CORPORATE GOVERNANCE AND FINANCIAL SUSTAINABILITY OF NON-GOVERNMENTAL ORGANISATIONS IN KENYA

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DECLARATION

I do hereby declare that this is my original work and has not been handed over to any institution of higher learning for examination.

Signed .... Date ...10th November 2021......................

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This research project has been submitted with my approval as the university supervisor.

Signed .... Date 10 NOV 2021..

PROF. CYRUS IRAYA

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DEDICATION

I dedicate this project to my late mother, Zipporah Ncekei, for being my biggest cheerleader. This is in honor of your memory and your 5^{th} Anniversary. Continue resting in peace mum.

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LIST OF ABBREVIATIONS

CEO: Chief Executive officer

CMA Capital Market Authority

NGO: Non-Governmental Organization

OECD: Organization for Economic Co-operation and Development

KNBS: Kenya National Bureau of Statistics

MFI: Micro Finance Institutions

VIF: Variance Inflation Factor

ABSTRACT

Financial sustainability is crucial for the stability of the NGOs in Kenya. The ability of NGOs to be financially resilient and stable is anchored by corporate governance. The NGOs depends on donation for financial sustainability. The NGOs have been vital in the provision of education, health, and other basic amenities. Financial sustainability ensures the going concern of the NGOs. The donors are motivated if some existing policies and structures ensure business continuity. The data was sourced through the secondary method. The historical data was readily available. It was readily available for decision-making. The conceptual, contextual, and methodological gap resulting from the previous studies. The research looks at the four variables that expounded financial sustainability. The research studied 50 NGOs. The data was analyzed using SPSS and putting in place descriptive and inferential statistics. The study finding postulated a positive and significant level of association between the board size, board composition, CEO duality, and board diversity. The findings showed positive and strong association as per the findings. Regression and ANOVA were done to demonstrate the coefficient of determination and significance level. The variables were explained by R of 62.4%, R square 39.0%, R adjusted 33.6%, and the standard deviation of 0.3656. The study indicated that the other variable that was not studied in this research was 61.0%. Board size, Board Composition, CEO Duality, and Board diversity represented 39%. The findings postulated that board size, board composition, CEO Duality, and board diversity had a strong and significant level of association with financial sustainability. The constant value was illustrated by 3.830, while board size, board composition, CEO Duality and board diversity adjusted accordingly by 0.787, 0.082, 0.325, 0.768 respectively. A one-unit increase in each of the variables such as board size led to incremental in financial sustainability by 0.787% while an increase in one unit of board composition led to an increase of financial sustainability by 0.082. On the other hand, an increase in the one unit of CEO Duality led to a positive and significant change in the financial performance by 0.325, and finally, an increase in one unit of board diversity led to an increase in the 0.768 units of financial sustainability.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The ultramodern corporate governance has undergone prospective reforms to realize financial sustainability. The mounting and momentum elevation of corporate governance has been spearheaded by the fast-paced and dynamic globalization. The pressure to meet set standards within the stipulated timeline has profiled corporate governance as a unique strategy for financial sustainability. Financial sustainability is a supreme yardstick indicating the excellent performance of corporate governance. The culmination of year-long brinkmanship, deception, fraud, and subterfuge has led to instrumental demands towards having well functional corporate governance. It is a driving force for the company and its prudential usage of resources. Gitonga and Miano (2020) postulated that sound corporate governance is a practical measure for equity, accountability, economic and prudential management of shareholders' resources. The failures of the economic giants in the world such as Tyco, WorldCom, and Enron companies were a wake-up call towards systemized and operational corporate governance. The presence of well-operative corporate governance can provide financial sustainability in the unforeseeable future (World Bank, 2020). The driving engine towards sustainable and competence-based financial standards is corporate governance (Watson, 2012) postulated that the quality of corporate governance results in success.

The fundamental theories that underpin this study include stewardship theory, stakeholder theory, and agency theory. Stewardship theory states that stewards are propelled by the excellent performance of the organization. It creates a powerful and maximum autonomy due to trust bestowed on the corporate governance.

Stakeholders' theory highlights the bedrock of the organization through prudent accountability and transparency. It is a robust foundation towards equity and the principle of diligence. Agency theory analyses the key fundamental duty and responsibility of corporate governance in achieving financial sustainability.

NGOs have been very important in discharging basic goods and services. NGOs have been crucial in promoting corporate governance and financial sustainability. Corporate governance substitutes investors and shareholders, and through their commitment to discharge organizational objectives, it is expected of them to provide an integrated and comprehensive decision. The research is an eye-opener to academicians, scholars, and researchers. The business yielding must benefit shareholders. However, the failures of giant companies and unpredictable returns to investors have ignited the demand that this research would like to solve. The proceeds from organizational success have either been underutilized or misused by the corporate governance. Gitonga and Miano (2020) illustrated that corporate governance must always promote a holistic development record with cardinal consideration of shareholders' demands and interests. The preceding researches dwell so much on corporate governance and financial performance. Due to the knowledge gap on sustainable financial performance and corporate governance, this study will fill. It will provide a unique foundation of knowledge that is uppermost.

1.1.1 Corporate Governance

Corporate governance is a powerhouse providing fundamental ingredients towards effective administration. According to Habib (2016), corporate governance is a system that blueprints the direction that the company should undertake. Erkens (2012) stated that corporate governance is the engine that ensures strategies are realized within the stipulated time.

Sound corporate governance should transform the whole organization to realize immeasurable economic returns. Omware and Jagongo (2020) stipulated that corporate governance practices provide a clear roadmap towards appropriate performance. The execution of corporate functions is an objective process while initiating the best practices, norms, and culture of the organization. The functional corporate governance can avert risk, initiate preventive, corrective measures, and action plans.

The implementation of the company constitution to the letter is also possible if the whole management leads by example by building capacity that advocates for timely results, receiving reports, controls, and monitoring (Watson, 2012). The key fundamental roles of corporate governance include injecting competence and integrity to the Non-Governmental Organization. It sets the strategic wheel rolling while promoting entrepreneurial management. It fosters exceptional services as well as streamlining rules, processes, and systematic procedures that are logical for the longevity of Non- Governmental organizations. Despite the supreme role played by corporate governance, there are many challenges experienced in prudent management and operations hence there is a priority need to undertake this research.

The long-term investment and sound financial health can only be achieved through accountability, strong reengineering pillars, reinforcing professional etiquettes, and a trustworthy market force. The bloodstream of the Non-Governmental Organization is bolstering investors' confidence. Nevertheless, the alarming rate of collapsing economic giants has sent shivers across the whole global marketplace. Rock (2009) emphasized accountability and corporate governance. Sekara (2009) advocated for economic, efficient, and effective usage of resources while (Swamson, 2009) encouraged socio-economic prudential management to realize prosperous and productive returns.

Most researchers have questionnaires as a parameter to gauge corporate governance through the Likert scale.

The various researches done have not covered the financial sustainability of NGOs, instead, they have focused on the financial performance of private, public, and SMEs. The corporate governance of the organization is the independent variable and is determined by the board size, board composition, CEO duality, and board diversity.

1.1.2 Financial Sustainability

Financial sustainability portrays the ability of a firm to safeguard its financial health in longevity (Watson, 2012). Omware and Jagongo (2016) poised that financial sustainability is an engine that drives the organization forward. Kamonjo (2014) indicated that for the firm to stay for the unforeseeable future it must be able to withstand the myriad challenges. Okoye et al. (2017) postulated that self-sufficiency and the strong monetary pillar that reinforces the foundation of the firm are paramount. Financial sustainability signals the stability of the NGOs. It promotes the development and efficient management of resources. In a nutshell, financial sustainability enhances cost efficiency, risk mitigation, employee development, and retention. The ability of NGOs to withstand challenges, resilience in times of recession and economic collapse is a great sign of financial sustainability.

The key bedrock is the strong internal systems, risk mitigation measures, and adequate responsiveness which is possible through corporate governance. It is, therefore, cardinal to have long-term financial sustainability plans that put the company ahead of others while at the same provide an elaborate future.

Financial sustainability is therefore the immense ability of the firm to remain financially unshaken even in the world's financial crisis. The continuous improvement of the firms' management systems has advocated for strong governance pillars. The basic role of corporate governance is depicted through financial health that is long-lasting for the unforeseeable future. The role played by financial sustainability is great and there is a need to analyze this area in the case of NGOs.

The application of the appropriate corporate governance, leadership, tactical and strategic methods can drive the organization to a productive future. Watson (2012) elucidated the need to create value for the owners. It is a futuristic term that demands for best performance in all the seasons. The company should be able to hibernate and resist the hard-economic condition. In a nutshell, weak corporate governance is a recipe for financial unsustainability, Qureshi and Muhammad et al. (2020). The empirical review stipulated a well-analyzed financial performance with exception of financial sustainability of NGOs. This provides an avenue and guarantees for this study. The financial sustainability will utilize the secondary data that provides the NGOs sustainability index recorded under NGOs Annual Reports.

1.1.3 Corporate Governance and Financial Sustainability

Corporate governance promotes holistic management through integrity, accountability, transparency, strategic and tactical blueprints. Financial sustainability entails the ability to stand tall despite economic-financial distress. Shleifer and Vishny (1997) postulated that sound corporate governance is a bridge towards independent decision-making and profitable organization. Corporate governance is a pillar that ensures financial sustainability is a longevity plan. Corporate governance and financial sustainability are intertwined.

The study of financial crisis listed ineffective and inefficient corporate governance as the cause (OECD, 2015). The research suggested more holistic control methods that can evade and mitigate risk. The futuristic concern has always been the feasibility of the company in the long run. Corporate governance has introduced strategic and tactical plans to create a roadmap and a compass directing the firms towards economic productivity. Alakeci and Al-khatib (2006) put forward a significant correlation linking corporate governance and financial sustainability. NGOs need well-operative guiding principles that stabilize daily management. Corporate governance boosts the marketplace's transparent transactions and management. The well-developed framework innovated by corporate governance is a yardstick towards a well-organized NGO system.

The myriad problem facing the NGOs exerts pressure that may lead to failure to achieve the primary objective. The survival of the NGOs is only possible if transparency, trust, and accountability become their cornerstone. The financial well-being of the organizations is based on accurate records that are reliable for decision-making. Wrong mathematical and financial figures are not safe for the organization's sustainability. The timely and daily financial surveillance is a challenge when inaccurate and inconsistent figures are in place. It is prudent for top managers and the board of directors to come up with strong forensic auditing and accountability departments to continuously initiate fraud preventive measures. The balance-check measure should smoothen the operation and corporate governance conducts. Gitonga and Miano (2020) reasoned that financial sustainability is a mirror reflecting corporate governance.

1.1.4 Non-Governmental Organizations (NGOs)

Non-Governmental Organizations are charitable institutions. The sources of financial resources are from well-wishers. NGOs are non-profit making private entities. The fundamental objectives of NGOs lie squarely on social welfare (Odhiambo, 2019). NGOs are a major sector that needs more attention especially on the provision of basic amenities and safeguarding human rights. The NGO sector has built significant transformation and growth through resource mobilization in form of charities, grants, donors, and scholarships.

The ability of NGOs to stand in the financial sector bedevil with mass financial trajectories depends on structures, systems, and bold goals set up the corporate governance. NGOs have unlocked the growth avenues and created values to agricultural productivity, education scholarship, industrial development, healthy lifestyle, continuous supply of basic social amenities (Laws of Kenya, 2012). NGOs' financial status is unpredictable at the initial stages. It depends solely on the well-wishers, foreign funding, and local donation. The route to establishing sustainable financial status is complicated with numerous drawbacks (Agere, 2014). Resource mobilization through proposals, marketing, and selling ideas is a predominant factor (Odhiambo, 2019).

Numerous NGOs do not go beyond three years due to deranged financial sectors. David (2011) indicated that the basic element that attracts donors is stipulated in the vision and bold objective. The well-designed and tailored goals unlock the unified capital management. It ensures positive sustainable values. Corporate governance guarantees sound management of NGOs ' resources through well-designed planning, prudent structures, futuristic policies, proper guidelines, and high standards of professionalism.

Corporate governance invents collective responsibility and a charter of expectation for the Non-Governmental Organizations. NGOs should always be innovative in their response to manmade problems and natural catastrophes. The aspiration of NGOs is transformations and improvement of humanitarian life. The financial sustainability cornerstones should be financial capital optimizations. It should be reinforced by well-built corporate governance as a powerhouse, committed to sustainable and crucial strategic development.

The survival of NGOs in Kenya is complicated with financial challenges and skyrocketing prices. Inflation and fluctuation of prices create a sign of uncertainty. The worldwide recession especially due to the Covid-19 pandemic has shaken NGOs. However, some NGOs have reaped big through donations, charities, and grants during the pandemic. Their financial sustainability should be well implemented and orchestrated through transparency (World Bank, 2020).

1.2 Research Problem

Corporate governance has played an integral role in stipulating the strategies of the organizations. The strategies include financial sustainability which is the driving force of NGOs. Corporate governance and financial sustainability are intertwined in their longevity interdependence. Oyale and Adewale (2014) stipulated that corporate governance has created a significant effect on financial sustainability. The study optimized board diversity and board independence as the predictor variables. The findings showed that board diversity has a positive correlation with financial sustainability while large independent boards result in a reduction in financial sustainability. The widely applauded statement that quality corporate governance increases financial sustainability (Natenzi, 2017) contradicts (Hutchinson's, 2002) postulations that efficient corporate governance has a negative correlation.

It contradicts other findings stating the absence of correlation between financial sustainability and corporate governance (Young, 2003). However, the challenges resulting from inconclusive studies, have been placed on restricted data, limited accounting criteria, and inadequate data on corporate governance. Financial sustainability revolves around the capacity to maintain and stabilize a firm's capacity, financial feasibility, and impended sustainability.

NGOs with great structures and imperative highest standards of professionalism can withstand rampant disasters. The detailed plans enable the firm to comply with laws, drivers to develop and consolidate financial supports. The crucial NGOs' well-being is continuous improvement and innovations. NGOs have brought major investors to Kenya and have been paramount in job creation, sorting health and social amenities. It has been a major milestone in education and severe pandemics. Corporate governance and financial sustainability promote the going concern of the company. They are intertwined hence there is a need for research on this area.

According to Odhiambo (2020) in his research on challenges faced by NGOs in resources mobilization stipulated that too much dependency on external donors and lack of transparency can sink the firm. Proper accountability through monitoring, implementation, and providing a timely financial report on risk, work-in-progress, and accomplished tasks raise donors' confidence. Batti (2014) highlighted that NGOs depend on global and international funding while at the same time competing with well-resourced firms. The financial sustainability is still very low hence there is a need for strategic plans that act as a yardstick for the NGOs. This explains the mass failure of NGOs. NGOs should have a master plan that is consistent with laws and regulations.

The NGOs are critical for societal development, improvement of the standard of living, promotion of renewable energies, regional and international cooperation among others. Furthermore, NGOs promote education and assist the vulnerable in society.

Odhiambo (2020) studied the challenges faced by NGOs in resource mobilization. The mass problems were associated with taxes, incompetent leadership, lack of integrity, poor records, and political disturbance (Dennis, 2018). The findings reinforced the same research done in Uganda (Barr et al. 2015) which came up with basic sources of NGO funding. Mwangi (2018) posited that the bureaucratic funding process and unfriendly policies are major challenges to financial sustainability. The catalyst that speeds up financial stability is a holistic and independent board. The capability and innovative measures are fundamental towards financial stability. NGOs play an integral role in financial sustainability. The studies analyzing NGOs are increasing, however, globally, and locally minimal research has focused on corporate governance and financial sustainability of NGOs hence the research is determined to fill the knowledge gap. This research seeks to fill the gap on: How does Corporate Governance affect the financial sustainability of NGOs in Kenya?

1.3 Research Objective

The research sought to study the corporate governance and financial sustainability of NGOs in Kenya.

1.4 Value of the Study

The research will provide knowledge to NGOs in Kenya and globally on the prudential management of resources.

It will provide more insight information on the basic requirement that donors demand from NGOs. It unlocks the foundation of knowledge and charter-wide understanding. This research will be useful in decision making, accountability, and setting an independent board of directors.

The government, policymakers, senate, parliament, members of county assemblies will use this research in the formulation of policies, rules, and laws. It provides a benchmark for friendly rules that enhance the growth of NGOs. Furthermore, the research creates awareness of the various activities that have developed because of NGOs. This research is useful for gender consideration and board compositions. It promotes high standards in policymaking.

The academicians and scholars will have practical in-depth knowledge. The comparison made globally, regionally, and locally offers more knowledge on the operation of NGOs under different political states and socioeconomic in different countries. This knowledge will be useful in innovation and creativity towards productive NGOs. Scholars and academicians will get well-elaborated knowledge for their references.

The research highlights the challenges and problems solved by the NGOs; therefore, it is very important to the community. The community will know the important roles played by the NGOs in health, education, environment, and wildlife conservation. It highlights the strategic and tactical motivation towards financial sustainability. The community will benefit through cooperation and networking. It generates debate on corporate governance as a major powerhouse for financial sustainability.

The research provides economic vitality. It provides a benchmark for the economic importance of NGOs.

It promotes professional principles such as integrity, accountability, due diligence, transparency, and confidentiality. The donors will utilize this information in demanding proper records, prudential and economic expenditures. The study promotes the utilization and economic use of resources.

Lastly, this research will be beneficial to donors and NGOs in aligning their proposals, corporate governance, and budget plans in line with the required donors' standards. In a nutshell, this research will source knowledge and special information to donors. It stands to enhance productivity and elimination wastage. The study combines the component of corporate governance to enhance the interlinkage and standards for positive financial sustainability.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter part highlights the literature review, theoretical framework, empirical study, conceptual framework, and summarized study. This part elucidated the theories and provides their applicability and their criticisms. The chapter builds up knowledge through empirical reviews, synthesizing the findings and recapitulating research gaps. Finally, it illuminates the fast-changing knowledge and technological advancement regarding corporate governance and financial sustainability.

2.2 Theoretical Framework

The basic theories underpinning this research were stewardship theory which stipulates how the stewards should propel the company towards excellent performance. The second theory was stakeholder theory, which states accountability and openness as the driving force of the organization. Agency theory determined the critical key roles and responsibilities of corporate governance in realizing financial sustainability. The agent-principal theory demonstrates how shareholders, employees the management and expect them to act on their behalf and not self-interest

2.2.1 Agency Theory

The theory of agency theory was put forward by Jensen and Meckling (1976) who postulated the existing and binding relationship between the shareholders and managers. The management is entrusted by the shareholders to pursue the company's objective Cherotich (2019).

The managers may misuse their powers and authority to pursue their interests creating a conflict of interest. The errors and commission by the managers can be absorbed as the expenditure of the organization. This is a great challenge to the company since the negligence of management can end up being the cost of the organization. The managers have authority and power over the firm's resources and should always be advancing the shareholder's interest.

Stephen and Mitnick (1996) stated that the principal-agent theory is a two-party engagement where the agent is mandated to always promote the principal’s interest. Cherotich (2019) the asymmetric information motivates corporate governance to pursue their interest. Detection of self-interest is hard hence corporate governance might be reaping from the shareholders' wealth without their knowledge (principal). Adams and Ferreira (2009) agency costs and moral hazards are rampant in the companies. The execution of mandates on behalf of another person can cause a conflict of interest. The decision made by managers to pursue their own short-term and egocentric mission is costly and unethical to the firm.

The managers can extract firms' resources as a personal gain instead of pursuing long-term and profitable investments. The agency cost is addressed through systematic forensic accounting, fraud auditing, monitoring, control, evaluation, and internal control mechanisms. However, the managers and corporate governance have engaged in their egocentric pursuit and failed to deliver the mandated duties of maximizing shareholders' wealth. The corporate governance of NGOs must maximize shareholders' wealth and safeguard resources. Nevertheless, agency theory is expensive and ineffective sometimes. The advocacy for agency costs through internal controls, internal auditing, mitigation measures, and monitoring mechanism is not economical.

The control measures can create a bureaucratic channel that can delay organization objectives. The agency cost may obstruct the realization of shareholders' wealth.

The theory is paramount and relevant in solving agency problems. The theory guides the corporate governance and shareholders on the most harmonious ways of resolving their interests. The pursuit of shareholders' wealth maximization through prudency, effectiveness, and efficiency turns the wheel of NGOs' prosperity. It highlights the problems and predicaments that are major source problems in the agent-principal engagement. Agency theory provides a roadmap towards holistic and prospective firms' operations.

2.2.2 Stewardship Theory

Stewardship theory was formulated by Donaldson and Davis (1991). The steward is a party that safeguards and maximizes shareholders' wealth through continuous improvement of performance. The theory emphasizes the mandate and jurisdiction of the corporate governance being the stewards of the firms. Corporate governance must always maximize their operation and generation of wealth, while doing so, steward's utility function will be maximized. The steward's contrary to the agency can integrate their goals to be compatible with the organizational objectives.

Contrary to the agency theory, stewardship assumes that corporate governance is a responsibility unit and cannot misuse organizational resources in absentia of auditing, monitoring, and control mechanisms. The theory asserts the importance of compensation, rewarding, the commission instead of agency cost (Jaskiewicz and Klein, 2007). Nevertheless, stewardship theory fails to separate personal interest and organizational interest.

The failure to realize the fundamental importance of internal control systems, reorganize and restructure the company may lead to future problems. The harmonization of personal and organizational interests may create an avenue for fraud. The managers and corporate governance can be motivated to pursue personal interests while using organizational resources.

The theory emphasizes that the motivation and satisfaction of stewards are tied to organizational achievements. The theory values the predominance of structures that reinforces the stewards and optimum autonomy built on trust hence reducing monitoring cost. The steward and organizational goals must be harmonized to fit the maximization of shareholders' wealth. The theory stipulates the aligning of fundamental goals of the stewards and the NGOs while maximizing the shareholder's wealth and steward's utility functions. This will promote NGOs' financial sustainability and operational efficiency.

2.2.3 Stakeholders Theory

The theory was embedded and developed by Freeman (1970). The theory advocates for accountability, transparency, openness, due diligence, and responsible conduct to the whole spectrum of stakeholders. The stakeholder refers to any party or person who can affect or get affected by the accomplishment of the firms' goals. The stakeholders include management, corporate governance, suppliers, employees, government, communities, trade associations, donors, shareholders, and political social groups among others. The theory asserted that a firm is a system that can achieve its objectives through collaboration and cooperation. The interrelation between the stakeholders creates a powerhouse that is special in the accomplishment of the organizational objectives.

NGOs must demonstrate that each stakeholder counts and no specific decision from any group can outdo the other. Corporate governance is therefore accountable to many groups. All unethical behaviors are attributed to stakeholders. Markandya and Barbier (2013), the corporate governance and the stakeholders must exchange, cooperate, and collaborate to provide value for wealth. Stakeholders' contributions must be compensated through prudential management and economic use of resources. The theory has improved corporate governance through recognition of a system that the organization is working on as well as the stakeholders (Solomon, 2007).

This theory stresses that managers should seek to create value for the various stakeholders in the business. The stakeholders include customers, suppliers, employees, and shareholders. Regarding the above theory, its stipulations can be attained through an effective corporate governance system such as effective internal monitoring mechanisms as evidenced by shareholder voting rights, information disclosure to shareholders, and independent non-executive directors. The criticism of the theory includes a lack of specificity on the hierarchy of stakeholders' consideration. The heterogeneity interest and perspective of stakeholders can create conflict to management where all views are considered equal, and none can outdo the other. Furthermore, the unrealistic mandate of corporate governance is to consider all stakeholders.

The theory is supreme in profits and productivity through stakeholders' participation hence improving job satisfaction and investment. It incorporates business ethical issues and reinforces the social-economic state. It enhances the confidence of the investors hence more resources can be injected leading to development, growth, increased market base, and quality production. In summary, decision-making should be aligned to maximizing shareholder wealth and not the consideration of all the stakeholders.

Stakeholder theory should consider, systematic, logical, and hierarchy of decision making in cases of conflicting opinions. The theory applies the principles of justice, fairness, and equity in the consideration of opinion and ideas. The theory seeks to eliminate biasness and advocates for equality, fairness, and equity.

2.3 Determinants of NGOs Financial Sustainability

Financial sustainability means the organizational capacity to manage its operations effectively and efficiently. It entails financial viability and feasibility in longevity. Furthermore, it incorporates the ability to remain relevant, sustain developments of programs, and maintain long-term stability. Financial sustainability is useful for the scrutiny of the financial health being of an NGO. The determinant of financial sustainability is corporate governance. Corporate governance is projected through, Board Size, Board Composition, CEO Duality, and Board Diversity.

Corporate Governance

Corporate governance is a great determinant of financial sustainability through the warranty of effective and efficient control, monitoring, and oversight of the resources. It should provide an adequate balance check on the shareholders' wealth (Antez, 2017). Corporate governance is crucial for building the organizational capacity to continuously operate without the deficit and in financial distress. It eliminates the expropriation of the firms' financial assets and guides on the holistic decision-making quality oversight and productivity. Corporate governance should strive to eliminate wastage, inefficiency, and risks.

Corporate governance offers a yardstick for better allocation of resources. It is a powerhouse that creates recipes for financial sustainability. Habib (2016) indicated that corporate governance provides a logical and coherent blueprint towards the attainment of the objectives. It incorporates quality structures, processes, and protocols useful for high yield in shareholders' wealth. Corporate governance is cardinal in the strategic planning that enhances innovations and longevity operations. Swamson (2009) opined for efficient and effective utilization of a firm's resources to reinforce socio-economic stability which will lead to financial stability in the long run. The ability to enhance financial viability and networking in the NGOs is possible through a well-designed and operational corporate governance. This is determined through:

2.3.1 Board-Size

Board size and financial sustainability work together towards efficiency. Board-Size can have a great positive impact on financial sustainability. This is possible when diverse culture, gender diversity, and a competence-based size are considered. Haniffa and Hudaib (2006) stated that there is no standardized board size but advocated for an odd number to evade stalemate. Feizizadeh (2012) stated firmly as a system with diverse perspectives in the perfect market equilibrium. Corporate governance decision relating to mega and complex project requires the approval of a certain number of board members.

Corporate governance is mandated to undertake the daily operation of the business. Board members work independently to ensure business continuity. Corporate governance must always pursue the interest of shareholders. Smaller board-size can be manipulated and influenced to make certain decisions. Too Large a board size can lead to divergent opinions and failure to reach a common agreement. This can interrupt financial sustainability and later financial distress.

Appropriate board size has required professionals, expertise, diverse culture, and perspectives to provide ingredients for holistic financial sustainability.

2.3.2 Board Composition

Board composition is very crucial in making a far-reaching decision. There is a high likelihood of best decision in cases of greater board composition. This is possible due to a knowledgeable and expert team. A wide range of expertise and diverse culture is supreme in decision-making. De Andres and Vallelado (2008) stated that the company's board is mandated to undertake internal corporate governance. The board can provide a longevity control mechanism that supports the effectiveness and economic use of resources. The effectiveness of the board is demonstrated through prudent and far-reaching decisions that are transformative.

The composition of the board must be well balanced in gender, culture, expertise, and professionalism. Members of the board must be experts and specialists in different fields to provide optimistic ideas. The corporate governance threshold is a control measure in a company. The maximization of shareholders' wealth is reinforced by financial sustainability. An experienced, knowledgeable, skilled, and independent board is crucial for making an informed decision.

Well-balanced composition of the board can produce very important results. Efficiency in decision-making is critical for financial sustainability. The implementation and execution of a mega-project are very supreme in NGOs. The age bracket should have young and energetic people to inject fresh ideas. The older members of the board have a wide spectrum of ideas, experience, and knowledge. However, the board members can be dictatorial and bureaucratic in their general view.

Financial sustainability entails the adjustment to market changes to suit the evolving businesses Muhammad (2018). The inclusion of female board members promotes gender diversity and improves the board ability to make a sound decision.

2.3.3 CEO Duality

There are two methods of corporate governance that are one-tier system and a two-tier system. Some companies have one expertise running the role of CEO and Chairman at the same time. This reduces independence and promotes one person to make many decisions. It lacks the balance-checks method which is crucial for accountability. However, most companies have advanced to having two persons that are chairman with the stipulated mandate of ensuring corporate governance is operational while the CEO is the leader of the executive.

Siele (2009) stated that for the realization of objectives, corporate governance must follow rules and regulations to the letter without biasness. The holistic system is crucial for the continuance of financial sustainability. Governance is mandated to handle the institutional framework providing bold workplan from the top management to the lower level saddled with duty. Chenuos et al. (2014) corporate governance posit that corporate governance is an enterprise and empowered agent that discharges its mandates through aggregate organization portfolio with the target of maximizing shareholder's wealth. The crucial value of corporate governance is, to sum up, and harmonize the stakeholders' interests to realize their objectives.

Corporate governance ensures a balance-check method when the chairman and CEO are in place. Corporate governance portrays separation of powers, in-depth knowledge, professionalism, and objective views.

Stronger corporate governance enhances financial sustainability, effective management, prudent use of resources, creation of futuristic prospects, and opportunities. The stakeholders' needs must be addressed on time while safeguarding and maximizing shareholders' wealth.

Corporate governance can provide accurate financial records, promote transparency, professionalism, due diligence, accountability, and act in utmost good faith. Corporate governance must always purpose to offer superior performance and financial sustainability. Finally, at times CEO Duality can create dilution of power and may delay decision making. The great advantage is on the stipulated control boundaries which enhance sustainability, hence better corporate operational performance and financial sustainability.

2.3.4 Board Diversity

Board has been widely acclaimed as the representation of racial minorities, ethnic and women in the drawing board (Mohamed, 2020). The worldwide recognition of the minorities extends to age distributions, physical impairment, and gender. Corporate governance must include gender balance as stipulated by Kenya Constitution, 2010. The current companies advocated for full representation to ensure equality in the representation and improve the working culture.

Most scholars have provided the positive interrelation between Gender biodiversity and corporate governance's performance. Corporate governance can generate innovative ideas when there is great blending in the full representation with wide-spectrum views. Corporate governance can easily work towards comprehensive development and efficiency. Gender diversity has been an integral part of a debate in Kenya.

The constitution (GoK, 2010) dispensed the minimal standard to achieve a legal operational board. It is presented a simplified guideline to validate the urgent need for gender diversity.

Strategic management practice is the analysis, assessment, evaluation, and monitoring of the plans on progress. It provides great assistance in the assessment of the situation, development of strategies. Effectiveness and successful executions are cardinal in NGOs (Kamukunji, 2017). Strategies help NGOs in the provision of actionable roadmap that improve the organization's longevity. Sustainability is predominant in enhancing credibility, quality financial reports, and alignment to long-term targets (Habib, 2016).

2.4 Empirical Review

Financial sustainability and financial performance are essential tools in NGOs. Juma (2012) evaluated the factors affecting the sustainability of the donor-funded project. The study was carried out in Bungoma County while optimizing the descriptive research design. The research found out that project financial system significantly affected project sustainability. The prudent financial management and structures enhanced by internal controls encouraged financial sustainability. Financial sustainability promoted the going concern and averted financial distress. However, the research did not include corporate governance.

Owuor (2018) studied the effects of corporate governance on financial performance in Kenya. The focal point of the research was the 43 companies listed. The researcher optimized secondary data covering a span of 5years from 2012-2016. It intensified the cross-sectional analysis with a high focus on quantitative analysis via excel and SPSS to establish the impact. The correlation was established via the utilization of inferential and descriptive statistics.

ROA was used to gauge financial performance. However, the research focal point was not financial sustainability hence the need for the research.

Onguka, Iraya, and Nyamute (2020) focused on determining the impact of corporate governance on corporate value. The research was guided by the stipulated regulation of CMA. The research concentrated on the 64 companies listed at NSE with the period running from 2013-2017. The motivating factor was the great magnitude of problems despite periodic guidelines and regulations. The operational variables for corporate governance included board independence, the board size, board composition, and gender diversity while corporate values utilized Tobin Q. The data analysis optimized descriptive, diagnostic, and inferential to suit the panel data approach. The correlation and regression methods were useful and paramount in this study. Nevertheless, the research did not include financial sustainability in corporate governance.

Kamwana and Muturi (2014) focused on the effects of financial management on performance. The areas of interest were World Bank-funded projects in Kenya and concentrated on KPLC projects. The study investigated financial control tools such as plans, regulations, evaluations that are predominant in financial sustainability. The research used questionnaires data collection, descriptive and regression analysis and found that financial controls have a positive association with financial performance. Financial control tools are predominant in ensuring openness, transparency, accountability, and prudential management. Nevertheless, the study did not undertake corporate governance and financial sustainability hence this study will concentrate on that.

Chelangat (2018) did research on the accountability and financial sustainability of public governance NGOs in Nairobi. The study optimized descriptive research methods and concluded on the positive relationship between accountability and sustainability. Budget planning had a strong positive correlation while financial sustainability while financial practices had a weak positive association. Financial planning is objective in guiding the expenditures, targets, accomplished project, and variance's corrective measures. Contrary, this research focuses on corporate governance.

Regional studies have been done to demonstrate financial sustainability and corporate governance. Okoye (2020) concentrated on the corporate governance and financial sustainability of MFI in Nigeria. The findings indicated that MFI performance was negatively affected by the incompetent and non-independent board. Incompetent management may cause the collapse of the organization since there are few or no risk mitigation measures.

Lisa, Lynette, and Kristy (2012) postulated that financial sustainability is the strength that supports the Non-Governmental Organization. The study used the primary data collection method. The research advocated for well-organized organizational strategies designed by competent corporate governance. The strategies promote oversight, regulation, control, supervision, and audit. Continuous control enhances consistency, efficiency, and productivity.

Oyewale and Adewale (2014) researched the sustainability of MFI. The findings illustrated that the low sustainability of MFI is due to challenges associated with corporate governance. The research emphasized board diversity and independence for self-sustaining firms. The study advocated for transparency, accountability, and independence of the board. The independence of the board injects smooth operation geared towards high financial accomplishment.

It stated that quality corporate governance works purposefully and objectively. The efficiency, effectiveness, and productivity of financial sustainability result from appropriate corporate governance. In a nutshell, corporate governance lays down a fundamental foundation, procedures, policies, processes, and regulations that solve illiquidity and solvency. The research has not been conclusive in handling Non-Governmental Organizations. Furthermore, regional studies focused very much on Micro Financial Institutions.

Ernes (2012) demonstrated factors influencing the sustainability of local NGOs in Ghana. The research used a descriptive method and stated that due diligence and transparency are very paramount in the NGOs’ economic power. The study provided comprehensive application procedures for donation and grants while encouraging fidelity to the requirements. The research, however, did not study the corporate governance and financial sustainability of NGOs.

Nuka (2010) studied the relationship between NGO regulation and financial sustainability in the United States of America. The research considered the challenges in the efficiency and effectiveness of grants and donations. Primary data collection by questionnaire was utilized in Kosova Region. The findings indicated that NGOs had numerous challenges from difficulty in getting donors to failure of institutional and government supports. Financial sustainability improves gross market value. The NGOs focusing on unforeseeable financial sustainability must trade-off between mega-development (growth) and high monetary risk. However, the global research cannot be generalized to include Kenya.

Pham et al. (2020) stated that financial sustainability entails the demands for initiation without prejudice on the future generation. Financial sustainability is a crucial measure of productivity and growth. Corporate governance is the whole system in operation.

The whole system has a fundamental mandate of increasing capital, minimizing risk and promoting growth. However, in developing countries for instance Kenya's financial needs are more emphasized. Financial sustainability and corporate governance must develop a financial system, norms, core values, and internal control that guide the firms. The corporate governance standards will upgrade the financial sustainability of NGOs.

Al-Gamrh et al. (2020) posit that shareholders are speculative and searching for high investment outlay. The suitable company firms for investment must demonstrate good governance and mechanisms for surety of their interest. Corporate governance must therefore provide a systematic and logical overview that is appropriate for functional NGO. Therefore, donors need to see a well-stipulated plan, a proposal with concrete evidence.

2.5 Conceptual Framework

This framework map outs a representational scheme depicting the relations between the predictor and predicted Mugenda (2008). The conceptual framework scheme below proclaims the effect of the regressor variable towards the predicted variable. Corporate has been summarized into Board-size, Board composition, CEO Duality, and Board Diversity. It is crucial for the postulation of the existing associations.

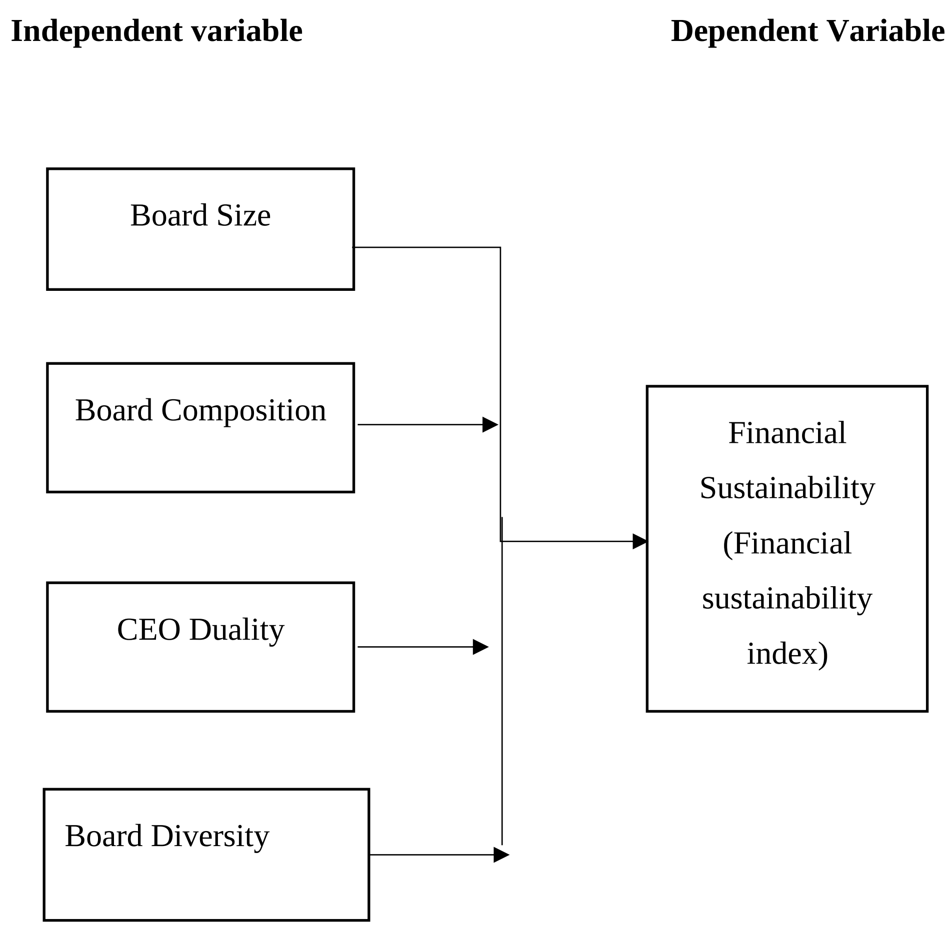

Figure 2.1 Conceptual framework (*Source: Researcher 2021)*

2.4 Summary of Literature Review and Research Gaps

Corporate governance is gaining global attention in the fast-changing marketplace environment. The financial control tools and measures are undertaken in every firm is to enhance financial sustainability. Corporate governance is paramount in setting strategies, accountability, and proper utilization of resources. The prospective execution of tactical and strategic plans can lead to overall growth and development.

Past global research confirms that corporate governance is the backbone of financial sustainability. Corporate governance provides realistic goals while maximizing shareholders' wealth (Kusi et al. 2018). The companies' hub for innovation and generation of perfect market atmosphere eliminates agency problems. Thus, increased transparency acts as a deterrent parameter that directs the Non-Governmental Organization towards achieving its goals (Bowman, 2011). Adeyemi (2019) suggested that the rampant financial distress is due to the weak internal regulation mechanism. Mohammad (2020) demonstrated an integral part that financial sustainability plays in signaling the longevity success of the company. Moreover, (Chenuos et al. 2014) put forward that the unforeseeable financial sustainability is because of stable and motivated corporate governance. However, minimal research has been done globally on corporate governance and financial sustainability. Furthermore, international findings cannot be generalized to reflect Kenya since there are different cultural beliefs, norms, economic states, and financial regulations.

Despite may numerous studies relating to NGOs focusing on financial sustainability, the conclusions have exhibited mixed reactions. Some studies uphold the positive and significant association (Hutchinson, 2002) while others (Prevost et. Al. 2002) oppose it. Numerous studies have concentrated on profit-making organizations without proper consideration of NGOs. Musuya (2010) researched corporate governance practices. The chief concentration was coffee farmers in Bungoma. The key finding indicated that separation of CEO and Chairman's roles improves productivity.

The studies have focused on numerous governance mechanisms such as board structure, size of the board for listed firms, and profit-making organization. However, no intensive research on NGOs. It is crucial to study cooperate governance and financial sustainability.

This study seeks a comprehensive understanding of the board size, board composition, CEO duality, and board diversity in making a concrete conclusion.

Author	**Focus**	**Methodology**	**Findings**	**Knowledge gap**	**The focus of the current study**
Phar et al (2020)	Corporate governance and financial sustainability	Descriptive research	Positive relationship	The research did not consider comprehensive corporate governance and use the content analysis method	The corporate governance and financial sustainability of NGOs.
Chelangat (2018)	Accountability and financial sustainability	Descriptive research method	Budget planning and accountability has a positive relationship on financial sustainability	Did not consider board size, board composition, and CEO Duality. He did not use content analysis	Corporate governance, the board size, board composition, and CEO Duality.
Kamwana and	Effects of financial management on the	Descriptive research methods	Prudent financial management has a positive	Did not study corporate governance and	Corporate governance and financial sustainability

Mutura (2014)	performance of world bank projects		impact on performance	financial sustainability	focusing on board-size, composition, and CEO Duality
Erness (2012)	Factors influencing financial sustainability of local NGOs	Descriptive method	Financial management influences financial sustainability	Did not concentrate on Corporate Governance and financial sustainability	Corporate governance and financial sustainability
Nuka (2010)	Relationship between NGOs Regulation and financial sustainability	Descriptive research	NGOs regulation affects financial sustainability	Did not study corporate governance	Corporate governance and financial sustainability

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter schemed research methodology, population, data collection, and data analysis. It is a crucial section that provides a pattern and layout. It is, therefore, a special channel towards the results and findings. The assemble data on the corporate governance and financial sustainability of NGOs in Kenya.

3.2 Research Design

The study utilized a descriptive quantitative research design. Kothari (2004) postulated that research design is the answer to qualitative and quantitative data queries. Burns and Groves (2003) stated that research design is a plan that guarantees the handling of research with very minimal impediments and obstructions. The research method should be coherent and logical to the study. It enhances the understanding and analysis of the data. The study sought to establish the interlinkages amid the regressor variable (Corporate Governance) and regressed variable (Financial Sustainability).

The research design outlined a finalized study to guarantee fidelity to the research problem (Kinnear and Taylor, 1996; Churchill and Iacobucci 2005). The study utilized a descriptive quantitative research design to examine the effects of corporate governance on financial sustainability. The design was useful in establishing the linkage between predictor and predicted. It built a good foundation for data collection, analysis, and interpretations.

As stated by Cooper and Schindler (2014), the research design is a form for gathering, measuring, and analyzing data. The descriptive study was applicable in solving research problems. It was best for assessment, scrutiny, evaluation, and intensive interviews. The main aim was to obtain comprehensive information regarding the corporate strategies and financial sustainability of NGOs. In short, the design was a vibrant powerhouse unlocking research studies and setting bold guiding principles.

3.3 Population

Mugenda and Mugenda (2003) stated that a population is a set of elements, people, services events, or things. Kothari (2004) indicated that population is the number or assemblage of things and elements that are targeted for the study. This research endeavored and studied NGOs that have been listed in the NGOs annual financial reports for more than three years. This is adequate to represent the whole population. This is because each NGO has a chance of being selected.

Cooper and Schinder (2004) elaborated that the target population represents the items or people that are to be studied. KNBS (2009) indicated that NGOs working locally were 63% while the global 19% operated globally. Kenya has recorded a continuous increase in the number of NGOs in Kenya. NGO Bureau recorded an aggregate number of 2248 of NGOs in the year 2020 (NGO Bureau, 2020).

3.4 Sampling Design

This research optimized convenient purposive sampling. This was critical since data was drawn from the NGO coordination Board and was defined for a purpose that is relevant to the study.

The data was sourced from the 50 NGOs accredited by the United Nations. This is because the NGOs have been consistent on their operations and had attracted funding from several donors (IMF, 2020). Sampling Design was vital for data analysis, interpretation, and dissemination.

The data was obtained from secondary ways. It was reviewed, classified, cleaned, edited, and coded for easy analysis. The fundamental rule was to obtain the linkages between the predictor and predicted variables. This sampling method eliminated errors and is supreme for inferential statistics.

3.5 Data Collection

The data was collected using secondary methods. The secondary data was obtained from NGOs Annual Reports, NGOs Co-ordination Board, and KNBS. The secondary data was reviewed thoroughly, edited keenly, coded appropriately, and interpreted. The secondary data was obtained through their website, journals publications, and their secondary reports presented to donors.

3.6 Data Analysis

Data collected, classified, reviewed, and coded was analyzed to facilitate it to surpass the logical and coherent requirements. The analysis was undertaken with special regard to quantitative descriptive and inferential methods while paying attention to the systematic description of content analysis. The data was classified, summarized, reviewed, edited, coded, and analyzed. It was helpful in the summarization and tabulation of data about the objectives. SPSS will be useful in quantitative data.

Operational variables measurements

Variables	Nature	Indicators	Measurements	Supported
Financial Sustainability	Regressed Variable		Financial sustainability index= average of (organizational capacity+ financial viability + collaboration and networking)	Annual NGOs reports
Corporate Governance	Regressor Variables	Board size	Logarithms number of Directors	Proudfoot (2016)
		Board Composition	Percentage of Non-executive directors/Aggregate directors	Alqisie (2014)
		CEO Duality	Coded as “1” if the same person is chairman and CEO and “0” otherwise	Fadzil (2018)
		Board Diversity	Percentage of female directors to the total number of directors	Velte (2017)

3.6.1 Diagnostic Test

The researcher achieved accurate results by testing: linearity, normality test, and auto-correlation test. Linearity test portrays the level of association; normality test shows the normal distribution while autocorrelation is undertaken between dependent and independent variable.

3.6.2 Analytical Model

Resnik (2003) initiated the supposition that the empirical model is a critical method of establishing a linear relationship. In this case, we employ, multiple linear regression analysis models:

$Y=\alpha_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+ \beta_4X_{4+}\varepsilon$

Whereby:

Y= Financial Sustainability (NGOs Financial Sustainability Index).

α_0=y intercept of the regression (constant variable)

X_1=Board size (logarithms of Directors)

X_2= Board Composition-Board ethnic/professional representation (Non/Executive directors as a percentage of total directors)

X_3= CEO Duality-Separation of CEO and Chairpersons Roles (Use dummy)

X_4 =Board Gender Diversity

ε= error term

3.6.3 Significance Test

The researcher established the relations between the independent variable (Board size, Board composition, Board diversity, and CEO Duality) and dependent variables (Financial Sustainability Index). Regression and F-Test were done among variables. Values $P \leq 0.05$, and $P > 0.05$ will be interpreted for statistical significance, and insignificance, respectively.

CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSION

4.1 Introduction

This chapter provides the data analyzed to blueprint the discussion and presentation. The chapter presents in-depth knowledge hence building the foundation for the research findings, conclusion, and recommendation. The data was sourced and optimized inferential statistics for the presentation.

4.2 Descriptive Statistics

Table 4.1: Descriptive Statistics

	N	Range	Minimum	Maximum	Mean
	Statistic	Statistic	Statistic	Statistic	Statistic
Financial Sustainability	150	1.4699	.0020	1.4719	.481381
Board Size	150	.493432	-.097350	.396082	.08955686
Board Composition	150	1.8579	5.3477	7.2055	6.342669
Board Diversity	150	1.5669300	-.5648981	1.0020319	.100590298
CEO Duality	150	1	0	1	.68
Valid N (listwise)	150				

Source: Researcher Findings (2021)

Descriptive results in table 4.1 give greater clarity on the maximum and minimum. The financial sustainability index recorded a minimum of 0.0020 and a maximum of 1.4719. the mean was 0.4814. The board size showed a minimum of -0.097350 and a maximum of 0.08956. the board composition demonstrated a maximum of 5.3477 and the maximum of 7.2055 with a mean of 6.3427 while CEO duality posted a minimum of 0 and a maximum of 1. The average recorded was 0.68.

4.3 Correlation Analysis

Correlation is pivotal in the determination of association between two variables. It is usually having a range of negative 1 to positive one which represents strong negative and strong positive correlation respectively. The study utilizes the Pearson correlation matrix to portray the level of association. The key variables included the predicted variable (financial sustainability) and the four predictor variables namely; Board Size, Board Composition, CEO Duality, and Board Diversity. Mugenda (2003) opined that correlation analysis utilizes the statistical tool to assess the level and magnitude of association amid the variables.

Table 4.2: Correlations

		Financial Sustainability_	Board Size	Board Composition	CEO Duality	Board Diversity_
Financial Sustainability	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	150				
Board Size	Pearson Correlation	.283*	1			
	Sig. (2-tailed)	.046				
	N	150	150			
Board Composition	Pearson Correlation	.079	-.133	1		
	Sig. (2-tailed)	.057	.358			
	N	150	150	150		
CEO Duality	Pearson Correlation	.284*	.115	.163	1	
	Sig. (2-tailed)	.046	.427	.258		
	N	150	150	150	150	
Board Diversity	Pearson Correlation	.367**	-.109	.312*	-.124	1
	Sig. (2-tailed)	.009	.452	.028	.390	
	N	150	150	150	150	150

Source: Researcher Findings (2021)

From Table 4.2 the findings; the level of association amid the financial sustainability and Board size was positive. This can be illustrated through the results from analysis (R=0.283, and P value=0.046). This postulates that the greater the board size, the greater the financial sustainability. The association between financial sustainability and board composition was also positive but weak. This is portrayed by the findings (R=0.079, and P Value=0.057). The greater board composition indicated more financial sustainability. The study went ahead to find out the correlation between CEO duality and financial sustainability. The study proved that CEO duality played a key role in financial sustainability. It demonstrated a strong positive association (R=0.284 and P Value=0.046). The association linking board diversity and financial sustainability was analyzed and the results showed a statistically positive association (R=0.367 and P Value=0.009).

4.4 Regression Analysis

The financial sustainability of NGOs was regressed against the four regressor variables; Board size, Board composition, CEO duality, and Board diversity. The regression followed the 5% level of significance. The results were summarized to provide a holistic perspective as elaborated below.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.624[a]	.390	.336	.36526

Source: Researcher Findings (2021)

The regression analysis demonstrated a strong positive association with 62.4% as demonstrated by R of 0.624. The coefficient of determination from the findings postulated 39.0% as per R Square. It illustrated critically that financial sustainability has other factors that influenced it.

However, the four variables (Board size, board composition, CEO duality, and Board Diversity) represented 39.0% amid all the variables that expound the financial sustainability. The remaining variables that were not studied we 61.0%.

4.5 Analysis of Variance

The study further tested the significance of the model by use of the ANOVA technique. The findings are tabulated in the table below.

Table 4.4: Summary of One-Way ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.836	4	.959	7.187	.000[b]
	Residual	6.004	145	.133		
	Total	9.839	149			

Source: Researcher Findings (2021)

Critical value = 4.90

From the ANOVA statics, the study established the regression model had a significance level of 0.000% which is an indication that the data was ideal for concluding the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (7.187.> 4.90) an indication that board size, board composition, CEO duality, and board diversity all have a significant effect on NGO’s financial sustainability. The significance value was less than 0.05 indicating that the model was significant.

4.6 Model Coefficients

The input data were analyzed to elucidate the magnitude and direction. Model coefficients is a yardstick in the scrutiny of level of association amid all the variables under the study. It provides a linearity picture of the linkage under-joining the predictor variable and the regressed variable. This is crucial in the determination of the magnitude and direction as elaborated below. It enhances the in-depth understanding while stipulating how the changes in each unitary predictor variable influence the regressed variable.

Table 4.5: Model coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.830	.235		16.281	.000		
	Board Size	.787	.355	.263	2.218	.032	.961	1.040
	Board Composition	.082	.039	.266	2.099	.041	.847	1.181
	CEO Duality	.325	.109	.362	2.984	.005	.924	1.082
	Board Diversity	.768	.183	.523	4.188	.000	.870	1.150

Source: Researcher Findings (2021)

Table 4.5 demonstrated the positive and significant association between the predictor variable and the independent variable. Board Size had T=2.218 and P=0.032 while Board Composition had T=2.099 and P=0.041, CEO Duality had T=2.984 and P=0.005 and finally, Board Diversity had T=4.188 and P=0.000. This is a clear demonstration of an existing positive and significant association.

As per the SPSS generated output as presented in the table above, the equation ($Y=\alpha_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+ \beta_4X_{4+}\varepsilon$) becomes:

$Y= 3.830+ 0.787X_1+ 0. 082X_2 + 0.325X_3 + 0.768X_4 + 0.36526$

From the regression model obtained above, a unit change in board size while holding other factors constant would positively change NGO's financial sustainability by a factor of 0.787. Results also show that a unit change in board composition while holding the other factors constant would positively change NGO's financial sustainability by a factor of 0.082. The findings concurred with the previous study on corporate governance and performance (Onguka, Iraya & Nyamuite, 2020).

Test regression results show that unit change in CEO Duality while holding the other factors constant would enhance NGO's financial sustainability by a factor of 0.325, finally test regression results show that unit change in board diversity while holding the other factors constant would enhance NGO's financial sustainability by a factor of 0728. These findings agree with previous research that found the same conclusion (Unguka, 2018).

4.7 Data assumption and Diagnostic Tests

The data analysis and determination are anchored by the assumption that should be analyzed to test accuracy, relevance, and reliability. It provides in-depth knowledge of the behavior of the data.

4.7.1 Multicollinearity Test

A predicament arises whenever the predictor variables are correlated. It posts heteroscedasticity which postulates that the preceding error terms are continuously causing an effect on the current error term.

This is a great change violation and breach of the fundamental principles of a statistical assumption that posits the error term to be constant. Greene (2003) postulated that the prediction cannot be affected, however, the interpretation may not be accurate. Furthermore, size under the regression coefficient as well as a standard error may not be accurate.

Mason and Perreault (2011) postulated that coefficient estimates are expected to adjust erratically and drastically as a reaction to minimal change in the data. The Variance Inflation Factor is very important. VIF higher than 10 is presupposed to be cumbersome to the study. VIF less than 10 is acceptable.

Table 4.6: Collinearity Statistics

Variable	Tolerance	VIF
Board Size	.961	1.040
Board Composition	.847	1.181
CEO Duality	.924	1.082
Board Diversity	.870	1.150

Source: Researcher Findings (2021)

The findings show Variance Inflation Factor was less than 10 hence no need for an alarm. Baum (2006) concluded that if VIF was more than 10, then the data must be reexamined and scrutinized keenly. This is a clear stipulation that the predictor variables are not associated.

4.7.2 Normality Test

Quality data should have traits of normal distribution. The study utilized skewness and Kurtosis to find the normality traits demonstrated by the data. Kline (2011) opined that univariate normality is presupposed to have skewness statistic spanning at the interval (-3.0, 3.0) and the kurtosis statistic lying in the interval (-10.0, 10.0).

Table 4.7: Tests of Normality

	Kolmogorov-Smirnov[a]			**Shapiro-Wilk**		
	Statistic	**Df**	**Sig.**	**Statistic**	**Df**	**Sig.**
Board Size	.226	49	.001	.858	49	.001
Board Composition	.123	49	.014	.834	49	.000
CEO Duality	.174	49	.008	.824	49	.000
Board Diversity	.113	49	.001	.210	49	.015

Results assessing the Kolmogorov-Smirnova and Shapiro-Wilk test assessing on normality levels show significant results in that both test scores were then 0.05 which consequently lead to the dismissal of the null hypothesis that information on the study variables wasn't normally distributed, and a sign that data relating to the variables are normally distributed.

4.7.3 Autocorrelation

The Durbin-Watson (d) was crucial in checking if there was serially correlation amid the variables. If Durbin–Watson is less than 1.0, their data should be reassessed and reexamined keenly.

Table 4.8: Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.624[a]	.390	.336	.36526	1.648

To test for significant non-autocorrelation, the Durbin-Watson statistic was computed and compared to the values from the Durbin-Watson tables at a 0.05 level of significance. Violation of the autocorrelation was attributed to a Durbin-Watson statistic less than the lower tabulated limit. The assumption was however not violated since the calculated Durbin-Watson statistic was greater than the upper tabulated limit. DW of 1.648 was within the accepted limit which stipulates the accepted range of 1.5 to 2.5.

4.8 Discussion of Research Findings

The research finding showed a significant positive association between the predictor variable and the predicted variable. The findings showed; $Y= 3.830+ 0.787X_1+ 0.082X_2 + 0.325X_3 + 0.768X_4 + 0.36526$. The results demonstrated direction and magnitude. The results demonstrated that board size plays an integral part in financial sustainability. The greater board size indicated the higher financial sustainability. This study was in harmony with the precious research which opined for large board size to increase balance and checks in the management and corporate governance (Unguka, 2018).

The research findings were spearheaded for large board composition to enhance financial sustainability. The researchers posit that board composition is the yardstick and the engine for the financial performance of NGOs. NGOs are not mandated by law to publish their financial statements; however, the presence of enough board composition increases financial sustainability.

It promotes the integrity, accountability, transparency, and prudent management of resources in the NGOs (Al-Hawary, 2011).

CEO Duality optimized dummy variables. The NGOs with both Chairman and CEO was represented by 1 while otherwise was 0. The research findings indicated the positive and significant association between financial sustainability and CEO Duality. CEO Duality presented a clear road map for the top management independence, effectiveness, efficiency, and prudent execution of the mandate without embezzlement and fraudulent activity hence causing financial sustainability (Argyrous, 2005).

Board diversity showed a positive and significant association. An increase in one unit of board diversity led to an increase in 0.768 units in financial sustainability. Board diversity increases due diligence and efficiency. The study showed the integral role played by board diversity in financial sustainability. It provides the paramount ingredients that promote the going concern of an organization (Chelangat, 2018).

In a nutshell, the Pearson correlation demonstrated a significant association. The regression model posits a strong positive and a very statistically significant level of association with R OF 0.624 which indicated 62.4%. Moreover, the R Square was explained by 39.0% which insinuated that unexplained variables which informed the financial sustainability were 61.0%. Furthermore, the findings indicated the positive association that dictated financial sustainability. The finding concluded with analytical model if form of; $Y= 3.830+ 0.787X_1+ 0.\ 082X_2 + 0.325X_3 + 0.768X_{4\ +}$ .0.36526 whereby; Y= Financial Sustainability, X_1=Board size, X_2= Board Composition, X_3= CEO Duality and X_4 =Board Gender Diversity. 0.36526 is ε= error term

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The chapter is fundamental for summarizing the results, concluding the findings, and highlighting the drawbacks. The chapter provides recommendations for the financial sustainability of the NGO. It suggests the areas for further studies while at the same time enhancing the indispensable NGOs with a policy that is vital for business continuity.

5.2 Summary of the Study

The research aimed at finding the association amid the corporate governance financial sustainability. The findings show a significant impact of corporate governance on the financial sustainability of the NGOs. This implies the vital role played by corporate governance in the financial sustainability and the continuity of NGOs. Corporate governance of NGOs is crucial for prudent and efficient financial sustainability.

The study utilized secondary data generated from the annual NGOs' financial reports. The study examined four variables that were vital well fitted in the functional NGO. Regression analysis, ANOVA and determination of coefficient was done to provide a clear blueprint for the study. The coefficient of determination showed that the four variables were paramount in the study. The variables were explained by R of 62.4%, R square 39.0%, R adjusted 33.6%, and the standard deviation of 0.3656.

The multicollinearity test, autocorrelation, and normality test were undertaken. The results showed that the data followed the normal distribution format. The results indicated that the independent variables had a significant association with the predicted variable (financial sustainability). However, there was an absence of association and linkage amid the independent variables. In summary, the independent variables informed the financial sustainability in this study. Onguka, Iraya, and Nyamute (2020) stated the importance of board diversity, the board size, and board composition in financial performance.

The Analysis of Variance showed that the error was within the stipulated limit. It was less than 0.05 hence the data was intrinsic for the study. Furthermore, the regression through the model summary indicated R to 62.4 % while R Square of 39.0%. The four independent variables contributed to 39% of all the variables that determine the financial performance in the NGOs.

5.3 Conclusion

The Board Size, Board Composition, CEO Duality, and Board Diversity indicated high magnitude and positive association with financial sustainability. The constant value was 3.830 while a unitary increase in board size showed 0.787 units increase in financial sustainability. A one-unit increase in the board composition led to an increase in financial sustainability by 0.082. An incremental in the one unit of CEO Duality showed a significant increase in the financial sustainability by 0.325 while the one unit of board diversity increased showed the highest magnitude and positive increase in the financial performance by 0.768.

The board composition showed a positive association. This was well depicted by the regression analysis. The analysis opined that an incremental in one unit of board composition led to an increase in the financial sustainability by 0.082 in the NGOs. This illustrates that board composition is statistically correlated with the financial sustainability of NGOs. Further to the study, the Pearson correlation demonstrated the greater magnitude of amid the financial sustainability and board composition.

The CEO Duality influenced the financial sustainability of the NGOs. This indicates that CEO duality is a driver towards financial stability and continuity of the business. The presence of both chairman and CEO promote independence, transparency, and accountability while at the same time increasing oversight and minimizing the risk. The CEO Duality has been crucial for the holistic development, prudent management of funds, and increased transparency in NGOs (Argyrous, 2005).

The board diversity registered a positive correlation with financial sustainability. The Pearson correlation stipulated per the analytical model demonstrated the positive association that dictated the magnitude and direction. Board diversity has increased independence and provided transparency in the NGOs. The greater the board diversity the higher the financial sustainability.

5.4 Recommendations

The study recommends policymakers and corporate governance formulate the policies that ensure the financial sustainability of NGOs. The policies ensure balance and checks, transparency, accountability, and economic use of the NGOS' resources.

Furthermore, the research advocate for timely auditing, control, monitoring, and evaluation of the NGOs. The board diversity size, composition, and duality must be adequate to prevent fraud and embezzlement of funds.

The laws that promote the independence of NGOs management, increase effectiveness must be put in place to safeguard the resources. The power of the CEO and the Chairman must be separate to build a good corporate culture and dilute the powers that can easily be misused. The board should be independent in decision-making. The adequate size that forms a quorum for decision making must be stipulated to enhance the maximum performance, well-informed decision making, being the role model, and providing the impartial and strategic decisions that ensure the continuity of the business.

The board composition should advocate for the specific percentage of gender. This creates a good code of conduct, culture and expands impartial and sound decisions. The composition increases the longevity decision and ownership of a well-stipulated framework. Lastly, the top management should be trained on quality management, prudent monitoring, strategic auditing and oversight, and the culture of the NGOs to instill good culture and broaden the perspective and understanding.

5.5 Limitations of the Study

The research optimized secondary data that is historical in nature since it may not provide the current impact in the fast-paced commercial environment. The information presented covered only 50 NGOs. The census study could have provided a more elaborate and in-depth study.

The information obtained from the annual NGOs report can be subjected to biasness since they are not required to publish the audited financial statement. The report can be amended to portray the NGOs' requirements and intentions.

The research optimized both inferential and descriptive research. A primary data and content analysis might provide first-hand information that is crucial for optimal performance and decision making. The study despite filling the existing research gap ranging from conceptual, contextual, and methodological provided a wide room for building the foundation of knowledge for future studies. In a nutshell, the research did not exhaust all the areas and all the variables that expound the financial sustainability in the NGOs.

5.6 Areas of Further Research

This research advocate for further research on the effect of corporate social responsibility on the financial performance of NGOs in Kenya. The research further advocates for the study of the same topic of corporate governance and financial sustainability of NGOs while bringing new variables, using primary data collection and content analysis methods. The research also advocates for the study of determinants of financial sustainability of NGOs, effects of accountability on the financial performance, effect of government policies on the financial sustainability, and the role of donors in the financial sustainability of NGOs in Kenya.

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APPENDICES

APPENDIX I: NGOS IN KENYA

1	A ROCHA KENYA
2	ABANYALA FLOODS RELIEF SE
3	ACTION AID INTERNATIONAL KENYA
4	ACTION NOWKENYA
5	ADOPT A VILLAGE IN AFRICA - KENYA
6	ADVANCED INITIATIVES FOR POPULATION AND DEVELOPMENT
7	ADVENTIST DEVELOPMENT AND RELIEF AGENCY INTERNATIONAL (SOMALIA PROJECTS)
8	ADVENTIST HEALTH SYSTEM EAST - CENTRAL AFRICA
9	AFRICA REFUGEE RELIEF AND DEVELOPMENT ORGANIZATION
10	AFRICAN NETWORK FOR THE PREVENTION AND PROTECTION AGAINST CHILD ABUSE AND NEGLECT - KENYA CHAPTER
11	AFRICAN POPULATION AND HEALTH RESEARCH CENTRE KENYA
12	AFRICAN WILDLIFE FOUNDATION
13	AFRICAN WOMAN AND CHILD FEATURE SERVICE
14	BEACON OF HOPE
15	BETTER POVERTY ERADICATION ORGANIZATION
16	FORUM SYD SWEDISH NGO CENTRE FOR DEVELOPMENT COOPERATION
17	GHETTO LIGHT YOUTH ORGANIZATION
18	HORN OF AFRICA REFUGEE SUPPORT ORGANIZATION
19	HUMAN APPEAL INTERNATIONAL (KENYA)
20	HUMAN QUALITY ASSESSMENT SERVICES
21	HUMAN RIGHTS WATCH
22	HUMANITARIAN AND CHARITABLE ONE TRUST KENYA
23	I SERVE AFRICA
24	IMA WORLD HEALTH
25	INCAS FOUNDATION
26	INDEPENDENT MEDICO-LEGAL UNIT
27	KIBERA TRANSFORMATION AND DEVELOPMENT PROGRAMME
28	LADDER FOUNDATION
29	LIVERPOOL VCT, CARE AND TREATMENT
30	PROGRAMME FOR APPROPRIATE TECHNOLOGY IN HEALTH (PATH)
31	PROJECT LIGHTHOUSE KENYA
32	REGIONAL INSTITUTE FOR SOCIAL ENTERPRISES (RISE)
33	RELIEF INTERNATIONAL - KENYA
34	RURAL AGENCY FOR COMMUNITY DEVELOPMENT AND ASSISTANCE (RACIDA)
35	RURAL DEVELOPMENT THROUGH SOCIAL APPROPRIATION OF TECHNOLOGIES (RUDESAT) INTERNATIONAL

36	SUSTAINABLE DEVELOPMENT AND PEACE BUILDING INITIATIVES
37	VIJANA AGAINST AIDS AND DRUG ABUSE
38	VISION AFRICA GIVE A CHILD A FUTURE
39	VOLUNTARY AND COMMUNITY DEVELOPMENT PROJECT
40	WATER AND DEVELOPMENT (MAJI NA UFANISI)
41	WATER ORGANIZATION KENYA
42	WATERSHED CORP KENYA
43	WATOTO EDUCATION INITIATIVE
44	WORLD CORPS KENYA
45	WORLD NEIGHBOURS - KENYA
46	WORLDLIFE FOUNDATION KENYA
47	WYCLIFFE BIBLE TRANSLATORS AFRICA
48	YOUTH SUPPORT-KENYA
49	ZOA REFUGEE CARE-NETHERLANDS
50	ZUIA MTOTO ASIPOTEE

APPENDIX II: NGOS DATA COLLECTION 2017

Financial Sustainability	Board Size	Board Composition	CEO Duality	Board Diversity
0.923715	0.04013	5.7586361	0	0.5086169
0.341407	0.120634	5.6988011	0	-0.5648981
0.53098	0.095605	5.6493451	1	0.4079119
0.217646	0.051305	5.6336141	0	0.0630239
0.432335	0.064767	5.8816911	1	0.2439209
0.064904	0.021722	5.9653211	0	0.1148149
0.378317	0.178939	5.7706381	1	0.1304239
0.165256	0.088566	6.3179571	1	-0.0359881
0.157231	0.067409	6.2855801	0	-0.1167381
0.19678	-0.00939	6.2975871	0	-0.0973381
0.52556	0.051572	6.3315561	0	0.1278659
0.472146	-0.0234	6.3077741	1	0.0706679
0.181858	0.121392	6.5349581	1	-0.3396281
0.447379	0.048322	6.5529241	1	-0.1132681
0.460787	0.045634	6.5660641	0	0.2227399
0.141287	0.128161	6.6220081	0	0.4706509
0.176245	0.123112	6.6674481	0	0.0702699
0.200769	0.117447	6.7102641	1	0.0671829
0.090379	0.331142	5.4908531	1	0.1950429
0.317645	0.087268	5.5249791	1	-0.0998581
0.359143	0.003127	5.5084311	1	-0.1125881
0.473143	0.011019	5.4559411	0	0.3285789
0.002	-0.07291	5.4055121	1	-0.1488081
0.002	-0.09735	5.3476791	1	-0.2245481
0.175487	0.162173	6.3761711	1	0.2007169
0.151164	0.160269	6.4469711	1	0.0014019
0.190072	0.111658	6.5057871	1	0.0527859
0.047	0.302574	6.6887401	1	0.3232899
0.893691	0.396082	6.6798301	0	0.1480929
0.263826	0.208414	6.6638661	1	-0.1351581
0.252	0.016009	6.9507221	1	0.0447969
0.464963	0.012226	6.9570701	1	0.0153239
0.252	0.005142	7.1742601	1	-0.0172381
0.29474	0.070735	7.2055391	0	0.0105669
0.583395	0.046124	7.1176871	1	0.2836069
0.659895	0.02782	7.1206551	1	0.1786299
0.036114	0.139385	6.7944231	1	0.1002079
0.036344	0.119551	6.8626541	1	-0.0303281
0.212349	0.029804	6.9149171	1	0.0081639

0.063455	0.092012	6.9160491	0	-0.2603981
0.736465	0.056151	6.9511311	1	0.3091639
1.214762	0.033376	6.9226331	1	1.0020319
1.458479	0.048863	6.5470919	1	0.2130619
1.471887	0.046145	6.5602203	0	0.2231821
1.152387	0.129596	6.6161145	1	0.4738722
1.187345	0.124491	6.6615140	0	0.0690029
1.211869	0.118762	6.7042919	1	0.0658813
1.101479	0.334851	5.4859662	1	0.1951747
1.328745	0.088245	5.5200618	1	0.1850636
1.370243	0.003162	5.5035285	1	0.2005684

APPENDIX III: NGOS DATA COLLECTION 2018

Financial Sustainability	Board Size	Board Composition	CEO Duality	Board Diversity
0.918718	0.044594	6.446966	0	0.508369
0.339560	0.134052	6.379979	1	-0.564623
0.528107	0.106239	6.324611	1	0.407713
0.216469	0.057012	6.307000	0	0.062993
0.429996	0.071971	6.584730	1	0.243802
0.064553	0.024138	6.678356	0	0.114759
0.376270	0.198842	6.460402	1	0.130360
0.164362	0.098417	7.073143	1	-0.035971
0.156380	0.074907	7.036895	0	-0.116681
0.195715	-0.010434	7.050338	0	-0.097291
0.522717	0.057308	7.088367	0	0.127804
0.469592	-0.026003	7.061742	1	0.070633
0.180874	0.134894	7.316082	1	-0.339462
0.444959	0.053697	7.336195	1	-0.113213
0.458294	0.050710	7.350906	0	0.222631
0.140523	0.142416	7.413537	0	0.470421
0.175292	0.136806	7.464408	0	0.070236
0.199683	0.130511	7.512342	1	0.067150
0.089890	0.367975	6.147175	1	0.194948
0.315927	0.096975	6.185380	1	-0.099809
0.357200	0.003475	6.166854	1	-0.112533
0.470583	0.012245	6.108090	0	0.328419
0.001989	-0.081020	6.051633	1	-0.148736
0.001989	-0.108178	5.986887	1	-0.224439
0.174538	0.180212	7.138315	1	0.200619
0.150346	0.178096	7.217578	1	0.001401
0.189044	0.124078	7.283424	1	0.052760
0.046746	0.336229	7.488245	1	0.323132
0.888856	0.440138	7.478270	0	0.148021
0.262399	0.231596	7.460398	1	-0.135092
0.250637	0.017790	7.781542	1	0.044775
0.462448	0.013586	7.788649	1	0.015316
0.250637	0.005714	8.031799	1	-0.017230
0.293145	0.078603	8.066817	0	0.010562
0.580239	0.051254	7.968464	1	0.283469
0.656325	0.030914	7.971787	1	0.178543
0.035919	0.154889	7.606560	1	0.100159
0.036147	0.132849	7.682947	1	-0.030313
0.211200	0.033119	7.741457	1	0.008160

0.063112	0.102246	7.742724	0	-0.260271
0.732481	0.062397	7.782000	1	0.309013
1.208190	0.037088	7.750095	1	1.001543
1.450589	0.054298	7.329666	1	0.212958
1.463924	0.051278	7.344363	0	0.223073
1.146153	0.144011	7.406939	1	0.473641
1.180921	0.138338	7.457765	0	0.068969
1.205313	0.131972	7.505656	1	0.065849
1.095520	0.372096	6.141704	1	0.195080
1.321556	0.098060	6.179875	1	0.184973
1.362830	0.003514	6.161365	1	0.200471

APPENDIX IV: NGOS DATA COLLECTION 2019

Financial Sustainability	Board Size	Board Composition	CEO Duality	Board Diversity
0.816740	0.044585	6.225190	0	0.507277
0.301869	0.134025	6.160507	1	-0.563410
0.469487	0.106218	6.107044	1	0.406838
0.192441	0.057000	6.090039	0	0.062858
0.382267	0.071957	6.358214	1	0.243278
0.057388	0.024133	6.448620	0	0.114513
0.334504	0.198803	6.238164	1	0.130080
0.146118	0.098398	6.829826	1	-0.035893
0.139022	0.074892	6.794826	0	-0.116431
0.173991	-0.010432	6.807805	1	-0.097082
0.464695	0.057297	6.844526	0	0.127529
0.417467	-0.025998	6.818818	1	0.070482
0.160797	0.134867	7.064408	1	-0.338734
0.395568	0.053686	7.083829	1	-0.112970
0.407423	0.050700	7.098034	0	0.222153
0.124925	0.142388	7.158510	0	0.469411
0.155834	0.136778	7.207632	0	0.070085
0.177518	0.130485	7.253917	1	0.067006
0.079912	0.367901	5.935711	1	0.194529
0.280859	0.096955	5.972602	1	-0.099595
0.317551	0.003474	5.954713	1	-0.112292
0.418349	0.012242	5.897971	0	0.327714
0.001768	-0.081004	5.843456	1	-0.148416
0.001768	-0.108157	5.780938	1	-0.223957
0.155164	0.180175	6.892756	1	0.200188
0.133658	0.178060	6.969292	1	0.001398
0.168060	0.124053	7.032873	1	0.052647
0.041557	0.336162	7.230649	1	0.322438
0.790193	0.440050	7.221017	0	0.147703
0.233272	0.231550	7.203760	1	-0.134802
0.222816	0.017786	7.513856	1	0.044679
0.411116	0.013583	7.520718	1	0.015284
0.222816	0.005713	7.755505	1	-0.017193
0.260606	0.078587	7.789318	0	0.010539
0.515832	0.051244	7.694348	1	0.282860
0.583473	0.030908	7.697557	1	0.178159
0.031932	0.154858	7.344894	1	0.099944
0.032135	0.132822	7.418653	1	-0.030248
0.187757	0.033112	7.475150	1	0.008142

0.056106	0.102226	7.476374	0	-0.259712
0.651175	0.062384	7.514298	1	0.308350
1.074081	0.037081	7.483491	1	0.999393
1.289573	0.054287	7.077525	1	0.212501
1.301429	0.051267	7.091717	0	0.222594
1.018930	0.143982	7.152139	1	0.472624
1.049839	0.138310	7.201217	0	0.068821
1.071523	0.131946	7.247461	1	0.065708
0.973917	0.372022	5.930429	1	0.194661
1.174864	0.098041	5.967286	1	0.184576
1.211556	0.003513	5.949414	1	0.200040