FACTORS INFLUENCING THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN POVERTY REDUCTION IN GARISSA DISTRICT

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D53/CE/12284/04

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS IN BUSINESS ADMINISTRATION OF KENYATTA UNIVERSITY

27th OCTOBER, 2010
DECLARATION

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

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

Gwaro Maina Robert.
D53/CE/12284/04

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DEDICATION

I dedicate this research project report to my wife Sarah, my children Nyang’ara and Nyabando, my mother Nyanchama and my late father Gwaro.
ACKNOWLEDGEMENT

I deeply acknowledge the contributions of my supervisors Dr. Ofafa and Mr. Mwiti, lecturers in the school of Business, Kenyatta University; the principal Madogo Secondary School, Mr. Ng’ang’a and staff, my brother Joshua: your help was unlimited.

I also acknowledge the emotional and physical support I got from my family and friends. God bless you abundantly.
ABSTRACT

The central problem of this study was that despite the critical role played by Non Governmental Organizations in promoting the quality of life of the Kenyan people, their performance in poverty reduction in Garissa district is quite dismal. Factors leading to this dismal performance have not been adequately investigated and well understood, hence hindering the reduction of poverty in the country. To this point, the purpose of this study was to examine factors influencing selected Non Governmental Organizations’ performance in poverty reduction in Garissa district of North Eastern Kenya. The study sampled the Non-Governmental Organizations using purposive sampling technique the criteria being those directly involved in poverty reduction programmes. There are ten (10) NGOs involved in poverty reduction in the district. The researcher concentrated on 3 organizations out of the 10 in the district. Three was a representative number whose findings were generalized to the rest of the population. The 3 NGOs were selected purposively based on their network in the district and the number of employees they had. Those with network of activities in the three divisions and higher number of employees were considered. Because the management in the three organizations was not big, the researcher targeted all of them in the study. This formed the first stratum. Out of 16 in the management Care Kenya 5, WFP 3 and Action Against Hunger 8. For the employees the researcher randomly selected 30% from each NGO: Care Kenya 11, WFP 15 and Action Against Hunger 8. This gives a total of 50 respondents from NGOs. As from the opinion leaders the researcher used rotary method to select 30% from each division Mbalambala had 9, central 12 and Sankuri 7 making a total of 28 respondents. In general 78 respondents were involved in the study. However, only 47 employees and 25 community leaders gave valid responses making a total of 72 respondents. Two sets of questionnaires were used. The first one was administered to the NGO management and employees while the second one was administered to the district officer (D.O) and the community opinion leaders. The researcher used drop and pick and self administered approaches on questionnaires. The data was analyzed using qualitative and quantitative techniques. Both descriptive statistics such as frequencies and percentages and inferential statistics such as Pearson correlation analysis were performed. The findings are presented using tables, charts, graphs and percentages. The study established that resource management both human and financial was not good negatively affecting performance of NGOs. The researcher also established that social-cultural factors negatively affected NGO performance in the area. There was a very weak inter-organizational linkage between NGOs which also challenged their performance. Finally, the level of leadership offered at all levels in the NGO performance had generated a negative effect on NGO performance. The researcher recommends a number of intervention approaches to reverse the effects and enhance performance including improved resource administration and management, integration of cultural practices, increased organizational linkages and an upgrading of leadership skills and strategies.
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<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ASALS</td>
<td>arid and semi arid lands.</td>
</tr>
<tr>
<td>CBO</td>
<td>community based organizations.</td>
</tr>
<tr>
<td>D.O.</td>
<td>district officer.</td>
</tr>
<tr>
<td>DRC</td>
<td>Democratic Republic of Congo.</td>
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<tr>
<td>ERS</td>
<td>economic recovery strategy.</td>
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<td>FAO</td>
<td>food and agricultural organizations.</td>
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<tr>
<td>GoK</td>
<td>government of Kenya.</td>
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<tr>
<td>MDGs</td>
<td>millennium development goals.</td>
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<tr>
<td>NEP</td>
<td>north eastern province.</td>
</tr>
<tr>
<td>NGOs</td>
<td>non governmental organizations.</td>
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<tr>
<td>SID</td>
<td>society for international development.</td>
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<tr>
<td>SSA</td>
<td>sub Saharan Africa.</td>
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<tr>
<td>SPSS</td>
<td>statistical packages for social sciences.</td>
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<tr>
<td>UN</td>
<td>united nations.</td>
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<td>WFP</td>
<td>world food programme.</td>
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OPERATIONAL DEFINITION OF TERMS

Data - all information (primary and or secondary) gathered for this study.

Design - plan used to carry out the study.

Government - government of Kenya

Infrastructure - facilities, water, electricity, transport system and communication systems.

Instruments - questionnaires used in this study.

Mission - a statement that explains why an organization exists, who the organization Serves and how it serves them.

Non Governmental Organizations - organizations that partner with the government in poverty Reduction.

Objectives - specific aspects that hinder performance of NGOs in poverty reduction.

Organization - formalized entities that involve a cluster of people who are brought together for a common purpose.

Performance - the measure of success achieved on the goals of an organization.

Poor - people who do not have a dependable source of income to support decent life.

Population - employees of NGOs and opinion leaders from the three divisions of Garissa district.

Poverty - a condition of deprivation of basic human rights.

Program - a group of related projects services and activities directed to the achievement of specific goals.

Project - planned undertaking designed to achieve certain specific objectives within a given budget and time.

Resources - human, financial and capital requirements of an organization.

Site - geographical area covered by the study.

Social-cultural - the day to day activities of a people that determine their lifestyles in an Organization or a community.

Vision - the change in the prevailing economic, social or environmental situation the programme hopes to bring out.
CHAPTER ONE

INTRODUCTION

In this chapter, the researcher presents details on the background to the study, statement of the problem, objectives of the study, assumptions, limitations and the research site.

1.1 Background to the Study

As shown by the World Bank Report 2004, poverty presents itself in different forms. Basic ones include: inadequate food, lack of safe drinking water, poor or lack of sanitation facilities, health, shelter, education, information and access to services. The deprivation of this life defining needs make it frustrating.

In most African countries there was a spate of new NGOs around the time of independence. These organizations have continued to grow in the post-colonial era. Since 1980s, NGOs have mushroomed, doubling and tripling their numbers in many countries (Fowler, 1991). The failure of governments on the political and economic level must be regarded as a major reason for the proliferation of NGOs in Africa. The growth is related closely to the decline of government as a main development actor. There was a paradigm shift since the 1970s in the attitudes of donors and development policy makers away from the state owned central development models towards more participatory bottom-up approaches (Farrington, 1993). As a result, the role of NGOs in development in the third world nations has grown precipitously since the 1970s. Today there are 5,000 international NGOs based in developing countries that work with over 20,000 local NGOs in developing countries; a large percentage of these are found in Africa (Picciotto, 1996).

In the Central Africa Republic, for example, the presence and performance of NGOs can be outlined in the periods: 1960- early 1970, (was a church supported development period), 1980s (economic crisis and aggravation of social problems produced NGOs based on the principle that the government cannot do anything) and, the 1990s (which had permanent economic crisis, political liberalization and UN interventions). Majority of
present day NGOs owe their existence to this period (Charancle, 1996). Charancle, (1996) indicates such trends in the Democratic Republic of Congo (DRC).

In Egypt, the civil society including NGOs has grown during the last two decades in response to growing needs of the country and the political and economic trends towards democratization and economic liberation (Kandil 1999). This is brought about by the fact that in 1976, about 7,500 associations were registered, with the number rising to 22,000 including 17,600 NGOs by 1996 with a total membership of about 10 million,(Beshasa 1999). Other separate studies by Moyo, et al, (2000) and Wellard and Copestake, (1996) demonstrate that before independence in Zimbabwe, NGOs were associated with white settlers but with independence the numbers increased with many opening offices in Zimbabwe. In South Africa, during apartheid era, the NGOs were funded by the colonialists declining at independence due to declined funding. This was reversed there after growing in numbers in the country (Bourne and Seager, 2000).

The phenomenal growth of the NGOs sector in the post independence period referred above was not experienced in some African countries. This was practical in countries ruled by ideologically oriented parties until recently like in Tanzania, Zambia and Ethiopia before 1990s (Duffield, 1994). Since the end of the cold war, donor agencies have pursued a ‘new policy agenda’ which gives renewed prominence to the role of NGOs in alleviation of poverty, social welfare and development of a civil society (Robinson, 1993).

The republic of Kenya is classified as a third world country based on the level of her development (GoK, 2004, UN-2002). Very many problems face the nation but major among them is poverty (Omondi, 2008). At independence, one of the major targets the Kenyan government wanted to achieve was reduction of poverty among her country-men. However, over time now, the task has proven tough and very demanding. Poverty the world over is a major concern complicated by the widening gap between the poor and the rich. This has attracted the attention of the governments and world organizations like the United Nations who have tried to map out strategies to solve the poverty puzzle; the latest
one being the “eight point Millennium Development Goals” (MDGs) where poverty reduction is goal number one (World Bank, 2004).

The Kenyan government, in close link, has also developed the five year phased vision 2030 to address problems related to the quality of life for her people (GoK, 2008). In most parts of the country, based on the 2006 Government Economic Review (ERS), many people are affected by poverty. With this long period of partnership with the state, one would expect the poverty levels to decline but as Global Data Monitoring Systems (GDMS, 2006) indicate the number of the poor living under $1 a day almost doubled in the SSA, Kenya included, between 1981-2005 from 212 million to 388 million people. These increases are also indicated in the government of Kenya Midterm Review of 2006. The fight against this problem has seen the development of very ambitious policies by both the government and Non Governmental Organisations over many years; but the problem still persists (GoK, 2006, Nyaramba, 2006).

As Nyaramba (2006) says, North Eastern Kenya for example, presents a poverty level of 70% on average where Garissa district contributes 65%. The indicators of poverty as listed before present themselves evidently in most arid and semi-arid areas where Garissa district is one of them.

The participation of Non Governmental Organizations in the reduction of poverty in Garissa district has been very high, involving such organizations as CARE Kenya International, Millennium village, Action Against Hunger, UNICEF, APHIA II, World Food Programme and Red Cross among others. The scaring fact is that with both the government and Non Governmental Organizations efforts, the district has a poverty level of 65% with other pockets of the population having as high as 70% (GoK, 2006).

The researcher through the use of questionnaires and reading written reports sought to collect and analyze data to establish the real factors behind the poor performance of Non Governmental Organizations (NGOs) in poverty reduction in Garissa district. The district is found in North Eastern province of Kenya. This area is generally arid and her people are
basically nomadic pastoralists. The major emphasis was on the factors influencing the performance of NGOs on poverty reduction so as to enable the stakeholders to develop strategies to reduce it; more so, absolute poverty. Although the number of NGOs operating in the district could be high, observable trends on the ground and from surveys conducted in the area, it was clear that failure had always punctuated NGO performance on poverty reduction (SID, 2006).

The district hosts the provincial headquarters setting a condition where we have both the rural and the urban poor. The challenges faced by people here as a result of poverty are many; government departments are unable to handle the situation alone. This allows room for the participation of NGOs in poverty reduction (Gordon, 2008).

1.2 Statement of the Problem

The overall research problem addressed here is that despite the increased number of Non Governmental Organizations engaged in the fight against poverty in Kenya, there has been an upsurge in the poverty levels in the country, a situation complicated by the perennial drought and famine in arid and semi arid areas (Omondi, 2008). Garissa district is an arid district. The involvement of the NGOs, both foreign and domestic is aimed at supplementing the government effort towards reducing poverty and improving the quality of life of the Kenyan people across the nation (GoK, 2006).

According to the UN declaration that resulted from the world summit on social development in Copenhagen in 1995, absolute poverty is lack of basic human needs including food, safe drinking water, sanitation facilities, health, shelter, education and information. It depends not only on income but also on access to services (Gordon, 2008). It is even narrowed down to mean lack of two of the eight needs listed by Gordon. In this regard, a person who lives in a mud house is deprived of shelter, one who didn’t attend school is deprived of education, missing a newspaper, radio or television one is deprived of information, and not accessing piped water within 500 metres, one is deprived of water (Gordon, 2008). These conditions even from a simple observation are very poor in Garissa district. With a poverty level of 76% (GoK, 2006), it would also be fair to note that the
relative poverty; the gap between the poor and the rich is very high in the district (Nyaramba, 2006).

In Garissa district the problem of poverty manifests itself in such aspects as malnutrition, poor infrastructure, poor housing, low levels of literacy and the lifestyles of her local people. Being a serious deprivation, every effort should be made towards its sustainable management for the country to be able to achieve its ambitious vision 2030 objectives amongst which, poverty is the leading. In this arid areas Garissa included, poverty is rated at 65% (GoK, 2006), a figure fairly above half of the population. There is physical presence of NGOs in the district involved in these poverty reduction activities. However, the change has been slow or lacking, in others it has been deteriorating (Omondi, 2008).

The performance of these NGOs in poverty reduction was of concern in this research. Performance, from the mission, vision and goals of the NGOs under study, is generally reflected as improving the lives of the people and reducing human suffering. Many researches have been done on NGO in Kenya and many other parts of the world, the question why these NGOs have not performed well over many years is the gap the researcher sought to bridge through the study.

1.3 Objectives of the Study

1.3.1 General Objective
The general objective of the study was to find out whether resource management, social-cultural factors, inter-organizational linkages and leadership influence the performance of NGOs in poverty reduction in Garissa district of North Eastern Kenya.

1.3.2 Specific Objectives
The specific objectives of the study will be:

1. To find out whether management of resources influence the performance of the NGOs in poverty reduction in Garissa district.
2. To find out whether social-cultural factors influence the performance of NGOs in poverty reduction in Garissa district.
3. To find out whether inter-organizational linkages influence NGOs performance in poverty reduction in Garissa district.
4. To assess the effects of strategic leadership on the performance of NGOs on poverty reduction in Garissa district.
5. To make policy recommendations based on the findings on poverty reduction in Kenya.

1.4 Research Questions

The research was guided by the following questions:

1. Does the availability of resources influence NGOs performance in poverty reduction in Garissa district?
2. Do social-cultural factors influence the performance of NGOs in poverty reduction in Garissa district?
3. Do inter-organizational linkages influence NGO performance in poverty reduction in Garissa district?
4. Does strategic leadership influence the performance of NGOs in poverty reduction in Garissa district?
5. What policy recommendations can help improve the performance of NGOs in poverty reduction in Garissa district?

1.5 Assumptions of the Study

The researcher made the following assumptions in the course of the study:

1. All the targeted respondents were to be co-operative and provide useful information to the study.
2. The researcher didn’t know the factors hindering successful performance of NGOs in poverty reduction in Garissa district.
3. All respondents had some knowledge on NGOs.
4. The researcher would find interpreters when language problems arise.
1.6 Limitations of the Study

The following were the limitations of the study:

The study was limited to only one district (Garissa) in the Republic of Kenya; for a conclusive result, all districts in Kenya should have been involved. However this was not possible due to time, finances and other logistical constraints like terrain. The outcome of the study has been generalized.

Given the pastoralistic type of lifestyle of the people in Garissa district, it was difficult tracing them on the ground. Since this required time and resources compounded by other logistics, it was impossible to cover the opinions of all the people hence a representative population was used (sampled).

There was scanty literature on NGOs in Kenya given their manner of constitution and governance. The researcher used questionnaires to collect data from the field in addition to available secondary information.

Language of the local community was a problem given the low literacy levels in the district. This made the exercise tedious and expensive. The researcher enlisted the help of an interpreter.

The study was limited to NGOs only, while in the actual sense poverty reduction programmes are a big concern and a corporate responsibility of the government of Kenya. More information had to be accessed from government sources.

1.7 Delimitations of the Study

The study was conducted within the area defined by the administrative boundaries of Garissa district. Although there could be poverty reduction programmes run by both the government and/or the NGOs, this study only limited itself to NGOs involved in poverty reduction activities in Garissa District both urban and rural.

Many other factors may be making the poverty situation in Garissa district and the country challenging, but the study only focused on the ones affecting NGOs in their efforts to
sustainably manage poverty in the district. The stakeholders here are many as are the beneficiaries. The researcher sampled the respondents and the NGOs he worked with.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

In this chapter the researcher sought to make a review on literature done by other researchers as well as through observation on the issues affecting performance of organizations. The review has been organized under the theoretical review, empirical review and conceptual framework (Orodho, 2005). Through this review, the research work out to develop the connection existing between what other scholars have done on organizational performance and the current study on factors influencing NGO performance on poverty reduction. The review seeks to bring order, unity and simplicity in the topic being investigated (Orodho, 2005).

2.2 Theoretical Review

This part is made up of theories which form the background and guide to the investigation in question (Orodho, 2005). The analysis of organizational performance is a crucial step in the organizational assessment process. Yet, measuring performance is one of the most problematic issues in the field of organizational theory (Steers, 1975; Zammuto, 1982; Handa and Adas, 1996). While there could be a number of approaches of assessing performance, there is little consensus as to what constitutes a valid set of criteria.

According to Georgopolous and Tannebaum (1957), performance can be referred to as the extent to which an organization as a social system fulfilled its objectives. This view was held in the 1950s, but in the 1960s and 1970s, performance was viewed as the ability of an organization to exploit its environment to access scarce resources (Yutchman and Seashore, 1967). In the 1980s and 1990s, as a constructivist thinking became more standard in organizational theory, it was recognized that identifying organizational goals is more complex than first thought (Pfeffer and Jeffrey, 1997). A measurement of organizational performance needs to involve the perceptions of the organization’s multiple constituencies or stakeholders including those who work within the organization (Parker, 1993). In other words, the concept of organizational performance is, at least in part,
individually constructed. The influence or power of different stakeholders, determine performance very much. The researcher through this study, worked to find out whether the stakeholders in NGOs involved in poverty reduction in Garissa district influence their performance through funding their social-cultural activities and provision of infrastructural facilities. Competition among these NGOs shall also be of concern in the study. Broadly speaking, organizational performance as advanced by Yazdani, (2006) can be looked at individual level, team level and programmes of the organization all which, when put together, give a clear indicator of organizational performance. The researcher in this study sought to find out whether the overall delivery of the NGOs on their goals on poverty reduction in Garissa district is by any chance influenced by individual, group and or available programmes as the resource base for the NGOs.

As earlier indicated, performance is a multifaceted concept. Stakeholders of an organization are interested in the ways an organization defines its results and communicates this to its various publics (Blickendorfer and Janey, 1988). Each stakeholder has its own interests as well as what constitutes good performance for instance profit making organizations will measure performance in terms of profit made while, in a university the quality of graduates produced and research activities conducted will be used to measure performance (Parker, 1993). The two hold the view that, at programme level, beneficiaries have a primary interest in performance of the programme, and a secondary interest in organizational performance. This therefore implies that employees have an important stake in the performance of the organization upon which they depend for their livelihoods. At the level of organizational performance, Boscheken (1994) says, there are other constituents such as citizens, funders, politicians and investors all of whom have yet other sets of interests. By looking at resources, social cultural factors, organizational linkages, and strategic leadership, the researcher sought to establish whether these factors do present any influence on the delivery of NGOs’ goals in poverty reduction in Garissa district.

In Yazdani’s model (2006), the capacity of an organization is considered in terms of seven main interrelated areas that are believed to be the foundation of an organization.
performance. These are: strategic leadership, human resources and financial management, infrastructure, programme management, process management and inter-institutional linkages. Each of these components contains various factors which range in importance from organization to organization. In this study, the researcher sought to find out whether they also affect performance of NGOs in poverty reduction in Garissa district. Data was collected through the use of questionnaires.

Most Non-profit organizations view their performance in terms of how well they meet the mandate of their stated mission, purpose and goals. Marphy, et al (1996) argues, that in organizational theory three fundamental approaches of measuring performance have evolved: the goal-based approach; an organization to be evaluated on the goals it sets for itself. However, these goals are different and at times contradictory across organizations. Such a problem can only be handled through grouping organizations based on activities. This was used by the researcher to sample purposively NGOs working on poverty reduction from the many in the region. Then, there are the systems approach, and multi constituency approach which looks at multiple organizational performance aspects and difference in perspectives of NGO stakeholders respectively (Marphy, et al, 1996). The researcher worked closely to determine whether these theories: the goal-based theory, the systems theory and or the multiple constituency theory do have any relationship to the level of performance achieved by NGOs in poverty reduction in Garissa district. The factors looked at included; resources, social-cultural factors, organizational linkages and strategic leadership in NGOs in the area of poverty reduction in Garissa district.

2.3 Empirical Review

2.3.1 African Continent

The study looked at the organizations which are not part of the government which are voluntarily and legally set up to serve the common good, and are not for profit oriented (Oyugi, 2002). Such organizations can either be foreign or local. Looking at the performance of NGOs in Africa with special focus on Kenya, one finds very crucial revelation in the periods before colonization and during the colonial period which have
even continued to the independence era with variations in magnitude (Oyugi, 2002). These organizations could include CBOs at the community level and other international NGOs.

Reviews on performance can be well traced by giving the study a historical approach. For long period, the state remained the main actor in the development and governance process both during the colonial and post colonial periods in Africa. With the advent of colonialism, the framework which various African societies used for purposes of self-governance and provision of basic needs services, were either destroyed or, when adopted were once insubordinate to the colonial structures. At this point new non-state actors had emerged who offered services with overt support of the colonial states. The emergence and influence of religious organizations as providers of basic needs services began during this period especially health care and education (Kate and Copestake, 1993). Another important role the organizations played was humanitarian assistance through the provision of clothing, foodstuff and health care especially for the orphans and the destitute, which otherwise could not be attended by their community. By performing these tasks, the organizations emerged as the most important NGOs during the colonial period in Africa generally. These missionaries played an important role in fostering the emergence and development of the various welfare associations formed by the budding organizations. Copestake, (1993) and Oyugi, (2002) illustrates this point clearly.

Lessons of experience in other African countries are similar. Maipose’s study in Zambia (Maipose 2002) found that the major source of conflict between the state and the NGOs tended to be divergence of opinion on what role the NGOs should play. A similar study in Ghana (Ayee, 2002) concluded that governments are more inclined to monitor NGOs more in fear of political competition than genuine concern for the level of on-the-ground performance of NGOs in their activities. Bench and Lipietz (1998), indicate that the factors that can improve State-NGO relationship include; common objectives and strategies in a particular intervention, agreement on means of achieving the objectives, a shared commitment to principles of mutual respect, cooperation and collaboration. Braton (1990), and others have pointed out that popular support and self-financing provide the basis for legitimacy; official state funding erodes legitimacy, while a broader question can
be asked whether NGOs can be accountable to the poor at all if they are funded by donors. Van der Heijden (1987: 106) says, quoting a traditional African proverb: “if you have your hand in another man’s pocket, you must move when he moves”.

On the whole, many writers and researchers on this subject like: Oyugi 2002, Braton 1990 and Ayee 2002 indicate that, with possible exception of South Africa, the NGO sector on the continent is weak and dependent on support from international agencies. However, the NGO sector itself, is not without its shortcomings. Many of them are considered “oligarchies” whose operations are determined by the director’s perception of the community needs. As Wellard and Copestake concluded in their study “few NGOs have either formal, democratic systems for choosing their office bearers, or transparent mechanisms for canvassing grassroots opinion. In the Kenyan case, nepotism is a widespread practice among NGOs (Oyugi, 2002). Oyugi goes on to write that the NGOs do not take regard of the needs of the clients and since the poor cannot force accountability on them due to their economic status and the fact that they don’t pay for the services in a majority of the cases, there is misappropriation of funds, although it is difficult to trace.

2.3.2 Kenya
According to available data, (World Bank Group, 2005), Kenya recorded a good growth rate (averaging 6.7% p.a.) accompanied by some tangible development during the first decade of independence roughly up to mid-70s. But following the oil crisis of that period, which affected the flow and direction of resources, the country embarked on a downward development trend. By late 70s, the country was in crisis in many sectors. For example, by 1980 food was a big problem occasioning long queues both in urban and rural areas.

The diversion of scarce resources to meet food import requirements and importation of oil at high prices deprived the state of money needed for development investment and service delivery. At this time, NGOs like World Vision became more visible in Kenya providing needed humanitarian assistance and other services (Oyugi, 2002). It was also during this time that a number of NGOs in Kenya intensified their activities. At this point, donors
channeled development funds through these NGOs setting stage for fast growth. Major areas covered by these NGOs include advocacy, capacity building, health, education, water and humanitarian intervention.

There is evidence the country is well covered by the activities of NGOs (Omondi, 2008). There is debate too whether the NGOs really target and reach the poor. There seems to be a push for breadth rather than depth. In the worst cases, NGOs might be benefitting those who pretend to speak for the disadvantaged, but in reality usurp funds given (Strompuist, 1998); this seems to be the case even though the main objective of development of NGOs should be service to the disadvantaged members of the society. Edward and Hulme (1992), state that the NGOs sector experiences several bottlenecks that hinder the sector’s ability to perform and be more effective. Such limitations include: poor networking with other NGOs, absence of representativeness and accountability mechanisms within themselves, weak linkages with wider policy areas, resulting in their effects being small and localized. In a similar study, Bourne and Seager (2000), identify more or less the same limitations.

There was lack of transparency about financial flows in NGOs. A number of the NGOs are run by managers who take them as personal fiefdoms (Inequality in Kenya, 2008). Managers of these NGOs keep financial matters as top secrets, making it hard to tell how much money is put into their activities. In a number of NGOs there are tendencies of managers using them as employment outlets, (Braton, 1990). It is evident from the above facts that prevalence is given to personal monetary interests than project support in most of the NGOs.

2.3.3 Garissa District
To understand and investigate the factors influencing the performance of NGOs on poverty reduction, the researcher consulted a variety of literature on performance of organizations from many writers in addition to personal observations. The area under study has a poverty level of 76% for people living at less than a dollar per day (GoK, 2006). This region is the only one classified as arid and semi arid land in Kenya
What projects actually get implemented in a given area by NGOs is influenced both by the mandate and the perception of the NGO and only occasionally by the demonstrated needs on the ground; Omondi (2008), points out, not many NGOs solicit community preferences on development, preferring to instead do what they think is good for the people. In northern Kenya, NGO presence is seen in health care, training centers and construction of water sources such as boreholes, protected springs and wells among others.

Non Governmental Organizations have been and still are key partners in the development process in Kenya since the colonial period (Nyaramba, 2006). Over time their number has increased tremendously and this has been accompanied by diversification of their functions. Their functions compliment those of the state. In the post independence era, their role has been felt especially in the arid and semi arid districts (Oyugi, 2002); Garissa is one such district. In the district the situation looks bad in areas of unemployment, health, infrastructure, education, food and gender based issues where, 93% of women are not educated (Ngenge, 2006).

The degree of accomplishment of an organization’s mandate demonstrates the level of performance achieved. This could indicate how well an organization is fulfilling the demands of its tasks (Carrel, 1982). Often, performance is confused with effort, but performance is always measured in terms of results and not effort. It is true that poverty reduction efforts are high in Kenya but, performance is poor (Nyaramba, 2008). The researcher sought to establish how the situation presents itself in Garissa District.

2.4 Non Governmental Organisations Studied

The NGOs that were involved in this study included; CARE Kenya International, World Food Programme (WFP) and Action Against Hunger.
2.4.1 Care Kenya International

CARE Kenya International was established in Kenya in 1968 as a development and humanitarian organization whose purpose is to reduce poverty and provide relief. It works in North Eastern, Nyanza and Western provinces with headquarters in Nairobi and sub offices in Garissa, Dadaab and Kisumu (Care Kenya International, 2009). The Care Kenya mission states “Care Kenya International will serve individuals and families in the world. Drawing strength from our diversity, resources and experience, we promote innovative solutions and are advocates of global responsibility”. The main objectives as indicated in their website includes: strengthening capacity for self help, provision of economic opportunity for the poor, deliver relief in emergencies, influence policy decisions related to poverty and address discrimination of all kind. In their vision, they seek a world of hope, tolerance and social justice where poverty has been overcome and people live in dignity and security (Care Kenya International, 2009).

2.4.2 World Food Programme (WFP)

On the part of WFP, their intervention target at helping to improve the lives of the poorest people. People who either permanently or during times of crisis are unable to produce enough or do not have the resources to otherwise obtain the food that they and their households need for active and healthy lives (FAO/WHO, 1992). Although their assistance is for both relief and development, the overall aim of WFP is to build self reliance and reduce poverty. The organization pursues the following objectives: use food aid to support social and economic development, save live and protect livelihoods during crisis, rebuild and restore livelihoods after emergencies, reduce hunger and under nutrition everywhere and strengthen capacities of state to reduce hunger (WFP, 2009). From the 2008 annual report, WFP has 10,200 workers serving poor remote areas in the developing countries of the world and aims to serve 105 million people in these countries by the end of 2009 (WFP, 2009).

2.4.3 Action Against Hunger

The third organization to be researched on was Action Against Hunger. This is an agency established to fight two indicators of poverty: hunger and malnutrition. The mission is to move people from crisis to sustainability by tackling the causes of malnutrition and its
effects by using experts on nutrition, food security, water and sanitation. They work in
collaboration with other stakeholders to turn short term interventions to long term
solutions. Their vision is to have a world free from hunger (Action against Hunger, 2009).
With these facts about NGOs and their activities in poverty reduction, compounded by the
facts in Economic Recovery Strategy midterm review details (GoK, 2006) putting poverty
at 70% in Garissa district; it was only prudent as the researcher observes, to find out the
factors behind poor performance of the NGOs in poverty reduction in this district. This
was necessary because, based on the United Nations definition of indicators of poverty
(UN-2002): water, food, health care, education, communication, housing and
infrastructure were still most wanting in the district despite NGOs presence. Besides, there
were no tangible operational projects on the ground as to be evidence for performance.

2.5 Conceptual Framework
Under this section as Reichel and Ramey (1987) say, include broad ideas from the field of
study to help structure the researcher’s subsequent presentation. As Guba and Lincoln
(1989) also put it, this framework was part of the issues scrutinized and examined as a
result of this study.
The engagement of the NGOs in poverty reduction in the country is a welcome idea. Their
input in terms of both human and capital mobilization has been good. Over time now, the
NGOs have been an integral part of the country’s development agenda (Omondi 2008).
However in NEP and Garissa district in particular, the lives of the people have not so
much transformed as indicated by over 65% poverty level (GoK 2006). A variety of issues
would be the cause of such a low performance index as regards to the NGOs.
Gordon, (2008) gives some of the indicators of poverty as touching on food, water, sanitation, health, shelter, education, information and, access to services. These aspects were the ones most NGOs under the study worked on. The researcher conceptualized that factors like resources, social-cultural factors, organizational linkages, and strategic leadership, would be affecting their performance. Figure 2.1 shows the conceptual framework diagram for the study.

**Figure 2.1 Conceptual Framework (Source: Researcher 2010)**

The factors chosen were all external to the organizations. The researcher selected on external factors since they affected organizational performance and they didn't have confidential issues that could hinder data collection. Examining the external factors only gave the researcher adequate time to conduct an in-depth examination. It was also easy to collect data as some information on internal factors could have been classified as confidential hence inaccessible to the researcher. Besides, the factors were broad for the researcher to handle both external and internal factors under one study comprehensively; the study therefore focused on external factors as shown in the conceptual framework.
These factors influenced organizations in very many ways. Resources, which here include both human and financial resources in an organization, were key to performance. When these resources are well utilized, the results on an organization’s performance will be good. However, when not well used, realization of organizational goals become difficult to realize. An examination of the systems and management practices associated with human financial and infrastructure resources help provide insight into the use of organizational resources.

Social - cultural factors determine performance of organization since the factors dictate very much what the people in an organization can and cannot do. Social cultural factors for instance dictate on issues of gender and work, motivation and general participation in organizational activities influencing performance levels in organizations.

Besides these factors, linkages between organizations reduce duplication of roles and activities enabling organizations to manage their external relationships as inter-institutional linkages. When well managed, this will create synergy and enhance performance of organizations overall.

Further to these factors, strategic leadership involves the strategies and niche management by the leaders that set the direction for the organization. Leadership determines the ability of the organization to carry out its mandate by the way it manages its human resources and work-related interactions. Strategic leadership helps to identify the links between how an organization is governed and its mission as well as, the roles the human resources and finance play in the organization’s day-to-day activities. Good leadership will therefore help organizations to deliver on their goals.

2.6 Gaps to be filled by the Study

The literature review has generally indicated that performance of NGOs in different regions and countries in the world face many challenges. Conditions vary region to region or even country to country. These factors ranging from: resource management,
Social-cultural activities, inter-organizational linkages and strategic leadership are important in the delivery of NGOs mandate. Garissa has NGOs involved in poverty reduction activities. The research sought to establish whether these factors influence the performance of NGOs in poverty reduction in Garissa district under the prevailing conditions.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section looked at the research design, target population and sample selection, research instruments and data analysis. It also specifies the location of the study and the extent to which the researcher relied on qualitative and quantitative methodology (Kombo and Tromp, 2006).

3.2 Research Design

A research design is the scheme, outline or plan that is used to research problems (Orodho, 2003). This is regarded as the arrangement of conditions for collection and analysis of data in a manner that aims at combining relevance with the research purpose (Kombo and Tromp, 2006). Kothari (2003) says it constitutes the blue-print for the collection, measurement and analysis of data.

In this research, the researcher used a descriptive survey in collecting information by administering questionnaires to the sampled respondents (Orodho, 2003). In the Non Governmental Organizations, this method was applied when collecting information on people’s opinions, attitudes, habits or any other social issue which the researcher intended to work on (Orodho and Kombo 2002). Other information was gathered from secondary data sources such as the internet, published reports and books.

3.3 Research Site

The study was carried out in Garissa district of North Eastern province of Kenya. Purposive sampling was used to select the district as the site of study. This was because Garissa district was an arid district; the district hosts provincial headquarters for the province. It also has both urban and rural populations. The NGO offices and the mix in its residents gave an opportunity to observe and receive information from a variety of respondents. The district was also selected for convenience purposes. The district has three
divisions: Mbalambala, Central and Sankuri. Garissa town is inhabited by people of different tribes and origin but the rural areas are predominantly inhabited by the Somali tribe. The researcher used the site so as to enhance the usefulness of the information to be collected (Kombo and Tromp, 2006).

3.4 Sampling Design

In Garissa district there are NGO’s involved in advocacy, human rights, refugee welfare, environmental conservation and management, children rights, women welfare and, poverty reduction. The researcher used purposive sampling technique to select the NGO’s involved in poverty reduction activities. These NGO’s are relevant to the problem of study. As Orodho (2004) says, purposive sampling is applied in selecting samples using a set criterion; the researcher was interested in NGO’s involved in poverty reduction. Out of the ten NGO’s in this category in the district, the researcher purposefully selected three NGO’s based on the network of their activities and the number of employees in the District. Three is 30% of the ten NGO’s. Mugenda and Mugenda, (2003), recommend that when the target population is large, a representative sample of 30% can be used to generalize the findings. The respondents from the three NGO’s were stratified as: the management and employees. Stratified sampling was used because the sample was not drawn from a homogeneous group (Orodho, 2004, Kombo and Tromp, 2003).

Because the management does not constitute a big number, the researcher targeted all of them in the three organizations. But, since the employees are many: 40, 53 and 34 for Care Kenya International, WFP and Action Against Hunger respectively, the researcher randomly selected 30% to respond to the questionnaires. This reduced bias and gave the respondents equal chances. The District had three divisions. Each District Officer in the divisions will be purposively selected for the study. The three divisions (Mbalambala, Central and Sankuri) have Divisional Development Committee as follows; 24, 35 and 20 members respectively. From these figures, 30% of the members were selected randomly to respond to questions in the questionnaires. The respondents were selected randomly using lottery approach. The committee members formed the opinion leaders. They were selected
for the research because they play supervisory roles in the co-ordination of poverty reduction activities in their divisions (DDO, Garissa, 2009).

3.5 Sampling frame and Size

This part looks at the procedures the researcher used in selecting respondents. Sampling frame and size shows the sample approach the researcher used to gain information about the whole district, (Webster, 1985). The district has three divisions Mbalambala, Sankuri and Central. Each division had a divisional development committee made up of 35, 24 and 20 members for Central, Mbalambala and Sankuri respectively (DDO Garissa, 2009). These formed the opinion leaders. There are three divisional district officers in the three divisions. The district has ten NGOs with offices in the district headquarters. The NGOs staffs were grouped into two categories: the management and the workers of the organizations. There were 53, 40 and 34 employees in WFP, CARE Kenya and Action Against Hunger respectively in Garissa district. Each has a regional head.
Table 3.1 Poverty Reduction NGOs in the Garissa District

<table>
<thead>
<tr>
<th>Organization (NGOs)</th>
<th>Net Work (Divisions Covered)</th>
<th>No. Of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Care Kenya International</td>
<td>3</td>
<td>40</td>
</tr>
<tr>
<td>2. World Food Programme</td>
<td>3</td>
<td>50</td>
</tr>
<tr>
<td>3. Action Against Hunger</td>
<td>3</td>
<td>34</td>
</tr>
<tr>
<td>4. Millennium Development Project</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>5. United Nations International Children’s Education Fund</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>6. APHIA II</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>7. United Nations High Commission For Refugees</td>
<td>1</td>
<td>120</td>
</tr>
<tr>
<td>8. Mikono International</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>9. United State Of America International Development</td>
<td>2</td>
<td>33</td>
</tr>
<tr>
<td>10. Red-Cross</td>
<td>3</td>
<td>20</td>
</tr>
</tbody>
</table>

Source - Regional offices (2009)

3.6 Sample Size

The researcher targeted two categories of respondents: those working in the NGOs and the community opinion leaders. As for the NGOs, the number of those with regional offices in Garissa town is ten. The researcher used 30% to conduct the study which gave three NGOs (Mugenda and Mugenda, 2003). The three were purposively selected based on their network of activities and number of employees. Based on the network the researcher considered those NGO’s with activities covering the three divisions in the district so as to give a representative finding. Those with a higher number of employees were selected tenable researcher to get enough respondents. Orodho and Kombo (2002)
point out that the samples chosen should be such that they enable the researcher to conduct the study and generalize the findings.

The researcher then used simple stratified sampling method on NGO's respondents as management and employees. This is so because the population was not homogenous. Orodho (2004) recommends use of stratification when the population is not homogeneous. Since the management had few members in the organization, the researcher targeted all of them. This is an idea also advanced by Mugenda and Mugenda, (2003). On the part of opinion leaders, the researcher used purposive method to sample the members of the Divisional Development Committees in each of the three divisions and three D.Os because they were involved in supervising development in their division. Lottery method was used to identify respondents. As Kombo and Tromp (2006) observe, this criteria guaranteed the researcher diversity, representativeness, knowledge and accessibility in the samples taken for the study. Out of the ten NGOs the researcher randomly selected three (30%) because it was a representative number. The three included: CARE Kenya International, World Food Programme and Action Against Hunger.
Table 3.2: Sample Frame for NGOs Staff

<table>
<thead>
<tr>
<th>Organization</th>
<th>Sample frame</th>
<th>Sampling method</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARE Kenya international</td>
<td>Management 5</td>
<td>Purposive sampling</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Employees 35</td>
<td>For management, all 5 are involved.</td>
<td>11</td>
</tr>
<tr>
<td>World Food Programme</td>
<td>Management 3</td>
<td>Purposive sampling for management, all the 3 are involved.</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Employees 50</td>
<td>Simple random sampling</td>
<td>15</td>
</tr>
<tr>
<td>Action Against Hunger</td>
<td>Management 8</td>
<td>Simple random sampling</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Employees 26</td>
<td>30%: $\frac{30}{100} \times 26 = 8$.</td>
<td>8</td>
</tr>
<tr>
<td>Total= 127</td>
<td></td>
<td></td>
<td>Total= 50</td>
</tr>
</tbody>
</table>

(Numbers rounded upwards)

(Source: Researcher, 2010)

On the side of the community opinion leaders, the researcher covered three divisions. The Community leaders, 11, 8 and 6 from Central, Mbalambala and Sankuli, were selected through simple random sampling from the development committees in the divisions at a ratio of 30% each. There are 35, 24 and 20 Committee members from Central Mbalambala and Sankuli respectively. Those selected were issued with questionnaires. In addition, D.Os were purposively selected to give insight on the issue of NGO performance in poverty reduction in the division.
### Table 3.3: Sampling Frame for Community Opinion Leaders

<table>
<thead>
<tr>
<th>Division</th>
<th>Sample frame</th>
<th>Sampling technique</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>35 community leaders</td>
<td>Simple random sampling, 30%: $\frac{30}{100} \times 35 = 11$</td>
<td>11 opinion leaders and one D.O. = 12</td>
</tr>
<tr>
<td>Mbalambala</td>
<td>24 community leaders</td>
<td>Simple random sampling, 30%: $\frac{30}{100} \times 24 = 8$</td>
<td>8 opinion leaders and one D.O. = 9</td>
</tr>
<tr>
<td>Sankuri</td>
<td>20 community leaders</td>
<td>Simple random sampling, 30%: $\frac{30}{100} \times 20 = 6$</td>
<td>6 opinion leaders and one D.O. = 7</td>
</tr>
<tr>
<td></td>
<td><strong>Total = 79</strong></td>
<td></td>
<td><strong>Total = 28</strong></td>
</tr>
</tbody>
</table>

(Source: Researcher, 2010)

### 3.7 Data Collection Method and Instruments

The actual data collection in the field was conducted by the researcher in each of the sampled organizations and Divisions. Kombo and Tromp (2006), recommend that a researcher can use questionnaires to collect data. This is supported by Orodho, (2004) who also enlists questionnaires as an important method of data collection. The researcher used two sets of questionnaires to collect data in this research.

A questionnaire was appropriate to use because the targeted respondents are workers who knew how to read and write (Mugenda and Mugenda, 2003, Kombo and Tromp, 2006, and Kothari, 2003). The tools were pre-tested through test and retest technique to enhance validity and reliability (Mugenda and Mugenda, 2003). Drop and pick method was used to
cover NGO’s and opinion leaders in the targeted Divisions since the researcher lives within Garissa town. The questionnaires contained both closed and open-ended questions. Closed-ended questions allowed the researcher to compare responses while open-ended ones gave the respondents space to also give their opinions (Orodho, 2003).

In addition, data was also collected from secondary sources like books, written reports and the World Bank publications through reading and note taking as Kombo and Tromp (2006) recommend.

3.8 Data Analysis

Data analysis refers to examining what has been collected in research and making deductions and inferences (Kombo and Tromp, 2006). Data collected through the questionnaires was both qualitative and quantitative in nature. Qualitative data was collected through the use of open-ended questions of the questionnaire from NGO’s and community opinion leaders. This was analyzed through content analysis. On the other hand, quantitative data was collected through the use of closed-ended questions in the questionnaire. The data was coded, edited and analyzed with the aid of statistical package for social sciences (SPSS) computer software. Both descriptive statistics such as frequencies and percentages and inferential statistics such as Pearson correlation tests were performed. The data was presented in form of frequency distribution tables, pie charts, bar graphs and percentages to reflect the relationships between the independent and dependent variables of the study.
CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION OF RESULTS

This chapter contains the results and presentation of the findings of the study. The study aimed at establishing the factors influencing the performance of non-governmental organizations in poverty reduction in Garissa District. The independent variables of the study included: resource management, social-cultural factors, inter-organizational linkages and strategic leadership while the dependent variable was performance of NGOs. The study targeted two categories of the respondents namely: NGOs employees and community leaders. Two sets of questionnaires were used. The first set was administered to the NGOs employees while the second set was administered to community leaders. The findings are presented based on the study research objectives. The data collected was coded and entered in SPSS package where analysis was done. Both descriptive statistics such as frequencies and percentages and inferential statistics such as Pearson correlation tests were performed upon which interpretations and conclusions are made.

Table 4.1: Analysis of Response Rate

<table>
<thead>
<tr>
<th>Target respondents</th>
<th>Questionnaires administered</th>
<th>Valid Responses Received</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGO Employees</td>
<td>50</td>
<td>47</td>
<td>94%</td>
</tr>
<tr>
<td>Community opinion leader</td>
<td>28</td>
<td>25</td>
<td>89.3%</td>
</tr>
</tbody>
</table>

The study targeted a total of 50 employees and 28 community opinion leaders in Garissa District. However, due to study limitation, the study achieved a total of 47 employees and 25 opinion leaders. This represents 94% and 89.3% response rates respectively as shown in table 4.1. This forms the basis of the analysis presented in this chapter.
Table 4.2: Background Information of NGO Employees

<table>
<thead>
<tr>
<th>Demographic Characteristic</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>32</td>
<td>68.1</td>
</tr>
<tr>
<td>Female</td>
<td>15</td>
<td>31.9</td>
</tr>
<tr>
<td>Position in the organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>16</td>
<td>34.0</td>
</tr>
<tr>
<td>Staff</td>
<td>31</td>
<td>66.0</td>
</tr>
<tr>
<td>Terms and condition of employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td>24</td>
<td>51.1</td>
</tr>
<tr>
<td>Temporary/contract</td>
<td>18</td>
<td>38.3</td>
</tr>
<tr>
<td>Volunteers</td>
<td>5</td>
<td>10.6</td>
</tr>
<tr>
<td>Availability of an office in the workplace</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>42</td>
<td>89.4</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>10.6</td>
</tr>
<tr>
<td>Level of Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>10</td>
<td>21.3</td>
</tr>
<tr>
<td>Diploma</td>
<td>14</td>
<td>29.8</td>
</tr>
<tr>
<td>Certificate</td>
<td>16</td>
<td>34.0</td>
</tr>
<tr>
<td>Untrained</td>
<td>7</td>
<td>14.9</td>
</tr>
<tr>
<td>Duration of Working (in years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>less a year</td>
<td>3</td>
<td>6.4</td>
</tr>
<tr>
<td>Between 2-5</td>
<td>25</td>
<td>53.2</td>
</tr>
<tr>
<td>Between 6-9</td>
<td>14</td>
<td>29.8</td>
</tr>
<tr>
<td>10 and above</td>
<td>5</td>
<td>10.6</td>
</tr>
<tr>
<td>Overall Total (N)</td>
<td>47</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The researcher sought to establish the employees’ gender, position in the NGOs, terms and condition of employment, availability of an office in the workplace, level of education and duration of working with the NGOs. The findings presented in table 4.2 show that majority of the respondents were male (68.1%), while 31.9% were female. Most of the
respondents (66%) were staffs working in different departments while the management staff accounted for 34%. The findings further show that more than half of the respondents (51.1%) were employed on permanent basis with 89.4% with offices at their workplace. In addition the findings show that most of the employees (34%) had Certificate as their highest level of education most of which had worked for 2 to 5 years as accounted by 53.2%.

Table 4.3: Background Information of Community Leaders

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>14</td>
<td>56.0</td>
</tr>
<tr>
<td>Female</td>
<td>11</td>
<td>44.0</td>
</tr>
<tr>
<td><strong>Division</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mbalambala</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td>Central</td>
<td>9</td>
<td>36.0</td>
</tr>
<tr>
<td>Sankuri</td>
<td>8</td>
<td>32.0</td>
</tr>
<tr>
<td><strong>Highest level of education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University</td>
<td>5</td>
<td>20.0</td>
</tr>
<tr>
<td>Middle level college</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>Secondary</td>
<td>12</td>
<td>48.0</td>
</tr>
<tr>
<td>Primary</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td><strong>Overall Total (N)</strong></td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.3 shows the background information of community leaders targeted in the study. The findings show that more than half of the community opinion leaders (56%) were male while female accounted for 44%. Most of the leaders (36%) were from central division while Mbalambala and Sankuri community leaders accounted for 32% in each division.
The findings further show that highest level of education of most community leaders was secondary level as accounted by 48%.

4.4 Management of Resources
The first objective of the study sought to establish whether the management of resources influenced the performance of the NGOs in poverty reduction in Garissa district. Management of resources involves the workers involved in the NGO activities human resources the facilities and the functions of the organizations.

Table 4.4.1: Training opportunity provided

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46</td>
<td>97.9</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2.1</td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to establish whether the NGOs provided training opportunity to their employees. According to majority of the respondents (97.9%), NGOs provided training opportunities to their employees as shown in table 4.4.1. This is done because a high number of people with low levels of Education in the district due to the nature of social and economic factors compounded by environmental reasons. The people are pastoralists living in an arid area. There is no specific educational program drawn to address their unique way of life leading to many of them not accessing formal education. Education infrastructure is also indicated elsewhere in this report has a share in this problem.
The respondents stated the main forms of training that they got from their employers. The findings presented in figure 4.1 show that the main form of training was seminars as accounted by 74.5% of the respondents. This shows that the NGOs put some effort in equipping their staff with the necessary skills needed to perform their duties. The reason for the use of seminars workshops and on- work training is due to limited finances, time and also the nature of projects undertaken. The organizations expect that the problem could be solved and have the targeted groups control their lives. However at the management level formal training is used as away of giving them concrete skills to manage the resources and achieve their goals. It should be noted here also that the organizations are donor funded and therefore dictated by their interests.
According to majority of the respondents, the training done by the NGOs has a very much contribution to the performance of employee in the organizations as accounted for by 78.7% (very much response). The high number of people trained lead to development of skilled labour. This has a positive effect on the general performance of NGO on poverty reduction. This is shown in table 4.4.2.

Table 4.4.3: Employees Perspectives on the NGOs Staffing

<table>
<thead>
<tr>
<th>Availability of Enough qualified staff</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>17.0</td>
</tr>
<tr>
<td>No</td>
<td>39</td>
<td>83.0</td>
</tr>
<tr>
<td>Total (N)</td>
<td>47</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to establish the staff levels of the NGOs involved in poverty reduction in Garissa district. According to majority of the employees (management), the NGOs did not have enough qualified staff as accounted for by 83%. In addition, the findings show that inadequate staffing in the NGOs had a high effect (71.1%) on the NGOs’ performance. This is shown in table 4.4.3.
The findings in figure 4.2 shows that the NGO’s major sources of funding were the donors as accounted for by 95.7%. On the reliability of the sources of financing, majority of the employees rated it as fairly reliable as accounted for by 59.6%.

Figure 4.3: Community Leaders’ View on NGOs Funding
In addition, the findings in figure 4.3 show that most community leaders concur with the employees on the major sources of funding as the donor (92%). However, they acknowledged that the funding allocated for the projects was not adequate (72%) for effective project implementation. This indicates the need to diversify the financing sources to ensure project sustainability.

Figure 4.4 Organizational Financial Budget and Duration

According to majority of the employees (97.9%), the NGOs usually prepare a budget. These budgets are usually prepared annually according to majority of the employees (95.7%); this is shown in figure 4.4.
However, the findings further show that majority of the community Leaders (88%) are not usually involved in the budgeting of poverty reduction activities in the region as shown in figure 4.5. Community leaders could be involved in the budgeting through planning for priority activities even if it doesn’t involve real financial budgets. This could enhance project acceptability and ownership.
The study sought to establish the priority activities sponsored by NGOs in the region. According to majority of the respondents, the main priority activities sponsored by NGOs are entrepreneurship (51.1%) and crop irrigation farming (27.7%) as shown in figure 4.6. The reason behind this activities were the provision of the donors whose packages come in with indications on particulars activities they are sponsoring. The area of crop irrigation is also targeted to reduce dependence on relief aid by the Wfp.
The findings in figure 4.7 shows that the main channel for dispersing funds is the CBO according to majority of the respondents (59.6%). In addition, the findings show that the channel is sufficient in funds disbursement to the projects as accounted for by 91.5%. This is shown in figure 4.7.
The study sought to establish the operational cycle of the NGOs’ activities on poverty reduction and whether they have field officers in their various projects. The findings presented in figure 4.8 show that most of the NGOs’ operational cycle is more than two years as accounted for by 74.5%. In addition, the findings show that majority of the NGOs had field officers as accounted for by 91.5%.

Figure 4.6: Operational Cycle and Field Officers
The findings show that the NGOs have problems of recruiting employees from local communities for the projects according to the majority of the respondents (94%). This is shown in figure 4.9. This was due to limitations in the funding available from the donor agencies.

Table 4.4.4: Community Leaders Participation in NGO Activities

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>92.0</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>8.0</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>100.0</td>
</tr>
</tbody>
</table>
The findings shown that majority of the community leaders participate in NGO activities as accounted by 92% of the respondents. Only 8% of the community leaders do not participate in the NGOs activities as shown in table 4.4.4. The community leaders participate in supervising the implementation of programmes. Through their divisional development committee, they also assess the impact of the poverty reduction programmes to the local people.

Table 4.4.5: Pearson Correlation Test for Performance versus Resource Management

<table>
<thead>
<tr>
<th></th>
<th>Performance of NGOs</th>
<th>Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance of NGOs</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. level</td>
<td>-0.640</td>
</tr>
<tr>
<td></td>
<td>(P-Value)</td>
<td>0.360</td>
</tr>
<tr>
<td>Resource Management</td>
<td>Pearson Correlation</td>
<td>-0.640</td>
</tr>
<tr>
<td></td>
<td>Sig. level</td>
<td>0.360</td>
</tr>
<tr>
<td></td>
<td>(P-Value)</td>
<td>.</td>
</tr>
</tbody>
</table>

The study sought to establish the correlation between performance of NGOs and resource management. A Pearson Correlation Test was performed whereby the correlation coefficient was computed. A correlation coefficient ranges from -1 to +1. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative). The absolute value of the correlation coefficient indicates the strength, with larger absolute values indicating stronger relationships. If the significance level (P-value) is very small (less than 0.05) then the correlation is significant and the two variables are linearly related. If the significance level is relatively large (greater than 0.05) then the correlation is not significant and the two variables are not linearly related. Even if the correlation between two variables is not significant the variables may be correlated but the relationship is not linear. The Pearson Correlation Analysis is shown in table 4.4.5
The findings show that there is strong negative correlation (-0.640) between Performance of NGOs and resource management. However, the correlation is not significant at 5% (p<0.05). This means that the two variables are correlated but the relationship between them is not linear as shown in table 4.4.5.

4.5 Social-Cultural Factors

The second objective of the study sought to find out whether social-cultural factors influence the performance of NGOs in poverty reduction in Garissa district.

The study sought to establish the language used to communicate with the local communities during project implementation. According to majority of the employees (76.6%), Kiswahili was the main language used. In addition, majority of the employees (95.7%) acknowledged that they experienced language problems in implementing programmes as shown in figure 4.10.

Figure 4.8: Language Barrier in Project Implementation
The findings shown in table 4.5.1 show that majority of the target groups had primary school as their highest level of education as accounted for by 48.9%. This low education levels affect communication between the staff and the target groups in projects implementation. In addition, majority of the respondents (95.7%) acknowledged that the low literacy levels of the target groups had an effect on NGOs’ Performance.
The main ways used by the NGOs to overcome the effects of low literacy levels according to majority of the respondents were the use of CBOs and employing locals as accounted for by 53% and 32% respectively. This is shown in figure 4.11.

Table 4.5: Dominant Religion in the Region

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Islamic</td>
<td>44</td>
<td>93.6</td>
</tr>
<tr>
<td>Christianity</td>
<td>3</td>
<td>6.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

According to majority of the respondents, Islamic is the most dominant religion in the region as accounted by 93.6% with Christianity accounting 6.4% of the respondents. This is shown in table 4.5.2.
Whether NGO poverty reduction activities are based on gender

Employees View on Gender Consideration in Poverty Reduction

Figure 4.10: Employees View on Gender Consideration in Poverty Reduction

The findings in figure 4.12 show that according to majority of the employees, NGOs’ poverty reduction activities are not based on gender as accounted for by 80.9% (no response). The findings further show that the group that is most affected by poverty are the females according to majority of the employees (76.6%). This is shown in figure 4.12.

Table 4.5.3: Leaders View on Gender mostly Affected by the Poverty

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>18</td>
<td>72.0</td>
</tr>
<tr>
<td>Both</td>
<td>7</td>
<td>28.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Similar findings were also obtained from the majority of community leaders (72%) as shown in table 4.5.3. Education for women is hindered by factors such as poverty itself, the people’s cultural and social practices like early marriages and pastoralistic style of life. Besides; the formal schools available are few and poorly staffed compounded by religious beliefs which prohibit mixing girls and boys.
### Table 4.5.4: Age Group Targeted by the Poverty Reduction Activities

<table>
<thead>
<tr>
<th>Age groups</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td>3</td>
<td>6.4</td>
</tr>
<tr>
<td>Between 20 to 35 years</td>
<td>6</td>
<td>12.8</td>
</tr>
<tr>
<td>Between 35 to 50 years</td>
<td>38</td>
<td>80.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The findings shown in table 4.5.4 show that the age group mainly targeted by the poverty reduction activities was 35 to 50 years as accounted by 80.9%, below 20 years and between 20 to 35 years accounted for 6.4% and 12.8% respectively as shown in table 4.5.4.

### Table 4.6: Effects of Local Communities Lifestyles on the NGOs programmes

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>44</td>
<td>93.6</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>6.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

According to the majority of the employees, local communities’ lifestyles affected the NGOs programmes as accounted for by 93.6%. However, a minority of 6.4% said that the local communities’ lifestyles did not have any effect on the NGOs programmes as shown in table 4.5.5.
Majority of the employees rated the receptiveness of the target groups to NGO activities as either responsive or very responsive as accounted for by 46.8% and 38.3% respectively as shown in figure 4.13. This implies that the target groups are very cooperative with the NGOs activities.

Table 4.7: Pearson Correlation between Performance and Socio-Cultural Factors

<table>
<thead>
<tr>
<th></th>
<th>Performance of NGOs</th>
<th>Socio-Cultural Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance of NGOs</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (P-Value)</td>
<td>.</td>
</tr>
<tr>
<td>Socio-Cultural Factors</td>
<td>Pearson Correlation</td>
<td>0.744</td>
</tr>
<tr>
<td></td>
<td>Sig. (P-Value)</td>
<td>0.256</td>
</tr>
</tbody>
</table>
The study sought to establish the Correlation between Performance of NGOs and Socio-Cultural Factors. A Pearson Correlation test was performed and the results were as shown in table 4.5.6. The findings show a strong positive correlation coefficient of 0.744. This means that Socio-Cultural factors such as beliefs and religious practices influenced NGOs’ performance in the poverty reduction activities.

4.6: Inter-Organizational Linkages

The third objective sought to find out whether inter-organizational linkages influence NGOs’ performance in poverty reduction in Garissa district.

Table 4.6.1: Joint Plans with other NGOs in the Region

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presence of other NGOs involved in poverty reduction in the region (N=47)</td>
<td>Yes</td>
<td>47</td>
</tr>
<tr>
<td>Existence of Joint plans of activities with other NGOs (N=47)</td>
<td>Yes</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>39</td>
</tr>
<tr>
<td>Whether Performance is affected by having no joint plans with other NGOs in the region (N=39)</td>
<td>Yes</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>4</td>
</tr>
</tbody>
</table>

The finding presented in table 4.6.1 show that there existed other NGOs in the region involved in Poverty reduction. However there existed no joint plans of activities among the various NGOs in the region as accounted for by 83%. In addition, most of the employees acknowledged that the performance of the NGOs was being affected negatively by having no coordination plans with other NGOs in the region as accounted for by 89.7%. This is shown in table 4.6.1.
The findings show that according to majority of the respondents, there existed some conflict between NGOs activities in the region as accounted by 83% of the respondents. The findings further show that the conflicts among the NGOs affect their performance very much as accounted for by 48.9%. However, majority of the respondents suggested negotiations as a measure of resolving conflict as accounted for by 76.6%. This is shown in figure 4.14. In addition, according to majority of the community leaders (72%), there were projects which had stagnated due to conflict of interest sometimes between NGO and the community in the area or between NGOs themselves on the planned activities. This had affected the planned activities according to 78.3% of the respondents who indicated that there were stalled projects in the area.

**Figure 4.12: Employees’ View on NGO Conflicts with each other**
4.6.2: Pearson Correlation between Performance and Organizational Linkages

<table>
<thead>
<tr>
<th></th>
<th>Performance of NGOs</th>
<th>Inter-Organizational Linkages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance of NGOs</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (P-value)</td>
<td>0.258</td>
</tr>
<tr>
<td>Organizational Linkages</td>
<td>Pearson Correlation</td>
<td>0.258</td>
</tr>
<tr>
<td></td>
<td>Sig. (P-value)</td>
<td>0.742</td>
</tr>
</tbody>
</table>

The study sought to establish the correlation between Performance of NGOs and Inter-Organizational Linkages. A Pearson Correlation test was performed and the results were as shown in table 4.6.2. The findings show a weak positive correlation coefficient of 0.258. This means that lack of inter-organizational linkages influence NGOs’ performance in the poverty reduction activities.

4.7: Strategic Leadership

In the fourth and last objective in the study the researcher sought to assess the effects of strategic leadership on the performance of NGOs on poverty reduction in Garissa district.

Table 4.7.1: NGOs Activities and the Mission Statement

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>95.7</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>4.3</td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study sought to establish whether the activities carried out by the NGOs were consistent with the NGOs’ mission statement. Majority of the respondents answered this
question on the affirmative as accounted for by 95.7%. Only 4.3% answered this question otherwise. This is shown in table 4.7.1. This shows that most NGOs were carrying out activities that were consistent with their mission statement. This was significant because it kept the stakeholders focused on the organizational goals.

![Motivation Programs for Employees](image)

**Figure 4.13: Motivation Programs for Employees**

The findings in figure 4.15 show that most of the NGOs have motivation programmes for employees according to majority of the respondents (97.9%). The findings further show that most NGOs have training Programmes for Stakeholders according to majority of the respondents (87.2%). The programmes range from training, promotions and incentives monetary and non – monetary. The employees also exhibited good will towards each other they also felt compensation was adequate reason why many of them never considered leaving their NGOs soon.
The study sought to establish whether there were joint meetings between the management and employees of the targeted NGOs. The findings in figure 4.16 show that according to majority of the respondents (68.1%), there were joint meetings held between the management and employees of the NGOs.
In addition, the findings shown in figure 4.17 indicate that according to most of the respondents, the employees received the feedback immediately as accounted for by 48.9% of the respondents. This shows some aspects of efficiency in the management of the NGOs.
The study sought to establish the stages at which the community leaders get involved in NGOs activities. The findings in figure 4.18 show that most of the community opinion leaders get involved at the implementation stage (48%). This shows lack of proper involvement of the local community leaders in the initial stages of the project activities. The view of a project being imposed on them reduces their will to participate. This reduces the leaders input and being a key entry point to the society, the projects fail to enjoy good results. This projects end up looking foreign to them hence no ownership. This is the reason why they fail as soon as the donor withdraws.
According to most of the community leaders (76%), their views or suggestion were not usually considered by the NGOs when designing the projects activities as shown in figure 4.19. This was due to the fact that the donors interests had to override those of other stakeholders. This shows that the local leaders are not regarded to be very useful by the NGOs.

Table 4.7.2: Leaders’ Joint Meeting and Preparation of Priority List

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold joint meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>76.0</td>
</tr>
<tr>
<td>Divisional development committee prepare a priority list for NGO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>6</td>
<td>24.0</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>76.0</td>
</tr>
<tr>
<td><strong>Overall Total (N)</strong></td>
<td><strong>25</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The findings in table 4.7.2 shows that the community leaders do not hold joint meetings with the NGOs according to majority of the respondents (76%). The findings further show
that the divisional development committees do not prepare a priority list for NGOs according to majority of the respondents (76%). This show that most divisional development committees do not prepare priority lists for NGOs nor do the community leaders hold joint meetings as shown in table 4.7.2.

Table 4.7.3: Pearson Correlation between Performance and Strategic Leadership

<table>
<thead>
<tr>
<th>Performance of NGOs</th>
<th>Pearson Correlation</th>
<th>Strategic Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (p-value)</td>
<td>0.368</td>
<td></td>
</tr>
</tbody>
</table>

The study sought to establish whether there existed a correlation between performance of NGOs and strategic leadership. A Pearson Correlation test was performed and the results were as shown in table 4.7.3. The findings show a strong negative correlation coefficient of -0.632. This means that poor strategic leadership influence negatively the NGOs’ performance in the poverty reduction.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction
The chapter outlines the summary of findings derived from the study. The chapter also details the conclusions and recommendations of the study. The recommendations form a basis from which academicians can conduct further research on issues aimed at improving the performance of the NGOs in poverty reduction in Kenya.

5.2. Summary of Findings
The study investigated the following independent variables: resource management, social-cultural factors, inter-organizational linkages and strategic leadership while the dependent variable was NGO performance in poverty reduction in Garissa district. The findings can therefore be summarized as follows:

5.2.1 Management of Resources
The study established that most of the NGOs in Garissa district provided training opportunities for their employees (97.9%). These training opportunities were usually in form of seminars (74.5%). The findings show that the training done by the NGOs had a very high effect on the employees' performance. This shows that the NGOs put some effort in equipping their staff with the necessary skills needed to perform their duties effectively.

The findings further show that most of the employees working in the NGOs do not have enough qualification to perform their duties (83%). In addition, the staffing of most NGOs was inadequate and this had effects on their performance (71.1%). Most of the community leaders agreed with the fact that inadequate manpower had negative effects on the performance of the NGOs in poverty reduction.

The study established that the major sources of funding for NGOs were the donors (95.7%). However, the funding was found to be fairly reliable (59.6%) hence, not able to effectively address the planned activities in the region. Most community leaders acknowledged the fact that the funding allocated for the projects was not adequate (72%)

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for effective project implementation. This indicates the need for NGOs to diversify the funding sources to financing of most of their crucial projects.

The findings show that the NGOs usually prepare annual budgets (95.7%). However, the findings further show that majority of the community Leaders (88%) are not usually involved in the budgeting of poverty reduction activities in the region. The findings show that the community leaders usually participate in NGO activities mainly at the implementation stage (48%). This shows lack of proper involvement of the local community leaders in the initial stages of the project activities.

The study established that the main channel for dispersing funds to the projects were the CBOs (59.6%). This channel was found to be sufficient in the disbursement of funds to the projects (91.5%) since, most CBOs were in touch with the local beneficiaries of the projects.

5.2.2 Social-Cultural Factors

The study sought to establish the language used to communicate with the local communities during projects implementation. Kiswahili was found to be the most widely used language (76.6%). However, majority of the employees (95.7%) acknowledged that they experienced language problems when implementing the programmes. Most of the target groups had attained primary school education as their highest level. This low education levels affected communication between the staff and the target groups in the projects implementation.

Islamic religion was found to be dominant in the region (93.6%) which was followed by Christianity (6.4%). The study established that beliefs and religious practices had a very strong effect on the NGOs performance in poverty reduction activities (87.2%).

The findings show that the NGOs’ poverty reduction activities were not based on genders. However, the groups that were most affected by poverty were the females (76.6%).

Overall, most of the respondents rated the target groups as being responsive 85.7% to the NGOs activities and their projects in the district. This shows that the target groups are usually very cooperative in the NGOs activities.
5.2.3 Inter-Organizational Linkages

The findings show that there existed other NGOs in the Garissa region involved in poverty reduction. However there existed no joint plans of activities among the various NGOs in the region (83%). In addition, most of the employees acknowledged that the performance of the NGOs was largely affected by lack of joint plans with the other NGOs in the region (89.7%).

Conflicts and crashing of activities amongst the various NGOs was also evident (83%). These conflicts were found to affect the performance of NGOs (48.9%) in their quest to reduce poverty in the region. However, majority of the respondents suggested negotiations as a measure of resolving conflicts (76.6%).

According to most of the community leaders (72%), there were projects which had stagnated due to conflict of interest on the planned activities of the various NGOs. This had too affected the planned activities in the region.

5.2.4 Strategic Leadership

The study established that there existed a relationship between the NGOs activities and their mission statement (95.7%). Most of the NGOs were found to have motivational programmes for employees (97.9%). This helped to boost the employees’ morale. The findings further show that most NGOs had training Programmes for the Stakeholders (87.2%).

The study further established that there were joint meetings between the management and employees of the targeted NGOs (68.1%). In addition, the findings show that the employees received feedback immediately after meetings (48.9%). Although bellow average, this shows some aspect of efficiency in the management of the NGOs.

Further, the findings show that most of the community leaders’ views or suggestions were not usually considered by the NGOs when designing their project activities (76%). Either, the community leaders did not hold joint meeting with the NGOs (76%). This shows lack of involvement of the local leaders in decision making.

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5.3. Conclusions

Based on the findings of the study on NGO resource management, it is evident that the NGOs in Garissa usually provide training opportunities to their employees in form of seminars. These trainings have a positive effect on the performance of the NGOs. However, most of the employees working in the NGOs do not have enough qualification to perform their duties. In addition, the staffing of most NGOs is inadequate and this has an effect on the overall NGOs performance in poverty reduction in the region. The major source of finding for NGOs is the donor agencies which are fairly reliable hence, not able to effectively address the planned activities in the region. The NGOs usually prepare an annual budget. However, they do not involved community leaders in the budgeting process. The community leaders usually participate in NGO activities at the implementation stage. This shows lack of proper involvement of the local community leaders in the initial stages of the project activities.

On the aspects of social cultural practices the study established that NGO performance was relatively influenced. For instance the language used to communicate with the local communities during projects implementation was Kiswahili which was not well understood by some locals. Most of the target groups had attained primary school education as their highest level therefore; language barrier was evident in the implementation of the programmes. Islamic religion was found to be dominant in the region. Religious beliefs and practices had a very significant effect on the NGOs performance in poverty reduction activities. However, the target groups were found to be responsive and co-operative on the NGOs activities and the projects.

The study also looked at inter-organizational linkages between the many NGOs involved in poverty reduction in Garissa District and found out that there existed other NGOs in Garissa region involved in Poverty reduction. However there were no joint plans of activities among the various NGOs in the region. The performance of the NGOs was being negatively affected by lack of the joint plans amongst NGOs in the region. Conflicts and crashing of activities amongst the various NGOs was also evident and these had affected the performance of NGOs in their quest to reduce poverty levels in the region. There were projects which had stagnated due to conflict of interest on the planned activities of the
various NGOs. This had highly affected the impact expected in the poverty reduction programs in the region.

Looking at strategic leadership in the organizations, it was evident that most of the community leaders’ views and suggestions were not usually considered by the NGOs when designing their project activities. The leaders participated mainly in the implementation of the NGOs’ planned activities.

5.4. Recommendations

Various areas for improvement are proposed based on the findings of the study.

This study recommends employment of qualified and experienced personnel in the right numbers by the NGOs who will be able to effectively implement the poverty reduction activities in the region. This study established that most of the NGOs did not have enough and qualified personnel needed to effectively perform their tasks. The NGO management should initiate systems that ensure high quality in adequate number of employees.

Further, the NGOs need to diversify their funding sources so as to have enough resources to implement their planned activities. They can explore partnership funding from the government especially through the CDF and the local authority transfer fund (LATF). In addition, the NGOs should endeavour to start income generating ventures that will make their projects sustainable even after the withdrawal of donor funding.

This study recommends a consorted effort by NGOs operating in the region to unite and work as team. They can divide and define the areas of their operation based on their anticipated activities. This will bring to an end the many conflicts of interest witnessed in the region among various NGOs. Operating joint plans of activities among various NGOs in the region can always be explored. Synergy and enhanced teamwork between the NGOs will improve on delivery, performance and achievement of their vision.

This study further recommends involvement of both the community leaders as well as the target groups in the project activities. The fight against poverty can only be worn by concerted effort between the NGOs, the leaders as well as the target groups/beneficiaries. An all inclusive across to leadership will improve participation of employees and
community leaders in NGO activities in the region. This will further ensure good results and prolonged life span of the project initiated. The leaders should also refocus their efforts on improving education in the area.

5.5. Suggestions for Further Research

Future researches need to focus on the effect of lack of involvement of the local leaders in the NGOs project planning and budgeting since this study found out that, the local leaders were not involved in the NGOs activity planning and budgeting processes.

In addition similar studies can be conducted in other parts of the country and the findings compared to this study in order to check the variations and ascertain if similar factors apply in other parts of the country.
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Appendix One: Letter to the NGOs Management

MAINAROBERT GWARO,
P. O. BOX 1089-70100,
GARISSA.
DATE 20 0723-929927

THE DIRECTOR, _________________________
GARISSA OFFICE,
P. O. BOX _________________________
GARISSA.

Dear sir/madam

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am a master’s student at Kenyatta University doing Business Administration. Currently I am at the final stage of conducting research to collect data for my report. The topic of my project is, “factors affecting performance of Non-governmental Organizations in poverty reduction in Garissa district”. With your organization’s rich experience in the fight against poverty in this region, I kindly request for permission to involve the employees of your organization in the study by use of questionnaires. It is my sincere position that the information will go along way into enhancing our efforts in the fight against this very depriving situation in our society. I promise to use the information strictly for the study and none other.

Thanks a lot.

Yours faithfully

GWARO MAINAROBERT.
D53/CE/12284/04
Appendix Two: Questionnaire for NGO Employees

This questionnaire is divided into five parts. Kindly fill in your responses honestly. I guarantee that the information you give here-in shall be used only for the intended research. I, in advance acknowledge your response. Do not indicate your name anywhere in the questionnaire.

PART A: PERSONAL DETAILS (EMPLOYEES).

(i) what organization do you work for? ..................................................

(ii) What position do you hold in the organization?

   Management ( ), staff ( ) (tick one).

(iii) Indicate your gender. Male ( ) female ( ) (tick one).

(iv) What are the terms and conditions of your employment?

   Permanent ( ) Temporary ( ) Volunteer ( ) (tick where appropriate).

(v) Do you have an office where you work from?

   Yes ( ) No ( ) (tick one).

(vi) When were you employed by the NGO? ............... (Indicate year).

(iv) How long have you worked in Garissa? Indicate in years ( ).

PART B: RESOURCES (EMPLOYEES)

(i) How many employees does your organization have in Garissa? ...... (Give number).

(ii) What is your level of qualification?

   Graduate ( ) certificate ( )
   Diploma ( ) untrained ( ) (tick one).

(iii) What are the terms and conditions of your employees?

   Permanent ( )
   Temporary ( )
   Casuals ( ) Volunteers ( ) (tick appropriately those that apply).

(iv) a) Does the organization provide training opportunity to your employees?

   Yes ( ) No ( ) (tick one).
(b) If yes, indicate the main forms of training

Formal training ( ) seminars ( )
Workshops ( ) on work training ( ) (tick appropriately those that apply).

(V) How does this training improve employee performance of duty?

Very much ( ) fairly ( ) not much ( ) (tick one).

(vi) How does the nongovernmental organization recruit and employ workers? Explain.

(vii) (a) Does the organization have enough qualified staff? Yes ( ) No ( )

(Tick one).

(b) If no, does this affect the performance of the organization?

Very much ( ) somehow ( ) not at all ( ) (tick one).

(viii) What are the major sources of finance for your organization?

Donors ( ) loans ( ) government grants ( ) membership ( )
Seminars and workshop fees ( ) services ( ) (tick those that apply).

(ix) How reliable are these sources of finance for your organization?

Very reliable ( )
Reliable ( )
Fairly reliable ( )
Not reliable ( ) (tick one).

(x) (a) Does your organization prepare financial budgets?

Yes ( ) No ( ) (tick one).

(b) If yes, what type of budget do you use? Quarterly ( ) annually ( ) 2 years ( )
above 3 years ( ) (tick one).

(xi) What type of priority activities do you sponsor in reducing poverty in Garissa district?

Livestock farming ( ) entrepreneurship ( ) crop irrigation farming ( )
Training ( ) research ( ) (tick where applicable).
(xii) What channels do you use in dispersing funds for the activities in (xi) above?

- Banks ( )
- CBOs ( )
- Religious organizations ( )
- Provincial administration ( )
- Workers of your NGO ( )

(tick where applicable).

(xiii)(a) Are the channels you use sufficient in reaching the target groups?

Yes ( )
No ( )
(tick one).

(xiv) What is the operational cycle of your organization’s activities on poverty reduction?

- One year ( )
- Two years ( )
- More than two years ( )

(tick one).

(xiv) How timely do your activities on poverty reduction get completed?

- Within budget time ( )
- Earlier than budget time ( )
- Never in time ( )

(tick one).

(xv) (a) Does your organization have field officers?

Yes ( )
No ( )
(tick one).

(b) If no, does this affect the organization’s performance on poverty reduction?

- Very much ( )
- Somehow ( )
- Not at all ( )

(tick one).

(xvi) Do you have problems in recruitments when it comes to the local community?

Yes ( )
No ( )
(tick one).

If yes, state any:

(xvii) (a) Do you audit your organization? Yes ( )
No ( )
(tick one).

(b) How is auditing done in your organization?

- Internally ( )
- Externally ( )

(tick one).

PART C: SOCIO-CULTURAL FACTORS (EMPLOYEES)

(i) Which language do you use to communicate with the local communities?

- English ( )
- Kiswahili ( )
- Local language ( )

(tick appropriately).

(ii) (a) Do you experience language problems in implementing your programmes in poverty reduction?

Yes ( )
No ( )
(tick one).

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(b) If yes, explain how
.................................................................
.................................................................
.................................................................

(vi) What is the literacy level of the target groups for activities on poverty reduction in your organization? University ( ) secondary ( ) primary ( ) Not educated ( ) (tick appropriately).

(iv) Does the level of education affect the performance of your activities on poverty reduction? Yes ( ) No ( ) (tick one).

(b) If yes, how does your NGO overcome this?

1. Employing locals ( ) using CBOs ( ) Using interpreters ( ) training workers on local languages ( ) (tick one).

(v) (a) What is the dominant religion in the areas covered by your organization? Islamic ( ) Christianity ( ) none of the two ( ) (tick one)

(b) Do the religious beliefs and practices of the target groups affect the poverty reduction activities of your organization?

Very much ( ) somehow ( ) not at all ( ) (tick one).

(vi) (a) Are your programmes on poverty reduction gender based?

Yes ( ) No ( ) (tick one).

(b) Which group is most affected by poverty in your region of influence?

Male ( ) female ( ) youths ( ) children ( ) (tick one).

(vii) Which age groups do your poverty reduction activities target?

Below 20 years ( ) between 20-35 years ( ) between 35-50 years ( ) Above 50 years ( ) (tick one).

(viii) (a) Does the local community’s lifestyles affect your organization’s programmes on poverty reduction? Yes ( ) No ( ) (tick one).

(b) If yes, explain how (Comment generally)
.................................................................
.................................................................
.................................................................

(c) How receptive are the target groups on the NGOs activities on poverty reduction?

Very receptive ( ) receptive ( ) poor ( ) very poor ( ) (tick one).
SECTION D: ORGANIZATIONAL LINKAGES, (EMPLOYEES)

(i) Are there any other NGOs involved in the reduction of poverty in Garissa district apart from yours?
   Yes ( )  No ( ) (tick one).

(ii) Do you have joint plans of activities on poverty reduction with other NGOs in the district? Yes ( )  No ( ) (tick one).

(iii) If no, does this condition affect your performance generally?
   Very much ( ) somehow ( ) not much ( ) (tick one).

(iv) Are there occasions when your programmes crash with other NGOs on the ground in your effort to reduce poverty in the district? Yes ( )  No ( ) (tick one).
   If yes, does it in your opinion affect the performance of your activities on poverty reduction?
   Very much ( ), somehow ( ), not at all ( ), (tick one).

(v) How does your organization resolve such incidences when they occur?
   Abandon activity ( ) negotiations ( ) withhold funding ( )
   Ignore and continue ( ) mobilize the beneficiaries ( ) (tick appropriately).

(vi) Is planning for your activities done at the national office or local district office?
   National ( ) district office ( ) (tick one).

(vii) Do you have an umbrella body that co-ordinates your activities in the district?
   Yes ( )  No ( ) (tick one).
   If No, how does this influence performance of your activities?

(viii) How could you describe your relationship with other NGOs involved in poverty reduction in the Garissa?

(ix) Comment generally on the response of the local community to your initiatives on poverty reduction in Garissa district.
(x) What plans does your NGO have to ensure such incidents do not occur in future?

(xi) In your own opinion, is the fight against poverty a worthy undertaking in Garissa district? Yes ( ) No ( ) (tick one)
If yes, suggest additional efforts to fast track the process

(xii) How relevant are your NGO’s activities on poverty reduction and Kenya’s Vision 2030?
Quite relevant ( ) relevant ( ) somehow relevant ( ) not related at all ( ) (Tick one)

(xiii) Does any relationship exist between your organization, Kenya’s Vision 2030 and Millennium Development Goals (MDGs) of the United Nations on poverty reduction?
Yes ( ) No ( ) (tick one)

(xiv) Do the introduction of the Vision 2030 and Millennium Development Goals bring any challenge to your NGOs objectives?
Yes ( ) No ( ) (tick one)
Explain your response

SECTION E: STRATEGIC LEADERSHIP, (EMPLOYEES).

(i) Which areas in the district do you have projects? (Name any three)

(ii) Do you have employees on such sites?
Yes ( ) No ( ) (tick one)
If No, who conducts the activities?

(iii) Are the activities you carry out related to your mission statement?
Yes ( ) No ( ) (tick one).
(iv) Who are your target groups in the poverty reduction activities?

(v) Does your organization have motivation programmes for employees?
   Yes ( ) No ( ) (tick one).
   If No, how does this influence performance in your organization?

(vi) Does your NGO have training programmes for stakeholders involved in your projects?
   If No, how does this influence your organization's performance in poverty reduction?

(vii) What systems of communication are commonly used in your NGO?

(viii) Do you hold joint meetings between the management and employees?
   Yes ( ) No ( ) (tick one).

(ix) How fast do you receive feedback from management on issues raised in such meetings?
   Immediately ( ) After 2 weeks ( ) none of the two ( ) (tick appropriately).

(x) Kindly draw a simple diagram showing the leadership structure used in your

THANK YOU FOR PARTICIPATING.
Appendix Three: Questionnaire for Community Leaders

This questionnaire is divided into five parts. Kindly fill in your responses honestly. I sincerely guarantee that the information given here-in shall only be used for the intended study on factors influencing NGOs performance in poverty reduction in Garissa district. Do not indicate your name on the questionnaire. I acknowledge your response in advance.

PART A: PERSONAL DETAILS (OPINION LEADERS)

1 (i) Which gender do you belong to? Male ( ) female ( ) (tick one).

(ii) Which division do you come from?
Mbalambala ( ) Central ( ) Sankuri ( ) (tick one).

(iii) What is your level of education?
Secondary ( ) University ( ) Primary ( ) middle level college ( ) (tick one).

(v) Do you know any NGO in the district involved in poverty reduction activities?
Yes ( ) No ( ) (tick one).

PART B: RESOURCES (OPINION LEADERS)

2 (i) Do you participate in the divisional development committee?
Yes ( ) No ( ) (tick one).

(ii) What main activities do they undertake in the division? (Name two)

(iii)(a) Do they employ workers to carry out these activities? Yes ( ) No ( ) (tick one)

(b) Where do they get their employees from?
Within the division ( ) from outside the division ( ) foreign ( ) (tick appropriately).

(c) Do the NGOs employ enough workers to cover their projects? Yes ( ) No ( ) (tick one).

If No, does this affect the performance of their activities?
Very much ( ) not much ( ) (tick one).

(d) Do the employees have any special skills at the time of employment?
Yes ( ) No ( ) (tick one).
(iv) Do you participate in the activities of any of these NGOs? Yes ( ) No ( ) (tick one).

(v) Do they have any training programme for workers after employment?

Yes ( ) No ( ) (tick one).

If No, does it affect performance of their workers? Yes ( ) No ( ) (tick one)

(vi) How are their activities funded?

Donors ( ) government ( ) community contribution ( ) membership ( )
(tick appropriately).

(vii) Are the finances allocated adequately for the projects? Yes ( ) No ( ) (tick one)

If No, does this affect their performance?

Much ( ) somehow ( ) not at all ( ) (tick one).

(viii) Do you participate in the budgeting of resources for these poverty reduction activities?

Yes ( ) No ( ) (tick one).

(ix) In your opinion, what do you suggest to enhance proper use of both human and financial resources by the NGOs?

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PART C: SOCIAL CULTURAL FACTORS (OPINION LEADERS)

(i) Which language is commonly used by the locals in your division?

Somali ( ) Kiswahili ( ) English ( ) (tick one).

(ii) Does this affect the type of activities undertaken by the NGOs? Yes ( ) No ( ) (tick one).

(iii) What is the literacy level of the target group for the activities of these NGOs?

University ( ) secondary ( ) primary ( ) not educated ( ) (tick appropriately).

(iv) Which is the dominant religion in your division?

Christianity ( ) Islamic ( ) none of the two ( ) (tick one).

(v) Do the beliefs and religious practices of the local people affect performance of poverty reduction activities? Yes ( ) No ( ) (tick one).

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(vi) Are the NGO poverty reduction activities based on gender?  
Yes ( ) No ( ) (tick one).

(vii) Which gender is most affected by poverty related problems in your division?  
Male ( ) female ( ) both ( ) (tick one).

(viii) Are the local people receptive to these NGO poverty reduction activities in your division?  
Yes ( ) No ( ).
If no, state some of the reasons why ..............................................................

PART D: ORGANIZATIONAL LINKAGES (OPINION LEADERS).

(i) How many NGOs do you know work on poverty reduction in your division?  
......................................................................................................................................................

(ii) Do these NGOs have joint plans of activities on poverty reduction in your division?  
Yes ( ) No ( ) (tick one).
If no, does this affect the performance of their activities?  
Very much ( ) somehow ( ) not at all ( ) (tick one).

(iii) Which are the common areas they target most?  
......................................................................................................................................................

(iv) Are there occasions when these NGOs in your division crash with one another in their activities?  
Yes ( ) No ( ) (tick one).

(v) Does this affect the performance of NGOs in the division?  
Very much ( ) somehow ( ) not at all ( ) (tick one).

(vi) How do these NGOs resolve these conflicts when they occur?  
Abandon activity ( ) negotiations ( ) withhold funds ( )
Ignore and continue ( ) mobilize the beneficiaries ( ) (tick one).

(vii) At what level are these activities planned?  
Divisional ( ) district ( ) national ( ) international ( ) (tick one).

(viii) Are there stalled projects due to conflicts of interest in your division?
(ix) Does this affect the performance of planned activities?
Yes ( ) No ( ) (tick one).

(x) What causes such conflicts?
Supremacy ( ) popularity ( ) contests ( ) fights for funds ( )
Lack of joint plans ( ) (tick one that apply).

(xi) Suggest ways that can reduce incidences of conflict of interest in poverty reduction activities by NGOs in your division

(b) Do you think these activities are any relevant to the society?
Yes ( ) No ( ) (tick one).
If yes, briefly explain their contribution to Kenya’s vision 2030

PART E: STRATEGIC LEADERSHIP, (OPINION LEADERS).

(i) At what level do you get involved in the activities of NGOs on poverty reduction?
Planning ( ) implementation ( ) monitoring ( ) evaluation ( ) all of them ( )
(tick appropriately).

(ii) Are your suggestions always considered in the management of poverty by NGOs?
Yes ( ) No ( ) (tick one).

(iii) Do you hold joint meetings with NGOs on poverty issues?
Yes ( ) No ( ) (tick one).

(iv) How do you rate your relationship with these NGOs?
Very good ( ) good ( )
fair ( ) poor ( ) (tick one).

(v) Does the divisional development committee prepare a priority list for NGOs?
Yes ( ) No ( ) (tick one).
If No, who decides on what activities to undertake?

(vi) How do the NGOs motivate you to participate in their activities?

THANK YOU FOR PARTICIPATING