondents were in agreement with the influence of teamwork on service quality at the organization. The implication from the results was that teamwork and partnership influences on service quality. Catholic Relief Services (2011) agrees on the influence of teamwork. Their article on the concepts of institutional/organizational strengthening affirmed the need for organizations and actors to work together to deliver a complete service package.

#### **4.5.3 Ranking of Organizational Structure Elements**

Table 4. 6 shows the ranking of elements of organizational structure that influenced service delivery.

Table 4.6

*Distribution of the Rank of Organizational Structure Elements*

<u>Ranking</u>	<u>N</u>	<u>Mean</u>	<u>Std Dev</u>	<u>CV</u>	<u>Ranking</u>
1. Organizational size	28	5.6	5.5	0.3	4
2. Organization design	28	5.6	3.9	0.2	2
3. Authority relationships	28	5.6	3.4	0.1	1
4. Decentralized design	28	5.6	6.0	0.4	5
5. Networked structure	28	5.6	4.0	0.2	3
6. Teamwork	28	5.6	7.8	0.5	6

Ranked first according to the coefficient of variation (CV) results was authority relationships. Ranked second was organizational design followed by networked structures. Ranked fourth was organizational size followed by decentralized design. The lowest ranking element of organizational structure influencing service delivery

was teamwork. The implication from this ranking is authority relationships are ranked highly compared to decentralized design and teamwork in organizational structures.

#### **4.6 Influence of Institutional Factors on Service Delivery**

This section presents findings and a discussion on the third objective, which is the influence of institutional factors on service delivery. Respondents were asked about different institutional factors such as ownership, altruism and professionalism. Table 4.7 shows their responses to each question.

Table 4.7

*Distribution of the Influence of Institutional Factors on Service Delivery*

<u>Statement</u>	<u>SA</u>	<u>A</u>	<u>N</u>	<u>D</u>	<u>SD</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Employees show ownership to the organization	21	46	7	18	7
Ownership influences the delivery of services by the organization	54	36	11	0	0
Ownership makes management more responsive to the needs of the beneficiaries	29	28	4	21	21
Altruism of staff has an influence on their attitude towards their jobs	41	59	0	0	0
The organization provides incentives to produce quality products and services for beneficiaries	36	32	0	14	18
Education level of staff influences service quality	18	32	4	25	21
Professionalism on service management	39	61	0	0	0

##### **4.6.1 Ownership and Service Delivery**

Respondents were asked whether the employees showed ownership to the organization. Table 4.6 shows that 21% of the respondents strongly agreed that employees showed ownership to the organization while 46% of the respondents agreed on the same. Seven percent of the respondents said that they were neutral. Eighteen percent of the respondents said that they disagreed that employees showed

ownership to the organization while 7% of the respondents strongly disagreed on the same. The implication from majority of the responses (68% of respondents) showed that the participants believe that the managers and employees demonstrated ownership to the NGO. This demonstration of ownership is important because studies posit that ownership is an institutional factor that has a significant impact on organisational processes and service delivery. This assertion is based on agency theory, whose premise is that senior managers act as agents of the organisation, and pursue actions that may or may not be consistent with the owners' interests (Sheaff et al., 2004).

On the influence of ownership, 54% of the respondents said that they strongly agreed that ownership influenced service delivery at the organization. Thirty-six percent of the respondents said that they agreed on the same while 11% of the respondents said that they were neutral. Majority of the respondents (89%) were in agreement that ownership influenced service delivery. Literature concurs with these findings. Sheaff et al. (2004) agreed that ownership or lack thereof can create inconsistencies that can clash with the interests of the organization. These clashing interests would have a negative effect on organizational performance. The authors' application of agency theory reveals that when managers and employees demonstrate insider ownership, they increase the probability of improving organizational performance. The implication from the findings and literature is that ownership influences the delivery of NGO services.

Further on, respondents were asked whether they agreed that ownership made management more responsive to the needs of the beneficiaries. Twenty-nine percent the respondents said that they strongly agreed that ownership made management more responsive to beneficiaries' needs. Twenty-five percent of the respondents said that they agreed on the same while 4% of the respondents said that they were neutral.

Conversely, 21% of the respondents said that they disagreed and strongly disagreed that management's ownership made them more responsive to the needs of beneficiaries respectively. The implication of the results is that ownership by management can help the organization become more responsive to beneficiaries' needs. Sheaff et al. (2004) concurs that ownership contributes to organizational responsiveness. They observe that ownership influences organisational behaviour toward beneficiaries by improving the flexibility of management, decentralizing services and decision-services, and multi-divisional hierarchies (Sheaff et al., 2004).

#### **4.6.2 Altruism and Incentives for Service Quality**

On altruism, 41% of the respondents said that they strongly agreed that altruism of the workers influenced their job attitude. Fifty-nine percent of the respondents said that they agreed on the same. Overall, all of the respondents were in agreement that altruism influenced job attitude. The implication from these findings is that altruism influences job attitude. Werker and Ahmed (2007) concur on the influence of altruism. Their study on altruistic volunteers in NGOs shows that such volunteers have a positive job attitude because they work to meet ideological needs. These altruistic volunteers provide innovative and creative skills in an effective manner due to their positive job attitude.

On incentives, 36% of respondents strongly agreed that the organization provided incentives for producing quality products and services. A further 32% of the respondents said that they agreed on the same. Alternatively, 14% of the respondents said that they disagreed while 18% of the respondents said that they strongly disagreed that the organization provided incentives for producing quality products and services for beneficiaries. The implication from majority of the responses (68% of the respondents) confirms that organizations can influence service quality through

incentives for workers. Werker and Ahmed (2007) supported the use of incentives. They argued that NGOs do not have incentives to improve or provide high-quality products or services. NGOs have greater incentive to increase donor funding and satisfaction rather than improving the welfare of their beneficiaries. This creates a situation where donations would have been used as market force in NGO industry as a strategy for improving service quality. However, this quality achievement is not necessarily achieved. The authors suggest the need or incentives and mechanisms for verifying service or product quality.

#### **4.6.3 Education Level and Professionalism**

On the education level of employees, 18% of the respondents strongly agreed that education level influenced service quality. Thirty-two percent of the respondents said that they agreed on the same. Four percent of the respondents said that they were neutral. Twenty-five percent of the respondents said that they disagreed while 21% of the respondents said that they strongly disagreed that education level of the staff influenced service quality. The majority of the respondents confirmed that education level influences service quality in organization. The Kennedy School of Government Placement Report (2004) supports this assertion claiming that the competencies and skills of NGO workers play an important role in determining the performance of the organization. Their comparison of educational qualifications in NGOs revealed that there is an increase in the number of staff with Master degree programs. This trend confirms the attitudes of the research respondents towards education.

On professionalism, 39% of the respondents strongly agreed that professionalism influenced the management of services in the organization. Sixty-one percent of the respondents said that they generally agreed on the same. All of the respondents were in agreement that professionalism had an influence on the management of services by

the organization. The implication from these results is that professionalism influences the management of services in NGOs. The Kennedy School of Government Placement Report (2004) concurs that professionalism influences services and organizational performance. This is because professionalism improves the management of NGOs since educated employees have greater knowledge and ability to run these organizations and to increase revenue sources. This trend towards professionalism is shown in the NGOs responsiveness to recruiting skilled workers in order to improve their revenue sources through fundraising. Werker and Ahmed (2007) agree that NGOs are increasingly relying on the professionalism of their employees to improve their fundraising efforts. These fundraising efforts help NGOs to increase their donations from donors and private revenues.

#### 4.6.4 Ranking of Institutional Factors

Table 4.8 shows the ranking of the elements of institutional factors that influence service delivery.

Table 4.8

*Distribution of the Ranking of Institutional Factors*

	<u>N</u>	<u>Mean</u>	<u>Std</u> <u>Dev</u>	<u>C</u> <u>V</u>	<u>Ranking</u>
1. Ownership of managers and employees	28	5.6	4.5	0.4	5
2. Ownership on service delivery	28	5.6	6.6	0.5	6
3. Ownership on responsiveness	28	5.6	2.7	0.2	2
4. Altruism	28	14	1.4	0.1	1
5. Altruism on service delivery	28	7.0	2.9	0.3	3
6. Incentives	28	7.0	7.3	0.6	7
7. Education level	28	5.6	2.9	0.3	3
8. Professionalism	28	14	4.2	0.4	4

From the Table, the institutional factor that was ranked first was altruism. Ranked second was ownership and its influence on organizational responsiveness. Ranked third were two factors namely, altruism on service delivery and education level. Ranked fourth was professionalism followed by management/employee ownership. Ranked sixth was the influence of ownership on service delivery. Ranked last was incentives for service delivery. The implication from the results is that the highest ranked institutional factor is altruism. The lowest ranking institutional factor was incentives for staff.

#### 4.6.9 Correlation

Correlation tests were performed on all variables. Table 4.9 shows the correlation of governance, institutional factors and organizational structure on service delivery.

Table 4.9

*Distribution of Correlation Tests*

	<u>Test</u>	<u>Service</u> <u>Deliver</u> <u>y</u>	<u>Governance</u>	<u>Organizational</u> <u>structure</u>	<u>Institutional</u> <u>factors</u>
Governance	Pearson correlation	.520	1		
	Sig (2-tailed)	.02			
Organizational structure	Pearson correlation	.487	.244**	1	
	Sig (2-tailed)	.03*	.031		
Institutional factors	Pearson correlation	.305**	-.282*	-.225*	1
	Sig (2-tailed)	.014	.31	.15	

\* Correlation significant at 0.05 level (2-tailed); \*\* Correlation significant at 0.01 level (2-tailed)

From the Table, it was observed that the correlation between governance and service delivery had a coefficient (R) of 0.520. This suggests that there was a strong and positive correlation between governance and service delivery. The variables had a P value of 0.02, which is lower than 0.05. The implication from the finding was that there was a significant relationship between governance and service delivery. Furthermore, a regression test was conducted to determine the extent of the relationship between the variables. The regression results are shown in Table 4.10.

Table 4.10

*Regression of Governance, Organizational Structures and Institutional Factors*

<u>Model</u>	<u>R</u>	<u>R Square</u>	<u>Adjusted R Square</u>	<u>Std. Error of the Estimate</u>
1	.520	.270	.971	.310
2	.487	.237	1.73	.250
3	.305	.093	.679	.150

The regression results for Model 1 had a coefficient of determination ( $R^2$ ) of 0.27. This implied that governance influenced 27 percent of service delivery at the organization. Results of the correlation tests between organizational structure and service delivery showed a coefficient (R) of 0.487. This means that there was a positive correlation between organizational structure and service delivery. The significance of the relationship was P value of 0.03. This value was below  $P < 0.05$ , which indicated that there was a significant relationship between organizational structure and service delivery. Regression results for the variable are shown in Model 2 of Table 4.10. The regression results revealed a positive coefficient (R) of 0.487 and coefficient of determination ( $R^2$ ) was 0.237. Based on the coefficient of determination, the results showed that organizational structure influences 23.7% of service delivery at the organization.



Lastly, the correlation between institutional factors and service delivery showed a positive coefficient (R) of 0.305. This means that there was a positive correlation between the two variables. Significant tests showed that P value was 0.14. This value is higher than 0.05, which indicates that the variables were not significantly related. A regression test was performed to determine the extent of the relationship between institutional factors and service delivery. The regression results for this relationship are shown in row 3 (Model 3) of Table 4.10. The results revealed a positive coefficient (R) of 0.305 and coefficient of determination ( $R^2$ ) was 0.093. Based on the coefficient of determination, the results showed that institutional factors influenced 9.3% of service delivery at the organization.

#### **4.7 Chapter Summary**

The chapter analysed data using quantitative methods and discussed the results of the analyses. Responses to the questionnaire were collected and analysed using means, cross tabulations, standard deviations, correlation tests, regression, and coefficient of variation. The findings were then presented according to the research objectives. The results generally showed that governance had a strong positive correlation with service delivery. Organizational structure had a positive correlation and significant relationship with service delivery. On the other hand, institutional factors have positive correlation but less significant relationship with service delivery. Chapter 5 discusses the findings in detail.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter discusses the findings in chapter 4 and supports these results using peer-reviewed literature. The chapter starts off with a summary of findings section followed by conclusions and recommendations for the organization and further research.

#### **5.2 Summary of Findings**

The findings confirmed that institutional strengthening through governance, institutional factors and organizational structure can influence service delivery at ICL-Africa. The summary is presented according to the three research objectives.

##### **5.2.1 Governance on Service Delivery**

The first objective was to determine the influence of governance on service delivery in NGOs. Elements of governance such as inclusivity, service monitoring, delegation of authority, transparency, accountability and beneficiary oversight were investigated. The results of quantitative analysis revealed that transparency of management, inclusivity and service monitoring influenced service delivery according to 41%, 25% and 71% of the responses respectively. More respondents believed that service monitoring influenced service delivery compared to those that believed that inclusivity influenced service delivery at NGOs.

The results also showed that delegation of authority, board composition, service legitimacy and beneficiary oversight influenced service delivery at the organization according to 82%, 86%, 96% and 100% of the responses respectively. Accountability

to beneficiaries and donors influenced service delivery according to 100% of the responses respectively. These responses reveal that majority of the respondents believed that accountability, beneficiary oversight, legitimacy, board composition and delegation of authority had an influence on service quality.

Results of coefficient of variation (CV) ranking using results from the analysis confirmed that accountability on services was ranked first as the element of governance that influences service delivery. This ranking was followed by management transparency then inclusivity and service monitoring in second, third and fourth position. Delegation of authority was ranked fifth followed by board composition at sixth place and service legitimacy and beneficiary oversight at seventh place. Accountability to beneficiaries was ranked ninth and accountability to donors ranked last. The implication from this ranking is that accountability on services ranks highly as an element of governance. On the other hand, donor accountability was ranked as the least governance element. Correlation results showed that there was a strong positive correlation ( $R=0.520$ ) between governance and service delivery. The relationship between the two variables was significant given  $P=.02$ . Regression results showed that the governance had a 27% influence on service delivery at the organization. The implication of the findings was that governance had a positive, strong and significant relationship with service delivery.

The reviewed literature aligned with the findings on the influence of governance on service quality. For instance, Sending and Neumann (2006) agreed that governance influenced the ability for an NGO to produce quality services and products at a local level. Similarly, three articles agreed that commitment, inclusivity and delegation of authority were important elements of good governance that influenced NGO performance. More articles concurred with the findings on the influence of board

composition, accountability, managerial transparency, monitoring and beneficiary oversight on the services provided by non-governmental organizations.

### **5.2.2 Organizational Structures on Service Delivery**

The second objective was to determine the influence of organizational structures on service delivery in NGOs. Elements of organizational structure such as organizational size, decentralized design, networked structures, authority relationships and teamwork were investigated. The results of quantitative analysis showed that organization size and organization design influenced service delivery based on 82% and 64% of responses respectively. These findings reveal that majority of the respondents agreed with the influence of organization size and design on service delivery.

The results also showed that authority relationships, decentralization and networked structures influenced service delivery according to 61%, 86% and 61% of the population. These responses also reveal that majority of the respondents concurred with the influence of these organizational structure elements on service delivery. Further, the results showed that all respondents agreed with the influence of teamwork on service quality. This confirmed that teamwork is very important to respondents as an element of organizational structure.

A comparison of rankings using coefficient of variance showed that authority relationships was ranked the highest element of organization structure that influenced service delivery in non-governmental organizations. Ranked second to fourth was organizational design, networked structures and organizational size. Teamwork was ranked the lowest element of organizational structure that influenced service delivery at the organization. Results of the correlation tests between organizational structure and service delivery showed a coefficient (R) of 0.487. This confirmed that there was

a positive correlation between organizational structure and service delivery. There was a significant relationship between organizational structure and service delivery because  $P < 0.05$ . Regression results showed that the coefficient of determination ( $R^2$ ) was 0.237 to indicate that organizational structure influenced 23.7% of service delivery at the organization. The implication of the findings was that organizational structures had a positive and significant relationship with service delivery.

Reviewed literature concurred with the findings on the influence of organizational size, design, networked structures, authority relationships and teamwork on service quality in non-governmental organizations. Wilkin, Bojke, Coleman and Gravelle (2004) and Clayton, Oakley and Taylor (2000) agreed with the findings that organizational size was an important feature influencing service performance. Moran and Sussman (1983), Sheaff et al. (2004) and Tran and Tian (2013) confirmed that organizational structures such as decentralization and horizontal design (networked structures) influenced service quality. Catholic Relief Services (2011) also concurred with the findings on the influence of teamwork to service performance, and on the relevance of teamwork to institutional strengthening.

### **5.2.3 Institutional Factors on Service Delivery**

The third objective was to investigate the influence of institutional factors on service delivery in NGOs. Institutional factors such education level, ownership, altruism, incentives and professionalism were investigated. The results showed that employee ownership, ownership on service delivery and ownership on management influenced service delivery according to 68%, 89% and 54% of the questionnaire responses

respectively. These responses confirm that majority of respondents concurred with the influence of ownership on service delivery at the NGO.

The findings revealed that altruism affected service delivery according to 68% of the respondents. Incentives, education level and professionalism influenced service delivery according to 93%, 50% and 100% of the questionnaire responses respectively. These findings were majority of the responses from participants. The Coefficient of variation (CV) ranking of the results showed that altruism was the most significant institutional factor. This was followed by ownership on responsiveness, altruism on service delivery, education level, professionalism, employee ownership and service delivery ownership. Ranked last was incentives to imply that incentives were the lowest ranking institutional factor influencing service delivery at the NGO.

Correlation results showed a positive coefficient (R) of 0.305 between institutional factors and service delivery. Significance tests showed that P value was 0.14 to indicate that there was no significant relationship between institutional factors and service delivery. Regression tests revealed a positive coefficient (R) of 0.305 and coefficient of determination ( $R^2$ ) of 0.093, which confirmed that institutional factors affected 9.3% of service delivery at the organization. The implication of the results confirmed that institutional factors had a positive but less significant relationship with service delivery.

The reviewed literature aligned with the findings of this study. Literature on ownership asserted its importance to service delivery. Shaeff et al. (2004) posited that ownership from employees and managers reduced inconsistencies in service delivery and increased the probability of improving organizational performance. Werker and Ahmed (2007) concurred on with the findings of this study on the influence of altruism and incentives on service or product quality. Similarly, the findings aligned

with the Kennedy School of Government Placement Report (2004) and Werker and Ahmed (2007) on the influence of professionalism and education on services provided by NGOs.

### **5.3 Conclusion**

The objective of the study was to explain institutional strengthening and its effect on service delivery in NGOs. The study was guided by three research objectives: to determine the effect of governance on service delivery at ICL-Africa; to establish the effect of organizational structures on service delivery at ICL-Africa; and to investigate the effect of institutional factors on service delivery at ICL-Africa. Descriptive research design was used on a sample of 54 employees and managers of ICL-Africa. Questionnaire surveys were created and presented to the population. Only 28 out of 54 participants provided complete responses to the surveys. The data was then entered manually in computer software for quantitative analysis using SPSS. Descriptive and inferential analyses were performed to help the researcher to draw inferences from the responses. Statistical outputs were generated in the form of means, percentages, standard deviation, correlation and frequency. The findings confirmed that governance had a strong and positive correlation with service delivery. Organizational structure and institutional factor variables had positive correlations with service deliveries.

Based on the findings, governance and organization structure had significant relationships with service delivery. This implies that changes in governance and organizational structure would have a change in service delivery. Institutional factors did not have a significant relationship with service delivery. This implies that changes to institutional factors would not influence significant changes in service delivery. The positive correlations between the three independent variables and the dependent

variables confirmed the research topic that institutional strengthening can influence service delivery. To this end, the researcher observes that there is a need to consider governance and organizational structure as important aspects of institutional strengthening owing to their influence on the delivery of services.

## **5.4 Recommendations**

Based on the findings, the researcher proposes the following:

### **5.4.1 Effect of Governance on Service Delivery**

NGOs such as ICL-Africa should ensure accountability by using appropriate assessment tools such as outcome tracking computer software, certification systems, commercial ratings, quarterly reports, financial accounts, independent audits and logic framework analysis. The accountability tools would help the organization to identify appropriate performance benchmarks for social service delivery.

### **5.4.2 Effect of Organizational Structure on Service Delivery**

Given the low ranking of networking structures and teamwork, ICL-Africa should view networking structures and partnership as a way of enhancing service delivery since employees and managers would each other as a team, share workload and coordinate their output more effectively.

### **5.4.3 Effect of Institutional Factors on Service Delivery**

ICL-Africa should continue to promote ownership in the organization. This would improve organizational performance and service quality since employees and managers would be vested in meeting the needs of beneficiaries and donors. In addition, the NGO should ensure that all staff meet the requirements for educational



qualifications and implement benchmarks that align professionalism with service quality and delivery.

### **5.5 Suggestions for Further Study**

The study proposes that the study be carried out on a larger scale to develop a better understanding of institutional strengthening on service delivery in CSOs. This is because this study was delimited to one CSO namely ICL-Africa. The implication of the current findings is that the study cannot be generalised in larger CSOs. Further research is encouraged on other ways of strengthening CSOs to enhance the quality of research on the topic.

## REFERENCES

- Brinkerhoff, D.W. (2001). *Taking account of accountability: A conceptual overview and strategic options*. Washington, DC: US Agency for International Development.
- Burger, R., & Owens, T. (2008). Promoting transparency in the NGO sector: Examining the availability and reliability of self-reported data. *Credit Research Paper*, no. 08/11, 1-39.
- Catholic Relief Services. (2011). *Institutional strengthening: Building strong management processes*. CSR: Baltimore, MD
- Chemengich, M. (2009). The prospects of civil society driven change in Kenya. In: Africa Research and Resource Forum (Ed.), *Discourses on Civil Society in Kenya* (pp.20-30). Nairobi: ARRF.
- Clayton, A., Oakley, P., & Taylor, J. (2000). Civil society organizations and service provision. *Civil Society and Movements Program Paper Number 2*, 1-25. Retrieved from United Nations Research Institute for Social Development website: <http://www.unrisd.org/>
- Duhu, J. (2005). Strengthening civil society in the South: challenges and constraints- A case study of Tanzania. *The International Journal of Not-for-Profit Law*, 8(1), 1-3.
- Essia, U., & Yearoo, A. (2009). Strengthening civil society organizations/government partnership in Nigeria. *International NGO Journal*, 4(9), 368-374.
- Ghaus-Pasha, A. (2004). Role of civil society organizations in governance. Presentation at *The 6<sup>th</sup> Global Forum on Reinventing Government Towards Participatory and Transparent Governance*, Seoul, Republic of Korea.

- Graham, L., Himlin, R., Engel, H., Mathoho, M., Reddy, J., Delany, A., Lewis, R., & Williams, L. (2008). *Review of the state of civil society organizations in South Africa*. Braamfontein: National Development Agency and Community Agency for Social Enquiry (CASE).
- Grimes, D. A., & Schulz, K. F. (2002). Descriptive studies: What they can and cannot do. *The Lancet*, 359, 145-149.
- Hauge, A. (2002). Accountability: to what end? *Development Policy Journal*, (December), 73-95.
- Holla, A., Koziol, M., & Srinivasan, S. (2012). *Citizens and service delivery: Assessing the use of social accountability*. Washington, DC: International Bank for Reconstruction and Development.
- Jepson, P. (2005). Commentary on governance and accountability of environmental NGOs. *Environmental Science and Policy*, 8, 515-524.
- Jordan, L. (2006). Mechanisms for NGO accountability. *GPPI Research Paper*, 3, 1-20.
- Kadam, P., & Bhalerao, S. (2010). Sample size calculation. *International Journal of Ayurveda Research*, 1(1), 55-57.
- Kempe, R.H. (2009). Capacity development for good governance in developing societies: Lessons from the field. *Development in Practice*, 19(1), 79-86.
- Kennedy School of Government (KSG). (2004). *Placement report: 2004*. Mimeo: Harvard University Career Services.
- Lister, S., & Nyamugasira, W. (2003). Design contradictions in the 'new architecture of aid'? Reflections from Uganda on the roles of civil society organisations. *Development Policy Review*, 21(1), 93-106.

- Malhotra, K. (2000). NGOs without aid: Beyond the global soup kitchen. *Third World Quarterly*, 21(4), 655-668.
- Moran, N., & Sussman, G. (1983). The effects of change in organizational structure on services in a public health nursing agency. *Journal of Health and Human Resources Advances*, 5(4).
- Mugenda O. Mugenda A. (2003). *Research Methods*. Nairobi, Kenya: ACTS Press.
- Niyiragira, Y. (2014). Current challenges facing civil society in Kenya. *Rosa Luxemburg Stiftung*, 1-5. Retrieved from [http://www.rosalux.de/fileadmin/rls/uploads/pdfs/sonst\\_publicationen/rls-onl\\_current-challenges-kenya.pdf](http://www.rosalux.de/fileadmin/rls/uploads/pdfs/sonst_publicationen/rls-onl_current-challenges-kenya.pdf)
- Platteau, J., & Gaspart, F. (2005). *Disciplining local leaders in community-based development*. Center for Research on the Economics of Development Working Paper.
- Sending, O.J., & Neumann, I. (2006). Governance to governmentality: Analyzing NGOs, states and power. *International Studies Quarterly*, 50, 651-672.
- Sheaff, R., Schofield, J., Mannlon, R., Dowling, B., Marshall, M., & McNally, R. (2004). Organizational factors and performance: A review of the literature. Report for NHS Service Delivery and Organization Research & Development Program (NCCSDO). Retrieved from <http://www.nets.nihr.ac.uk>
- Smith, L. (2011). The limits to public participation in strengthening public accountability: A reflection of the 'citizens' voice' initiative in South Africa. *Journal of Asian and African Studies*, 46(5), 504-517.
- Standing, H. (2004). *Understanding the 'demand side' in service delivery: Definitions, Frameworks and tools from the health sector*. London: DFID Health Systems Resource Centre.

- Stone, M., & Ostrower, (2007). Acting in the public interest? Another look at research and nonprofit governance. *Nonprofit and Voluntary Sector Quarterly*, 36(3), 416-438.
- Tacso. (2015). *Institutional development and organizational strengthening (ID/OS): Concepts and framework*. Retrieved from [http://www.tacso.org/Capacity\\_Development/online\\_courses/cso\\_management\\_course/csomt\\_10.pdf](http://www.tacso.org/Capacity_Development/online_courses/cso_management_course/csomt_10.pdf)
- Toikka, A. (2011). Governance theory as a framework for empirical research: A case study on local environmental policy-making in Helsinki, Finland. PhD Diss., University of Helsinki, Finland.
- Tomlison, B. (2006). Determinants of civil society aid effectiveness: A CCIC discussion paper. *Canada's Coalition to End Global Poverty*. Retrieved from [http://www.ccic.ca/\\_files/en/what\\_we\\_do/002\\_aid\\_2006-11\\_cida\\_aid\\_effectiveness\\_and\\_csos\\_paper.pdf](http://www.ccic.ca/_files/en/what_we_do/002_aid_2006-11_cida_aid_effectiveness_and_csos_paper.pdf)
- Tran, Q., & Tian, Y. (2013). Organizational structure: Influencing factors and impact on a firm. *American Journal of Industrial and Business Management*, 3(2), 229-236.
- Ulleberg, I. (2009). *The role and impact of NGOs in capacity development: From replacing the state to reinvigorating education*. Paris, France: International Institute for Educational Planning.
- Utting, P. (2005). Corporate responsibility and the movement of business. *Development in Practice*, 15(3/4), 375-388.
- Werker, E., & Ahmed, F. (2007). What do non-governmental organizations do? *Journal of Economic Perspectives*, 1-39.

Wilkin, D., Bojke, C., Coleman, A., & Gravelle, H. (2003). The relationship between size and performance of primary care organizations in England. *Journal of Services Research and Policy*, 8, 11-17.

## **APPENDICES**

### **APPENDIX A: COVER LETTER**

Caroline Ngorobi

University of Nairobi

NAIROBI

Dear Respondent,

I am carrying out research on the effect of institutional strengthening on service delivery in the CSO sector, with a focus on I Choose Life Africa. This study is a requirement for the partial fulfilment of a Master of Arts Degree in Project Planning and Management at the University of Nairobi. The study seeks information from organisational members who understand the role of institutional strengthening on NGO service delivery.

You have been selected as a respondent for this study. This survey is part of an academic exercise to help the researcher collect information about the topic. It has been designed to ensure that all information that you provide will be treated in confidence. None of the information revealed in your responses will be attributed to you (individually) or the company. Kindly spare some time to complete the questionnaire attached.

Yours sincerely

Carol Ngorobi.

## APPENDIX B: STRUCTURED QUESTIONNAIRE

Please answer all of the questions. Tick ✓ in the boxed provided

### *Part A: Demographic Information*

1. Gender

i. Male ☐

ii. Female ☐

2. Age

i. 20-24 years ☐

ii. 24-29years ☐

iii. 30-34 years ☐

iv. 35-40 years ☐

v. Over 40years ☐

3. Are you at management or non-management level?

i. Management ☐

ii. Non-management ☐

4. What is your highest education level?

i. High school ☐

ii. Diploma/Certificate ☐

iii. Bachelor's degree ☐

iv. Postgraduate diploma ☐

v. Postgraduate degree ☐

5. How many years have you worked for the organization?

i. 0-2 years ☐

ii. 3-5 years ☐

iii. 6-10 years ☐

iv. Over 10years ☐



*Part B:*

**I. EFFECT OF GOVERNANCE ON SERVICE DELIVERY**

*Please tick the answer corresponding to your opinion for each question.*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6. Do you agree that governance affects the quality of services and products provided by the nonprofit?					
7. Do the founders/directors show high commitment to ensuring good governance at the nonprofit?					
8. Do you agree that the organisation supports inclusivity of all workers to ensure good governance is practiced?					
9. Do you agree that delegation of authority and power helps promote good governance in the nonprofit?					
10. Do you agree that the composition of the board has an effect on the nonprofit's ability to deliver goods/services?					
11. Does the board composition affect the quality of the services and goods provided by the non-profit?					

**II. EFFECT OF ORGANIZATIONAL STRUCTURE ON SERVICE DELIVERY**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
12. Do you agree that the size of the organization has an effect on the services provided by the NGO?					
13. Do you agree that the design of the organisation has an effect on service delivery at the organisation?					
14. Do authority relationships in the organisation affect					

service delivery to beneficiaries?					
15. Do you agree that a decentralised design improves efficiency in service delivery at the organisation?					
16. Do you agree that networked structures (such as a supportive organisational structure) have an effect on service delivery?					
17. Does the organization promote teamwork and partnership in achieving service/product expectations of the beneficiaries?					
18. Do you agree that teamwork and partnership has an effect on the quality of services provided by the NGO?					

### III. EFFECT OF INSTITUTIONAL FACTORS ON SERVICE DELIVERY

*Please tick the answer corresponding to your opinion for each question.*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
19. Do you think that employees and managers show ownership to the organisation?					
20. Do you agree that ownership of the nonprofit and its goals has an effect on service delivery?					
21. Do you agree that ownership makes management more flexible and responsive to the beneficiaries' needs?					
22. Do you agree that altruism of the staff has an effect on their attitude towards their job?					
23. Do you agree that altruism in meeting ideological needs has an effect on service delivery?					
24. Do you think that the NGO has incentive to provide quality products and services to beneficiaries?					
25. Do you agree that the education level of workers have an effect on the quality of services by the NGO?					
26. Do you agree that professionalism has had a positive effect on the management of services by the NGO?					

#### IV. EFFECT OF ACCOUNTABILITY ON SERVICE DELIVERY

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
27. Do you agree that the organization is accountable to the beneficiaries?					
28. Do you agree that the organization is be accountable to the donors					
29. Is management transparent with the running of the organisation?					
30. Do you agree that accountability is associated with improved services in a non-profit?					
31. Do you agree that accountability of the organization is important in legitimizing the products/services offered?					
32. Do you agree that government regulations have an effect on the accountability of the organization?					
33. Do you agree that monitoring NGOs will have an effect on service delivery?					
34. Do you agree that beneficiary oversight makes the organization more responsive to the service/product needs of the beneficiaries?					
35. Do you agree that mechanisms for evaluating service quality for NGOs need to be adopted by the organization ?					