



ASSESSMENT OF THE DETERMINANTS OF FUNDS ALLOCATION AND UTILIZATION BY NGOS AND DONOR AGENCIES IN KENYA

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Abstract: *Recently, NGOs are classified as part of key service providers to society because of their contributions and increasing amounts of contributions to different sectors of economy. NGOs contributions have been extended to offer relief services, agriculture, emergency services, and protection services to affected areas in connection with government ministries. This research seeks to reveal the screening factors used by NGOs in funds allocation and utilization on the projects and programs . Descriptive research design was used in this research. The target population consists of all NGOs operating in Kenya. The sample of this study consisted of 100 NGOs and donor agencies. NGOs and donor agencies were classified in to different strata such as health, education, agriculture and humanitarian sector where random sampling method was employed to select the sample size of 100. A structured closed questionnaire was used for data collection. Multiple regression analysis was used in the data analysis. The output was presented using charts, tables, descriptive statistics and correlation analysis. From the analysis of the respondent's responses, the findings show that choice on vulnerability, poverty orientations and reach, income and wealth inequalities, lack of development approach, absence of strategic planning, poor networking, political interference, lack of adequate funds, poor governance policies, limited operational capacity and poor NGOs efficiency significantly contributes to funds allocation and utilization NGOs.*

Keywords: *Funds Utilization, Funds Allocation, NGOs*

1. INTRODUCTION

NGOs were started by United Nations in 1945 in order to differentiate its charter between specialized intergovernmental organizations and international private agencies. According to



United Nations organizations report (2006) all private bodies are classified as private entities which is independent from the control of government, political party, human rights groups, nonprofit making and non-criminal organizations with no intention to fight or to challenge or interfere with constituted governments.

Chapman (2006) classified Non-governmental organizations as either operational or advocacy NGOs which is understood as a choice between large scale project undertaken indirectly by influencing the political system and small scale projects carried out directly. Operational non-governmental organizations have the mandate of mobilizing resources in form of donations (financial, assets), grants, contracts, materials, skilled volunteers from governments, foundations and companies to finance and sustain their projects and programs which requires in-depth understanding of accounting, budgeting, planning, use and efficient reporting. Advocacy NGOs adopts different balance between their activities such as holding demonstrations or pushing to implement their projects but their functions and intentions are the same. They raise finances mainly by identifying a specific donor or persuading interested people to volunteer (Chapman, 2006).

1.1.1 NGOs Funds Allocation

Institutional donors allocate funds to non-governmental organizations whether operational or advocacy through screening or selectivity criteria which advocates for efficiency, local connections, accountability, timely reporting and most important transparency. Efficiency and transparency which determines the behavior of NGOs have serious implications when donors are allocating funds. When NGOs are more accountable donors raises their standards of raising funds from their citizens because of their potential economic and social influence of NGOs activities which attracts both academicians and government and non government policy-makers (Gerald, 2003)

NGOs are now seen as key service providers to communities because of their contributions and increasing amounts of contributions to different sectors of economy such as health and education (Reinikka and Svensson, 2007). Barr (2005) on his study found that NGOs contributions have been extended to offer relief services, agriculture, emergency services, protections services to affected areas in connection with government ministries.



1.1.2 Funds Utilization by NGOs

The NGOs get a substantial amount of funds from these organizations which are channeled according to the objective. The funds have the capacity to empower the organizations to stamp their authority on the precisions to be made regarding the initiation of programs or project in the institutions and communities where NGOs partner with for development, (Ebrahim, 2004). The concern is whether the influence is considerate of the beneficiaries' way of life including their developmental planning and management of their projects.

Srilatha (2007) argued that globally recognized organizations which play critical role to eradicate poverty have huge portfolio of resources and specialized expertise any country or constituted government partnering with them can yield a huge funding globally, quick access to funding, international influence, and recognition from other governments and the donor community.

2. LITERATURE REVIEW

2.2.1 The Contract Failure Theory

This theory was developed in 1980 by Hansmann. It states that information asymmetry has huge influence on people's decision making choices with regard to where they should get their services. Since service providers have all the information concerning the value and quality of their products, they have incentives to hide this information from their customers to their benefit. This results into an agency problem of adverse selection since it is difficult and prohibitively costly for the consumers to evaluate the quality of goods and services before they purchase (Fletcher et al., 1995).

The argument is based on the fact that non-profits are barred from distributing any profits (residual income) to its members according to the non-distribution constraint (NDC) law. This prohibition is assumed to be beneficial to the non-profits as they are able to have more resources to reinvest in the running of their organizations buying more equipment and training staff. This entails that non-profits are likely to attract more customers than the for-profits because the customers feel assured of getting better services from non-profits than from for-profits. Since the for-profit sector is profit minded they are suspected to be more likely to hide information on quality of their services in order to maximize profits. As a



result only well informed customers will get their services from the for-profit providers. According to this theory the non-profit sector comes in to fill up this information asymmetry gap which could otherwise harm the non-informed consumers (Hulme, 2006).

2.2.2 The Government Failure Theory

The government failure theory is also one of the widely recognized theories among NGO practitioners studying the non-profit sector. It was comprehensively developed by Weisbrod in 1977 and further in 1988. Government failure can simply be understood as a problem of resource misallocation due to corruption and it could also be a problem of human capacity. The problem of human capacity is most evident in situations where government subcontracts non-profits to provide certain public goods on behalf of government. Weisbrod states that sometimes governments are not able to provide the required quantities of services to some sections of the population who need more than the average provisions. In that case the non-profit organizations become the plausible option to fill this demand gap left by the government (Valentinov, 2006).

2.2.3 Resource Dependency Theory

Viravaidya and Hayssen (2001) state, most of the work that NGOs engage in such as protecting the environment, assisting the sick and needy, preserving culture and arts are traditionally non profitable in nature. As such they rely on well wishers for grants and donations to cover the costs of their activities. However, with the ever increasing number of NGOs competing over the same scarce resources, it creates pressure on NGOs to survive as the market trends change over time whereby shifts in donor's thinking has an automatic direct influence on NGOs' way of doing things. This entails producing and supplying services that have the highest potential of being funded by the donors. As such there are trends that are clearly notable in terms of what NGOs tend to supply in relation to donors' interests. As stated earlier, the funding procedure of proposal writing makes it possible for any NGO to simply get established and ask for donor funding and they can get it as long as their proposal satisfies donors' interests.

However scholars indicate that this dependency on others for resources may limit the NGOs' capacity to supply goods and services both in terms of quantity and quality (Viravaidya and



Hayssen, 2001). They also state that donors have their own agendas and operational strategies and the NGOs simply implement what the donors want because they don't have the power to decide how to use the money as the saying goes, "beggars can't be choosers" (Viravaidya and Hayssen, 2001:1). Yet this raises questions on the motives of the givers, whether their giving is out of altruism or not.

2.2.4 Principal-Agent Theory

The relationship between NGOs and donors is often riddled by principal-agent problems which arise as a result of information asymmetries between the donor (principal) and the agent (the NGO). The theory is hinged on the idea of delegated authority whereby the principal is not involved in the day to day operations of the agents and this creates room for the agents to act in their own self-interest rather than in the interest of the principal (Kasper and Streit, 1998). The agents, taking advantage of the information asymmetry challenges act opportunistically contrary to the principals' wishes. Some of the actions highlighted by Kasper and Streit include creation of unnecessary subsidiary positions as a reason for promotion to supervisory position, use of business facilities for personal gains, magnificent offices, prestigious company location, numerous enjoyable conferences and pointless business trips; unwarranted investment in equipment which is afterward underutilized; frequent staff lunches and many other avoidable costs all of which do not add value to the success of the organization (Ibid). Such asymmetric information problems cause big management challenges in organizations. Unfortunately according to Kasper and Streit (1998) these cases are difficult and costly to prove by the principal. As such, the agents take advantage of this scenario and shirk on their responsibilities.

According to Wallace et al (2008), their study revealed that the relationships between NGOs and donors were characterized by poor communication, mistrust and fear of criticism. This revelation is detrimental to the contribution that NGOs can make to socio-economic development. This study also seeks to understand the depth of this problem and the extent to which the principal-agent problem affects the work of NGOs.

2.3 Empirical Review

2.3.1 Determinants of Funds Allocation by NGOs

Alan and James (2010) carried out a study on the relationship between government and



Non-governmental institutions. The findings show that the increasing role or function for NGOs is monitoring government adherence to its own policies and the implementation of international agreements.

Iain (1999) investigated the roles of NGOs in the countries development and found that improved role of NGOs in the process of development is their expected efficiency and effectiveness in their programs and service delivery to meet the needs of the poor and vulnerable people in the society which results from the failures of the governments, the private sector and international efforts to promote development.

Burger and Owens (2010) carried out a study to determine the performance of NGOs in Uganda. This study found that NGOs have poorly performed due to lack of transparency and selfishness. Recently donors care more about efficiency and transparency to screen NGOs.

Nepal and Mutebile (2002) on their study to determine the effect of aid programs in donor dominance areas in Nepal's found that without strong relationship with national or government institutions the sustainability and implementation of many projects and programs is very uncertain which is a key threat to continued flow of international development assistance.

William (2005) carried out a study on the effect of credit organizations in Uganda which focused on poor and discriminated women who are considered risky and threat to future access to credit. The findings revealed that NGOs assistance does not reach the poor or the bottom end people in the society who needs these resources because the number reached is very insignificant and to be particular between 5-10% of the entire population.

2.3.2 Determinants of Funds Utilization by NGOs

Mary (2008) carried out a study on the impact of global civil Society on economic processes. The findings shows that Aid Money can lead to formation of artificial NGOs which roots out genuine NGOs projects and programs which in turn contributes to increasing corruption, demonstrations and criminal groups.

McGillivray (2003), Dollar and Levin (2006), argued that poverty eradication and implementation of policies from different and major bilateral donors has improved to date,



which leaves a lot to be desired. NGO popularity aid is due to the failure of official projects and programs developed to reach and assist the poor (Riddell and Robinson 1995).

Edwards and Hulme (1996) on their study on NGOs involvement in the development process found that NGOs strongly connected to the government in associations that are both ambivalent and dynamic and sometimes simultaneously which influences NGOs choice of aid recipients through their projects and programs based on location, language and religion.

2.4 Conceptual Framework

This study will adopt a conceptual framework composed of two variables, dependent and independent variable. The dependent variable (funds allocation and utilization by NGOs) will be measured against independent variables which includes NGOs efficiency, Cost of NGO projects, NGOs age, NGOs religious affiliations, the number subsidiary NGOs operated by foreign NGOs, whether the NGOs works for poor or not, whether the NGO has any financial or social network, gender, managers age, education of the managers, managers experience with NGOs, Per-capita income, inequality, poverty orientation, geographical choices, economic and social development and also managers family background.

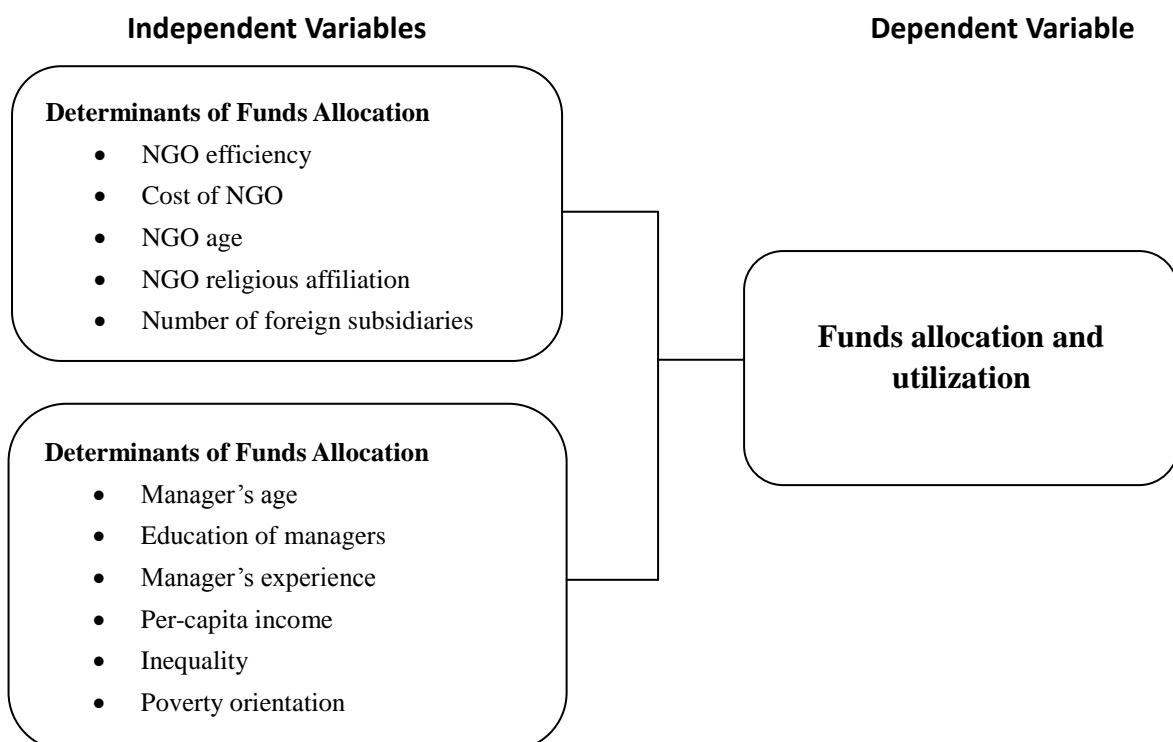


Figure 1 Conceptual framework



3. RESEARCH METHODOLOGY

3.1 Research Design

This study used a descriptive research design aimed at investigating the methods of allocating and utilizing funds that permit NGOs to be moved rapidly to appropriate point of the association network, which must be improved to respond adequately to emerging crisis. This study was used to generalize the findings to all the Non-government organizations in Kenya

3.3 Population

The population of study was 9257 NGOs and Donor agencies in Kenya according to 2015 statistic.

3.4 Sampling procedure

Stratified Random sampling technique was used to select the sample. The NGOs and agencies were grouped in categories to form homogeneous strata's. From each stratum 100 NGO and Donor agencies were selected to form the sample size randomly with greater starter having high chances of selection.

Category	Population	Sample
Health	3258	40
Agriculture	1907	20
Education	2976	30
Humanitarian	1116	10
Total	<u>9257</u>	<u>100</u>

Source: Findings 2018

3.5 Data collection

Primary data was preferred for this study because it is the information gathered directly from respondents thus it's precise and has highest degree of accuracy. The data was collected using an open-ended questionnaire. Questionnaires were distributed through hand delivery and in some cases they will be sent through email to the respondents to self-fill and return through email.

3.6 Data analysis

The collected data was scrutinized for consistency and uniformity to ensure completeness of information. Likert scale was used to analyse the responses from the participants on the



funds allocation, utilization and challenges facing NGOs. Data collected was organized and analyzed using descriptive statistics which enabled meaningful analysis and depicted using tables, graphs, weighted mean scores, and standard deviations, charts (bar charts, pie charts and frequencies table).

3.6.1 Regression Model

Specific objectives were analyzed using multiple regressions to determine the determinants of funds allocation in NGOs as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$$

Where:

Y= Funds Allocation in NGOs

α = Constant

β_i = Coefficients

X_1 = Managers Experience

X_2 = Per-capita Index

X_3 = Managers Education

X_4 = Geographical Coverage

μ = Error term

Specific objectives will be analyzed using linear regressions on the assessment of the determinants of funds utilization in NGOs was employed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$$

Where:

Y= Funds Utilization by NGOs

α = Constant

β_i = Coefficients

X_1 = Cost of NGOs

X_2 = NGOs age

X_3 = NGO religion

X_4 = Foreign branches

μ = Error term



4. RESULTS AND DISCUSSION

From the analysis of the NGOs or agencies donations from their sponsors or facilitators to finance their operating services, it was found that 62.2% of the sampled respondents get between 5 million and 50 million annually. This depends mostly on the NGOs development budget which is 75% and 81% financed through donations from charities, well wishers, interested parties or individuals. 8.8% of the sampled NGOs receives less than 5 million donations annually while 28.8% of the NGOs and agencies receives involved in this study receives more than 50 million donations annually.

NGOs mostly are financed by donations from well-wishers, individuals, interested parties, charity organizations, private collaborations as well as corporate social responsibility element. From the analysis of the factors influencing NGOs and agencies development funds access it was found that number of years the NGO or agency has been in operations, NGOs geographical operations choice on vulnerability, poverty orientations and reach, income and wealth inequalities were greatly rated as the main factors influencing development funds access. Religious affiliations, languages and locations, individual GDP allocations and social and economic development of a country were rated by sampled respondents in this study. This means that these factors have a moderate influence to the donors, well-wishers, charities and interested parties to selected potential NGO or agency for development funds allocations.

From the rating of the NGOs funds allocation by donors the results revealed that 47.3% of the sampled NGOs and agencies indicated that funds allocations by NGOs and agencies is very effective and effective respectively. 31.6% of the NGOs moderately rated NGOs funds allocations by donors while 21% of the respondents indicated that funds allocation by NGOs is ineffective and very ineffectively respectively.

From experience 45% of the sampled NGOs agreed that funds utilizations by NGOs, openness and disclosure of the funds use was on large extent while 15%, 22.5% revealed that NGOs and agencies funds utilizations to meet societies and communities social needs was very largely rated and moderately rated respectively. 18% of the sampled respondents believe that funds utilizations by NGOs to meet their objectively should be little and very



little rated by sampled respondents in this study.

From the analysis of the factors influencing development funds utilization by NGOs the results revealed that lack of development approach, absence of strategic planning, poor networking, political interference, lack of adequate funds, poor governance policies, limited operational capacity and poor improved NGOs efficiency were greatly rated by sampled NGOs and agencies as the main elements determining development funds use or allocation to projects by NGOs while geographical dispersion, poor communication strategies, poor relationship with NGOs, cost of the strategized projects, management experience, and poor NGO council and oversight board were moderately rated by the sampled NGO and agencies in this study. Geographical reach, lack of development approaches, absence of strategic planning and poor communications have the highest standard deviations while lack of funds, poor governance and limited capacity have the lowest standard deviations as per the results. From the analysis of the challenges facing NGOs funds utilization and allocation, the findings revealed that lack of funds, absence of strategic planning, poor networking, limited capacity, poor development approaches, relationship with NGOs, political interference and NGO boards and NGO council boards structure were moderately rated by sampled respondents in this study while poor governance, poor communication and poor development approaches were little rated by sampled NGOs and agencies.

From the analysis, the findings show R^2 value of 63.1% variance of independent variables in the resource allocation. Therefore, this study concludes that these variables significantly influence resource allocation to NGOs given the unexplained variance is only 36.9%. Further, this study found that manager's experience, per-capita income and geographical coverage are statistically significant with education of managers with significance of more than 5% not statistically significant. This reveals that manager's experience, per-capita income are suitable predictors of NGOs funds utilization. The general regression model was given as follows $Y = 0.541 + 0.613X_1 + 0.187X_2 + -0.033X_3 + 0.522X_4 + \mu$

From the analysis of resource utilization variables, the results show R^2 value of 68.7% variance which means that independent variables contribute to a large extent to the resource utilization level by NGOs. Using a significance level of 5%, any independent variable



having a significant value greater than 5% is considered not statistically significant. This study found that cost of NGOs, NGOs age and foreign branches are statistically significant with NGOs religion with significance of more than 5% not statistically significant. This reveals that cost of NGOs, NGOs age and foreign branches are suitable predictors of NGOs funds allocation by donors. The general regression model was given as follows $Y=0.614+0.501X_1+0.452X_2 + 0.021X_3 + 0.350X_4 + \mu$

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The objective of this study was to identify the determinants of funds allocation and utilization by NGOs or agencies in Kenya. From the analysis of the findings it was found that most of the respondents have worked with their respective NGOs or agencies between 6 and 15 years. Most of the sampled respondents focus mainly to provide social protections to citizens while others focus on emergency responses, operational services and advocacy services.

On average most of the NGO or agencies involved in this study have between 5- 49 employees while others have more than 50 employees working for their NGOs or agencies. This shows that most of the NGOs and affiliate agencies have enough capacity to achieve set objective through service delivery as per the NGOs policy statement. From the analysis of the NGOs or agencies donations from their sponsors or facilitators to finance their operating services, it was found that most of the sampled respondents get between 5 million and 50 million annually while some of the sampled NGOs receive less than 5 million donations annually.

The findings also showed that a sampled NGOs and agencies funds allocation is very effective and effective respectively with insignificant percentage revealing that funds allocation by NGOs is ineffective and very ineffectively respectively.

5.2 Conclusions

From the analysis of the factors determining NGOs and agencies development funds allocation this study found that key determinants of funds allocation includes number of years the NGO or agency has been in operations, NGOs geographical operations choice on



vulnerability, poverty orientations and reach, income and wealth inequalities while religious affiliations, languages and locations, individual GDP allocations and social and economic development of a country were rated by sampled respondents to have insignificant influence on the development funds allocation.

Finally this study found that lack of development approach, absence of strategic planning, poor networking, political interference, lack of adequate funds, poor governance policies, limited operational capacity and poor improved NGOs efficiency have a great impact on the development funds utilization to projects by NGOs while geographical dispersion, poor communication strategies, poor relationship with NGOs, cost of the strategized projects, management experience, and poor NGO council and oversight board rated to have a moderate influence.

In this study the challenges were identified in relation to NGOs funds utilization and allocation, the findings revealed that lack of funds, absence of strategic planning, poor networking, limited capacity, poor development approaches, relationship with NGOs, political interference and NGO boards and NGO council boards structure, poor governance, poor communication and poor development approaches as rated by sampled NGOs and agencies in this study.

5.3 Recommendations of Policy and Practice

This study recommends that NGOs or affiliate agencies should introduce and design operation policies and projects that are appropriate to sustain the organization under all condition. The management should emphasize to improve NGOs or affiliate agencies working systems in order to improve their service delivery and financiers to enable them improve on their geographical touch.

The NGOs or affiliate agencies should ensure that they adopt and implement framework interlinked with the preferred strategies to ensure efficient management and monitoring regulations are put in place and their performance well evaluated when the economic conditions are not favorable.

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Table 4.2.1 Number of years the respondent has worked with NGO or agency

Number of years	Frequency	Percent
5 years	5	11%
6-10 years	15	33.33%
11-15 years	14	31.11%
16-20 years	5	11%
21-25 years	4	8.8%
26-30 years	1	2.2%
31-35 years	1	2.2%
Above 35 year	0	0%

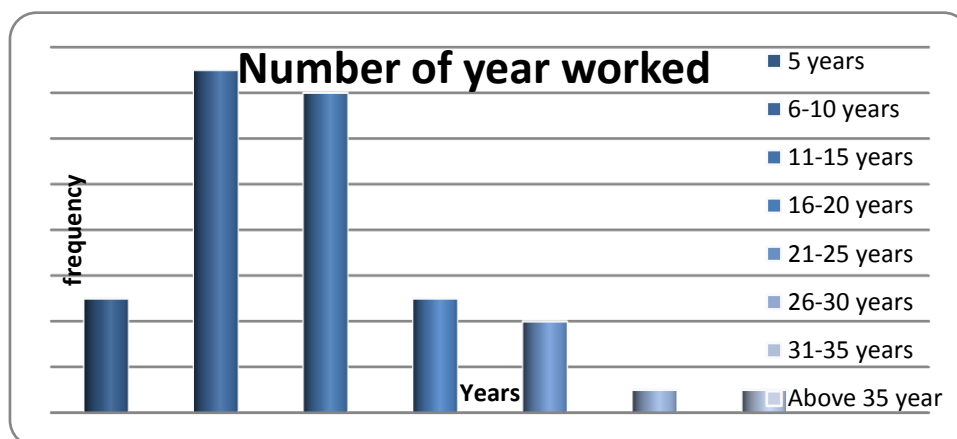


Figure 2

Table 4.2.2 Classification of NGOs by respondents

	Frequency	Percent
Operational services	7	15.56%
Advocacy services	9	20%
Provision of social protection	11	24.4%
Emergency services	8	17.8%
Relief services	4	8.8%
Sanitation Services	3	6.67%

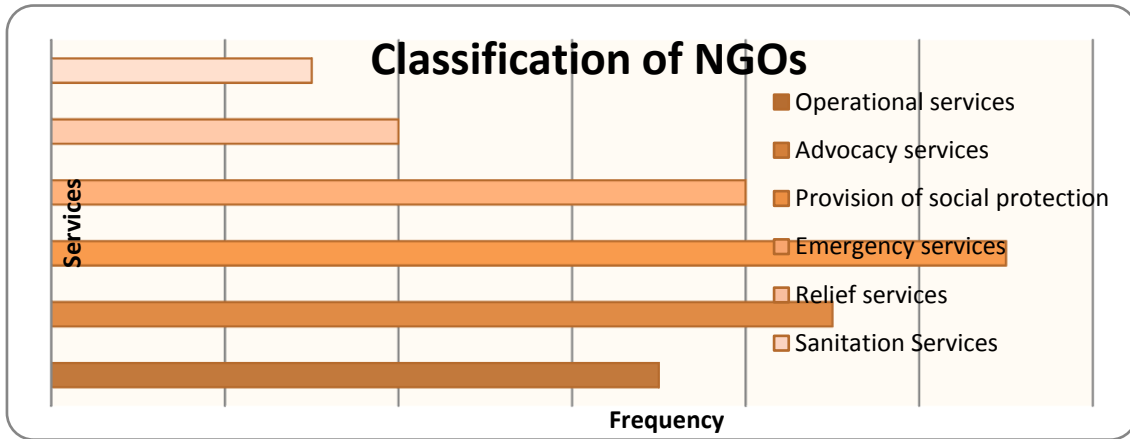


Figure 3

Table 4.2.3 Number of employees

	Frequency	Percent
0 to 4	0	0.00
5 to 49	15	33.3%
50 to 99	13	28.9%
100 to 150	10	22.22%
Over 150	7	15.56%

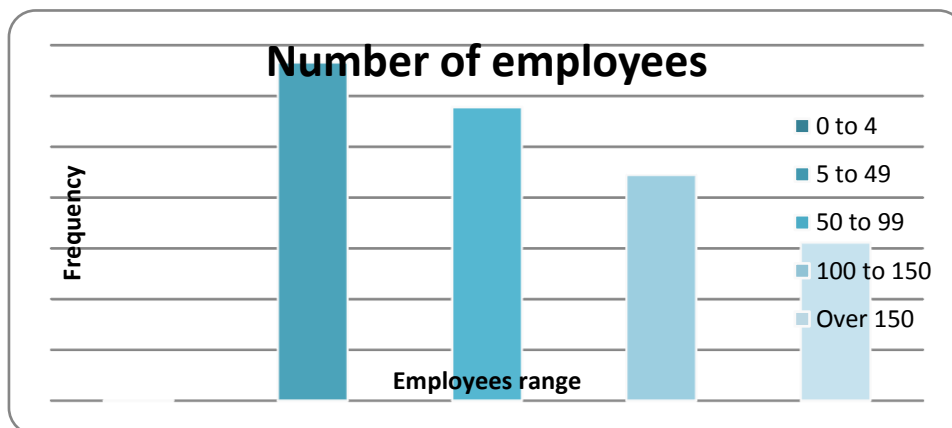


Figure 4

Table 4.2.4 NGOs Annual Donation

	Frequency	Percent
Ksh 0 to Ksh 5,000,000	4	8.8%
Ksh 5,000,001 to Ksh. 25,000,000	11	24.4%
Ksh 25,000,001 to Ksh 50,000,000	17	37.8%
Ksh 50,000,001 to Ksh 75,000,000	3	6.67%
Ksh 75,000,001 to Ksh 100,000,000	6	13.33%
Over Ksh 100,000,000	4	8.8%

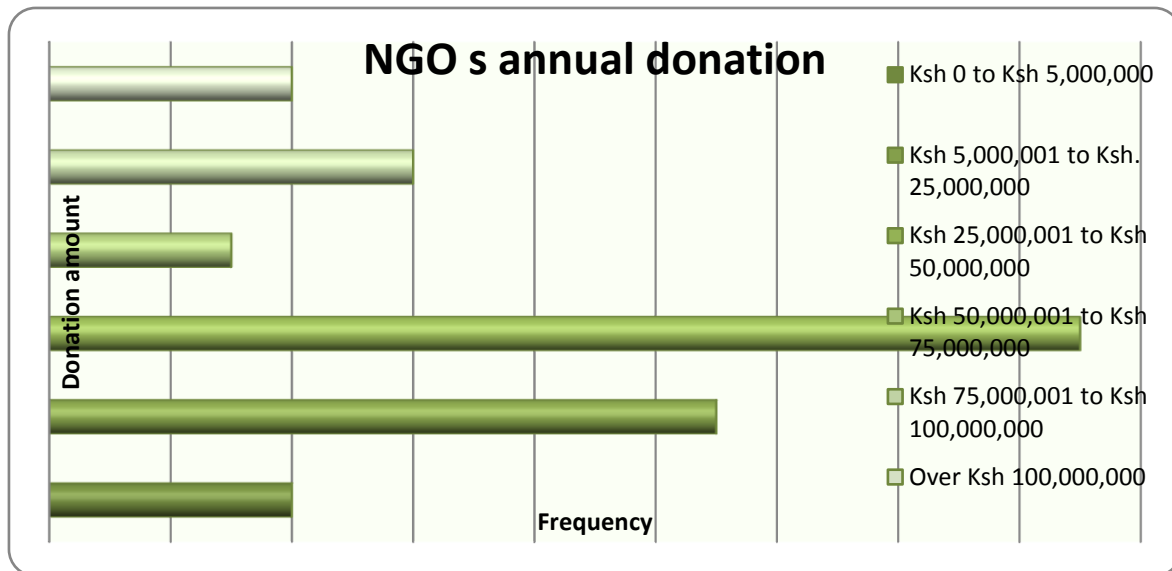


Figure 5

Table 4.2.5 Determinants of development funds allocation by NGOs

The respondents were asked to state the extent to which the following NGO characteristic influences funds allocation by NGOs according to the scale (1-not at all, 2-least extent, 3-moderate extent, 4-great extent, 5- very large extent).

	Weighted mean	Standard deviation	Cov.
NGO age	3.93	1.112107	0.28
Religious affiliation, language and allocation	3.4	1.290549	0.38
Geographical choice	3.9	1.028893	0.26
Poverty orientation	4.06	0.784915	0.19
Percapita income	3.1	0.884736	0.28
Inequalities	4.13	0.819307	0.19
Social and economic development of a country	2.93	0.907187	0.31

Table 4.2.6 Rating NGOs funds allocation by donors

	Percent
Very effective	10.5%
Effective	36.8%
Moderate	31.6%
Ineffective	10.5%
Very ineffective	10.5%

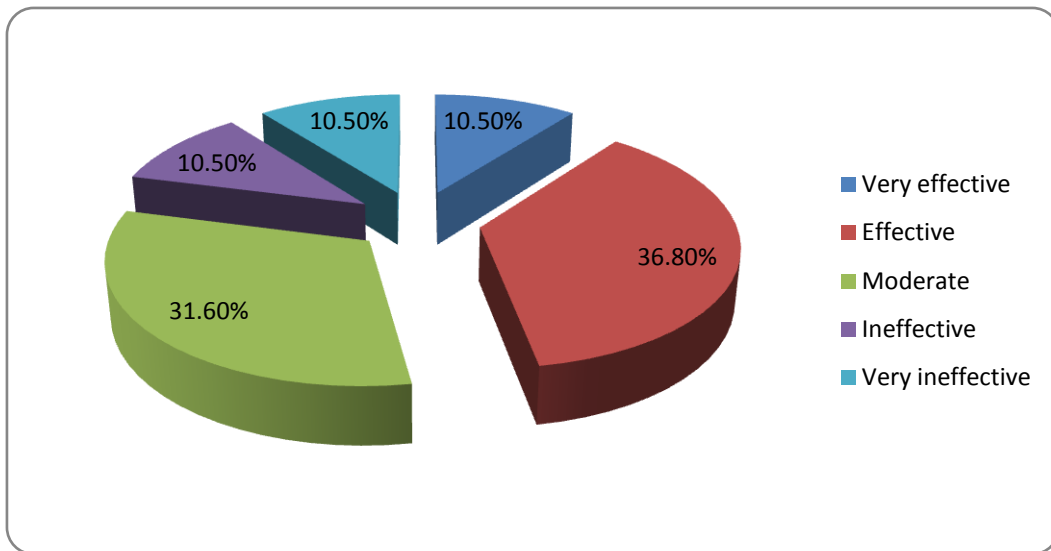


Figure 6

Table 4.2.7 Rating NGOs funds utilization

	Percent
Very large extent	15%
Large extent	45%
Moderate	22.5%
Little extent	5%
Very little extent	12.5%

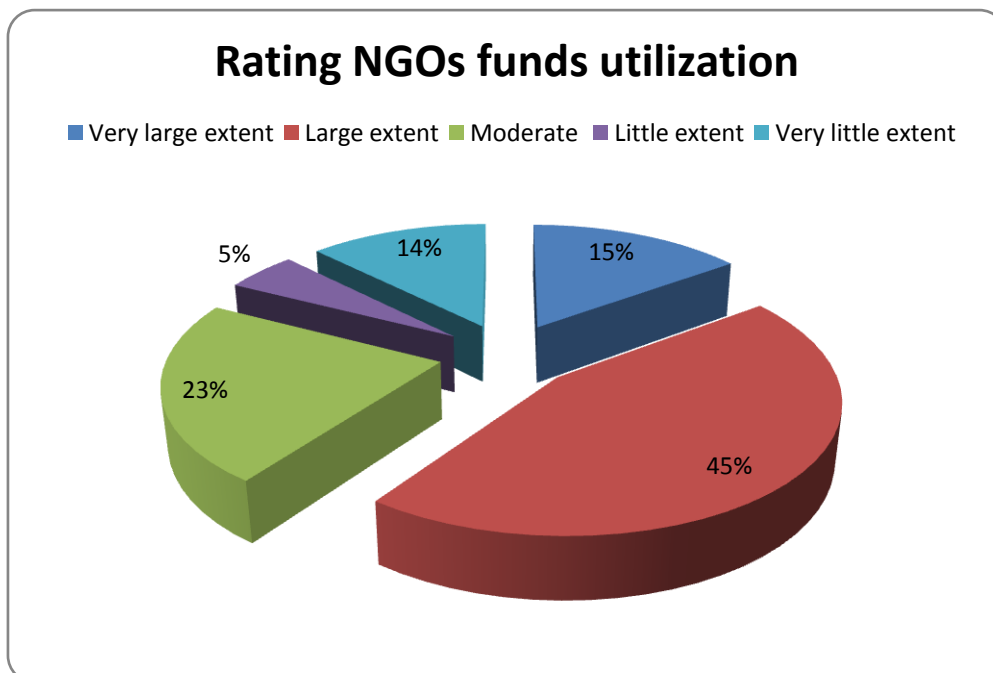


Figure 7



Table 4.2.7 Determinants of development funds utilization by NGOs

The respondents were asked to state the extent to which the following factors influenced development funds utilization by NGOs according to the scale (**1-not at all, 2-least extent, 3-moderate extent, 4-great extent, 5- very large extent**).

	Weighted mean	Standard deviation	Cov
Geographical outreach	3.4	1.354	0.41
Lack of development approach	3.56	1.305	0.37
Absence of strategic planning	3.93	1.874	0.22
Poor networking	3.43	1.251	0.36
Poor communication	2.57	1.406	0.55
Poor relationship with NGOs	3.17	1.315	0.42
Cost of the project	2.9	1.398	0.48
Management experience	3.07	1.143	0.37
Poor NGOs council and board	3.23	1.331	0.41
Political interference	4.1	1.09	0.26
Lack of funds	4.16	0.83	0.19
Poor governance	4	0.94	0.24
Limited capacity	4.46	0.77	0.18
NGOs efficiency	3.9	1.02	0.26

Table 4.2.8 Challenges facing funds utilization and allocation by NGOs

The respondents were asked to state the extent to which the following challenges influenced development funds utilization and allocation by NGOs according to the scale (**1-not at all, 2-least extent, 3-moderate extent, 4-great extent, 5- very large extent**).

	Weighted Mean	Standard Deviation	Cov
Lack of funds	3.07	1.005	0.32
Poor governance	2.19	1.318	0.60
Absence of strategic Planning	3.00	1.112	0.37
Poor networking	3.1	1.01	0.33
Poor communications	2.16	0.83	0.38
Limited capacity	2.6	1.108	0.43
Poor development Approaches	2.7	1.83	0.68
Relationships with NGOs	3.80	1.42	0.37
Political Interference	3.57	0.42	0.18
NGO Board and NGO Council	2.61	1.07	0.49



4.3 Resource Allocation Test of Statistics

Table 4.3.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794	.631	.205	.12629

Source: Research Findings

Table 4.3.2 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.090	6	.015	2.943	.0498
	Residual	.207	13	.016		
	Total	.298	19			

Source: Research Findings

Table 4.3.3 Regression Model

Model	Un-standardized Coefficients		Standardized Coefficients	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta		Lower Bound	Upper Bound
Constant	.541	.001	.213	.014	.016	.041
Managers Experience	.613	.048	.379	.027	-.040	.016
Per-capita Income	.187	.122	-.426	.151	-.451	.047
Education of Managers	-.033	.023	.443	.169	-.016	.083
Geographical Coverage	.522	.054	-.098	.696	-.138	.035

Source: Research Findings

4.4 Resource Utilization Test of Statistics

Table 4.4.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421	.687	.008	.0123

Source: Research Findings

Table 4.4.2 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.060	6	.005	2.744	.0328
	Residual	.216	13	.018		
	Total	.276	19			

Source: Research Findings



Table 4.3.3 Regression Model

Model	Un-standardized Coefficients		Standardized Coefficients	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta		Lower Bound	Upper Bound
Constant	.614	.123	.012	.001	.021	.413
Cost of NGOs	.501	.008	.002	.017	.041	.211
NGOs Age	.452	.033	.412	.021	.623	.071
NGOs Religion	.021	.013	.541	.169	-.014	.063
Foreign Branches	.350	.021	.362	.040	.104	.041

Source: Research Findings