FACTORS INFLUENCING SERVICE DELIVERY AMONG NGO’S IN MIGORI COUNTY

BY

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2015
DECLARATION

This proposal is my original work. This proposal has not been presented for any academic award in any learning institution

Signature .......................... Date ..........................

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L50/71693/2014

This proposal has been submitted for my examination with the approval of my University supervisor

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DEDICATION

I dedicate this work to the entire Obiero family, while ensuring that I obtain a masters of Arts degree in project planning and management at the University of Nairobi.
ACKNOWLEDGEMENT

I wish to recognize and acknowledge with great thanks the efforts and contributions of individuals friends and relative, who helped me in one way or the other during the service work. To begin with special recognition goes to the Centre Coordinator, Mr. Joseph Awino, supervisor Mr. Rogito Ogiki and lectures who made tremendous efforts to ensure that my work succeeds, special thanks goes to Mr. George Odhiambo Dr. Onsembe, Mrs. Martha Isanda, Mr. Ogari Ombuki Dr. Mwanda Mr. Enoch Otundo, Mr. Justus Oduor and Mr. Dan Oduor for their great effort during the course work. I also want to recognize the members of Masters Class 2013. In project planning and management for their encouragement and support they accorded me during the study. Not to forget Ouma, Clara Mabi brothers and sisters and the entire Obiero family for their great encouragement during the course of my study and after my studies. Colleagues at work place have also given me ample time to ensure that my course succeeds as part time endavours.
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<tr>
<td>NGOs</td>
<td>Non-governmental Organizations</td>
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<tr>
<td>INGO</td>
<td>International Non-governmental Organizations</td>
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<td>RINGO</td>
<td>Religious Non-governmental Organizations</td>
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<tr>
<td>GONGO</td>
<td>Government Oriented Non-governmental Organizations</td>
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<tr>
<td>BINGO</td>
<td>Business oriented Non-governmental Organizations</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organizations</td>
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<tr>
<td>CBO</td>
<td>Community Based Organizations’</td>
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<tr>
<td>CDF</td>
<td>Constituency Development Fund</td>
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<td>LATF</td>
<td>Local Authority Transfer Fund</td>
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<td>US</td>
<td>United States</td>
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<td>US Peace Corps</td>
<td>United States Peace Corps</td>
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<tr>
<td>VSO</td>
<td>Voluntary Service Overseas</td>
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<tr>
<td>BBB Wise Alliance</td>
<td>Better Business Bureau Wise Alliance</td>
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ABSTRACT

NGO means Non Governmental Organization which are major contributors to development processes. A number of factors influence the development impact of NGOs, many of which are determined by the relationship between the NGO sector and the state. This paper will look into the characteristics of this relationships, contrary on issues that affect the efficiency of NGOs, the relationships itself with the governments collaboration between NGO and public sector it explores with elements of government of policy and practices which affect NGOs and which could foster a wore conducive environment for NGO services delivery.

This paper identified four with areas to consider while exploring what way affect the relationships between NGOs and government and impacts negatively on service delivery as: Management conflicts competition levels funds use and mobilization political interests e.t.c. It comes at the backdrop in our county in that the government has already deregistered over 500 NGOs which would have otherwise supplement government roles in service provision and infrastructure development.

Therefore the study undertaken in this project taking Migori County as a case study is of great importance to people of Migori County and Kenya at large.

The study is going take a sample size of 1250 individuals, as stakeholders involved as NGO staffs, staffs of government agencies, church groups, schools, colleges beneficiaries of NGO activities e.t.c. The study would be quite beneficial in improving service delivery, monitoring NGO activities, accountability of NGO activities and sustainability of NGO projects, it would enable stakeholders to identify factors which may create bad relationships between NGO and the government and take measures to avoid them, funds use would be quite efficient and its mobilization would be easy as some of the benefits of this study. Various statistical methods would be used to analyze the data obtained from this study and include working the arithmetic means of respondents for each factor that affects relationships between NGO and government and the level of impact o service delivery, well be determined and plotted graphically.
CHAPTER ONE

1.1 Background of the Study

It is perceived that failures of state led to development approaches throughout the 1970s and 1980s fuelled interests in NGOs as development alternatives offering innovative and people-centered approaches to service delivery, advocacy and empowerment, the taxonomy of these remains problematic (Vakil, 1977). According to Lewis & kanji 2009, NGOs vary widely in origin and levels of formality, while terms such as NGOs and third sector or voluntary sector are classificatory devices that help understand a diverse set of organizations, It potentially Ignores a large number of unregistered organizations seeking to father the public good (Srinivas, 2009).

While international development approaches developed by different NGOs become increasingly multidimensional, The economic imperative and advocacy has remained the central focus of most NGOs, (Urwin, 2004). These variations in origin, level of formality and development approaches creates a potential risk in creating conflicts if registration and monitoring of NGO activities are not checked. This paper tends to analyze the factors that are likely to influence the NGOs service delivery especially in Migori County.

Continued donor distrust and frustration with state generated and fuelled interest in NGOs as a desirable alternative, viewing them favorably for their representation of beneficiaries (Gill 1997, Barr et al, 2005, Lewis, 2005), this has generated a state of perceived conflicts. These have been witnessed recently in Kenya when the government deregistered some NGOs that are actually supposed to supplement the development goals of the government (Murray and Overton, 2011).

Gaist, 2009, notes that the role of NGOs has evolved in response to the market gaps left by the government. According to Gotz, 2008, the increase in the NGOs is one of the most remarkable features of modern international politics, while state remains the major protectors and abusers of human rights; NGOs has materialized as central players in the promotion of human right around the world.

They are increasingly identified as crucial players in community and people centered development (Gaist, 2009). This was witnessed recently when the government lobbed tear gas on primary pupils mobilized by advocacy NGOs to demonstrate against the grabbed portion of their land at Langata primary school in Kenya. While in delicate state NGOs mobilizing civil society can further weaken National solidarity and perpetuate political insecurity and instability.
leading to unrest. In this regard NGO strength can also be their weaknesses if their activities are not exercised well,( winter, 2001).

Critique of state led economic development in Africa justifiably highlights the over emphasis on economic growth and subsequently neglect of those in poverty, (vandemoortele, 2009). Insufficient capacity and resources to implement reforms throughout all levels of the economy legitimizes NGOs as facilitators of bottom-up development approaches since they have both means and capacities to address specific issues even in remote areas, (Yannis, 2001).

While Kimani ,2010 notes that NGOs widely operate at community and grassroot levels enabling them to mobilize the poor and remote communities that are often neglected by the state, (Fowler, 1991, streeten, 1997). This facilitate immediate and direct interactions with communities enabling information to be relayed to and from civil society rapidly.

While in other countries NGOs are weak or play more of an oppositional rather than operational role and governments are highly suspicious of them. This was recently noted in Kenya when the government deregistered over 500 NGOs ,putting us in a dilemma with the question, are this NGOs not just donor contributed funds and resources whose aim should be to help the poor, or supplement government services in places where the government has not succeeded? A number of factors affect the development, and advocacy impact of NGOs, most of which are determined by the relationships between the NGO sector and state and this varies from one country to another and from one county to another .This paper exactly explored this relationships in Migori county as a case study.

1.2 Statement of the Problem

Over the years NGOs have involved themselves in different areas including poverty reductions development projects in rural areas, Marginalized areas, advocacy for human rights and educating the rural population on different issues affecting their lives including relief supplies to affected families by things like disease outbreak like Ebola, flood mitigation measures and drought .Therefore they have experience in dealing with different targets groups, (Manda,2003) and their activities vary from one country to another ,one region to another. Some of these NGOs stay for long period of time while others take very short period of time before winding up their activities some have had good relationships with the government while others have had the poor relationship with the government. A point of concern at this juncture is the deregistration of about 500 NGOs recently in Kenya by the government, yet this NGOs are supposed to
supplement government activities and further their development a gender in areas where the government has failed to do well, (Murray and Overton, 2011). The concern at this stage is. What factors affect the relationship between the NGO and government on service delivery? And what is that is needed to improve these relationship that keep on changing from one country to another?

Despite the above scenario, there has not been a study on factors that influence NGOs service delivery, however the factors that affect NGOs activities may be known by almost everyone in the NGO world, as these work witnessed all over suddenly, when the Kenya government deregistered over 500 NGOs .However in the past the government have also terminated their contracts or failed to renew their contracts. This paper explored into these relationship with the aim of findings out what may influence NGO service delivery in Kenya and taking Migori County as a case study.

1.3 Purpose of the Study
The purpose of this study is to determine factors that influence service delivery among NGO’s in Migori County.

1.4 Objectives of the Study
The objectives of the study are:

1. To determine management conflicts that influence service delivery among NGO’s in Migori County.
2. To determine how funds mobilization and use influence service delivery among NGO’s in Migori County.
3. To determine how competition levels influence service delivery among NGO’s in Migori County.
4. To determine how political interests influence service delivery among NGO’s in Migori County.

1.5 Research Questions
1. How do management conflicts influence service delivery among NGO’s in Migori County?
2. In which ways do funds mobilization and use influence service delivery among NGO’s in Migori County?
3. How can competition levels influence service delivery among NGO’s in Migori County?
4. Do political interests influence service delivery among NGO’s in Migori County?

1.6 Significance of the Study
The study was significant in a number of ways: the findings of the study were important in improving good relationships between NGOs and government, this will go a long way in ensuring that good service are provided by both the NGOs and government. It would form the basis of informing decision to register NGOs, deregister those of bad relationship, monitoring Of NGOs activities will continue to be guided by the findings of this study and ensuring that they are of good benefits to the community, since good relationship would only be nurtured if the findings of this study are followed by the stakeholders.
Factors which may create bad relationships will continue to be easily identified and be avoided and once this is done then the rampant deregistration of existing NGOs; terminating NGO activities or even failure to renew their contracts will be avoided as such factors will be noted earlier, if the findings of this study will be adhered to by different stakeholders.
NGOs will have an enabling and efficient working environment if they will be in a position to adhere to the findings of this study.
Most beneficiaries of NGO activities will be in a position to judge whether they are being given good services by the existing NGOs, whether their benefits are in line with government expectations or not and this will go a long way in preventing abrupt closure of NGO activities as a result of deregistration or termination of NGO activities by the government.
Misuse of funds will be monitored by the government and the beneficiaries alike if the findings of this study are put on consideration, furthermore overdependence on one single donor will be avoided if the NGO staffs themselves are able to adhere to the findings of this study.
Complication as a result of poor management, lack of appropriate monitoring techniques will be greatly avoided if the findings of this study are adhered to.
Funds mobilization will be made more efficient easy and reliable if the findings of this study are adhered to. This will go a long way in sustainable attainment of NGO objectives since they will now rely on diverse source of funding as opposed to single county donor as in the case of NGOs like Usaid.
Highly motivated work force will be achieved if NGO activities are sustainable. NGOs themselves are going to have good relationships with the government as opposed to the current scenario noted here in Kenya where NGOs are deregistered, contracts terminated and donors chased away.

1.7 Limitations of the Study
The study was faced by a number of limitations. First the study was conducted in a single county where the number of NGOs were limited hence the findings might not be generalized to other areas of the country since the relationship between NGO and government may be different from one country to country or county to county. The study used NGOs staffs, government agencies and stakeholders i.e community members who have benefited from NGO activities as respondents, however not everyone found the opportunity to give an input to these study. Other respondent gave responses to please themselves or the line authority in the case of government agencies hence this might affect the reliability of the study, even though truthfulness was encouraged as possible by respondents not identifying themselves.
Migori County has a few access roads besides one major tarmac road, therefore accessibility to reach the vast number of beneficiaries of NGO activities was not easy, and furthermore the onset of long rain season hindered effective data collection during the study. The illiteracy level also hindered effectiveness of data collection since most of NGO activities are usually conducted in rural areas and so most of the beneficiaries did not see the importance of the research work being conducted and so did not give appropriate responses as required.

1.8 Delimitations of the Study
This study targeted NGO staffs, government agencies, church leaders and beneficiaries of NGO activities in Migori County.
The data obtained during the study are aimed at analyzing NGO activities their relationships with the government and what is needed to achieve good relationships with the government and this is to go a long way in improving NGO service delivery. And the aim of all those study was to ensure partial fulfillment of the requirement to award me a Masters of Arts Degree in project planning and management and not for any other bureaucratic requirement and not for any inspection activity, nor for any victimization of respondents, nor NGOs violating their contract mandates, nor for any government agencies to begin monitoring certain NGOs now.
Migori county provided a suitable environment for my study since this is the county where I reside as at now being a High school teacher in the county and that the people of Migori county happened to be of my native origin, speaking similar language as I do and therefore there was little communication barrier that would have hindered data collection when such methods like oral interviews are employed during the study period. Accessibility within Migori County was slightly easier to me since I was able to reach more places because I am familiar with the terrain even though the weather phenomena were a great hindrance.

1.9 Basic Assumption of the Study
The following assumption were made during the study that NGOs have had good relationship while working in the county with the government. That NGOs have been working in the county in many areas of development, advocacy and spiritual nourishment in case of church organizations.
That the respondents in the study were going to give truthful responses. Other assumptions were that the onset of long rains would not interfere with data collections and that all part of Migori county would be accessible in order to ensure that all respondents were reached in order to obtain appropriate data and that suitable means of transport were available to access all parts of Migori county and that all respondents were reached to give their responses.
It was also assumed that a large number of NGOs are working Migori county and that they had good relationships with the government and that the government had always renewed their contracts and the NGO activities were in place with none being terminated, deregistered and NGO Staff sent away or deported back to their country of origin.

1.10 Definition of Significant Terms as used in the study
NGO’s - Stands for Nongovernmental Organization and include different terms of community based organization, civil society’s organizations e.t.c.
Service delivery - Refers to provision of services which may include material goods and services only.
Subventions - An endowment or a subsidy as that given by a government to an institution for research a grant or financial aid.
Grant - Bounty, contribution of subsidy (in cash or in hand) bestowed by a government.

Government Grant - A Public subsidy offered to recipient for business or personal purposes.

Subsidy - Economic benefit (such as tax allowance or duty rebate) or financial and such as cash, grant e.t.c.

Incentives - Inducement or supplemental reward that serves as motivational device for desired action.

Philanthropy - Effort or inclination to increase the well being or humankind as by charitable aid or donations.

Altruistic - Unselfish concern for the welfare of others selflessness.

Benevolence - The desire to do well to others goodwill charitableness (business dictionary)

1.11 Organization of the study

The study is organized into six main sections preliminaries, chapter one consisting of sub – section as background of the study, statement of the problem, purpose of the study, objectives of the study assumptions of the study, definition of significant terms, organization of the study, chapter two is the literature reviews, chapter three is research methodology, chapter four is data analysis and presentation, this is followed by conclusion and recommendations and lastly references and appendices.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter is the literature review. The chapter focuses on the relationships between NGOs and government and its impact on service delivery, the influence of management conflicts on relationships between NGOs and government and its effects on service delivery. The influence of competition levels on relationships between NGOs and government and its effects on service delivery. The influence of political interest on relationships between NGOs and government and its overall effects on service delivery. Therefore NGOs means Non-governmental Organizations and it is generally used throughout different categories, NGOs may be varied and include specialize organizations such as public service contractors, people organization, voluntary support organization, governmental NGOs or grassroots support NGOS and membership organizations,(Lewis, 2006). NGOs have greatly concentrated on service delivery, welfare organizations, advocacy and social change organizations,(Lewis, 2006). Different types of NGOs exist based on their orientation and they include international NGOs (INGO), Business Oriented International NGOs (BINGO), Religious International NGOs, (RINGO), Environmental NGOs, (ENGO) Government oriented NGOs, (GONGO), formal independent societal organizations also exist, (Chang, 2005). Based on these different classifications of NGOs it is realized that in some countries NGOs are major contributors to development process, however this is not uniform and in a number of countries NGOs are weak or play more of an oppositional rather than operational role and governments are highly suspicious of them. Many argue that the voluntary sector may be better placed to articulate the needs of the weak, to provide services and development in remote areas, to encourage the changes in attitudes and practices necessary to curtail discrimination, to identify and redress threats to the environment and to nurture the productive capacity of the most vulnerable groups such as the disable and the landless, (Elliot, 1987 Fernandez, 1987, Garilao, 1987).
2.2 Management conflicts and NGO service delivery

According to Wikipedia, the free encyclopedia, management in business and organization is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively to achieve the goals of the organization. It includes planning, organizing, staffing, leading or directing and controlling the organization to accomplish the goals. Resourcing encompasses the deployment and manipulation of human resources, financial resources and natural resources. Management conflicts do arise if these functions are not checked these affect service delivery affects relationships between NGOs and government with overall effects of resulting in poor NGO service delivery. This paper looked at the application of the above function in NGOs in terms of NGOs constituency, NGOs capacity and skills NGOs governance, NGO networking and communication within the NGOs structure and the overall effects of these on NGO service delivery and relationships with the government.

NGO Constituency

Throughout the world governments have been restructuring their public services due to several trends including fiscal pressure, globalization, changing ideas regarding public management, citizen pressure for improved services delivery, new demands for inclusion by previously excluded groups and individuals, (Kettl, 1998, Behn, 2001). This has resulted into increased government contracting with non-profit and for profit organizations to provide the needed public services, (Rathgeb et al, 2003) including sanitation, maintenance, transportation, health care, social services etc. As part of the new public management, governments are pressed to cut costs and be more responsible and flexible in provision of services. Citizens are also demanding greater voice in the administration and implementations of these services, ( Rathgeb et al, 2003), thus NGOs with their community connections, volunteer participation and greater program flexibility seem to be particularly strategic to achieve multiple contemporary public management objectives. NGOs on their parts are expected to have a broader constituency and not just one kinship group, or even just poorest farmers, otherwise the government may consider it too selective since it must consider the common good of every citizen. Similarly NGOs have the luxury to pick one or two issues which dominate their attention while government must struggle with a multiple of concern, therefore NGOs must widen their concern while providing government services and not just being attracted to providing government services under contract
with the hope of additional resources and potential to have a wider impact on pressing needs and pressing social problems, (Rathgeb et al, 2003)

NGO capacity and skills
The sharp rise in government contracting raises many difficult public management issues including proper accountability for public funds, contract selection decision, cooperation of community organizations by governments, mission drift and infrastructure development. Moreover, extensive contracting between governments and non-profit organizations also raises important concerns that are central to democracy, what happens to the political role of NGOs when they contract with the government? Can NGOs then play their advocacy roles right? Can the many new community organizations facilitate the integration of socially excluded groups into the mainstream society? (Rathgeb et al, 2003). But what happens in most cases is that NGOs lack the professional skills among their staff, the accountability of NGOs at the grass root levels and their strategic planning is poorly developed and therefore effective contracting with government in most issues concerning service delivery to its citizens are rarely achieved. There is also pressure on successful NGOs from major donors to receive more funds, leading to decline in performance for example the voluntary agencies development assistance organization of Kenya was deflected by donor pressure from its original institutional development function to acting as a funding intermediary. This has been at the expense of both its original agenda and it relationships with NGOs. This has consequently undermined its advocacy effectiveness towards the government, (Bratton, 1990).

NGO governance
Recent years have witnessed a significant upsurge of organized private non-profit activity in countries of Asia, Latin America and Africa, (Salmon and Anheier, 1997, Salmon, 1994, Fisher, 1993, Brown and Korten, 1991), NGOs have long been recognized as providers of relief, promoters of human rights and they are now viewed as critical contributors to economic growth, growth of civic and social infrastructure essential for a minimum quality of life for the people, (Salamon and Anheier 1997; Fukuyama, 1995, OECD, 1995). Despite the growing importance, civil society organizations in the developing world remain only partially understood. Even basic descriptive information about these institutions, their number and size area of activity source of revenue and policy framework within which they operate is not available in a systematic way.
Moreover, the civil society sector falls in a conceptually complex social terrain that lies mostly outside the market and the state, civil society are therefore within the inevitable official economic statistics, (Salomon et al, 2003). Civil society is a sphere of social interactions between the household(family) and the state which is manifested in the norms and values of trust, reciprocity of community, co-operative structures of voluntary associations and net worries of public communication with such worries and inclusion being envisioned, these are critical to cooperation and community problem solving while its structure of association involves full range of informal and formal organization through which citizens pursue common interests, (Veneklasen, 1994). NGO is therefore composed of autonomous association which develop a dense diverse pluralistic networks consisting of a range of local groups specialized organizations that link together as partners in governance and the market, (Connor, 1999). One major concern here is how civil society can be strengthened to help the government, be better attuned to popular concerns, to develop public accountability of state institutions and improve efficiency? Knowledge of good governance vary widely with very little understanding of why NGOs are requested to have Boards of governance, of their roles and functions by founders who wished to own their NGOs for their own purposes, this makes the government in most cases to be even suspicious of them instead of supporting them, good governance is fundamental to NGO accountability and transparency. Many NGOs manage their resources quite often with the involvement and encouragement of their Boards that eat their NGOs resources this is further complicated by the fact that funding Board members would be difficult if you are not paying them or provide good allowances, yet civil society is expected to promote good governance, transparency, effectiveness, openness, responsiveness and accountability. This can be achieved by good policy analysis and advocacy, regulation and monitoring of NGO activities, the state performance action and behavior of public officials, building social capital and enabling citizens to identify and articulate their values beliefs and norm, democratic practices, (Salamon et al, 2003)
NGO Networking

NGO networking here involves identifying undressed problems and bringing them to public attention in protecting human rights and giving voice to the wide range to political environmental, social and community interest and concerns civil society also performs a broader expressive function by providing the vehicle through which artistic, spiritual, cultural, ethnic occupational, social and recreational sentiments find expression. This is achieved through such organization like opera companies, soccer clubs, book clubs places of worship, professional association etc. Other than those advocacy roles NGOs are the involved in development activities like infrastructure development, provision of social services like education, health care services e.t.c and therefore there is the need for local NGOs to network together to avoid duplication of activities. Many argue that the voluntary sector may be better placed to articulate the need of the weak to provide services and development in remote areas to encourage the change in attitudes and practices necessary to curtail discrimination to identify and redress threats to the environment and to nurture productive capacity of most vulnerable groups, (Elliot, 1987, Fernandez, 1987, Garilao, 1987). Poor networking would generally cause duplication of efforts conflicting strategies at community level, a lack of learning from experience and inability of NGOs to address local structural causes of poverty deprivation and under development, negative competition for resources that eventually undermine the reputation of the sector and general effectiveness of NGOs activities at community levels. This creates a great deal of suspicion among NGOs, secrecy and lack of transparency. Many NGOs, large and small intervene at community level without any community mapping and implement projects without due regard to the ongoing community initiatives, hence NGO politics where one NGO begins fighting another, one NGO with resources but no community presence while another with community but no resources. According to Tandon, 1991, where the interactions between voluntary sector and private sector with the government is high the climate is most favorable for poverty reduction and other social priorities, while Fowler, 1992, Bratton 1988, notes that in many countries the voluntary sector concentrates on operating its own projects, improving the situation in micro-regions but doing little to bring its experience to bear on the government service delivery on policy making.
NGO communication

Communication is simply the act of transferring information from one place to another. Although this is a simple definition, when we think about how we may communicate then the subject becomes a lot more complex. There are various categories of communication and more than one may occur at any time. These are; spoken or verbal communication that is face to face, telephone, radio or television and other media, non-verbal that include body language, gestures, how we dress or act, even our scent. Then written communication that include e-mail, books, magazines the internet or via other media, (Wikipedia the face encyclopedia). There is generally poor communication within NGO sector where majority of NGOs have little or no access to reliable e-mail and internet connections, little or no literature on development issue are received, a good number of NGOs are also not in touch with global issues, regional and national important issues, and knowledge gaps continue to exist. NGOs argue that intergovernmental organizations(IGOs), aid agencies and government should make greater effort to develop stronger systems of coordination and communication within NGOs to strength delivery of essential services, make effort to include NGOs in decision making process that occur among IGOs, relief agencies, finally develop capacity of NGOs to engage in disaster prevention& response by opening permanent lines of communication between government, IGOs and civil society,(WHO conference report on health aspect of the Tsunami disaster in Asia, 2004)

It is noted that IT, telecommunication and logistics play a vital role in disaster relief by facilitating the rapid, timely and reliable flow of information as well as resources from affected areas to responsible entities at the local national regional and international levels permitting a mediated and appropriate response. The quick deployment of IT, telecommunication and other resources are essential to save lives, reduce human suffering and minimize damage to property and environment. As the scope of responses increase the size and complexity of responders grow and with it the demand for information which possess challenges such as coordination, co-operation and inter-operability. The initial response to major disasters is highly dependent on logistics IT and telecommunications. The cost amount of initial expenditure and focus in disasters is about getting the right items to the right quantities at the right place so that responders get an act, to save; to preserve and to protect lives. How to provide more effective logistics IT and telecommunication support to health responses become a major challenge, (WHO conference report on health aspect of Tsunami disaster in Asia, 2004).
2.3 Competition levels and NGO service delivery

In terms of economics competition means rivalry in which every seller tries to get what other sellers are seeking at the same time. Sales profit and market work by offering the best profitable combination of price quality and service. Where the market information flows freely competition plays a regulatory function in balancing demand and supply. While investorwords.com defines competition as the existence within a market for some goods and services of a sufficient number of buyers and sellers such that no single market participant has enough influence to determine the going of the goods or services. According to Wikipedia, the free encyclopedia competition in biology, ecology and sociology terms is a contest between organism, animals and individuals groups etc for territory, a niche, of a location, of resources, for resources and goods, mates for prestige, recognition, rewards of group, of social status, for leadership etc. It is noted that competition levels within specific NGOs, between different NGOs, between NGO staff and government staff and among government staff agencies or organizations also affect NGO service delivery, of great concern to be looked at are relationships with INGOs, development approaches, NGO board and council, NGO preference for isolation and unwillingness to dialogue with government, jealously of civil servants towards NGO access to more resources and the overall effects on NGO service delivery.

Relationship with I NGO

INGO here means international non-governmental organizations and there is considerable concern among local NGOs that the giants mainly international non-governmental organization occupy so much space that it is likely difficult to find room for themselves. INGOs often intervene without any concern for the building of sustainable local CSOs or CBOs. They pay government and community members to participate in their projects while local NGO have no facility for doing so. INGOs are also perceived to be driven by short term projects approaches that are not locally sustainable. They pay high salaries and attract local NGO personnel hence this creates a high cost image that undermine credibility of the sector. It then becomes difficult and inappropriate for local NGOs to compete with the international and national giants. Fowler, 1988 identified two keys distinctive characteristics of NGOs, firstly the relationships with intended beneficiaries is based upon principles of voluntarism rather than those of control which is typical of government. This means that intended beneficiaries are involved in program design
and management and if this happens, the program stand a better chance of success as they are likely to be relevant and attractive, (Korten, 1980, Oakley et al, 1984). Secondly it is argued that NGOs have a task oriented approach that permits them to achieve appropriate organization development, which encourage change and diversity rather than control and uniformity which may hamper progress but what is noted is that many external organizations are not working with local CSOs, they simply provide unfair competition and hold back the development of the sector and cost effective development interventions, (Fowler, 1988).

Development approaches
Many NGOs are still focusing upon what some refer to as hardware approach to development that is building of infrastructure and the provision of services, however recent debates have looked at participation in development approaches from the human rights perspective and political view. Gaventa, 2004, argues that all the trends in participatory approaches and the different perspectives should help to extend the concept of participation to citizenship and to recast participation as a right, not simply an invitation offered to beneficiaries of development, but what others called software approach of empowering people and local institutions to manage their own affairs. Other NGOs seem to be unaware of changes in the role of government, the changing aid paradigm and the effectiveness of right based rather than welfare approach to development.

Studies by Rauh, 2010 and Zaidi, 1999 revealed among others the following to be constraints of NGOs service delivery, heavily dependent and donor funds, power relations between donors and recipients, professionalization and report culture bureaucracy model visual the actual implementation while Vivian, 1994, notes that the myth of participation is exposed and NGO staff and up thinking for the community, often over ruling popular decisions by the community. Edwards et al, 1995, Fowler 1991 notes that there is paper based accountability; reliability and sustainability have not been fulfilled as NGOs operate in a specific condition, while it is becoming harder to fund and sustain service delivery interventions, most local NGOs still persist with them. Community poverty and illiteracy rates remain significant. NGOs are perfectly aware of the increasing and enormous needs of the poor people and feel at a loss as to how they can respond to those needs, lack of sustainability and ownership of development interventions by communities is the order of the day, (Vivian, 1994). Some communities have been spoilt by
depending, creating interventions and are not inclined to do things for themselves. It is difficult to keep NGO programs relevant to changing situations and the culture of handouts is hard to counter therefore conflicting approaches is a great hindrance to NGO service delivery.

NGO Board councils

NGO staff members are not elected and ordinary people have no mechanisms of bringing them to account for their actions, unlike government who have to get elected and can only avoid accountability through violence or coercion and in business where consumers can decide where to spend their money, NGOs have no obvious accountability structures. NGOs themselves see no need to take this issue seriously as there is a growing emphasis on the need for proper monitoring. There are a number of ways in which NGOs can improve on their management operations. These include stating their mission, values and objectives clearly and ensuring that these strategies are followed, better human resources development and training of their managers, staff, board members and volunteers, better management processes as well as financial management, accounting, budget systems. Nevertheless in order for these systems to be implemented, counted staff and leadership within the NGOs themselves are required. According to Schiaxo-campo, 2001, some NGOS do not have the time and expertise to manage all of the funded programs or even to ensure full involvement by all of the communities, (Srinivas, 2000).

In some cases where there are many departments trying to deal with the NGOs, the problem may be created by the government themselves. Also staff at the local level may not be familiar with government policies and this affects efficiency of the NGOs because of tensions which may arise, (Srinivas,2000).Due to the problems noted above, there is a growing need for non-profit and non-governmental organization (NGOs) throughout the world to be more effective and productive. One of the many ways they are acquiring this is by broadening and strengthening the constitution of their boards. An increase in the effectiveness of NGO boards itself has been achieved by bringing together organizations and leaders with a shares interest in the work of boards, building capacity by training and developing management and governance tools. Having a good and effective NGO board provides a basis for successful management of its organization, familiarizes its target constituents with the activities of NGO, help in better understanding the organizational structure of NGO and also assists in distributing responsibilities among the team members within the NGO organization. Board normally sets policies and strategies for the NGO
in line with the agreed purposes, principles and scope of the NGO. It also sets operational guidelines, work plans and budgets for NGOs and policy and program support. Many times it is called on to make funding decisions, (Srinivas, 2000). According to Malawian non-governmental organization Bill, 2000 the following areas were identified as essential areas to involve the board; energize your board members, start and end meetings on time and show specific and tangible progress on goals, conduct educational sessions to explain issues and teach specific skills, conduct yearly retreats to establish organizational and fund raising goals review activities, let people get to know each other better and have fun, become visible within your communities, Ask board members to set up speaking engagements at their civic group, church or synagogue. Encourage them to write letters, articles or pieces in local newspaper; position your organization with local and state officials. Invite them or their key staff representative to serve on your board or committee, remind Board members to write to their elected representatives about issues of importance to your organization, while when recruiting new board members set high expectations (Srinivas, 2000).

NGO preference for isolation
In some countries non-governmental organizations (NGOs) are major contributors to development processes. However, this is not uniform, in a number of countries NGOs are weak or play more of an oppositional rather than operational role and governments are highly suspicious of them. A number of factors influence the development impact of NGOs many of which are determined the relationships between the NGO sector and the state. In the World Bank report of 1995 notes that key determinant in the development contribution of non-governmental organizations (NGOs) is the relationships between NGOs and the state. NGOs may run parallel activities, they may play oppositional roles or they may represent weaker members of the society, organizing them to become more influential in decision making and resource allocation. This civil society function entails moving from supply side approach, concentrating on project delivery to a demand side emphasis helping communities articulate their concerns and participate in development process. Donors can use the policy dialogue to encourage governments to foster a more enabling environment for NGO activities, (Clark, 1995). Non-governmental organizations (NGOs) may provide instruments which whether invited or not by government, emphasize the participation of the poor. This is by no means uniform and depends on NGO the government and other factors. NGOs may keep their distance from the state and run their projects parallel to those
of the states. In some countries NGOs effectively play an oppositional role while elsewhere NGOs seek to represent the voice of the weak and help them organize in their communities to achieve a more powerful voice in the making of decisions and the allocating of resources. The letter NGOs are emerging as critical ingredients of civil society, (OECD, 1988). According to Tandon, 1991, where the interaction between NGO and government is high the climate is most favorable for poverty reduction and other social priorities though cause and effect may be difficult to separate. Whether a strong NGO sector encourage governments to pursue such priorities or assist them to do so, this vehicle of civil society has potential importance which has hitherto been loosely neglected while Fowler, 1992, notes that in many countries voluntary sector concentrates on operating its own projects.

Civil servants reactions towards NGO access to more resources
Government may not want to foster a healthiest NGO sector for fear of bolstering the political opposition. In some countries NGOs have been crushed while in others they have involved on controversy. Optimal development requires the harnessing of the country’s assets its capital human and natural resources to meet demands from its population as comprehensively as possible. Clark, 1991, notes that the voluntary sector can influence main-stream development by encouraging official aid agencies and government ministries to adopt successful approaches including educating and sensitizing the public as to their rights and entitlements under state programs, attuning official program to public opinion and local experience, operational, collaboration with official bodies influencing development policies of international institution helping government and donors fashion a more effective development strategy through strengthening institutions, staff training, improving management capacity. Where there is jealousy then all these will not be found and the result is crushing the existing NGOs and subsequently deregistering them, (Clark, 1991).

2.4 Funds mobilization and use and NGO service delivery
 Funds mobilization refers to how funds flow within the organization. As fundraisers we often come across to term such as resource mobilization, meaning mobilization of resources, which include many different things not just money for the organization, volunteer support, material donation for NGO or kind contribution for your community, all these are now referred to as resource mobilization. Submitting proposal to a typical donor agency is most conventionally
accepted way of getting support, organizing fundraising events where you invite guests and request donations for your organization or collections in kind contributions such as used clothes, furniture, books, vehicles or even buildings, volunteer support where volunteers provide their time and resources to support the work of your organization income from business oriented projects of your organization like selling of publications offering consultancies etc all these types of support are essential for NGOs activities, and a good fundraising strategy will consider all these, (Grimeen foundation fellowship, 2012).

Funds use refers to how these resources are going to be spent by the organization and according to BBB wise giving Alliance non-profit organizations should spend at least 65% of its total expenses on program activities with remaining funds going to administrative and fundraising expenses. According to Vaknin, 2011, the achievement of NGOs portends rising local prices and culture shock. Many of their staff live in apartments or live in star hotels, drive Suvs, sports and 3000 laptops and PDAs. They earn a two figure multiple of the local average wage. They are busy bodies; preachers, critics do gooders and professional activities. They are parasites who feed off natural and man-made disasters mismanagement, conflicts and strike. Always self-appointed they, answer to no constituency. Vaknin, 2011, further notes some NGOs guise as think tanks and lobby groups, are sometimes ideologically biased or religiously-committed and often at the service of special interests, others like the Macedonia, other NGO’s have also done the same in Belarus ,Ukraine ,Nigeria and Zimbabwe, hence interfering with sovereignty of horst countries, (Vaknin, 2011).

Regardless of their modes operation of all NGO’s are top heavy with entrenched, well remunerated, extravagantly perked bureaucracies, Vaknin, 2011,further notes that financing of NGO’s is invariably obscure and their sponsors are unknown. This lacks of transparency allows corruption fund embezzlement; others gather intelligence report to their sponsors, burnishing their images and all these further create jealousy and hinder NGO service delivery.

Funds use

We live now in an error of collaboration and partnership between government and communities’ policy choices around the spending of public money are made by the government and the delivery of services is increasingly undertaken by non-governmental organization NGOs in the private and voluntary sectors. However, this does not rule out the fact that certain NGOs are community based organizations where the source of funding may be limited at times the government does not release enough funds for project undertakings by these CBOs. NGO
activities should be institutionally and politically sustainable and make valuable contribution to solving the inequality that currently defines our world; many new NGOs fall into the pitfall of unsustainability and fade among due to lack of funds. In other cases lack of volunteers, materials and overall capacity preventing NGO from achieving long term sustainability. The changing role of NGOs and an understanding of changing context in which they work have led to a focus on capacity and sustainability, sustainability incorporates forward-looking attributes such as operational autonomy, learning capacity and leadership which help to ensure self-reliance in the future. Therefore lack of funds would generally hamper NGO activities, (Srinivas, 2000).

Reliance on single donor
Most CBOs and NGOs in the local community greatly rely on single donor if not open donor or restricted grants which means that income greatly fluctuate and this makes it hard to cover core costs or build of reserves projects are also aligned to organizations mission, meaning there is several lack of program action hence most organizations struggle to build up expertise and learn effectively from its work, (Christopher, 2010)

Donor aided projects accelerated the donor dependency syndrome and a consumption mentality among beneficiaries, these projects are also unlikely to be sustained as they are purely dependent and tagged to the NGO and the donors and to their beneficiaries or government. Therefore local NGOs need to disengage and sort out donors that could support organically generated projects, programs and these programs should be able to strengthen local entrepreneurial capacity and economic density, (Christopher, 2010).

Local resource mobilization
Local resource mobilization means policy of local resources by the NGOs that are needed to undertake project activities , capacity development is a fundamental part of the mandates of many international organization as their work aims to strengthen national and regional capacities through training technical advice exchange of experience research and policy advice and therefore even local beneficiaries and communities should adopt these in order to ensure sustainable service delivery [ullebery2010]. Capacity development only work in a sustainable manner when there is national and local leadership and ownership and when international efforts match between national and local priorities and strategies need attention at several levels the capacities of the individual, the effectiveness of the organization, the norms and practices which
rule public management as a whole the political and social and economic contexts. Therefore, ownership of community projects is necessary to ensure sustainability (Ullbery 2010). Government devolved funds and new funding mechanization like the CDF, constituency Aids Funds, youth, women, water, LATF and locally available development funding is available to local NGOs and CBOs which should also be more involved in the management of these funds. New baskets funding from central government through NGO board, is also possible. NGOs with excess assets can use them to generate income which may be used as the NGO determines. Consider, renting buildings, providing consultancy, offering training, trading on your name on locally made products, (Ullbery, 2010).

Regional NGOs networks
The term NGO is broad and ambiguous. It covers a range of organizations within civil society, from political action groups to sport groups and clubs. It’s clear definition still remains contested. It comes into usage in 1945 following the establishment of the united nations organization which recognized the need to have consultative roles to organizations which were neither government nor member states, (Willet, 2002), NGOs take different forms and play different roles in different continents with the NGO sector being developed in Latin America and Asia. The roots of NGOs are different according to the geographical and historical context. Therefore there is need for the vast NGOs to network, share information and learn from one another and this will go a long way in avoiding duplication of activities. Albelsion, 2003 notes that NGOs have begun to establish and participate in networks within and across sectors, from macro-enterprise to environment and across decision making levels from provincial to global, NGO networks vary in the extent to which they have been formalized, some representing a loose coalition of organizations with similar goals, others overseen by a secretariat with members allowed to participate through a formal process of admission. Where these are lacking, services delivery is likely to be hampered with.

Taxation policies, subsidies and incentives
According to Friedman 2003, tax policy has a substances impact on many of the core concerns of civil society groups, from ensuring the availability of funds for important social programs to narrowing the gap between the rich and the poor. It is therefore, vital for civil society to be in a position to offer its perspective on tax policies so that it can influence these policies and the
impacts they have on citizens. Transactions costs of non-profit operations may be covered partly through immunities and privileges granted by the state in form of specified tax exemptions and subventions or as grants and donations from corporate firms or individual philanthropists, (Ahadzie et al, 2004). Direct expenditure, including official support like grants contracts and research benefiting the NGO sector and provide incentives for activities which conform with state development priorities and encourage indigenous philanthropy and income generations are needed to promote NGO activities in the county and would greatly improve good relationships with the government and improve NGO service delivery. According to Scharf, 2000, charitable organizations have long employed tax exemptions in the UK since charitable activities substitute for government service, generating a public benefit and relieving the public purse, these provided a critical assessment of the tax treatment of charitable donation in countries like Canada showing how income majorly shift the burden of public good provision towards higher income minorities and how their presence can promote economic segregation along income lines. UK income tax relief for charitable activities was introduced in the year 2000 with the Gift Aid Scheme. It has since become the largest source of tax relief for charitable activities and if the tax relief is also extended to African countries and Kenya in particular then it is expected to create good relationship with the government and results into improved NGO service delivery. Special tax treatment like exemption from value added tax VAT also used to be adopted to improve on service delivery and create good relationships with the government.

2.5 Political interests and NGO service delivery

According to Matthew, 2011, theories in political science holds that interest in politics stems primarily from a combination of individual characteristics and political socialization and one’s level of political interest is highly stable over the life cycle. Political interest exhibit meaningful and important variation over the short-term, this variation occurs both in terms of initial level of interest and the rate at which interest changes overtime, certain people take great interest in politics and public affairs while others tend to ignore them but the nature of variation differs greatly. Prior, 2010, suggests that to understand variation levels of political interest then one needs to look early on in person’s life, one’s long-term interest in politics may remain static and be set early on by various factors that are not totally unmovable hence politics does not maintain a constant level of interestingness overtime. Therefore, change in interest of the community
NGO staff and the government is expected to look into these changes of interest and attune their services in order to meet the new demands. Petras, 1997, notes that non-governmental organizations NGOs in South America are facing political scrutiny from national leader, issues of the NGO sector’s political influence on and accountability to civil society are growing topic where some scholars suggest that foreign funded NGOs have an impact on local state and locational politics as well as improvement of civil societies access to economics, social benefits and quality of democratic representation, (Brown 2002). Such assumptions perpetuate that NGOs, promote community organization, mobilization, they legitimize and strengthen civil society, generate more pluralism and political participation that offer a base for civil resistance to oppressive political systems and contribute to a democracy by helping create a more vibrant and autonomous civil society that can challenge despotic government, (Gibson, 2008)

Political will/official support to NGO

According to Batley et al, 2012, the state may have strong incentives for inclusive provision of services with NGOs where a particular service or good has historically been a key source of state legitimacy and an expression of the social contract. Calculations of political returns on the part of political actors, linked in some cases to the pursuit of political entrepreneurship have also been critical in some cases where remarkable improvements in service provision have been achieved. Batley et al, 2012, notes that the characteristics of a particular service or the extent to which it is targetable, visible, measurable and easily credited, affects its political salience and in turn the likelihood of state responsiveness. Resources alone do not determine outcomes on the ground; politics intervene in either enabling or constraining role, policy intention and implementation, (Batley et al, 2012). Modes of provision should be analyzed as shares of politics that shape the opportunities for collective action and types of accountability relationships that emerge at the point of delivery. At the point of implementation, reciprocal terms of collaboration between state and non-state actors may be instrumental. Batley et al 2012, notes that the pervasive failure of governments in developing countries to adequately provide services that meet the basic needs of the poor is attributed to problems of capacity, lack of consensus on politics, institutional role, lack of donor understanding, (Whecler, 2011, Unsworth, 2010), while Harding, et al, 2010, notes that political institutions determine incentives for the allocation of public goods. At the point of implementation where policies often encounter vested interests whether and how services are delivered may depend on particular structure of incentives facing providers and recipients.
Official support is noted where governments provide funds, contracts and training opportunities to give special encouragement to NGO activities in priority areas without undermining NGOs autonomy and independence, broad agreement is sought with NGO leaders on such priorities by establishing formal consultation for the NGO leaders. Sardan, 2006, notes that the principle agent problem has been a central framework for understanding why behaviors in service delivery organization so often fail to correspond to the expected pattern. A study in Kenya by Burges, 2010, concluded that because of the context of high ethic fractionalization, successive presidents, have pursued ethic alliances by investing in roads, in districts where their own ethnicity is dominant. There political will is needed for good service delivery by NGO and this will go a long way in improving relationships with the government and the community at large.

Volunteer and community mobilization
The concept of sending young individuals to developing countries in a spirit of altruistic benevolence to help others has turned into staple activity for people striving to make good difference. This practice commonly known as international volunteering is associated with those tourists who volunteer in an organized way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environment or research into aspects of society or environment, (Lecomte, 2014).Instances of international volunteers first occurred after World War II (Forsythe 2009). When oversees voluntary organizations served to control colonized people or suppress anti-imperial struggles. According to Manji, 2002, charity was not only designed to help the poor, it also served to protect the rich and before the emergence of the development discourse following Africa independence volunteering was more concerned with the apparent falling of Africans, inspiring an imperial trait within the concept of charity, such volunteer agencies include the British volunteer overseas organization (VSO) the US peace corps in 1961. However, a mix of development policy and volunteering has over time created a clash between interests and values over development issues (Lecomte, 2014). But notice worthy is the fact that volunteering can be a significant source of Aid achieving local development. While international volunteering is readily used by NGOs and supra-national bodies like the UN, it is also widely criticized for its implicit promotion of neo-colonial relations between Western volunteers and local host communities. However, it is supported for its promotion of neo-liberal values of solidarity and the fight against hunger, poverty and misery, (Locomte, 2014). Although there is agreement that with well-planned
programs with clear objectives, young people add value in number of ways, (Barkham 2006), but volunteer should not be expected to change the world (Brodie, 2006). Kenya is noted to have a huge supply of idealistic young energetic and was educated graduates who are unemployed or underemployed. Many of them are looking for opportunities to serve their country and get work experience. There are also many older experienced personnel to NGOs therefore failure to mobilize all these resources will only impede NGO service delivery and create poor relationship with the government especially if the NGO wanted their own control and keep secrecy.

Direct political interference

At times some governments may not want to foster a healthier NGO sector for fear of bolstering the political opposition. While in some countries they have been crushed and even classed away after terminating their services. According to Fern et al 2009, NGOs provide vital services, reach out to marginalized groups, act as watchdog to keep governments accountable and raise public awareness on policy issues and social concerns. In countries like Gabon NGO operate in a legal vacuum and are at risk of being closed down while in countries like Ethiopia new law imposes restrictions on NGOs that receive foreign funding. While in particular regions like South Rift and North Eastern Kenya NGO leaders have identified the interference of local politicians and civic leaders as a major hindrance to their work. Where NGOs are involved in sensitive issues such as land disputes local leaders can threaten NGOs with de-registration while other issue. Confronted by African NGOs includes restrictive laws, political interference etc, (Fern et al, 2009). NGO in some African countries operate amidst protracted around conflicts unreliable electricity, weak communication infrastructure etc, impedes their efforts. According to the US department of state publication, 2012, there is firm belief in robust civil society, independent of state control of government involvement that is necessary to thrive democracy. Civil society in the United States encompasses a broad range of organizations that allow individuals to achieve their interests’ needs and priorities. Therefore Africa countries and Kenya in particular should embrace this in order to create good relationships with government and enhance NGO service delivery to the community.

Clan conflicts, disagreements etc

According to Batley et al, 2009, in fragile and conflict affected settings, capacity deficits are particularly acute in areas like the environment of non-state provision is typically one of policy
unreality and legal instability, relationship is based on ambivalence and mutual mistrust built on histories of policy change and rivalry, confidence and continuity in policy and practice which may be needed to ensure long-term relationship is likely to be absent. Formal dialogue may be impractical because of lack of suitable policy, space and is likely to exclude small and informal CBOs, (Batley et al, 2009). Establishing or applying a regulatory framework for small scale informal non-state providers is particularly difficult, contracting requires a supportive external environment of public sector, institutional rules, laws and policies, which is likely to be absent in unstable settings. There can also be profound constraints on contracting in the term of social and political resistance, lack of information on the cost and quality of service provision to enable the specification of contracts and insufficient resource monitoring. This can be witnessed in the Al shabab controlled regions of Somalia where some NGOs have been withdrawn or chased away, (Batley et al, 2009).In simple, government capacity to plan, co-ordinate, organize, regulate and finance the non-state sector is severely constrained in fragile and conflict affected settings, most acutely because of the state’s weak legitimacy, coverage and competence and also due to lack of information about non-state sector and lack of basic organizational capacity to form and maintain relationships with CBOs, (Batley et al ,2009). Therefore clan conflicts would greatly hamper service delivery by NGOs.

Collaboration, coordination etc
According to Clark, 1991, where the government fosters but does not dominate coordination for example through having NGO units in relevant line ministries or NGO consultative committees NGOs would be encouraged to attend to geographic or sectarian gaps to avoid religious or ethnic bias, to avoid activities which contradict state programs or which make unrealistic promises, this encourages training of NGO staff for example by ensuring that its own training institutions offers courses of relevance to NGOs, the government encourages improved attention to management skills, strategic planning and sharing of experiences within the sector, (Clark, 1991). NGO coordination are part of community organizations their association values lie in their common forum for decision and debate, coordinating a common voice and advocacy efforts and hosting professional and technical standards. NGOs co-ordinate during both regional and national emergencies and often share resources information and capabilities, they also co-ordinate with both UN and both national and local government, (Clark, 1991).Most NGOs do participate in at least some form of coordination during disaster. This does not mean that NGOs give up their
autonomy, NGOs remain independent and guard their privacy, programs, regions, proposal, funding, services, ideas etc. in using common language NGOs can benefit from pooling of resources e.g. transport cost communication infrastructure etc and share experiences setting standards and organizing campaigns as these will go a long way in improving service delivery and enhancing good relations with the governments and host communities, (Clark, 1991).

The legal framework, regulating NGOs

According to Hayman et al 2013, organizations in Ethiopia working in more than one region of the country and those in receipt of more than 10% of their funding from foreign sources are required by federal law to register with the charities and societies Agencies which was established as an autonomous body and is accountable to ministry of federal affairs, they should have recommendation from the Ethiopia ministry, denial of registration is possible if they are assured to be used unlawfully or purposes prejudicial to public peace, welfare or good order or if the name of charity is contrary to public morality, (Hayman et al 2013). In Kenya the proposed new NGO Bill and Act provides both opportunities and threats to the NGO community. If the NGO council effectively lobbies for the NGOs in an informal and professional manner, a more enabling environment for this sector may result. Alternatively it is possible for the sector to lose its self-regulating mechanism and be controlled by a single government appointed body. Therefore the legal framework should be set up to monitor registration, reporting, auditing, accounting, requirements for NGO activities, (the miscellaneous amendment Bill of 2013 in Kenya). This will ensure sustainability, avoid misuse of funds, embezzlement of funds, corruption, nepotism and all unethical acts that may be manifested in NGO operations and activities and encourage high level of accountability.

2.6 Service Delivery of NGOs and Relationships with the Government

NGO service delivery would be efficient and this can only be known when the following aspects are considered, for instance in the case of management board that consists of only one ethnic group or one kinship was not in position to provide good services to a different ethnic group because it will be seen on ethnic group, it will be seen on ethnic lines and people may respect the services being offered. Therefore the composition of a Board must consider different ethnic groupings. In some cases even the Board of directors is not constituted and the management of the NGO activities is solely by the founders in this case the founders might lack the required
skills of management and NGO activities might not be efficiently conducted, such NGO can at times be rejected by the host community. The government also become suspicious of them and this is the likely cause of deregistration or termination of services or failure to renew contract by the government. Such NGO’s tend to be highly secretive further increasing suspicion to such groups; (Tandon, 1991, Fowler, 1992). When co-ordination or networking is lacking among NGO’s themselves and even with the Government the likely of duplication of work or even lack of transparency and accountability is noted, corruption and embezzlement of funds become the order of the day. Such NGOs would be associated with poorly trained staff that lacks necessarily skills in excellent financial management, shifting funds to non –essential projects of activities within the organization. Communication networks in such organization are quite poor and the staff are out of touch with global issues and lack good relationships with other organizations and all these indicates that service delivery will be poor, that hinders any good relationships with the government and the host community, (Fernandez, 1987, Tendon, 1971).

Reliance on single donor or overreliance on foreign donor may cripple the organization especially if the donor withdraws, hence NGO activities may not be suitable and they are forced to quit or terminate their activities in a field and this is the major cause of uncompleted projects. The NGO in this case would be poorly funded at times they are forced to concentrate in one area perhaps due to lack of logistics, transport cost e.t.c. Poor taxation policies or lack of incentives and subsidies would make the NGOs to withdraw their services especially if it is one that is poorly funded while not observing strategic planning would make the NGO shift from one country to another or from one area to another and this would be coupled by political interference, jealously and lack of good will from the host community or government. At times some NGOs also overstep their mandate interfering with sovereignty of the host countries or as espionage or take intelligence information to their donors making host countries be suspicious of them and eventually deregister them. NGOs for that matter should have an open channel of communications avoid so much secrecy that may create suspicion, they need to have good communication network, coordination, trained staff and the capacity to carry out their mandate even if they are opposing or collaborating with the government of the day, (Fowler, 1988 and 1992, Salamon et al, 1991)
2.7 Theoretical Framework

According to Weber’s bureaucratic management theory dividing organizations into hierarchies, establishing strong lines of authority and control and developing compressive and detailed standard operating procedures for all reutilized tasks will improve efficiency therefore NGOs must observe these in their management structure, bring in greater accountability and sustainability of project activities, Wikipedia the free encyclopedia, while Randal Collins multidimensional analysis of conflicts notes that conflicts and competition permeates in all areas of social life as a result of peoples ongoing struggles to improve their positions in terms of material resources, status and power, moreover micro – level institutional conflicts are founded on processes of dominance and submission in people’s everyday life and social interactions and therefore these calls for proper monitoring of the above identified levels of competitions. The theoretical framework of the study was that there are underlying factors that contribute to poor relationships between the NGOs and the government which impacts on poor service delivery. These underlying factors have broadly been identified as management conflict where there is conflicts in the application of functions of management which may be exclusively not all but failure to apply one or two functions of management would impact negatively on service delivery; competition levels is also another factor identified to have created poor relationships between NGO and the government and impacts negatively on service delivery. Other factors are fund use and mobilization and political interests; (Bratton, 1988, Clark, 1991)
2.8 Conceptual Frame Work

Independent variables

Management conflicts
- NGO constituency
- NGO capacity and skills
- NGO governance
- NGO networking
- NGO communication

Completion levels
- Relationships with INGOs
- Development approaches
- NGO board and NGO council
- NGOs preference for isolation and unwillingness to dialogue with government
- Jealousy of civil servants towards NGOs access to more resources

Funds mobilization and use
- Funds use
- Reliance on single donors.
- Local resource mobilization
- Regional NGO networks
- Taxation policies and subsidies

Political interests
- Political will/official support
- Volunteers& community mobilization
- Direct political interference
- Collaboration and co-ordination
- The legal framework regulating NGOs

GOVERNMENT
- Registration
- Termination
- Official support
- Incentives
- De-registration

Moderating variables

SERVICE DELIVERY
- One ethnic group
- Low capacity
- No training
- Boards not there
- Founders want to own
- Duplication of work
- Lack of transparency
- Lack of access to internet
- Out of touch with global issues
- Poor relationships with other INGO
- Lack of public accountability corruption
- Reliance on simple donor
- Poor taxation
- Lack of incentive
- Poor co-ordination
- Termination of services
- Uncompleted projects absence of strategic planning
- Shifting of NGO activities or concentrating at one point
- Deregistration terminating contracts

Dependent variable

Ob 1
Ob 2
Ob 3
Ob 4
2.9 Knowledge Gaps

According to Edwards 1991 and Hanlon 1990 there can be problems between the government and the NGOs. For example, in Mozambique in 1990, 170 foreign NGOs were running programs in complete isolation from the state while in Kenya over 500 NGOs were deregistered in the year 2014 while in other places governments may not want to foster a healthier NGO sector for fear of bolstering the opposition, how some NGOs survive and operate in adverse policy environment is an important area of study. In some countries they are crushed while elsewhere they survive and have thrived on controversy, (Edwards, 1991). While in terms of funds use and mobilization it is noted that some NGOs receive a lot of money from a number of donors while others are not appealing to the donor community, others are able to inform the public about their financial sources and use while others do not want to do the same, this provides another important area of study. In terms of political interests, it is also noted from literature review that some NGOs get quick political support, receive a lot of official aid and support by the host governments and communities, while others thrive on controversy, (Edwards, 1991), this also provides another important area of study. In certain areas it is noted that NGOs would compete among themselves in providing services and a large number of NGOs operate in specific areas, however this not uniform, ( Edwards, 1991), what makes NGOs prefer certain localities and do not venture in other areas is another important area of study. While in terms of funds use and mobilization it is noted that some NGOs receive a lot of money from a number of donors while others are not appealing to the donor community, others are able to inform the public about their financial sources and use while others do not want to do the same; this provides another important area of study. In terms of political interest, it is also noted from literature review that some NGOs get quick political support, receive a lot of official aid and support by the host governments and communities while others thrive on controversy (Edward, 1991), this also provides another important area of study. In certain areas it is also noted that the NGOs would complete among themselves in providing services and a large number of NGOs operate in specific areas, however this is not uniform, in other areas NGOs are few, what makes NGOs prefer certain locality and do not venture into some communities is another important area of study.
2.10 Summary of Literature Review

In summary literature review has greatly concentrated on four major areas of factors that greatly affect NGO state relationships and have great impacts on service delivery, these areas are identified as management conflict, competition levels, funds mobilization and use of and lastly political interests, each of these factors has minor aspects within them that greatly affects relationships between the NGO and government and impacts negatively on NGO service delivery as can be seen in the conceptual framework.

The influence of management conflicts involves looking into NGOs constituency, NGO capacity and skills needed to carry out their activities, NGO governance, NGO networking and communication infrastructure within the NGO that enable them carry out their activities. This can be measured by looking at the level of training of NGO staff their ability to embrace modern communication technology, the NGO should be composed of different and varied personnel from different ethnic grouping so as to improve their acceptability by the community, well established boards members, must be well trained individual who have the required knowledge to manage NGO activities.

The influence of competition levels on NGO service delivery involves looking into how NGO competes with other NGOs industry, the international NGOs, the development approaches being undertaken by the different NGOs, how the NGO board and council control NGO activities, how the NGO itself relate to the public and government officials. The influence of these on NGO service delivery can be measured by looking at the ethnic composition of group members, staff members, they wants to own NGO activities, duplication of work plans, staff competition among NGOs, lack of transparency which may give rise to corruption, poor relationships with other NGOs.

The influence of funds mobilization and use on NGO service delivery involved looking how funds are being used, being acquired, is it from single donor or multiple donors, local resource mobilization or from regional NGO networks. The taxation policy in place put by the County Government and subsidies offered also greatly influence NGO service delivery and this can be measured by looking whether there are incentives, there is public accountability, transparency.
When multiple donors are available, they will ensure funds are made available to complete the projects and this forms the basis of measurement of NGO activities.

The influence of political interests involve looking at the political will and official support to carryout NGO activities, whether the volunteers are available and community mobilization is taking place to support NGO activities or direct political interference as to the control of NGO activities or its management will influence its service delivery programs. In some cases collaboration may be there and goal co-ordination while the taxation policy is suitable to ensure NGO carry out their activities, service delivery here is measured by looking at level of completion of projects, distribution of project activities at one point, deregistration and termination of contracts, level of incentives being offered or ethnic composition of NGO staff and beneficiaries among others.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
Research methodology here means the process used to collect information and for the purpose of making business decisions, Wikipedia the free encyclopedia. The methodology included: publications, research interviews, surveys and other research techniques and included both present and historical information. The role and approach of nongovernmental organization in development has changed radically over the last twenty years. NGOs are now accepted as significant contributors’ to the development process by governments and official agencies. Throughout the 1990s the issue of assessing NGO impact and the need for appropriate research methodologies has become needful as their profile increases. The rise in popularity of NGOs and the increase in funding challenged through them by governments have had consequences in terms of performance and accountability, (Edwards and Hulme, 1995). In addition, NGOs have become more critically aware themselves the need to access their impacts, both for organizational learning and strategy development and in order to inform on increasingly discerning public supporter base (Edwards et al, 1995).

3.2 Research Design
In this research correlation is undertaken as research design, it refers to how investigation took place in details, it included how data was collected, the instruments that were employed, how they were used and the intended data analysis, research design is a blueprint of the study. The design of a study defines the study type (descriptive, correlation, case study, field experiments, naturalistic observation, analysis e.t.c, Wikipedia the free encyclopedia. In this study, questionnaires were sent NGO staff, government agencies, and beneficiaries of NGO activities, local politicians in Migori County which was taken as case study and correlation explanations were given in attempt to find out what may cause poor relationships between NGO and government and impacts negatively on NGO service delivery. Responses were made by the various stakeholders and analysis carried out in
order to determine the extent and what causes these poor relationships between NGO and government and the result impacts negatively on NGO service delivery. Field observations and interviews was also carried out especially to determine the level in which NGO projects have succeeded or stalled in Migori County, whether some NGOs have been deregistered, or contract terminated in Migori County and for what reasons.

3.3 Target population

The target population for this study involved the NGO staffs, Board members and council, government agencies involved in regulating NGO activities like registration and monitoring NGO activities, local politicians were also targeted by this study as their views on how to improve NGO service delivery and create good relations with the government were also necessary. According to Kanyinga, et al, 2014, the total number of Nonprofit Organizations in Kenya is not easy to determine because some like women groups, youth groups operate without even due registration of their organizations, but the total number is estimated as 361489. This includes even the church groups, youth groups, women groups etc some of which are not even registered with the government eg a few boda boda boys may come together to form youth group for the purpose of making their business run efficiently. Therefore the actual number of NGOs and other Nonprofit Organizations in Kenya is not well known; therefore a sample size is not important. A small sample will be taken to survey a larger population.

3.4 Sample size and sampling techniques

3.4.1 Sample Size

Migori County consist of numerous NGOs, CBO’s and even church organizations, a sample size is only important when working with a relatively small and known group of units. The confidence interval calculation would be used in assuming genuine random samples of relevant units. Confidence level is expressed as a percentage and represents how often the true percentage is, for example, if you use a confidence interval of 4 and 47% of your sample picks an answer you can be sure that if you had asked the question to the entire
relevant population between 43%, (47-4) and 51%, (47+4), would have picked that answer, (Creative Research Systems, 2012).

### 3.4.2 Sampling technique

According to Mugenda and Mugenda method of determining sample size, 30% of the population is taken for study. Random sampling technique was adopted while administering the questionnaires, while the above given distribution patterns were followed. In summary:

<table>
<thead>
<tr>
<th>Target population (N)</th>
<th>Sampling technique</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGO staff 300</td>
<td>30% of 300</td>
<td>90</td>
</tr>
<tr>
<td>Government staff 90</td>
<td>30% of 90</td>
<td>27</td>
</tr>
<tr>
<td>Board members 60</td>
<td>30% of 60</td>
<td>18</td>
</tr>
<tr>
<td>Local politicians 300</td>
<td>30% of 300</td>
<td>90</td>
</tr>
<tr>
<td>Beneficiaries of NGOs</td>
<td>30% of 9000</td>
<td>2700</td>
</tr>
</tbody>
</table>

**Total 9750 30% of 9750 2925**

Migori County consist of numerous NGOs, CBO’s and even church organizations, a total of 50 questionnaires were randomly sent to all the eleven administrative units in Migori County targeting the above mentioned stakeholders as shown below:

<table>
<thead>
<tr>
<th>ADMINISTRATIVE AREA</th>
<th>TARGET GROUP</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Awendo</td>
<td>NGO staffs</td>
<td>27</td>
</tr>
<tr>
<td>Karungu</td>
<td>Board members of NGO</td>
<td>27</td>
</tr>
<tr>
<td>Muhuru</td>
<td>Council members of NGO</td>
<td>27</td>
</tr>
<tr>
<td>Nyatike</td>
<td>Government Agencies &amp; admin</td>
<td>27</td>
</tr>
<tr>
<td>Rongo</td>
<td>Local community members</td>
<td>27</td>
</tr>
<tr>
<td>Suba East</td>
<td>Church groups</td>
<td>27</td>
</tr>
<tr>
<td>Suba West</td>
<td>Local politicians</td>
<td>27</td>
</tr>
<tr>
<td>Uriri</td>
<td>Schools</td>
<td>27</td>
</tr>
<tr>
<td>Kehancha</td>
<td>Colleges</td>
<td>27</td>
</tr>
<tr>
<td>Isebania</td>
<td>NGO beneficiaries</td>
<td>27</td>
</tr>
<tr>
<td>Kuria</td>
<td></td>
<td>27</td>
</tr>
</tbody>
</table>
This gives a total sample size of 2925 out of the 265 questionnaires sent to all administrative units in Migori County; they were distributed as shown above.

The selection of participants was quite random.

3.5 Data collection instruments

Refer to the devices used to collect data such as paper questionnaires or computer assisted interview. The data collection instruments for this study were mainly by sending out paper questionnaires to all the relevant stakeholders mentioned above, which were: church groups, NGO staff, boards, schools, colleges etc. this data collection instruments were realized to be cheap and easily monitored however, interviews was also conducted to obtain more data for analysis. Questionnaire was quite easy to employ and enhances confidentiality in data collection hence more reliability.

3.5.1 Pilot testing of the instruments

Once the questionnaires were prepared, pilot testing was done by taking about two hundred and sixty five questionnaires and administering them to the various stakeholders like NGO staff, Board members of NGOs, church groups, schools, colleges in Rongo town where I also happen to be staying. The main aim of pilot testing was to ensure general feasibility of data collection method and specifically to assess the validity and reliability of the research instruments. Pilot testing was important in recording and re-sequencing the questions and estimating the time required for completion of the questionnaire. It was also important in measuring the validity and reliability of the research Instruments, validity of instruments and identification of redundancies.

3.5.2 Validity of instruments

Examining validity of research instruments is a prerequisite for any empirical study, validity was promoted by formulating research questions which described the goal of the research providing conceptual descriptions of all the relevant concepts and constructs that were used in the research as they were seen theoretically and empirically in the research face validity which was promoted by ensuring clarity and objectivity in setting up the questions.
3.5.3 Reliability of instruments

In order to promote reliability of research instruments, respondents were not expected to write down their names on the questionnaires, attempts were also made to establish good rapport with the respondents explaining the reason and purpose behind the questionnaires and how the results were going to be used. The questionnaires during piloting were also filled in the presence of the researcher; this will also apply in most cases in the field as done during piloting.

3.6 Data collection procedures

As sampling that is a fundamental method of inferring information about an entire population drawn based on the administrative units in Migori county data collection procedure now simply involved administering the questionnaires to various groups as per the sample distribution given earlier. A covering letter also accompanied the questionnaires so as to give the respondents detailed instructions of completing the survey in time. The various stakeholders in this research such as NGO staff, Board members, government agencies employees etc were approached at their work places or at home especially beneficiaries of NGO activities, they were briefed on the confidentiality which enabled reliable results being obtained.

3.7 Methods of Data Analysis

Once the data is collected various statistical techniques were employed to examine the data such as arithmetic’s mean standard deviation, correlation analysis, percentile analysis and analysis of variance depending on which one was most important in testing internal consistency, construct validity, average, dispersion, determination of cut off scores, variance relationship among different variables.

While analyzing management conflicts as a cause of poor NGO service delivery, the number of response were obtained and the means of respondents giving their suggestions as to the cause of management conflicts were determined in order to obtain which factors has greatest influence on NGO service delivery.

Competition levels were analyzed from the respondents’ number giving a specific factor within competition levels that greatly influence NGO activities and impacts negatively on service
delivery, therefore the arithmetic mean of these respondents were obtained and compared to determine one with greatest mean.

Funds use and mobilization was also analyzed when the various ways in which funds are acquired and used and the level of sustainability from the respondent’s suggestions, their arithmetic mean were obtained and plotted graphically when it comes to political interests, various factors of political nature were considered from number of respondents giving their suggestions on each factor, their mean were calculated and plotted graphically to determined the greatest course of effects on relationships between NGO and government and impacts on service delivery. Service delivery itself was analyzed from the arithmetic mean of respondents giving their suggestions as to the noted ways in which services are delivered all these were plotted graphically to determine the level of impact of NGO service delivery, as to the various factors affecting relationships between NGO and government and impacts negatively on NGO service delivery.

3.8 Ethical issues

The ethical integrity is very important in any research because it is capacity process with potential to infringe on participants’ rights therefore; this study was conducted in conformity with the informed consent and concern of participant’s anonymity. The necessary permissions from NGO managements, government agencies and administrators was obtained before data collections was done, participation in the study was purely voluntary, anonymous and confidential basis and privacy was strictly guarded because of the sensitivity of the nature of the study, this was done verbally and in writing through survey questionnaire cover letter.

3.9 Operationalization of Variables

In research design, life sciences and physical sciences, operationalization is a process of defining the measurements of a phenomenon that is not directly measurable through its existence as indicated by other phenomena. It is the process of defining a fuzzy concept so as to make the theoretical concept clearly distinguishable or measurable and to understand it in terms of empirical observations. In a wider sense it refers to the process of specifying the extension of a concept, describing what is and is not a part of that concept, (Bridgman, 1927).
### Figure 1: Operationalization of variables

<table>
<thead>
<tr>
<th>Research questions</th>
<th>Type of variable</th>
<th>Indicators</th>
<th>Measurement level</th>
<th>Data collection instruments</th>
<th>Data analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>How can management conflicts affect the relationships between NGO and Government? What is the effect on service delivery?</td>
<td>Independent</td>
<td>NGO constituency, NGO Capacity and skills, NGO Governance, NGO Networking, NGO Communication</td>
<td>Ordinal, Nominal, Ratio, Interval</td>
<td>Questionnaires</td>
<td>Quantitative and Quantitative</td>
</tr>
<tr>
<td>How can the use of funds and mobilization affect NGO relationship with the government? What is the impact on service delivery?</td>
<td>Independent</td>
<td>Funds use, Reliance on single donor, Local resource mobilization, Regional NGO networks, Taxation policies, incentives and subsidies</td>
<td>Ordinal, Normal, Ratio, Interval</td>
<td>Questionnaire</td>
<td>Quantitative and Quantitative</td>
</tr>
<tr>
<td>How can political interests affect NGO relationship with government? What is the impact on</td>
<td>Independent</td>
<td>Political will, official support, community volunteers and mobilization, direct political interference, coordination and</td>
<td>Ordinal, Normal, Polio, Interval</td>
<td>Questionnaires</td>
<td>Quantitative and Quantitative</td>
</tr>
<tr>
<td>How can good service delivery be obtained from NGO relationships with government?</td>
<td>Dependent</td>
<td>Ethnicity, NGO capacity, Level of training, Transparency, Efficiency, Communication, Accountability, Sustainability, Project completion.</td>
<td>Ordinal Normal Ration Interval</td>
<td>Questionnaires and Questionnaire and Quantitative</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The questionnaires were presented to most adults males and females of almost equal numbers aged between the ages of 25 – 50 years who were able to spare their time to fill the questionnaires willingly without indicating their names. Most participants were well educated people with over 6 years of working experience involved in full time employees of NGOs and beneficiaries of NGOs in Migori County. Interestingly, slightly bigger number of NGOs including church groups, youth groups and women organizations were found to be existing in Migori County. This number was well over 70 with some not well documented nor well registered. This included the youth groups like, Boda Boda operators, who feared further expenses involved in registration process which most of them saw as cumbersome.

4.1 Management conflicts and NGO service delivery

<table>
<thead>
<tr>
<th>Item</th>
<th>frequency</th>
<th>%/percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGO Consistency</td>
<td>800</td>
<td>27.35</td>
</tr>
<tr>
<td>NGO Capacity &amp; skills</td>
<td>1500</td>
<td>34.19</td>
</tr>
<tr>
<td>NGO Covernence</td>
<td>700</td>
<td>23.93</td>
</tr>
<tr>
<td>NGO Networking</td>
<td>300</td>
<td>10.26</td>
</tr>
<tr>
<td>NGO Communication</td>
<td>175</td>
<td>4.27</td>
</tr>
</tbody>
</table>

Analysis & interpretation

From the data obtained most participants were able to identify lack of capacity and skills as main cause of poor service delivery under management conflicts, in facts this was found to be more worse among church groups youths groups did not even see the need of training in order to run their organization , providing training to the leaders in most youth group and women group were see as a waste of the organization funds and benefiting just on individual while in the church group leadership of the organization was see mainly as a gift from God and not through women ability.
The high percentage of respondents who saw NGO Consistency as a hinderance to NGO service delivery come mainly from youth groups, women groups which mainly formed as a result of groups several understanding and in case the group become safe to involve even people from different communities their conflicts were likely to arise that eventually under service delivery.

While communication was found to be good in NGOs and two was attributed to the development of mobile phones as a means of communication among participation hence the small number of participation who saw communication as a hinderance to NGO Coordination and good service delivery.

NGO networking was seen as a hinderance to good NGO service delivery but this mainly proposed by most conventional NGOs whose members and staff wanted greater exposure and interaction by the network organization in foreign countries, this was also noted among church members who not frequently visited by members from foreign network churches, but this was low just about 10% of the respondents captured during this research work.

When the question “Does management conflicts occur in your organization” 100% of the participants agreed that management conflicts do occur in their organizations and they agreed that it affects service delivery of NGOs. Management conflicts which included poor training of staff, for instance 50% of NGOs staff who participated in the research had not participated in service courses and this shows that the NGO boards and donors are more interested in offering services without much training carried out, this scenario was found to be worse in church organizations where most of church leaders were not seeing even the importance of training people who perhaps take care of orphans in the orphanage but staff were just mostly volunteers.

Though the donors and NGO boards had greater interest in employing graduates, diploma holders and even in rare cases of post graduate holders, in-service training was lacking in most cases. When training and level of service delivery by NGOs was plotted graphically as shown below, it was noted that NGOs with large number of trained staff, most beneficiaries noted that they offered good services. However this was lacking in church organizations.
where it was put forward by most participants that good service were given from spiritual fulfillment of the individuals offering them.

Another factors in management function had greater influence on NGO service delivery was coordination and according to the research it was found that when coordination was poor due to poor transport infrastructure NGO service delivery was found to be poor, costly, cumbersome and time consuming and the beneficiaries were not able to obtain services in good time. Coordination was found to be extremely poor when there was low level of training and worse in church groups, when leaders were seeing services they were offering to belong to them. These were further used to lure more members in their church organizations, yet these might not have been the interest of the donors. It was further noted that areas that were accessible had more NGO staff reaching the beneficiaries and so more people benefited from NGO activities. For instance there was a direct proportionality between level of accessibility and approval in service delivery.

Most conventional NGOs were found to consist of employees from different ethnic groups and this greatly increased their acceptability and approval by beneficiaries, however, this was not the case among church groups and worse of all were the youth groups who only formed their self help groups based on their understanding of each other and their ethnicity and therefore their activities were only aimed at benefiting themselves.

### 4.2 Competition levels and NGO Service Delivery

<table>
<thead>
<tr>
<th>Item</th>
<th>frequency</th>
<th>percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship with /NGOs</td>
<td>900</td>
<td>30.77</td>
</tr>
<tr>
<td>Development Approach</td>
<td>600</td>
<td>20.51</td>
</tr>
<tr>
<td>NGO Board and NGO council</td>
<td>700</td>
<td>23.9</td>
</tr>
<tr>
<td>NGO preference for isolation and unwillingness to dialogue</td>
<td>225</td>
<td>7.69</td>
</tr>
<tr>
<td>within the government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>jealousy of civil servant towards</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Analysis and interpretation

From the data obtained most respondents simple out relationship within. International NGOs as the main course of poor NGO service delivery. This majorly come from the church organization whose members were found in most cases had never interacted with their foreign counterparts in overseas countries. Even among conventional NGOs most respondent agreed that they were not sure of the donor and most cases the donors would only send their representatives. NGO preference for isolation and unwillingness of dialogue with the government was found to have minimum impacts on NGO service delivery since most NGOs were able to renew their contracts with the government on time, while among the church groups the government was found to be exerting minimum influence on their activities.

Development Approaches was found to be impacting negatively to NGO service delivery by about 20.51% of the respondent, it was further established that it serious impacts when the leaders were competing for resources as expected more NGO activities be carried out in areas where they had greater influence the situation was made worse especially if the leaders expected to engage in political activities as this was seen as a preparation mechanism to engage in competitive politics and outdo competitors in futures election.

The research found that most NGO services were offered based on the community needs and that most NGOs renewed their contracts with the government on time, there was well established communication networks through mobile phones, however frequent meeting were not held and this was worse when it comes to meetings with other international organizations this is because it was found difficult to travel and access them. In the church groups for instances frequent meetings were only held among local church members and not with other members of the same church from other countries or from the donor community therefore it was very difficult to ascertain whether the donors were familiar with the exact services being offered by their churches or NGO’s. it was further noted that when the level of competition for resources among church leaders, youth groups, women groups was low there was harmony and good service were rendered,
When the level of competition for resources increases there is a decrease in approval of service delivery by beneficiaries, meaning there was increased chaos and solving disputes than offering the NGO services.

Another factors noted was the secrecy with which NGO resources were handled and this was worse among the church groups where members were not aware in most cases how their collections, donations and expenditures were being handled especially when it come to financing and running orphanages, most church member were not aware of total donations, offerings and expenditures on running such orphanages. Secrecy was also noted even among conventional NGOs where beneficiaries were not able to identify themselves with exact donors, however, the donor country might be known. This only had a negative impact on accountability and so the beneficiaries could not identify whether good services corresponding to the amount of finances was being provided or not and much worse was the lack of visitation by the donors themselves which were rare especially in most churches.

### 4.3 Funds use and mobilization and its influence on NGO Service delivery

<table>
<thead>
<tr>
<th>Item</th>
<th>frequency</th>
<th>percentage%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund use</td>
<td>400</td>
<td>13.68</td>
</tr>
<tr>
<td>Reliance on single donor</td>
<td>200</td>
<td>6.8</td>
</tr>
<tr>
<td>Local resource mobilization</td>
<td>1000</td>
<td>34.19</td>
</tr>
<tr>
<td>Regional NGO networks</td>
<td>775</td>
<td>26.5</td>
</tr>
<tr>
<td>Taxation policies and subsidies</td>
<td>550</td>
<td>18.8</td>
</tr>
</tbody>
</table>

**Analysis and interpretation**

From the data it was established that in most youth groups women groups and church groups the committee members who were the entrusted leaders know how to opened their money for the organizations activity, however when corruption and emboffsetment of funds gets in 13.68% of respondents were able to single out this as a cause of poor NGO serve delivery especially among conventional NGO’s. This was made worse by the fact that most
donor’s were not frequent visitors to the sites where project activities were taking place but only relied on their representatives. Most respondents about 34.19% wanted more improvement on local resource mobilization to support most NGO’s, schools, colleges, churches as they expected more donations inform of harambees to support their activities.

Taxation policies were formed to be quite favourable and only 18.8% of respondents were not comfortable with it in forms of hindering NGO activities, they in fact expected zero rating on sports made by churches, conventional NGOs’. Regional NGO networks was found to be wanting as 26.5% of respondents wanted conventional NGOs to network and support each other in terms of funds donations while in the church groups they wanted individual churches to support one another which was very rate in most cases.

When the question “Does your NGO post their financial expenditure to the press? The answer was absolutely no to all church organizations, youth groups and women groups. However for conventional NGOS, had their financial expenditures made to the public, though in most churches, youth groups, women groups, there were committee members who were budgeting voluntarily on financial expenditures which were only made known to the members, while most donors of conventional NGOs were found to be foreign to this country, their name were not known to the public and rarely do they pay visits to the local committees where their projects were being carried out, but in most cases, their representatives were the ones on the ground, however the converse was noted in looking at church organizations, youth groups, women groups, their source of funds was from members themselves with the aim of benefiting their members only, while the church groups had mother churches, which were from foreign countries, most donations and offering came from the local members, these funds were mostly used to support the orphans and run church activities including token given to church leaders, however most local church members were not keen in following how the funds are being spent, nor the budget nor financial expenditure were made public. In cases where the donors were from foreign countries, mostly multiple donors were involved and when they withdraw before project completion in most cases the project were abandoned because the local coordinators were seen to be the owners of the projects so until they realize new sources.
of funds is when such projects would be completed. A direct proportion was found to exist between efficient funds use and approval of NGOs by the beneficiaries.

Meaning people were able to get service when fund were used well while in the case of church organization this had the impact of drawing more members to such churches, which goes in ensuring unity among church members. When corruptions and lack of accountability was rampant in the NGOs management, approval rating goes down and this provided indirect proportionality on NGO approval by beneficiaries.

Meaning that when corruption and lack of accountability increased services delivery was poor and the beneficiaries’ approval of the NGO was poor, in case of church organization, youth groups, women groups it had the impact of creating divisions and members withdrawing.

### 4.4 Political Interests and NGO service delivery

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<td>Political will / official</td>
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<td>Support</td>
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<tr>
<td>Volunteer and community</td>
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<td>25.64</td>
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<td>Mobilization</td>
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<td>Direct political interference</td>
<td>395</td>
<td>13.5</td>
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<tr>
<td>Collaboration and</td>
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<td></td>
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<tr>
<td>Co-ordination</td>
<td>380</td>
<td>12.99</td>
</tr>
<tr>
<td>The legal framework</td>
<td>250</td>
<td>8.55</td>
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<td>Regulations NGOs</td>
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<tr>
<td>Clan conflicts and</td>
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<td>17.09</td>
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<td>Disagreements</td>
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</table>

Analysis and interpretation of data
From the data it was realized that 22.22% of respondents noted lack of official support as responsible for poor NGO service delivery, in facts they wanted more official support and more funds like CDF funds to be channeled to them which was not the case and they noted that if this can be improved then their activities will improve the members welfare abundantly.

Most respondents wanted more volunteers and community mobilization, especially 25.64% of respondents wanted more volunteering especially in the church organization where they wanted to reach more members of the community to support their activities, even youth groups, women groups wanted more members of their communities to join them and support their activities, clan conflicts and disagreements were seen to be hindering NGO activities in areas where there were rampant cattle rusting and thuggery because the NGO staff in conventional NGOs were forced to stay far from the project activities and this was seen as a hindrance to good services delivery. Direct political interference collaboration and co-ordination, the legal framework regulatory NGO activities has national interference, in terms of hindering NGO activities as politicians village elders wanted more activities in their areas of influence, in facts they wanted to be associated with any activity that would ensure the community that would ensure the communities well being.

When the question “do the local politicians give your NGO the good will to work in your area? The answer was absolutely yes and the reasons was that most politicians would want to associate themselves with NGO activities and would even want to be seen as the masterminds of any given project as a campaign tool to propel them to higher offices therefore local politicians wanted most NGO activities be concert rated in areas where they would reap large number of votes, they wanted to be included in the management and be seen as brain child of every project in their areas. Most church organizations were found to have no legal framework outlining how they would carry out their activities other than registration and avoiding too much noise in residential areas, otherwise politicians were found not to involved themselves in church activities except that they would come in during the financial needs in form of organizing Harambees to donate funds for church activities eg. Construction of a new church building.
Political participation in NGO activities was found to have direct proportion with volunteer and community mobilization.

Politicians were found to be good mobilizers to community members to support certain NGO activities especially if it is to benefit their supporters, and if it comes to raising funds, politicians were good mobilizers to raise fund for NGO activities including churches, youth groups and women groups. Politicians were also found to play instrumental roles in NGO activities and this is also in line with Batley et al, 2009 findings that in fragile and conflict affected setting, capacity deficits are acute for non-state providers, therefore organizations, youth groups, women groups and even NGOs that were able to involve politicians in their activities were able to reap and obtain more resources for example the research found that many boda boda sheds were constructed to youth groups. Operating boda boda business these were donations from politicians or the CDF funds while church groups and women groups were able to conduct harambees with the good will of politicians who were seen as organizers, the funds would be used in propelling the group’s activities. However the study found that most youth groups, women groups, NGOs did not engage civil servants in their activities, Board meeting nor did they reserve certain positions for them as they were seen to be interfering with the NGOs activities and this ascertains Heyman et al 2013, finding that NGO’s would be denied registration if they are assured to be used unlawfully or purposes prejudicial to public peace welfare or good order or if the name of charity is contrary to public morality.
CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 SUMMARY OF FINDINGS

In summary therefore NGO service delivery was found to be greatly influenced by the four major factors which include management conflicts, competition levels, funds use and mobilization and lastly political interests.

When management conflicts were high, there were decreased service delivery by NGOs. This indicates an indirect proportionality as conflicts increases in management there is reduction in NGO service delivery approval by the beneficiaries.

The study realized that most of time is spent in solving conflicts, disputes instead of coordinating NGO activities and offering services.

Competition levels were also found to have an indirect proportionality to NGO service delivery when competitions were high service delivery was. This means the organization was greatly involved in solving disputes, conflict among its members and even external community than offering services to the community. In this case NGO’s faced deregistration, termination and dissolution when competition levels increase. Leaders were found to be competing for resources and if this takes place in the church groups, youth groups, women groups, it had the potential of dividing the groups while in NGOs, it creates development of briefcase NGO’s and this is not healthy to the state or county government.

Funds use and mobilization had great influence on NGO service delivery. When it was efficient service delivery by NGO was good, actually this gave a direct proportionality. This means that there was little corruption, misappropriations of funds and the NGO activities were conducted in harmony and such NGO’s were greatly approved by beneficiaries, while in the church groups, youth groups and women groups it had the impact of bringing more members to join the organization.
Political interests had the influence of promoting NGO activities especially if the politician had expected to gain in terms of votes from NGO activities and therefore including local politicians in community mobilization would result into better service delivery. Politicians were quite instrumental in funds mobilization through Harambees, community mobilization and voluntarism which greatly propel NGO activities and service delivery.

In summary therefore all the four factors studied that is management conflicts, competition levels, funds use and mobilization, and political interest had either the impact of hindering NGO service delivery as can be seen with management conflicts and competition levels, had the impact of hindering NGO activities or promoting NGO service delivery as can be seen through efficient funds use and mobilization and good political participation.
5.2 RECOMMENDATION

This study therefore recommends further study be carried out on the following areas

1. Why political participation in NGO activities in some area’s results into clan conflicts, disagreements and termination of NGO activities?

2. What would be the impact of termination of NGO activities on the economy of certain areas?

3. Why do some NGOs receive hostility in certain areas resulting into termination of their service?
5.3 CONTRIBUTION TO THE GENERAL BODY OF KNOWLEDGE

The research will promote necessary understanding of the requirements for registering NGOs in the country, their monitoring and accountability relationships. It will also create interests for further studies in NGO service delivery and Government relationships.
5.4 CONCLUSION

In conclusion therefore all the four factors considered in the study were found to influence NGO service delivery as management conflicts, competition levels, funds use and mobilization and political interests.
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APPENDICES

APPENDIX 1

LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

JOHN OTIENO OBIERO

P.O BOX 4

RONGO

Dear Sir/Madam

RE: FACTORS INFLUENCING NGO SERVICE DELIVERY, MIGORI COUNTY AS A CASE STUDY

I wish to bring to your attention the fact that I am undertaking a Master of Arts degree in Project planning and management at the University of Nairobi. As part of my course work, I undertake a research on the above topic. You have been selected as one of the respondents to assist me in collecting data and information regarding the above topic. I kindly request you to spare your ample time and provide me with answers from the attached questionnaire. The information so obtained will be used for academic purpose only and will be treated with utmost confidentiality and will not be shared with anyone whatsoever. Do not write your name anywhere on the questionnaire while providing your best answers.

Thanks for your co-operation

Yours faithfully

John Otieno Obiero
APPENDIX II

QUESTIONNAIRES FOR RESPONDENTS

This questionnaire is designed to help, explore some of the issues associated with the factors affecting the relationships between NGO and Government on service delivery, a case study of Migori County. Your cooperative in completing this questionnaire would be greatly appreciated. Responses would be anonymous and no comments will be attributed to individuals. Please note that your participation in this study is voluntary.

SECTION ONE: GENERAL INFORMATION

1. Gender
   - Male (   )
   - Female (   )

2. Age ............................................................

3. What is your highest level of education?
   - A. Post graduate (   )
   - B. Graduate (   )
   - C. Diploma (   )
   - D. Certificate (   )

4. Write number of NGOs operating in your area/you are familiar with in your area

5. What number of years is your experiences / operation with NGO
   - A. Less than 1 year
   - B. 1 – 5 years
   - C. 6 – 10 years
   - D. More than 10 years

6. What is the current type of practice / operation?
   - A. Full time employee of NGO
   - B. Part time employee of NGO
   - C. Monitoring NGOs
   - D. Beneficiary of NGOs
SECTION TWO MANAGEMENT CONFLICTS

7. Does management conflict occur in your organization?
   Yes (   )    No. (   ) Reason

8. Do you agree management conflicts affects relationships between NGO and Government?
   A. Yes I fully agree (   )
   B. No I don't agree (   )
   C. No sure (   )

9. If you agree how does it cause it in your opinion?

10. Is your management staff from one community?
    Yes (   )    No (   ) Reason

11. What is the level of education of Management Boards of your NGO? Indicate by numbers
    A. Number of post graduate
    B. Number of graduate
    C. Number of diploma
    D. Number of certificate

12. Is the relationship among different ethics groups good in your NGO?
    Yes (   )    No (   ) Reason

I. SECTION THREE COMPETITION LEVELS

13. How frequent does your organization renews its contract with the government?
    A. Most frequent (   )
    B. Very frequent (   )
    C. Not at all (   )

14. Does your NGO have communication infrastructure like telecommunication, internet access?
    Yes (   )    No (   ) Reason

15. How frequent does your NGO hold meetings with other NGOs

70
16. Does your NGO hold meetings with international NGOs?

- Yes (   )
- No (   )
- Reason

17. How frequent does your NGO report to NGO boards and councils?

- Most frequent (   )
- Very frequent (   )
- Not at all (   )

18. Which development approaches are adopted by your organization?

- A. Based on community needs (   )
- B. Based on donor expectation (   )
- C. Based on government expectations (   )

SECTION FOUR FUND USE AND MOBILISATION

19. Does your NGO post their financial expenditure to the press?

- Yes (   )
- No (   )
- Reason

20. Are the donors in your NGO foreign to this country?

- Yes (   )
- No (   )
- Reason

21. If the donors are foreign to this country, how frequent are their names published to the press?

- A. Most frequent (   )
- B. Very frequent (   )
- C. Not at all (   )

22. Do you rely on single donor or many donors in your NGO?

- A. Single donor (   )
- B. Many donors (   )
- C. Local members contribution (   )

23. What normally happens when the donor fails to contribute money?

- A. Project is abandoned (   )
- B. Local funds contribution (   )
- C. Government donates funds (   )
D. Borrowing from other financial sources (   )

24. Are your funds taxed?
   Yes (   )  No (   ) Reason

25. Does the government give your NGO additional funds?
   Yes (   )  No (   ) Reason

26. Do the local communities volunteer in terms of free labour when funds are not there?
   Yes (   )  No (   ) Reason

SECTION FIVE POLITICAL INTEREST

27. Do the local politicians give your NGO the good will to work in the area?
   Yes (   )  No (   ) Reason

28. Do local politicians interfere with your NGO activities?
   Yes (   )  No (   ) Reason

29. If local politicians interfere with your NGO activities then in what ways?
   A. Want to be included in management (   )
   B. Want to share funds (   )
   C. Want NGO activities be concentrated in the respective clans (   )
   D. Want their kin to be employed (   )

30. Is there any legal framework outlining how your NGO is to carry out its activities, conditions to be met before they are allowed to operate?
   Yes (   )  No (   ) Reason

31. How frequent does your NGO hold meetings with other NGOs
   A. Most frequent (   )
   B. Very frequent (   )
   C. Not at all (   )

32. Do your engage civil servants in your project activities
   Yes (   )  No (   ) Reason

33. Do you invite Civil Servants in your NGO Board meetings?
   Yes (   )  No (   ) Reason

34. Do your reserve certain position for civil servants in your NGO activities
35. If you involve Civil Servants in your NGO activities then in what ways?
   A. As members of Board ( )
   B. As community mobilizes ( )
   C. As co-ordinates of projects ( )
   D. As opinion leaders ( )

SECTION SIX SERVICE DELIVERY
36. Are you satisfied that your NGO provide good services?
   Yes ( ) No ( ) Reason
37. Do your NGO complete its projects in time?
   Yes ( ) No ( ) Reason
38. What challenges does your NGO meet when delivering services?

39. How frequent does your NGO receive recognition from the government for its good services
   A. Most frequent ( )
   B. Very frequent ( )
   C. Not at all ( )
40. Do you award your staff for the good work?
   Yes ( ) No ( ) In what ways
41. Does your organization shift from one project to another before completion?
   Yes ( ) No ( ) Reason
42. What improvement do you suggest can be done to your NGO?
## APPENDIX III

### TIME FRAME

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<th>TASK</th>
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<td>Writing proposal and defense</td>
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<tr>
<td>Data collection</td>
<td></td>
</tr>
<tr>
<td>Data analysis</td>
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<tr>
<td>Project writing and defense</td>
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## APPENDIX IV

### RESEARCH BUDGET

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