

**FUNDING COMMITMENTS, LEADERSHIP STYLES AND COMMUNITY
PARTICIPATION ON THE PERFORMANCE OF NGOs' SUPPORTED PROJECTS
IN KENYA (A CASE STUDY OF SNV NORTHERN KENYA PORTFOLIO)**

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DECLARATION

I declare that this research project is my original work and has never been submitted to any other University for assessment or award of a degree.

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

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BDS /12/00087/1/16

This research project has been submitted with our authority as the university supervisor.

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DEDICATION

I thank the Almighty God for enabling me complete my degree course. Special dedication goes to my aunt Madam Leah Njeri for her constant encouragement and support during my studies. Also, to my Mom and Dad who encouraged me to continue soldiering on with my studies when I almost gave up.

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May God Bless you all

ABSTRACT

The ultimate object of this research work was to investigate the influence of funding commitments, leadership styles and community participation on the performance of NGOs' funded projects. The study hypothesizes that these factors significantly influence performance of NGO funded projects in Kenya. The study was carried out in SNV Northern Kenya Portfolio branch in Nanyuki, Laikipia County. There was a research question relating to each specific objective. The study adopted a cross sectional research design. The target population was 448 subjects comprised of employees of SNV Northern Kenya Portfolio branch in Nanyuki and members of community based organizations being supported by the NGO. The researcher applied stratified simple random sampling technique to select an appropriate sample for the study. The main data collection instrument was a semi structured questionnaire. Data collection was undertaken by use of a semi structured questionnaire. The study was undertaken from March to August 2019. The research saw that 78% of the respondent greatly agrees that funding commitments, leadership styles and community participation on the performance of NGOs' supported projects in Kenya. 70% agrees that most of NGO's project collapses due to lack of finance commitment while only 50% agreed that it only leadership style which lead to collapse of the NGO's projects and 45% rate community participation as driver for success of NGO's projects.

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LIST OF ABBREVIATION AND ACRONYMS

SNV	Netherland Development Organization
NGO s	Non-Governmental Organizations
SAP	Structural Adjustment Program
HIV/AIDS	Human Immune Virus/ Acquired Immune Deficiency Syndrome
CBOs	Community Based Organizations

OPERATIONAL DEFINATION OF TERMS

- Funding Commitment** Funds required to see the project to completion and to support operations of the project both in the short and long run
- Leadership** Involves influencing other individuals to act towards the Attainment of the goals
- Community participation** the practice of involving all stakeholders such as local populace, development professionals, and funders in every stage of the development process, from project designs to implementation and review.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This introductory chapter discusses the subject matter of the research by presenting its background, the problem for which answers are being sought. Both general and specific objectives, questions to be answered and value of the research project are also discussed. The chapter concludes by presenting the scope and limitations.

1.1 Background Information

The place and significance of non-governmental organizations in developmental matters has been widely acknowledged. This has led to a lot of interest and particularly since early 1990s in international development has increased, along with massive interest and concern over NGO performance from NGO practitioners, governments, citizens, donors, policymakers and academics.

Non-Governmental Organizations (NGOs) are today actively involved in development endeavors in every corner of the globe. Their active participation is widely acknowledged by all stakeholders in development matters. This recognition by other aid agencies particularly the donor community stems from their successful role as trustworthy and the readiness in alleviating the plight of the disadvantaged members of the society in different countries. Through their developmental activities, NGOs have facilitated these communities' to successfully agitate for their socio-economic and political space in their countries. Their activities are varied and take different forms such as advocacy, education and other philanthropic works. They have helped societies in both developed and developing nations to have a voice in the society.

The place and significance of NGOs in Kenya are given significant importance. NGOs in Kenya's are regulated by the NGO Coordination Act. They are well anchored in the country's development goals through the Sessional Paper No. 1 of 2006. This Sessional paper demonstrates government's commitment to poverty eradication (Poverty Eradication Network, 2010). It has enjoined other organizations registered under other acts of parliament as either charitable organizations or trusts. There are also more established and NGOs that have been operating under their own legislations while internationally recognized ones are exempted from formal registration locally. The government has thus adopted a multifaceted approach to fight poverty whereby all organizations, charities, trusts and development partners are embraced.

Despite recording commendable achievements in their interventionist ventures and programs, there are genuine concerns as to their impact and sustainability in the long run. Various reasons have been advanced. These have ranged from inadequate resources, staff competencies, leadership, community participation, governance and government regulatory regime. The question of completion of projects meant to benefit the less fortunate members of the society is of critical importance. For a long time, donors have channeled financial assistance through Government agencies and well-established Non-Governmental Organizations like SNV. According to Mulwa, (2010), there have been concerns on the utilization of these funds. Questions have been raised as to whether there is transparency and accountability in the management of donor funds meant to for the less fortunate. According to Mulwa, (2010), the impact of these funds has not been felt by the intended beneficiaries. It is also doubtful that large NGOs can effectively empathize with communities fully.

Many community projects funded by NGOs have not achieved their intended impact either because they were not completed or were poorly designed, haphazardly implemented or are

having difficulties to sustain because the donors are no longer financing their sustainability. The preoccupation of development practitioners and government agencies is therefore re-examine modes and of partnering with NGOs to deliver sustainable interventions and development beneficial to larger sections of society. There is a need to develop viable models of engagement that would make NGOs reliable and viable vehicles for sustained development.

Funding commitment is prevalent aspect when considering the financial management processes of not-for-profit organizations such as non-governmental organizations (NGOs). As Drucker, (1990) pointed out, more often than not, these organizations find themselves with an ever increasing agenda of programmes and activities requiring consistent and adequate funding but have to contend with the fact that they have limited opportunities for generating additional income. This may lead to financially unsustainable operations if not checked. Sustainability refers to the ability of administrators to maintain an organization over the long term. However, the definition of financial sustainability may vary widely between for-profit organizations and nonprofits, depending on the business structure, revenue structure, and overarching goal of the organization. For both for-profit and nonprofit organizations, financial capacity consists of resources that give an organization the ability to seize opportunities and react to unexpected challenges while maintaining general operations of the organization (Bowman, 2011). It reflects the degree of managerial flexibility to reallocate assets in response to opportunities and threats. Financial sustainability refers to the ability to maintain financial capacity over time (Bowman, 2011). Financial sustainability also refers to the ability of a Non-Governmental Organization (NGO) to develop a diverse resources base so that it could continue its institutional structure and production of benefits for intended client population after the cessation of donor financial support (Renz, David and associates, 2010). This definition encompasses three areas described as

follows: Developing financial management which involves financial management systems that provide the information which enables managers to make sound financial and programmatic decisions, and thereby improves the efficiency of the organization; analyzing costs to identify potential cost savings and developing policies and strategies for reducing costs and improving financial projections/budgeting and; resource mobilization through designing a comprehensive resource mobilization strategy, Building capacity to develop and market successful project projects to attract new donors.

Non-Governmental Organization (NGO) leaders often face extraordinary challenges both at a personal and organizational level. They work long hours with limited resources in uncertain and volatile political and economic circumstances to help the most marginalized and disadvantaged members of their communities. The complex managerial challenges they face have been documented in a small, but growing, body of research (Smillie, 2012). Reviewing this literature one can but conclude that these challenges are demanding, and distinct from those faced by governments or the for-profit sector. NGO leaders are often isolated and unsupported. There is talk of a leadership deficit, because of the shortage of talented leaders and the growth of the non-profit sector generally. As a result there is some urgency in attempts to develop a new generation of leaders, and to provide relevant support to existing and future leaders. Leadership development programmes designed for NGO leaders must as a consequence incorporate best practice and current experience rather than rehashing tired, traditional approaches to leadership training.

Community participation has been widely recognized as a necessary ingredient in a development strategy among Non-Governmental Organizations (NGOs) since the 1970s (Food and Agriculture Organization (FAO) Kessy 2014). The FAO highlights how NGOs have been able to

provide structures and mechanisms for the involvement of the people. Leinbernbeg (1997) also highlights how NGOs have come as a sector that observes more humanistic principles, therefore, being more participatory and action oriented (Chan, 2013). Community participation, as NGOs have empirically shown, has been an approach, advocating for local people (beneficiaries) to be among other stakeholders in decision-making when designing development strategies. This means, for this approach to work, it has to unleash the potential of the local people by enlarging their capabilities, and this implies empowerment of people and enabling them to participate actively in their own development. This includes empowering the poor with experiences, capacities, and skills that will allow them to improve their situation long after development donors have left (Monroe, 2009). NGOs have also advocated for people centered development (Chan 2013) and not the top-down approach which avoids the imposition of priorities from those that are not part of the community which Chambers (1983) names the outsiders.

1.1.2 Profile of SNV Northern Kenya Portfolio

SNV is a Netherlands based international organization. It has operations in more than thirty countries across the globe. In East and Southern Africa Region, it has operations in Kenya, Rwanda, the Democratic Republic of Congo, Zambia, Uganda, South Sudan, Tanzania, Ethiopia, Mozambique, and Zimbabwe. Its operations in these countries focus on alleviating poverty by interventions aimed at increasing Production, Income and Employment. Other mitigating measures include increasing access to basic services in the Water, Sanitation & Hygiene, Education, Health and Renewable Energy sectors.

In Kenya, SNV commenced its operations in 1967. Its main areas of attention has been in the arid and semi-arid parts of the country- more specifically the Northern Kenya, although of late, it

has spread out to other parts such as the Mau initiative to restore and conserve e 60,000 hectares of the Mau Forest by the year 2030. The organization also offers other services such as advisory services, promoting the development and brokering of knowledge. Others include support of policy dialogue at the national level.

In Northern Kenya, the organization is piloting an alternative livestock grazing system for the communities as a mitigation measure to reduce vulnerabilities associated with prolonged drought experienced in these parts after every two years. The intervention is meant to increase the productivity of these livestock. In this alternative system, livestock are reared in a semi zero-grazing system. Cows are kept overnight in a barn where they are provided with supplementary feeds, milked, inseminated and calves are reared. SNV provides local farmers with training courses and continuous mentoring to support them to adopt best cow rearing and feeding practices and subsequently increase their production. The intervention will also be focused at establishing input as well as market linkages to enable the community members to access reliable inputs and markets for their livestock produce.

SNV will partner with local governments, community members, local administration, national government departments concerned with forests and livestock, traders, and value chain actors to achieve its objectives. SNV aims to reach 200 households and establish 10 demonstration farms in the pilot project. In Kenya and Ethiopia, SNV is leading the Feed the Future East Africa Catalytic Sustainable Agribusiness Investment (CSAI) project, funded by USAID. CSAI promotes investment in climate-smart, sustainable agriculture in East Africa by incubating and scaling-up climate-smart agribusinesses and mobilizing private and public investment in successful business models. CSAI also contributes towards a better enabling environment for investment in climate smart agriculture (CSA) in Kenya and Ethiopia by promoting evidence

based private-public dialogue. The project identifies climate-smart agribusinesses that are innovative, inclusive, and scalable, and supports them with analyses, business training, technical assistance, public-private dialogue, and strategic partnership match-making to help them become investment ready. The project then works directly with the private sector to accelerate the deployment of investment capital into these businesses.

1.2 Statement of the problem

Projects are organizational strategic instrument that lead innovation and create value. However their failures and challenges cost global businesses, governments and organizations fortune each year. The recent studies conducted by the academia and industry including studies by McKinsey in collaboration with the University of Oxford (McKinsey Quarterly, 2012), and KPMG New Zealand multi-industrial survey (KPMG, 2010), as well as the 2000–2011 CHAOS report (Standish Group, 2000-2011) confirm high rates of project challenges and failures.

The international development projects are also subject of failures and great disappointments (Lavagnon Ika, 2013), which require exhaustive analysis, broader knowledge, and inclusive management methodology, techniques and tools in order to effectively be assessed, utilized and managed to ensure projects well-being and success

Non-Governmental Organizations (NGOs) have played vital role supplementing national government's developmental goals especially in the rural areas. Their most noteworthy contribution has been alleviation of poverty in the marginalized sections of society (Benjamin, 2007). NGOs are better positioned to understand, empathize and articulate the needs and aspirations of the more vulnerable proportion of the population. They have demonstrated great ability to reach poor people, work in inaccessible areas, innovate, or in other ways achieve things

better than by official agencies. They bridge the gap between government and the community and are essential in organizing poor people, taking collective action, fighting for their rights, and representing the interests of their members in dialogue with the government.

Within the Kenyan context, some NGOs have demonstrated sound management practices characterized by good governance practices, quality staff, having clear visions and missions, financial stability among other factors (Kenya NGOs Management Policy, 2004). However, a good number of NGOs have not been able demonstrate similar characteristics and are facing management related problems or have closed down (Kenya NGOs Coordination Board, 2008). Further, most of them are faced with the possibility of collapse from the effects of changing economic environment in the donor countries which calls for effective management and governance practices to ensure survival if not stability or growth (Anan, 2008).

To be able to respond to both internal and external variables/factors in a project environment that have affect project implementation, it is necessary to investigate, identify and understand these variables/factors and establish to what extent they individually or collectively contribute to project completion. Towards this end, this study seeks to establish the extent funding commitments, leadership and community participation influence completion of NGO projects in Kenya. There seem to be no study which has specifically focused on these variables.

1.3 Objective of the study

The general objective of the study is to investigate the influence of funding commitments, leadership styles and community participation on NGOs supported projects in Kenya.

1.3.1 Specific objectives

The following will form the specific objectives of the study

- i. To investigate the extent funding commitments affects NGOs supported projects in Kenya
- ii. To examine the effect of leadership styles on NGOs supported projects in Kenya
- iii. To evaluate the extent community participation affect NGOs supported projects in Kenya

1.4 Research questions

The following research questions will guide the study

- i. To what extent does funding commitments affect NGOs supported projects in Kenya?
- ii. What is the influence of leadership styles on the NGOs supported projects in Kenya?
- iii. To what extent does community participation affect NGOs supported projects in Kenya?

1.5 Significance of the study

The study could benefit various stakeholders as follows

1.5.1 NGO Governing Council

This being the oversight body, the findings could provide useful insight on the challenges faced by NGOs and adopt the recommendations in addressing some of these problems

1.5.2 Government Agencies

The government is responsible for the regulatory framework and creating an enabling environment for operations of NGOs in Kenya. Findings of this study could highlight shortcomings in the regulatory framework and impediments that prevent NGOs from achieving their objectives.

1.5.3 Other Researchers

Other researchers could rely on the study in their citations and a basis for further studies in the subject area.

1.6 Scope of the study

The study to investigate the factors that influence completion of NGOs supported projects was carried out on SNV Northern Kenya Portfolio office based in Nanyuki. Specific objectives of the study was to: find out how Funding commitments affect the completion of NGO supported projects, to examine how community participation affect completion of NGO supported projects and to determine how leadership affects completion of NGO supported projects. The study will adopt survey research design. Target population was all the Program officers and project coordinators (11 officials) based at SNV branch in Nanyuki, Laikipia County. The study will also target community based projects liaising with SNV Nanyuki branch in identifying and implementing various projects in the county. There are 25 active CBOs working with SNV Nanyuki branch. The study has identified committee members of these CBOs (234 members) as the population of interest.

1.7 Chapter summary

There is comprehensive introduction to objectives by highlighting challenges faced by orphaned and vulnerable children at global, regional and local perspectives. A detailed background of the study has been given which enabled identification and formulation of problem statement, broad and specific goals and questions to guide the research process.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a theoretical and empirical review of past studies on the subject area followed by a summary of gaps, conceptual framework and operationalization of the variables. The chapter closes with a summary of issues discussed.

2.1 Theoretical Review

2.1.1 Resource Based View theory

The resource-based view (RBV) provides valuable insights into why firms with valuable, rare, inimitable, and well organized resources at their disposal may have a competitive edge over the others and enjoy superior performance. Resources are either tangible or intangible in nature. Barney (1995) observes that the RBV formulates the firm to be a bundle of resources, in other words, it is these resources and the way that they are combined that distinguishes firms from each other. It is essentially an inside-out approach of analyzing the firm implying that the starting point of the analysis is the internal environment of the organization.

The RBV theory relies on the firms' internal attributes to explain firms' heterogeneity in strategy and performance. Based on this view, a firm can be taken as an organized, unique set of factors known as resources and capabilities which are related sources of advantages to the firm. Resources are a firm's accumulated assets, including anything the firm can use to create, produce, and/or offer its products to a market. As pointed out by Amit and Schoemaker, (1993), resources are eligible for legal protection (as such, firms can exercise property rights over them); can operate independently of firm

members; and can intervene as factors in the production process to convert input into output that satisfies needs (Grant, 1991). As Barney (1995) contends, resources such as capital, equipment, and the skills of individual employees, patents, finance, and talented managers form the necessary inputs into a firm's production process.

Moreover, the resource-based view is grounded in the perspective that a firm's internal environment, in terms of its resources and capabilities, is more critical to the determination of strategic action than is the external environment (Camisón, 2005). Instead of focusing on the accumulation of resources necessary to implement the strategy dictated by conditions and constraints in the external environment the resource-based view suggests that a firm's unique resources and capabilities provide the basis for a strategy. The business strategy chosen should allow the firms to best exploit its core competencies relative to opportunities in the external environment (Robert, 2008). This theory is suitable for examining the financial sustainability of the NGOs and will, therefore, be adopted in this research since it focuses on the firms' internal environment. The environment in this case is the ability of NGOs to have diverse sources of funds, have competent staff and prepare financial strategic plans.

Non-Governmental Organizations are considered as economic institutions in spite of the fact that they are nominally non-profit making institutions. This view is supported by the fact that they extract capital to pursue their objectives from scarce resources owned by the society such as land, labour and human resources. Given their costs of operation versus the scarce resources at their disposal, the NGOs often engage the communities in the areas they are working to volunteer their services and other contributions as they see fitting in achieving their mission. In many NGOs, the revenue structure has been

unilateral in a traditional aspect; however, there is a growing need to diversify the revenue base to sustain their operations (Barney, 1991). Presently, the concept of economic rent and the view of the company as a collection of capabilities dominate the business strategy resource-based theory or resource-based view (RBV) of firms. Kay (2005) points out that this approach to competitive strategy has a coherence and integrative role that places it well ahead of other mechanisms of strategic decision making.

2.1.2 Stakeholder Theory

The Stakeholder Theory exhaustively covers the various stakeholders involved in project implementation such as donors, researchers, management and even the ultimate users of the project (Dennis, 2009). The Stakeholder Theory explains how these elements influence successful implementation and performance of the projects by Non-Governmental Organizations. It is on this basis that this study is grounded on this theory. It is important to involve beneficiaries in projects activities from the start. Stakeholder's Theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson & Preston, 2010). Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups. User involvement enhances economic cohesion as they recognize the value of working in partnership with each other and organizations (Miles, 2012).

Phillips (2007) noted that user's involvement also adds economic value both through the mobilization of contributions to deliver regeneration and through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion. Government and Non-Governmental Organizations

need to ensure the community users and other stakeholders also participate in the decision making, communication is well done and also their interests are considered. This theory therefore assists in the better understanding of the influence of user involvement on project implementation that leads to economic and social growth of the communities (Anderson, 2013).

One of the most influential models of teamwork theory was developed in 1965 by Bruce Tuckman. His original model identified four stages that all groups pass through as they move from "newly formed" to "high-performance" teams. In 1977, he revised the model to include a fifth stage. Those stages are Forming, Storming, Norming, Performing, and Adjourning. During the Forming stage, members of the project team meet each other and learn about the tasks they will need to perform. Team members will try to see how they fit in with each other and understand what is expected of them. During this stage, it is critical for the project manager to provide structure and direction for the team. Clearly defining the project's objectives and making sure each team member understands their role and responsibilities will help you lead the team through this stage successfully.

According to Benson and Lawler (2007), pressures deriving from the need to develop new ideas in dynamic, uncertain and complex environments causes start of team conflicts. The Storming stage is characterized by interpersonal issues such as conflict and polarization. During this stage it is common for team members to challenge each other, including the project manager. Team members will also question what they are doing and how it is being done. As the project manager, this will likely be the most challenging time leading your project. Some teams fail to achieve the high performance expected of them at this level. Understanding that this type of conflict is normal for any team will help you pass through this stage successfully. During this stage, some of the skills that will help you build your team are conflict management, active listening, and relationship building. It is also important for you to be assertive, confident, and positive during this stage, especially if some of the team members are challenging your leadership (Sims, Salas & Burke, 2005).

2.2 Empirical Review

2.2.1 Funding commitments and NGOS' supported projects in Kenya

By their very nature, NGOs are non-profit organizations and largely depend on donors for financial requirements. This dependency has significant effect on the NGOs ability to implement and successfully complete projects (Lokorwe and Mpabanga, 2007). Several researchers have attempted to provide statistical empirical evidence of this relationship.

According to Boas (2012) the term 'diversification of sources of funding' describes a number of activities that strive to reduce the dependence on a; specific type of income, specific donor or grant maker, dominating customer, country that is the only or main source of funding and currency in which most or all funds are paid out. Boas (2012) continues to say that, NGOs that want to diversify their sources of funding and make their funding more reliable have to make a decision as to whether they want achieve this long-term goal only through; actions focused on donors and grant makers, potentially with minor self-financing activities or will also be open to consider, starting significant for-profit activities, possibly organized in form of a social enterprise. The author also emphasizes that organization that focuses their activities on donors and grant makers will try to: diversify international sources of funding, diversify among national sources of funding, find donors and grant makers that have the reputation to be reliable and find donors and grant makers that contribute to overhead costs and start-up costs. Alymkulova and Seipulnik (2005) agree with Boas (2012) that the most sustainable financing strategy is to diversify income sources. Alymkulova and Seipulnik (2005) also point out that a sustainable approach to NGO financing is one that avoids dependency on any single source of revenue, external or internal. There is difficulty in determining a formula for the percentages that need to be derived from various sources in order to come up with the optimum mix. However, maintaining a balance between externally and internally generated resources is

necessary to allow an organization to meet its operating and administrative expenses while maintaining the freedom to determine its program priorities and projects, irrespective of donor preferences (Alymkulova and Seipulnik, 2005)

Kimani (2014) conducted a study to establish the effect of budgetary controls on the effectiveness of Non-Governmental Organizations in Kenya. The study whose target population was 7,127 NGOs had three specific objectives which were; to establish the effect of monitoring and evaluation on effectiveness; to determine the effect of cost reductions on effectiveness and to determine the effect of availability of financial resources on effectiveness of Non-Governmental Organizations in Kenya. The research target population consisted of 7,127 Non-Governmental Organizations.

Thirty Non-Governmental Organizations were selected using convenience judgmental sampling technique, both local and international organizations with headquarters in Nairobi. A descriptive survey (questionnaires) was used in the data collection. The statistical package for social sciences version 17.0 was used to analyze the data using descriptive statistics, including means and standard deviation. The relationship between budgetary controls and performance of the NGOs was analyzed using correlation and regression analysis. The research findings established that there is a weak positive effect of budgetary control on performance of Non-Governmental Organizations.

Musyula (2014) also conducted a study to determine factors affecting the performance of Non-Governmental Organizations in Kenya. The study organization was Action Aid International. Four specific objectives guided data collection and analysis. These were; to establish the effect

of strategic plans, governance practices, staffing strategies and financial stability strategies on the performance of NGOs. It established a positive relationship between strategic plans; governance, staff management, financial stability and performance of NGOs in Kenya.

Kagendo (2013) set out find out factors that affect successful implementation of NGO projects in the slum areas in Kenya. The study relied on the following specific objectives to achieve its objective; to find out how funding; to establish the effect of training; to establish the effect of organizational structure and to establish the effects of stakeholder relationships on the implementation of projects of Children of Kibera Foundation. The study established that that project implementation was influenced by various factors key among them the availability of financial resources.

Thairu, (2014) conducted a study with the general objective of analyzing the effectiveness of the implementation of NGO projects in Nairobi County. More precisely, the study analyzed the effect of communication; planning; financing; monitoring and controlling in effective implementation of projects. Among other findings, the study found a significant positive relationship between financing and effective implementation of projects.

Kativa (2013) investigated effects of budgeting on performance in Non-Governmental Organizations in Kenya. The study used both primary and secondary data. Questionnaires were structured as the main data collection instrument. Self-administered drop and pick questionnaires were distributed among the target organizations. The completed questionnaires were edited for accuracy, completeness and consistency. It was established that greater budget participation influences implementation of projects. Organizational performance is measured by the degree

under which an organization is able to utilize their budget and sticking to the limits of budget provision. It recommended that the design of budgeting system ought to match variations of task characteristics. Among other factors, Gharashe (2009) concluded in his study on analysis of factors influencing projects in Kenya that inadequate resources affected successful project implementation in NGOs.

2.2.2 Leadership Styles NGO's supported project in Kenya

Ashley et al (2007) did a study on the analysis of project implementation success. The findings led to the conclusion that effective project implementation and completion hinged considerably on project manager goal commitment and technical capabilities. Project manager's ability to maintain a motivated workforce was also found to contribute to successful project completion. Ireland (2007) did a comparison of US, UK and Australia management practices with special references to lost time, factors such as increment weather, organization of labour, safety, project strategy, and quality, protection of public, value management and dispute resolution were selected for the study. Similarly, Flyberg et al (2004) investigated causes of cost overruns on projects and concluded it was dependent on length of implementation phase, the size of the project, and the type of leadership.

Iyer et al's (2006) empirical study was on critical factors affecting schedule performance in projects where over 40% of the projects are facing time overrun. They identified seven factors with significant influence on the schedule outcome. Three factors: project leadership and project team's commitment, sponsor's involvement and competence were singled as having a significant influence on project performance. A similar conclusion was made by Chua et al (2009). They carried out a survey on critical success factors for different project objectives. They found out

project leadership structure, project characteristics and contractual arrangements influence project success to a large extent.

Chen et al (2007) studied critical success factors for projects in Taiwan. According to the findings, project owners, project managers, project team and stakeholder engagements are directly or indirectly influence the success of the projects to a great extent. Another study by Chan et al (2004) carried out three studies on key performance indicators of successful project implementation in Hong Kong. They concluded that top management leadership, cost, time and quality were significant indicators of successful project implementation. In a study investigating success factors in the implementation of large projects in Vietnam, Nguyen (2004) identified five critical success factors among competent project manager, adequate funding, competent project team and leader's commitment. Karani (2007) study factors impacting delivery reliability of projects. Among the identified factors was poor supervision.

Gharashe (2009) analyzed factors influencing projects in Kenya. He found that quality of leadership, quality of project management team, operating environment and motivation of the project team affect project implementation. Karimi (2008) on the other hand analysed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, environment, project management, project definition and infrastructure. Mwadali (2006) conducted a case study on major factors that affect project management locally. He concluded that inexperienced project managers, poor communication, poor monitoring and control systems negatively affected the project management efficiency.

Chaudhry , Kalyar & Rehman, (2012) studied the Impact of Leadership on Project Performance. The research focused on leadership factors of Human Resource planning. These were adopted

on the basis of the nature of the project nature. These were: strategic goals and objectives, flexibility, HR systems & policies and activities that aim at improving employees' competencies and behaviors. Data was collected from includes 70 employees from four main consultancy companies working together on a project, located in Lahore, Pakistan. Responses were gone through Cronbach's alpha test to assure consistency and reliability. Findings suggested that leadership has positive links with project performance.

Kariuki (2015) studied the effect of project manager leadership style, teamwork, project characteristics and performance of water projects in Kenya. The overall goal was to establish the connection between project manager's leadership style, teamwork, project characteristics and project performance. In this regard, six hypothesis were formulated namely there is no significant relationship between project manager's leadership style and project performance; there is no significant relationship between project manager's leadership style and teamwork; there is no significant relationship between teamwork and project performance; the relationship between project manager's leadership style and project performance is not intervened by teamwork; the relationship between project manager's leadership style and project performance is not moderated by project characteristics; and the joint effect of project manager's leadership style, project characteristics and teamwork on project performance is not significant. Through the use of positivist research paradigm and descriptive cross-sectional research design, primary data was collected from project managers and project team members involved in water projects in the country while secondary data was collected from project files. The study findings were that there is statistically significant relationship between project manager's leadership style and project time performance; there is a statistically significant positive relationship between project manager's leadership style and teamwork; there is a statistically significant relationship between

teamwork and project time performance; the relationship between project manager's leadership style and project time performance is mediated by teamwork; and moderated by project complexity; and there is a statistically significant combined effect on the relationship between project manager's leadership style, teamwork, project characteristics and project time performance. The study findings have also identified the importance of transformational leadership style and teamwork in enhancing performance of water projects in Kenya. This implies that clients should consider leadership style and team building capabilities of project managers before allocating them projects. Further, with leadership being critical, there is need for curricular review as a way of ensuring that graduates have the right mix of technical and leadership skills necessary for successful project execution.

Ghafoor, (2016) studied the Impact of Project Leadership and Team Work on Project Success. This study is empirically examining the influence of Project manager's leadership and teamwork going on the Project success. It examines the relevant literature on project success and project leadership and teamwork from altered procedural elements and amalgamates his finding on the enlargement of innovative structure. Literature review facts on display the tasks which stay behind to originalities, measuring also quantifying the perks of project success. I have used purposive sampling technique. Questionnaires were used to gather data from employees from manufacturing organizations. Total three hundred questionnaires were circulated, while two hundred and forty questionnaire were acknowledged, two hundred and twenty six questionnaire were preferred for concluding analysis after deleting fourteen unfinished questionnaire at a response rate of 94%. Statistical tools like descriptive statistics, Pearson moment correlation and regression analysis are adopted to analyze direct consequence of independent variables on hooked on variables. Such as per hypothesis testing result shows that Project manager's

leadership was positively correlated to project success and teamwork also have positive relationship with project success.

These different theories and concepts of leadership provide insights into the different facets of individual leaders and the dynamics of leadership. We can only conclude that leadership is a complex phenomenon. It is also something we need to understand and develop because of its crucial role in mobilizing resources and motivating people. This is particularly true for many civil society organizations (including NGOs and community-based organizations). For too long capacity builders have neglected the key role that local NGO leaders play in the development process, and overlooked the complex and collective dynamics of leadership within many NGOs. They appear to have underestimated the influence of the particular culture and context in which many NGO leaders operate, and as a result many capacity building initiatives designed to support a new generation of NGO leaders have been inappropriate and irrelevant.

2.2.3 Community participation and NGO's supported project in Kenya

In their study, Katz and Sara (2007) found that in majority of water systems in different countries, performance was higher where the level of stakeholder engagement and democratic decision making was more pronounced. The opposite was witnessed in projects where there was little stakeholder participation and unilateral decision making.

Wasilwa, (2015) analyzed the impact of involvement by beneficiaries of project outcome on community development Programs. The findings corroborated with those of Davids et al., (2009). The study illustrated that when a project continuously fulfill a people's needs, they are able to align themselves with its objectives more easily. According to the study, participation

enables individuals to prioritize their needs and make decisions beneficial to them. Individuals are more inclined to put extra efforts to ensure the projects perform to their full potential.

Kieya, (2016) evaluated ‘factors influencing stakeholders’ involvement in the implementation of infrastructure projects in Nyamira County. Specific objectives were to; establish how involvement in decision making and planning influence community participation, determine how social factors affect community participation and implementation of projects, establish the influence of managerial involvement in community participation in road development projects and to establish relationship between community awareness and participation in community development projects. The study was a survey of the local community from which a sample of 138 respondents was picked randomly to participate. The findings revealed little involvement of the local community in the ongoing road projects in the constituency.

Another study conducted by Mwei (2016) sought to evaluate the influence of Youth participation on their self-initiated development projects. The study site was Konoin sub-county in Bomet County. Explicit aims involved how education, individual factors and active participation in decision-making process contribute toward sustainability of these projects. The researcher chose descriptive methodology. All youth groups formed the target population from which 278 youths were picked by chance. Research instrument was a prearranged feedback form. The researcher applied SPSS version 21 to analyze data. Some data was presented through descriptive while others through inferential statistics. It was established most members of these groups identified themselves with the group’s development projects. Participation was influenced by individual factors and leadership styles of the officials. Findings revealed they participated in the selection of the monitors and in the actual monitoring and evaluation exercise

Bray (2010) suggests that, one of the primary challenges faced by nonprofit organizations serving low-income communities is the struggle to raise funds for operations, as few community members have the Means to contribute financial support to nonprofits. Fostering a culture of giving by encouraging community members to donate, even if it is a small amount, and involving community members in fundraising efforts can help address the “Willingness to give” gap and may address fundraising challenges in communities where many residents have very limited resources to source. Nonprofits in low-income communities are also tasked with striking a balance between meeting the expectations of mainstream funders and/or governing bodies and staying connected to the local community and being perceived as genuine. Utilization technology and developing a marketing strategy that clearly defines the nonprofit’s social mission will help reach new audiences and build a reputation within the community. NGOs and CBOs can address financial constraints to operations and limit completion by establishing high impact partnerships with organizations that have similar strategic goals. Collaborations may also benefit nonprofits in low-resourced areas by building capacity to perform formal evaluations and demonstrate the value of their operations. Finally, strategically engaging volunteers through community outreach can help promote the sustainability of nonprofits and foster support from the community. Establishing financial sustainability should be viewed by nonprofits as a dynamic and continual process. Creating a clear strategic plan that closely aligns with the mission may help nonprofits overcome the challenge of establishing sustainability.

2.3 Summary of Research Gaps

The previous studies in Kenya have focused on the reasons for project failure in various sectors rather than project completion and have concentrated on time and cost overruns. The studies have assumed that if a project completion time exceeds its due date, or expenses overrun the

budget, or outcomes did not satisfy a company's predetermined criteria then the project is a failure. It is clear that from the literature review that a project might not meet one of these criteria and yet is regarded as a success. This study will focus on the factors influencing completion of projects and specifically NGO supported projects by focusing on financing, leadership and community participation.

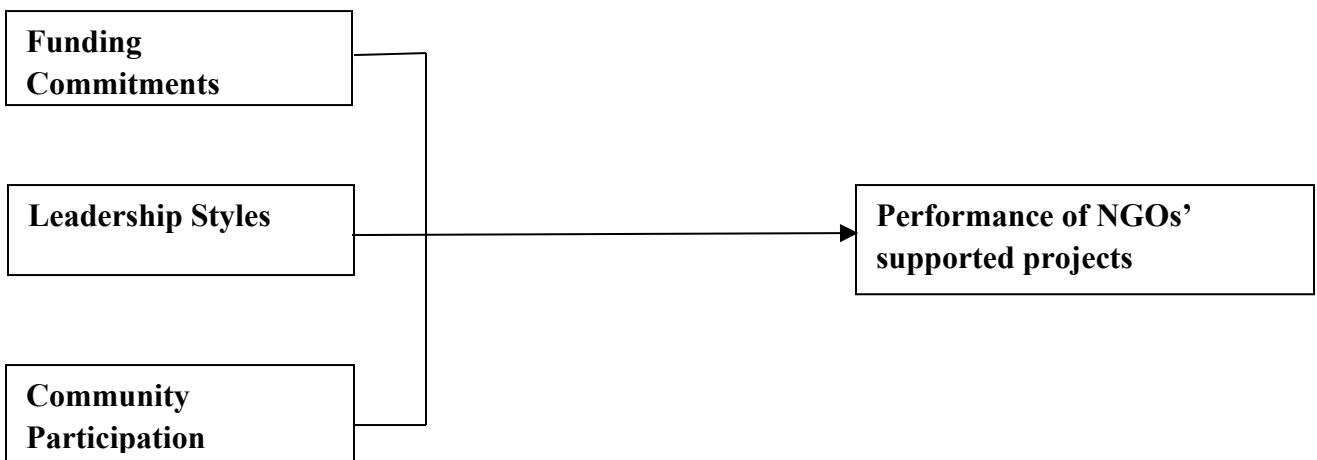
2.4 Conceptual Framework

The researcher hypothesizes existence of a relationship between variables in the study (Mugenda & Mugenda, 2003). According to (Mugenda & Mugenda, 2003), this relationship may be illustrated either by use of a graph or a diagram. These explain how study variables are related. This is shown on figure 2.1 below.

Figure 2.1 Conceptual Framework

Independent Variables

Dependent Variable



Source: Author, 2020

2.5 Operationalization of Variables

This is 'the process of strictly defining variables into measurable factors' (Shuttle worth, 2008). Operationalization enables variables to measure both empirically and quantitatively. It also helps

assign the exact meaning of variables as used in the research work (Shuttle worth, 2008). Thus in this study, operationalization involves an explanation of the nature and structure of questions to be asked under each variable and how the responses was measured. The study will operationalize variables of interest as shown on table 2.1 below

Table 2.1 Operationalization of the research variables

Variable	Indicator	Measure	Scale	Instrument
Funding commitments	Reliability of funding support	Likert/	5 Point	Questionnaire
	Adequacy of project finance	Ordinal	Likert Scale	Interview Guide
	Level of dependency			
	Budgetary control			
Leadership styles	Leadership style	Likert/	5 Point	Questionnaire
	Commitment	Ordinal	Likert Scale	Interview Guide
	Motivation of workforce			
	Project manager's competency			
Community participation	Level of Participation in need analysis	Likert/	5 Point	Questionnaire
	Level of Participation in project planning	Ordinal	Likert Scale	Interview Guide
	Level of participation in project implementation			
	Level of participation monitoring and evaluation			
Performance of NGOs supported projects	On time	Likert/	5 Point	Questionnaire
	Within budget	Ordinal	Likert Scale	Interview Guide
	According to specifications			
	Goals met			
	Realization of project goals			

Source: Author, (2020)

2.6 Chapter Summary

A comprehensive review of existing theoretical and empirical literature has been undertaken followed by a summary and gaps addressed by this research study. The discussion also covered conceptual framework and operationalization of variables too.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter highlights how the study would be conducted so as to attain the desired objectives under the headings: research design, target population, sampling techniques, data collection, analysis and presentation, reliability and validity of research instruments and concludes with ethical considerations

3.1 Research Design

Cross Sectional research design was used for this study. This is one of the most common and well-known study designs. In this type of research study, either the entire population or a subset thereof is selected, and from these individuals, data are collected to help answer research questions of interest (Olsen & George, 2004). Cross-sectional studies can be helpful in determining how many people are affected by a condition and whether the frequency of the occurrence varies across groups or population characteristics.

The design refers to a set of methods and procedures that describe variables. Survey design has been chosen because it portrays the variable by answering who, what and how questions (Babbie, 2002). Due to its descriptive approach, survey design approach has also been credited due to the fact that it allows analysis of the relations of variables (Mugenda & Mugenda, 2003).

3.2 Target Population

Mugenda and Mugenda (2003) describe population as, the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. The target population for this study was 448 members made up of 11 program officers, 5 project advisors and 435 members of 25 CBOs in Laikipia East Sub County supported by SNV Northern Kenya Portfolio. These are presented in table 3.1 below.

Table 3.1: Distribution of Target Population

Description	Target population	Percentage (%)
Project officers	11	2
Project advisers	5	1
Community Based Organization Members	432	97
Total	448	100

Source: SNV Northern Kenya Portfolio Office, Nanyuki (2020)

3.3 Sampling Technique and Sample Size

The researcher used simple random sampling method but on a prorate basis to avoid overrepresentation of some groups and underrepresentation of others as suggested by Kalsbeek et al, (2007). Saunders et al (2007) argue that if well chosen, samples of about 10% of a population can often give good reliability. To ensure fair representation, 80% of program officers and project advisors were selected using simple random sampling method. The same sampling method was used to select 15% from 432 CBO members. Actual sample size per stratum is provided on table 3.2 below.

Table 3.2 Sampling Frame

Strata	Target population	Sample	Percentage (%)
Program officers	11	9	12
Project advisors	5	4	5
CBO Members	432	65	83
Totals	448	78	100

Source: Author, 2020

3.4 Instruments

Data collection involved organizing with the respondents of a convenient time could avail themselves for the interview/complete the data gathering instrument (Cooper & Schindler, 2003). This arrangement was ideal since the main research instrument a questionnaire. This was self-explanatory. The researcher allowed the respondents to fill the instrument on their own. The researcher arranged to collect the filled questionnaires at a later date and time mutually agreed with the respondents.

As opined by Owens, (2002) questionnaire is ideal when collecting primary data. Questionnaires contain clear and specific questions. The researcher is always available for clarification and explanation whenever a need arises. They also involve much less time to fill and analyze the information. Borg and Gall, (1996) recommends the use of questionnaire method in gathering information because of its objectivity. The respondent is not persuaded or prompted for answers to questions in the questionnaire. The use of questionnaire method helps to collect information

that is difficult to observed, for instance, behavioral aspects of an individual (Satyanarayana, 1983).

3.5 Pilot Study

An initial investigation using a few respondents from the target population was undertaken before a full scale data gathering was carried out. The objective was to determine the dependability of the tools used in data collection (Sekeran 2003). Feedback received was used to modify and/or redesign the tools for better performance and results (Dempsey, 2003).

3.5.1 Validity

This refers to soundness of a research instrument. It is capacity of a research instrument it is the ability of an instrument to produce the expected results accurately and reliably (Joppe 2000). In this study, the instrument was subjected to a comprehensive review with the assigned supervisor. Inputs were also solicited from fellow students. These helped to identify any shortcomings. Any necessary amendments were undertaken.

3.5.2 Reliability

This refers to the dependability of the research instrument (Walliman, 2001, Cooper & Schindler 2003). It is the trustworthiness that the instrument returns same results of a phenomenon under similar research procedures, even where different samples are used. With regard to this research, reliability relates to the ability of the measurement device to return consistent measures over time. This was evaluated using test and re-test method as suggested by Denzin & Lincoln, (2005). A set of questions were picked from the questionnaire given to 25 respondents. These were picked at random from all the categories of the target population. These respondents were

requested to answer the questions at their own pace and time and seek any clarification or guidance as the case may be. Answers were analyzed. The exercise was repeated on another set of respondents at intervals of one week. In all, the exercise was repeated with four different groups. Results from analysis helped identify any issues that could hinder consistency of the measurements. These were rectified before full-scale adoption of the measurement device.

3.6 Data Collection Procedure

This denotes methodology of obtaining the required information for the study in question (Mugenda & Mugenda, 2003). It is an important element of research methodology (Morris, 2001). Any method adopted depends on the type of data required. However the technique adopted must be systematically used throughout the collection exercise. Bulk of information required was obtained through field research and in its original or raw form for a specific objective (Kothari (2003). All information required in this study was sourced using both closed and open-ended questions which would be self-administered.

3.7 Data Analysis and Presentation

Statistical Package for Social Sciences (SPSS) software was used in data analysis. This analytical software is capable of returning accurate and reliable measurements at relatively short period of time. It is also able to present the results either in charts, distribution tables and graphs. This is useful when making inferences and in descriptive presentations.

3.8 Ethical Considerations

Five critical ethical norms were observed during the process. These include:

3.8.1 Informed Consent

All respondents would be fully briefed on the purpose of the data being collected and how it would be used. Issues of confidentiality and anonymity would be comprehensively explained and any misgivings by the respondents addressed to their satisfaction. Thereafter, each respondent was requested for his/her consent before being given the questionnaire.

3.8.2 Voluntary Participation

Respondents would be selected using random selection method. Once a respondent is picked, he/she was asked whether he/she wants to participate. Those who decline will not be forced to participate.

3.8.3 Confidentiality

Respondents and the management of the SNV Northern Kenya Portfolio would be assured that any information or any observations during the research would be strictly confidential. The researcher would obtain and present a letter of introduction from the university which would further confirm to these parties that data collected would never be used for any other purpose.

3.8.4 Privacy

The questionnaires were self-administered and the respondents was requested not to discuss their responses with their colleagues

3.8.5 Anonymity

Data collection was basically anonymous.

3.9 Chapter Summary

The entire research process has been comprehensively discussed. These include: research design and methodology, profile of the population of interest, sampling frame, technique and size of the sample, instrumentation and measurement device, tests of reliability and validity and methods of analysis and presentation of resultant data. Delimitation and profile of the population of interest have also been addressed. It has concluded with ethical considerations to be borne in mind at all times.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter contains the presentations of the results and findings obtained from the direct responses and data analysis. The data had been analyzed quantitatively. Analysis of data is a process of inspecting, transforming, and modeling data with the goal of highlighting useful information, suggestive observations and supporting decision making.

4.1 Presentation of research findings

The researcher explored the actual number of the respondents that participated in the study from the total sample. The results were tabulated in the table as shown;

Table 4. 1 Response Rate

Category	Frequency	Percentage

Response	74	95
Non-response	4	5
Total	78	100

The study indicated that those who responded to the study were 95% while those who did not were 5%. The response rate met the threshold of sufficient rate for the study since it was above 50% of the sampled respondents (Kumar, 2015).

4.1.2 Background information

4.1.2.1 Age of respondents

The study aimed at establishing the age of the respondents and the results were tabulated in the table as shown;

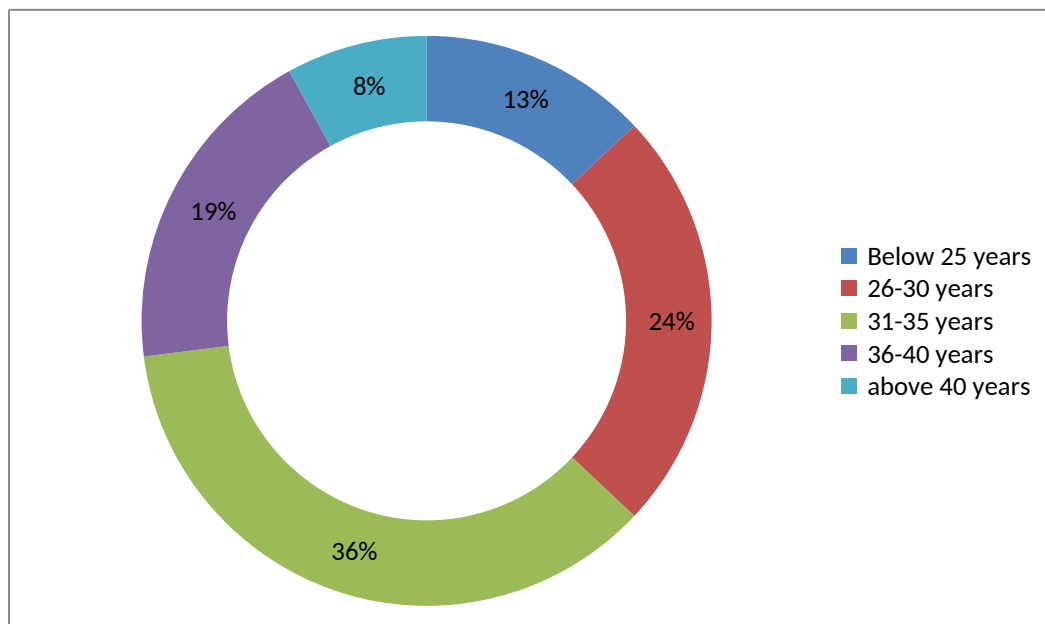


Figure 4. 1 Age of respondents

The age of respondents was established to be those below 25 years were at 13%, between 26-30 years at 24%, between 31-35 years at 36%, between 36-40 years at 19% and those above 40 years were at 8%. The target age distribution for the study should be represented to ensure an all-inclusive 4. And authentic study (Rubin, 2012). The study met this threshold.

4.1.2.2 Gender of respondents

The study sought to determine the age of those respondents that took part in the study. The findings were presented on the table as shown;

Table 4. 2 Gender of respondents

Category	Frequency	Percentage
Female	45	58
Male	33	42
Total	78	100

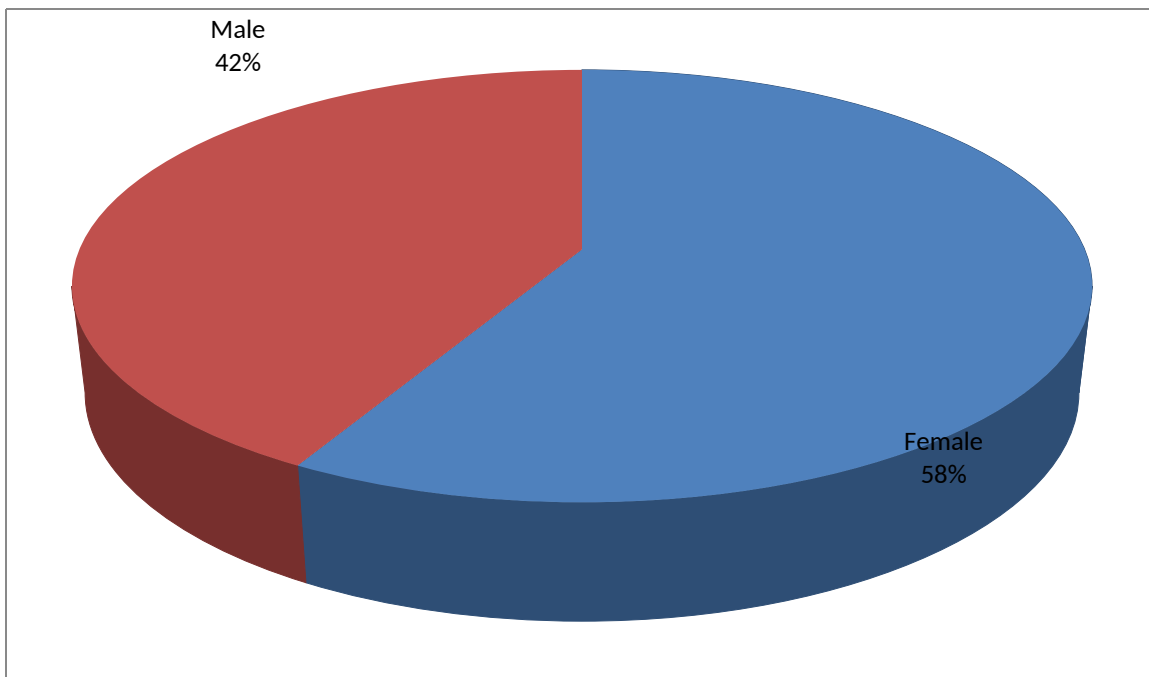


Figure 4. 2 Gender of respondents

The results indicated that 58% of the respondents were female while the remaining 42% were male. The perception of both gender in the study was important and the study met the 1/3 gender rule in Kenya (Kenyan Constitution, 2010).

4.1.2.3 Academic qualifications

The academic qualifications of the respondents were sought and the results were tabulated on the table as shown;

Table 4. 3 Academic qualifications

Category	Frequency	Percentage
K.C.S.E	6	8

Certificate	10	13
Diploma	30	38
Degree	24	31
Post-graduate	8	10
Total	78	100

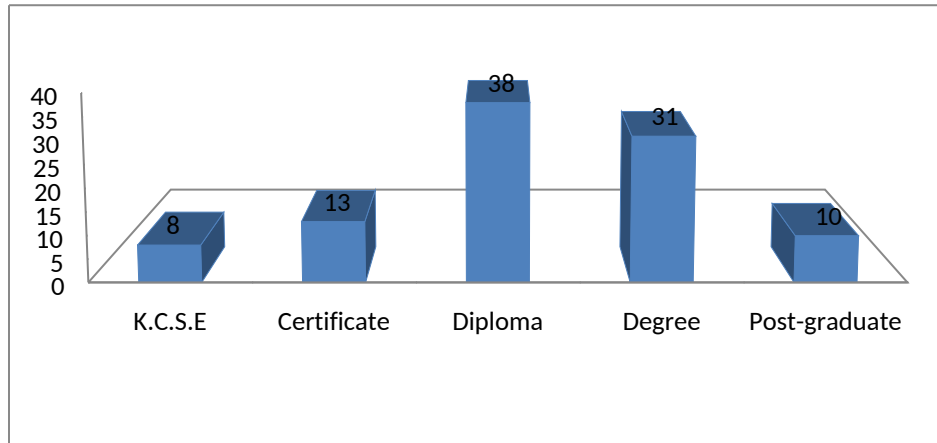


Figure 4. 3 Academic qualifications

The academic qualifications of respondents were established to be that those with K.C.S.E were at 8%, certificate at 13%, diploma at 38%, degree at 31% and post-graduate at 10%. Measuring of the academic levels of respondents in a study is necessary to indicate the level of professionalism and authenticity of the data obtained from the respondents (Aaker & Day, 2015).

4.1.2.4 Current position

The position that respondents hold in the organization was sought to be determined and the data presented on the table as shown;

Table 4. 4 Current position

Category	Frequency	Percentage
Management staff	15	19
Marketing staff	35	45
General staff	28	36
Total	78	100

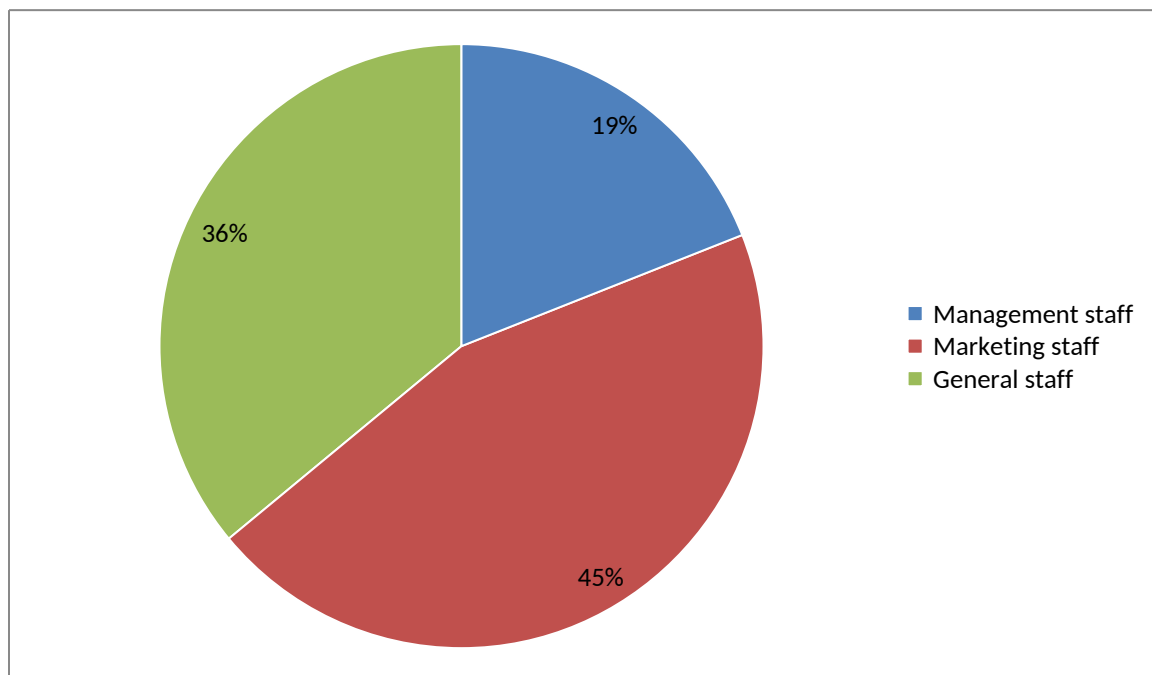


Figure 4. 4 Current position

The current position respondents held in the organization was determined to be that management staff were at 19%, marketing staff at 45% and general staff at 36%. The departmental positions were well represented in the study to meet the sought objectives of the study from the positions held. The academic qualifications of the respondents, experience and expertise in a field of interest in the study is crucial in obtaining the relevant information for the study (Parahoo, 2010).

4.1.3 Funding commitments

4.1.3.1 Funding commitments on reliability of funding support

The aim of the researcher was to establish whether funding commitments helps to increase reliability of funding support or not. The data obtained was tabulated on the table as shown;

Table 4. 5 Funding commitments on reliability of funding support

Category	Frequency	Percentage
Strongly agree	27	35
Agree	30	38
Disagree	13	17
Strongly disagree	8	10

Total	78	100
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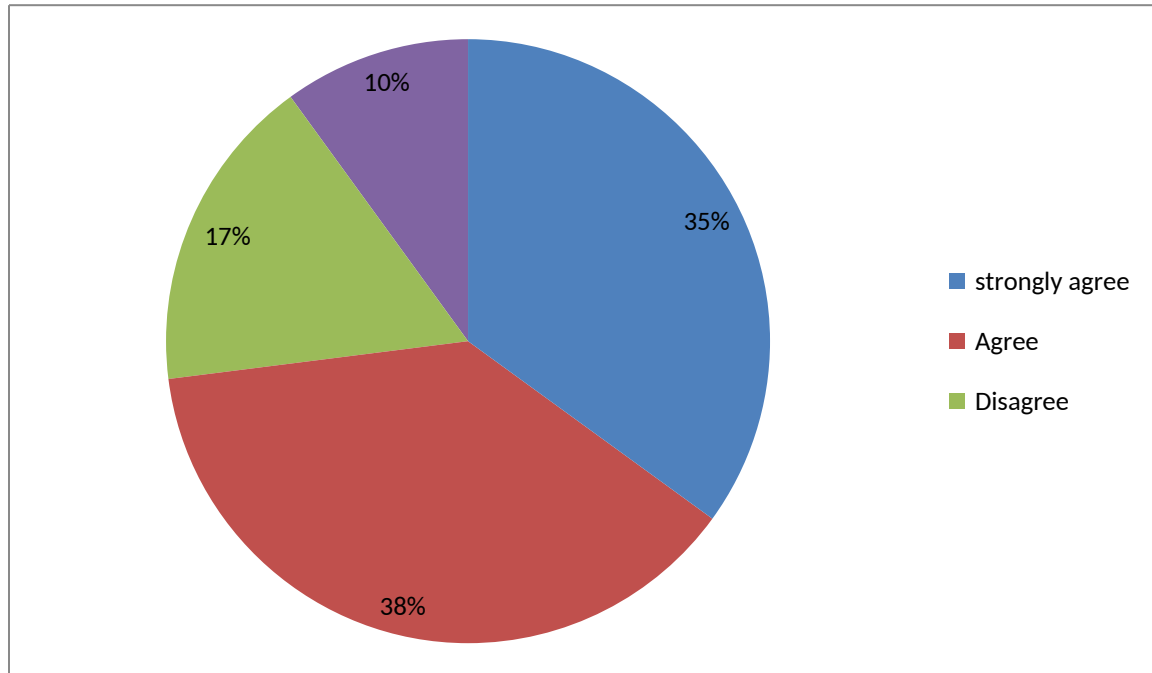


Figure 4. 5 Funding commitments on reliability of funding support

The funding commitments help to increase reliability of funding support according to 73% who agreed while the remaining 27% of the respondents did not agree.

4.1.3.2 Funding commitments on adequacy of project finance

This was to determine the extent at which availability of funding commitments helps in improvement of the project finance funding in organization. The results were presented on the table as shown;

Table 4. 6 Funding commitments on adequacy of project finance

Category	Frequency	Percentage
Great extent	36	46
Moderate extent	24	31
Less extent	14	18
No impact	4	5
Total	78	100

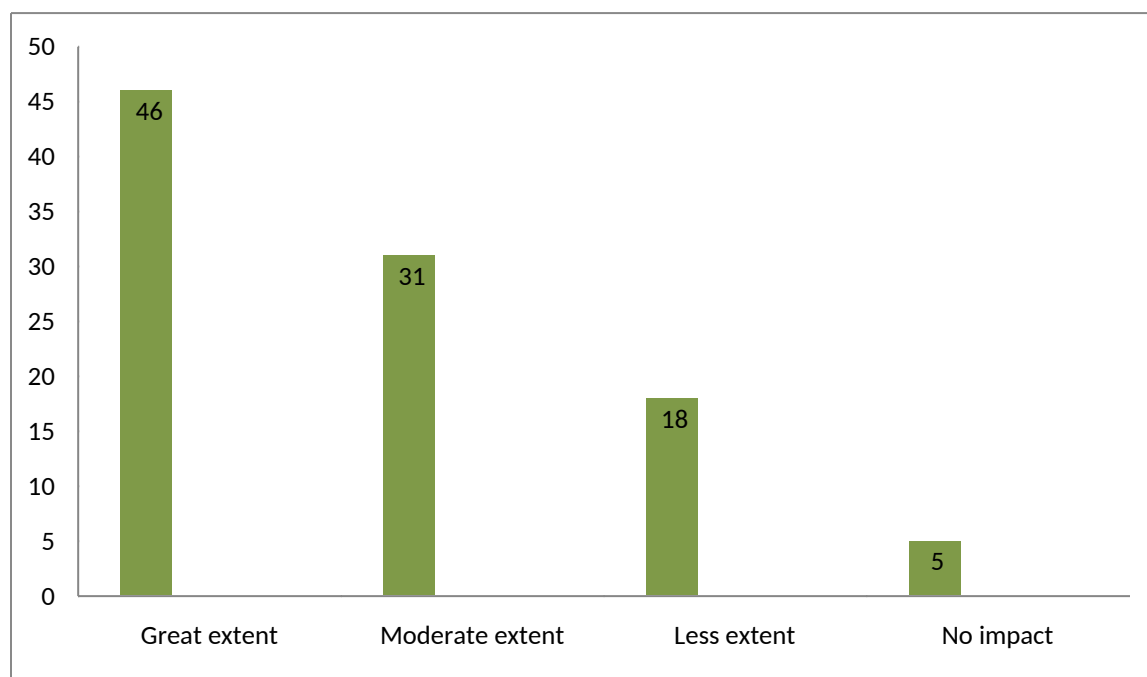


Figure 4. 6 Funding commitments on adequacy of project finance

The availability of funding commitments helps in improvement of the project finance funding in an organization to a great extent according to 46%, moderate extent at 31%, less extent at 18% and no impact at 5%.

4.1.4 Leadership styles

4.1.4.1 Leadership styles on motivation of workforce

The study sought to determine whether leadership styles help in motivation of workforce for effective performance of NGO's or not. The findings were presented on the table as shown;

Table 4. 7 Leadership styles on motivation of workforce

Category	Frequency	Percentage
Yes	45	58
somehow	18	23
No	10	13
Don't know	5	6
Total	78	100

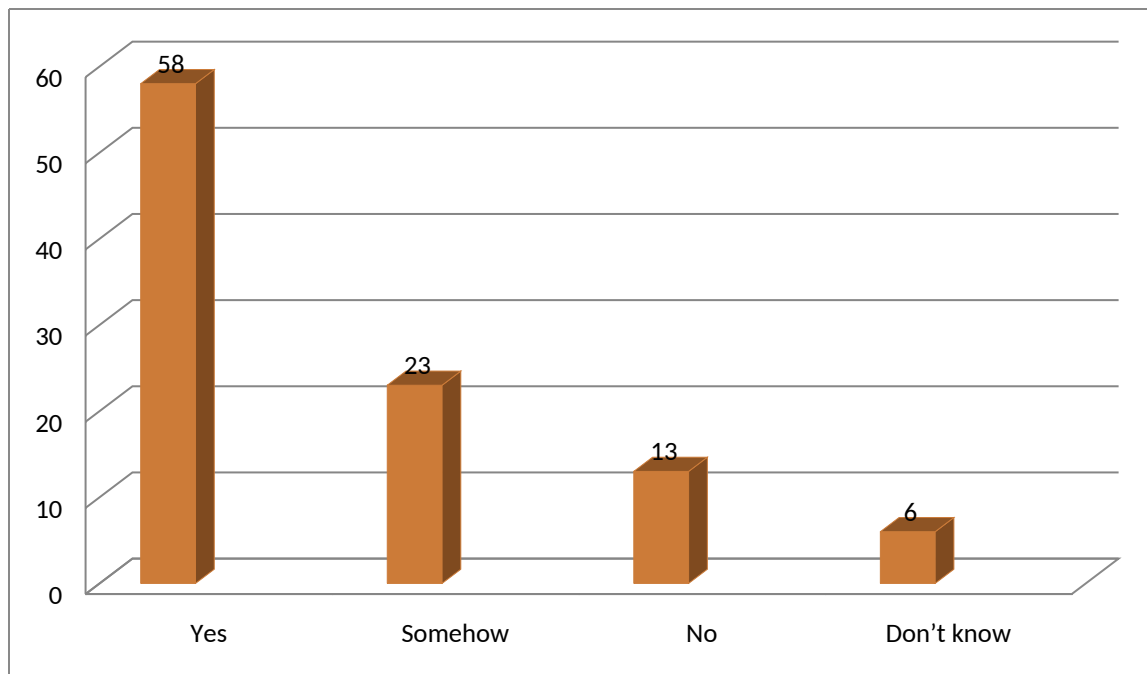


Figure 4. 7 Leadership styles on motivation of workforce

The study established that leadership styles help in motivation of workforce for effective performance of NGO's according to 58%, somehow at 23%, no at 13% and don't know at 6%.

4.1.4.2 Leadership styles on project manager competency

The extent at which leadership style is helping in improving the project manager competency for better informed decision was sought and the data presented on the table as shown

Table 4. 8 Leadership styles on project manager competency

Category	Frequency	Percentage
Great extent	43	55
Moderate extent	19	24

Less extent	10	13
No impact	6	8
Total	78	100

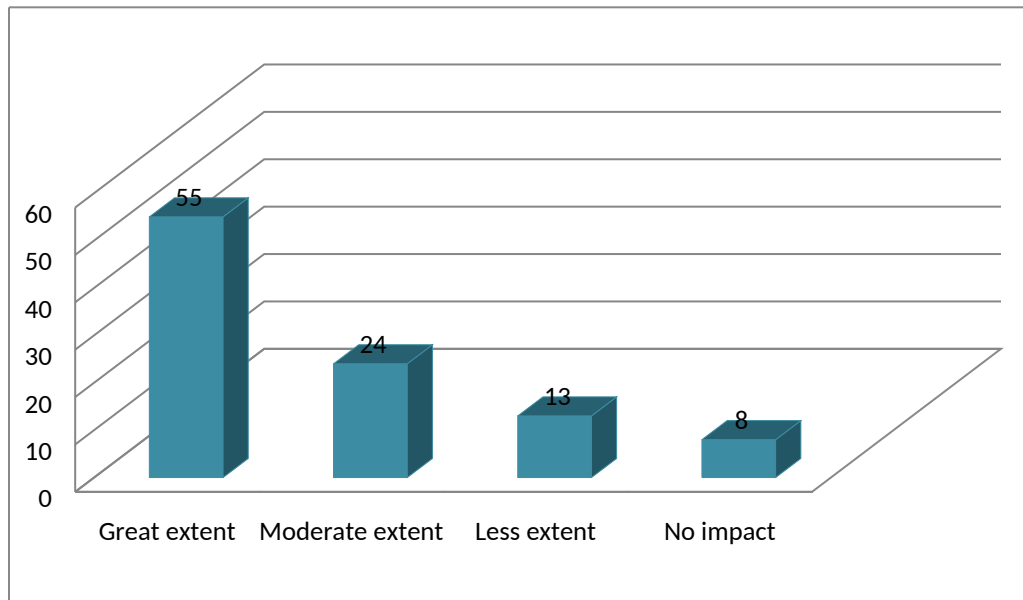


Figure 4. 8 Leadership styles on project manager competency

The results indicated that leadership style is helping in improving the project manager competency for better informed decision to a great extent according to 55%, moderate extent at 24%, less extent at 13% and no impact at 8%.

4.1.5Community participation

4.1.5.1 Community participation on need analysis

This was to determine whether community participation allows the assessment of the community needs for better performance or not and the findings were presented on the table as shown;

Table 4. 9 Community participation on need analysis

Category	Frequency	Percentage
Yes	46	59
somehow	16	21
No	11	14
Don't know	5	6
Total	78	100

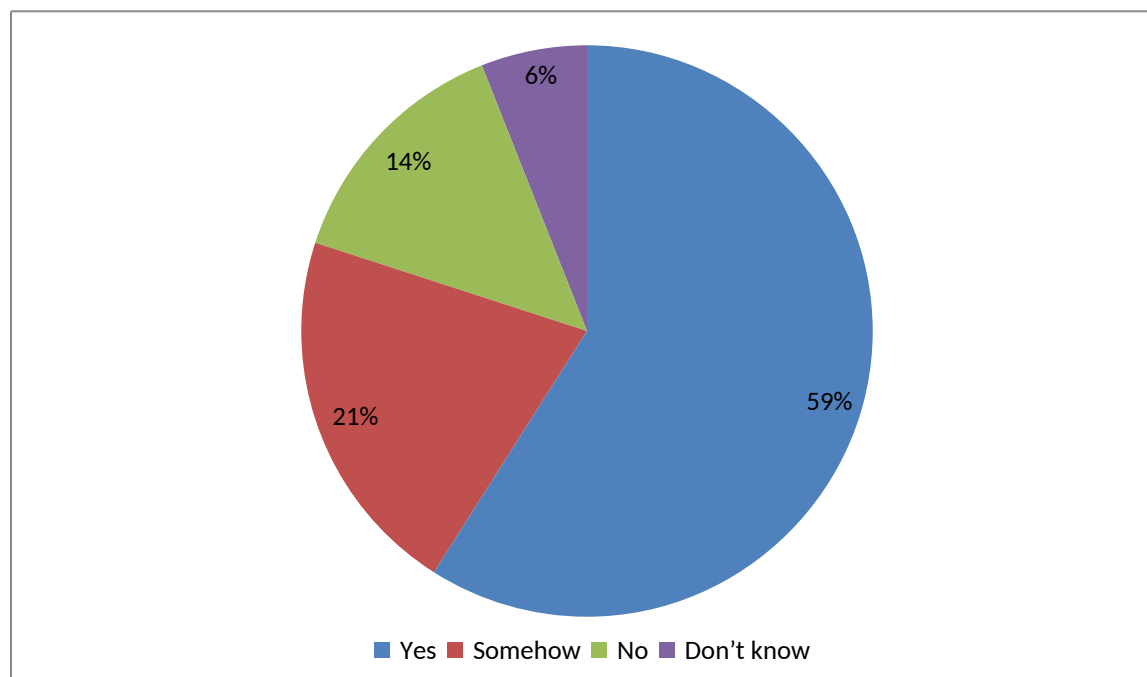


Figure 4. 9 Community participation on need analysis

The results postulated that 59% agreed to community participation allowing the assessment of the community needs for better performance, 21% for somehow, 14% for no and 6% did not know.

4.1.5.2 Community participation on project planning

The researcher sought to establish the extent at which community participation helps in project planning for acceptance of change and the data was presented on the table as shown;

Table 4. 10 Community participation on project planning

Category	Frequency	Percentage
Great extent	41	53
Moderate extent	18	23
Less extent	12	15
No impact	7	9
Total	78	100

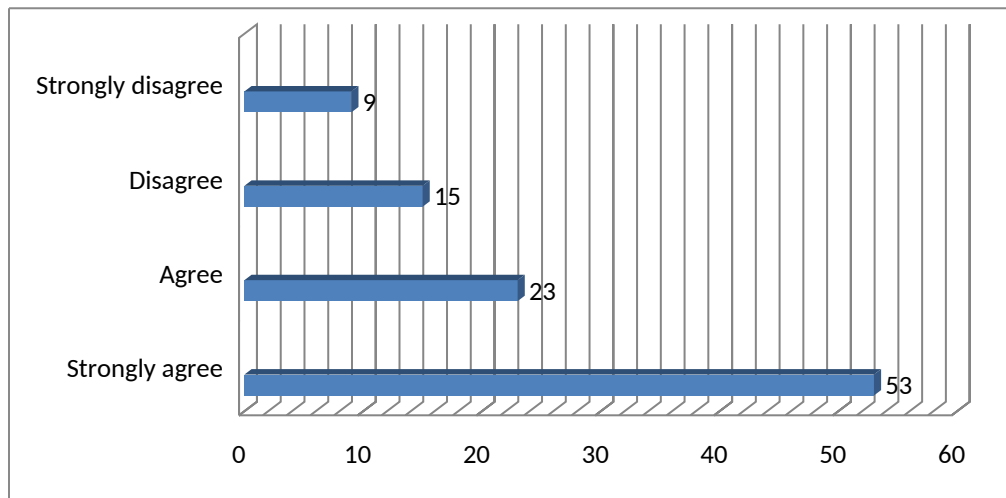


Figure 4. 10 Community participation on project planning

The study noted that community participation helps in project planning for acceptance of change according to 53%, moderate extent at 23%, less extent at 15% and no impact at 9%.

4.2 Limitations of the study

In pursuit of this study, several limitations were encountered. Some employees did not answer all the questions in the questionnaire. Some customers felt like it was a waste of their precious time while others perceive it as nagging and this affected their willingness to fill all the questions honestly. This was solved by creating a better approach and only focusing energy on the friendly customers.

The study was limited to SNV Northern Kenya Portfolio due to the limited resources available to carry out studies in other several parts of the country. The researcher did not have enough time to have a wider scope of study in other regions and even full day at the head station since the only

time available during the study was in the afternoon which was not convenient for some respondents.

4.3 Chapter Summary

The study focused on the findings from the field by presenting data from each variable in different sub-heading to make specific explorations. The data was presented in well labeled tables and graphs from which an interpretation was made and some statement made to make clear the findings for easy analysis in the next chapter.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presented the summary of the findings from chapter four from which the conclusion on the variables under were made. The recommendations giving the way forward and further studies were done based on the research questions under study.

5.1 Summary of Findings

5.1.1 Background information

The study indicated that those who respondent to the study were majority. The response rate met the threshold of sufficient rate for the study since it was above 50% of the sampled respondents (Kumar, 2015). The age of respondents was established to be those below 25 years were at 13%,

between 26-30 years at 24%, between 31-35 years at 36%, between 36-40 years at 19% and those above 40 years were at 8%. The target age distribution for the study should be represented to ensure an all-inclusive and authentic study (Rubin, 2012). The study met this threshold. The results indicated that 58% of the respondents were female while the remaining 42% were male. The perception of both gender in the study was important and the study met the 1/3 gender rule in Kenya (Kenyan Constitution, 2010). The academic qualifications of respondents was established to be that those with K.C.S.E were at 8%, certificate at 13%, diploma at 38%, degree at 31% and post-graduate at 10%. Measuring of the academic levels of respondents in a study is necessary to indicate the level of professionalism and authenticity of the data obtained from the respondents (Aaker & Day, 2015). The current position respondents held in the organization was determined to be that management staff were at 19%, marketing staff at 45% and general staff at 36%. The departmental positions were well represented in the study to meet the sought objectives of the study from the positions held. The academic qualifications of the respondents, experience and expertise in a field of interest in the study is crucial in obtaining the relevant information for the study (Parahoo, 2010).

5.1.2 Funding commitments

The funding commitments help to increase reliability of funding support according to majority only few of the respondents did not agree. The availability of funding commitments helps in improvement of the project finance funding in an organization to a great extent according to the study.

5.1.3 Leadership styles

The study established that leadership styles help in motivation of workforce for effective performance of NGO's according to majority. The results indicated that leadership style is helping in improving the project manager competency for better informed decision to a great extent according to majority of respondents

5.1.4 Community participation

The results postulated that majority agreed to community participation allowing the assessment of the community needs for better performance. The study noted that community participation helps in project planning for acceptance of change according majority.

5.2 Conclusion

5.2.1 Funding commitments

On funding commitments, the study concluded that the funding commitments help to increase reliability of funding support. The conclusion determined that availability of funding commitments helps in improvement of the project finance funding in an organization to a great extent. Undoubtedly, finance is one of the most important aspects of a business. With huge funds, daily cash flow and continuous transaction, managing and monitoring all of the above turn necessary.

5.2.2 Leadership styles

On leadership styles, the conclusion was that leadership styles help in motivation of workforce for effective performance of NGO's. It was also concluded that leadership style is helping in improving the project manager competency for better informed decision to a great extent. A leader should have the ability to maintain good interpersonal relations with the followers or subordinates and motivate them to help in achieving the organizational objectives.

5.2.3 Community participation

On community participation, study noted that community participation allows the assessment of the community needs for better performance. Also the conclusion was that community

participation helps in project planning for acceptance of change. Community participation can contribute greatly to the effectiveness and efficiency of a programme; the crucial factor in its success is the attitude of agency staff in the field. If staff do not treat people with respect or are seen to favour particular individuals or groups within a community, this can have a highly destructive effect on participation. For this reason it is important to identify key representatives and groups within the affected population early.

5.3 Recommendations

5.3.1 Funding commitments

Finance resources should be well allocated to different department in organization to ensure that there is continuous running of operations since the main pillar for the success of NGO's is funding commitments. It is clear that as much as finance is important for your business, so is the management. Right from collecting funds to allocating and spending them, organizational leaders must have a transparent view of all financial undertakings within their organization and likewise, indulge in planning for efficient utilization of available resources.

5.3.2. Leadership styles

The organization should have a well arranged hierarchical leadership styles that offer opportunities to everybody within an organization to avoid misunderstanding for effective performance. Leaders and their leadership skills play an important role in the growth of any organization. Leadership refers to the process of influencing the behaviour of people in a manner that they strive willingly and enthusiastically towards the achievement of group objectives.

5.3.3 Community participation

The organization should involve the key stakeholder that is the community in order to reduce hostility while partaking their duties. Generally, people are ready and willing to participate; the biggest disincentive to this is probably the attitude and actions of the agency concerned. Treating people with respect, listening to them and learning from them will go a long way toward building a successful programme; it will also save time and resources in the long run and contribute greatly to programme sustainability. Fieldworkers who expect members of the affected community to be grateful for their presence without recognizing and empathizing with them as people may satisfy their own egos but will have little other positive effect.

5.4 Suggestions for Further Studies

The current study was done in SNV Northern Kenya; similar study can be conducted in the other NGO's while maintaining same variables. Equally, introduction of a moderating variable can be considered in future studies. The moderating variable can be on government participation. Further studies can also consider evaluating risk management strategies on the financial performance of NGO's.

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APPENDIX I
LETTER OF INTRODUCTION

Dear répondent,

My name is Mwongela Dorcas, a student of Management University of Africa. I am pursuing a Bachelor degree in Development Studies which requires undertaking a research study for academic purposes. I have chosen to research on ‘**funding commitments, leadership styles and community participation on NGOs’ supported projects in Kenya: A case study of SNV Northern Kenya Portfolio**’. Please respond to each question by ticking or filling the relevant information.

All data obtained was strictly confidential and was utilized for the purpose of research and academic. Your positive response was highly appreciated.

Yours faithfully

Dorcas Mwongela

APPENDIX II
QUESTIONNAIRE

SECTION A: GENERAL INFORMATION.

1. Tick your gender

Male

☐

Female

☐

2. How many years have you worked with this organization?

Over 10 years

☐

5-10 years

☐

3-5 years

☐

1-2 years

☐

Below 1 year

☐

3. Please, indicate your designation

4. What is your level of education?

Secondary

☐

College

☐

University

☐

SECTION B

FUNDING COMMITMENTS

Use the Likert scale provided to respond to the following statement on funding commitments on the performance of NGO'S supported projects in Kenya. Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree

Statement	1	2	3	4	5
The reliability of the funding support leads to high performance of NGO'S supported projects.					
The adequacy of project finance helps in improvement of performance of NGO'S supported projects.					
The level of dependency affects the performance of NGO'S supported projects.					
The budgetary control within the organization leads to effective performance of NGO'S supported projects.					

LEADERSHIP STYLE

Use the Likert scale provided to respond to the following statement on leadership style on the performance of NGO'S supported projects in Kenya. Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree

Statement	1	2	3	4	5
The leadership style commitment ensures the project completion within the set time bound frame hence high performance.					
The motivation of workforce helps in eliminating barriers which hinders projects effective performance.					
The project manager competency ensures reduction in the failures within the projects due to knowledge and skills to perform the tasks.					
The type of leadership within the organization has a direct impact on the performance of NGO'S supported projects.					

COMMUNITY PARTICIPATION

Use the Likert scale provided to respond to the following statements on community participation on the performance of NGO'S supported projects in Kenya. Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree

Statement	1	2	3	4	5
The level of community participation in need analysis by the firm ensures high performance of NGO'S supported projects.					
The level of community participation in project planning helps the organization stakeholders to prepare well on the organization profitability for better performance.					
The level of community participation in project implementation reduces the risk of failures thus high performance.					
The level of community participation in monitoring and evaluation helps in proper budgeting to avoid the capital shortage.					

Thank you for the Corporation

APPENDIX III

SURVEY/QUESTIONNAIRE CONSENT FORM

COURSE NAME AND NUMBER: _____

TITLE: FUNDING COMMITMENTS, LEADERSHIP STYLES AND COMMUNITY PARTICIPATION ON NGOs SUPPORTED PROJECTS IN KENYA: A CASE STUDY OF SNV NORTHERN KENYA PORTFOLIO

I, _____ (participant's name), understand that I am being asked to participate in a survey/questionnaire activity that forms part of _____ (student's name) required research project in partial fulfilment of the requirements for the award of ----- degree of Management University of Africa. It is my understanding that this survey/questionnaire has been designed to gather information about the influence of the following issues on projects of Mirror of Hope of which I am an employee:

- **Funding commitments**
- **Leadership styles**
- **Community participation**

I have been given some general information about this project and the types of questions I can expect to answer. I understand that the survey/questionnaire was conducted in person and that it will take approximately ----- of my time to complete.

I understand that my participation in this project is completely voluntary and that I am free to decline to participate, without consequence, at any time prior to or at any point during the activity. I understand that any information I provide was kept confidential, used only for the purposes of completing this assignment, and will not be used in any way that can identify me. All survey/questionnaire responses, notes, and records were kept in a secured environment. The raw data was offered to me within four months of the completion of the course assignment. If I

decline it, it was destroyed by the researcher. I will also be provided with a copy of the student assignment at my request.

I understand that the results of this activity was used exclusively in the below-named student's Management University of Africa degree requirement and none of the information I provide was published, in any form, in any journals or conference proceedings.

I also understand that there are no risks involved in participating in this activity, beyond those risks experienced in everyday life.

I have read the information above. By signing below and returning this form, I am consenting to participate in this survey/questionnaire project as designed by the below named Management University of Africa student.

Participant name (please print): _____

Signature: _____

Date: _____

Please keep a copy of this consent form for your records. If you have other questions concerning your participation in this project, please contact me at:

Student name: -----

Telephone number: ----- **email address:** -----

Or my Management University of Africa Supervisor at:

Supervisor name: Madam Patricia CHEMUTAI

Thank you for agreeing to participate in my project.

APPENDIX IV
RESEARCH STUDY WORKPLAN

ACTIVITY	March	April	May	June	July	August
Topic identification and approval	XXXX					
Concept, problem identification, research gaps, variables, conceptual framework, operationalization		XXXX				
Proposal presentation, amendments and approval			XXXX			
Authorization, fieldwork, data collection				XXXX		
Data editing, coding & analysis					XXXX	
Submission of draft Report, discussion, corrections, binding and submission of final report						XXXX

APPENDIX V
RESEARCH STUDY BUDGET

REQUIREMENTS	COST(KHS)
Research materials	8,000.00
Typesetting and production	6,000.00
Spiral binding	4,000.00
Duplication and copying	5,000.00
Transportation	8,000.00
Telephone	7,000.00
Grand totals	38,000.00