

**ORGANIZATIONAL FACTORS THAT INFLUENCE THE SUCCESS OF
NGOs IN THE HEALTHCARE SECTOR IN KISUMU COUNTY**

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DECLARATION

I declare that this thesis has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the proposal itself.

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DEDICATION

This thesis is dedicated to all those who believed in me and never gave up on me. To my mum and dad whose love, sacrifices and unwavering support formed the basis upon which this journey was built.

Special dedication to my dad, who consistently guided me with encouragement and wisdom. Above all, I dedicate this work to God, whose Grace, strength, hope and faithfulness sustained me through every challenge and made this journey feasible.

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ABSTRACT

In devolved healthcare systems in Kenya, healthcare non-governmental organizations (NGOs) still remain one of the key actors of supporting healthcare service delivery. Although many NGOs have led the way in providing healthcare services, they are still facing difficulties regarding organizational and sustainability problems in the areas of healthcare program implementation, financial sustainability, and operational efficiency. Previous studies are mainly empirical, which has looked at the nonprofit organizations in general without examining the organizational factors that affect the performance of healthcare non-profit organizations in county healthcare systems in Kenya. The present study used Resource Dependence Theory and Stewardship Theory to analyze the organizational characteristics associated with the performance of the healthcare NGOs, to investigate the role of institutional frameworks and governance mechanisms on the effectiveness of healthcare NGOs in Kisumu County, and finally, to explore the managerial perceptions regarding determinants of organizational performance in healthcare NGOs in Kisumu County. The target population was 34 healthcare NGOs in Kisumu County. The primary data was gathered with the help of a structured questionnaire from the respondents from the health care NGOs, and secondary data was collected from organizational reports. Descriptive statistics, correlation analysis, and multinomial logistic regression analysis were used to analyze the organizational factors influencing organizational success among healthcare NGOs. The results indicate that most of the healthcare NGOs had policies on governance, well-defined organizational structure, and accountability mechanisms for healthcare program implementation. 14 of the organizations reported that involvement of stakeholders, institutional coordination, governance systems, and leadership practices positively impacted the effectiveness of the organizations. Additionally, the results show positive correlations between governance framework, stakeholder involvement, the leadership and communication system, and sustainability of funding with organizational success among healthcare NGOs. The challenges of donor dependency and little diversification of funding were determined to be the main challenges for the sustainability of healthcare NGOs in Kisumu County. The results can be used by healthcare NGOs, policy makers, county governments, and development partners in the devolved health care system of Kenya to improve governance systems, institutional coordination, and sustainability of health care programmes in Kenya.

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LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation	Full Meaning
CSO	Civil Society Organization
CSOSI	Civil Society Organization Sustainability Index
CT	Contingency Theory
HIV/AIDS Syndrome	Human Immunodeficiency Virus / Acquired Immunodeficiency
KHSSP	Kenya Health Sector Strategic Plan
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
RDT	Resource Dependence Theory
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
ST	Stewardship Theory
SWVR	State of the World's Volunteerism Report
UNV	United Nations Volunteers
USAID	United States Agency for International Development
WHO	World Health Organization

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Performance and sustainability concerns among non-governmental organizations (NGOs) operating in the healthcare sector have increasingly become a critical issue in Kenya and particularly in Kisumu County, where NGOs play a substantial role in supporting health service delivery. Despite continued donor investments, technical support, and expansion of NGO-led interventions, recent trends indicate growing variability in organizational performance, continuity of healthcare programs, and long-term institutional sustainability.

The presence of non-governmental organizations (NGOs) is still important in enhancing health care systems and access to health care services today in developing countries. Healthcare NGOs in low- and middle-income countries work alongside government agencies by implementing disease prevention programmes, maternal and child health programmes, HIV/AIDS programmes, health promotion programmes and community-based healthcare. The growing strain on public health-care systems, the limited resources available for governments and the growing diseases burden have greatly enhanced the use of NGOs in health-care service delivery. While many healthcare NGOs are contributing to healthcare systems in significant ways, however, there is inconsistent performance and sustainability for many NGOs and organizational factors are rapidly becoming important factors in organizational success. Empirical studies have recently shown that organizational structures, governance systems, leadership strategies, and other institutional characteristics play a significant role in determining the effectiveness and sustainability of nonprofits in the healthcare sector (Abdi et al., 2024a; Kawiti & Ochieng, 2022; Orenge et al., 2024; Shava, 2021; Robinson et al., 2024; Townsend et al., 2023).

As NGOs grow in involvement with healthcare issues in resource-poor settings, the notion of organizational success in the healthcare NGO sector has gained the attention of both scholars and policymakers. The operational efficiency, effectiveness of a program, financial sustainability, growth of an organization, and ability to sustain stakeholder confidence over time are often considered to be indicative of organizational success within a healthcare NGO. Research on the healthcare systems in Africa has established that better

program outcomes and sustained healthcare interventions are more likely to occur in NGOs with more robust organizational systems than those with weak organizational systems and disjointed management structures (Munjua & Mutua, 2022; Gichuki et al., 2024; Tarimo et al., 2024; Luo et al., 2024; Nginya, 2024; Bukhala et al., 2025). In a similar way, sector reports on the situation of nonprofit organizations (NGOs) in Kenya reveal that, despite significant donor funding and technical assistance, many healthcare NGOs are still plagued by poor operational efficiency, delivery variability, governance issues, and sustainability problems (NGO Coordination Board, 2023; USAID, 2024; Health Sector Working Group, 2021). These issues have detracted from the dependency on donors to the institutional elements that affect the effectiveness and sustainability of NGOs.

More and more, features of the organization have been recognized as important variables to explain organizational performance in nonprofit institutions. The literature available so far indicates that institutional governance systems, organizational structure and organizational scale have an impact on the way NGOs coordinate activities, allocate resources, manage healthcare programs and react to environmental requirements. Healthcare interventions that are well-governed, have structured administrative mechanisms and effective institutional arrangements are more likely to have accountability, coordination and better service delivery outcomes (Accounting & Accountability Journal, 2020; Munjua & Mutua, 2022; Kawiti & Ochieng, 2022; Marais, 2020; LEADER & MARAIS, 2020; Saber, 2022). Furthermore, the size of an organization affects the capacity of the institution by the number of resources they have to run the organization, the specialization of their staff members and the coverage of the programs run by NGOs. Smaller organizations with low institutional capacities are more likely to fail to deliver complex health care programmes and sustain donor-funded projects than larger ones that have institutional systems (Orenge et al., 2024; Tarimo et al., 2024; Townsend et al., 2023; Luo et al., 2024; Robinson et al., 2024; Gichuki et al., 2024). As a result, organizational features have become a core element of the research into why some healthcare NGOs succeed in maintaining their programs and institutional structures in the long term, while others find it difficult to maintain their programs or institutional stability.

Important organizational factors in the nonprofit healthcare sector have also been identified as institutional structures and governance processes. Governance mechanisms are the mechanisms that create accountability, control decision making processes and ensure transparency in program implementation within the organization. There have been some empirical findings that suggest that NGOs with effective governance structures, functional boards, clear reporting lines and participatory management approaches tend to have higher level of organizational performance and stakeholder trust (Munjua & Mutua, 2022; Marais, 2020; Saber, 2022; Dolšak & Prakash, 2022; Seabe, 2019; Kawiti & Ochieng, 2022). Good governance also enhances institutional legitimacy, and increases the confidence of donors, both of which are critical to the continued viability of healthcare programs in resource-limited countries. On the other hand, poor governance systems have negatively impacted organizational accountability, lack of coordination between organizations, lack of proper use of resources, or deteriorated results of programs of NGOs in developing countries (NGO Coordination Board, 2023; USAID, 2024; Hassan & Aar, 2023; Dolšak & Prakash, 2022; Seabe, 2019; Accounting & Accountability Journal, 2020).

Leadership and managerial behavior also affect the performance of healthcare NGOs, as it affects the organizational culture, employee motivation, adaptability of the institutions and strategic decision-making. Leadership style in other African countries such as Kenya has been studied and results show that it influences effectiveness, commitment of employees to the organizations, innovations and outcomes of program implementation in healthcare institutions (Abdi et al., 2024a; Orenge et al., 2024; Anastasia, 2023; Agyare et al., 2019; Berg-Cloete, 2019; Mair, 2024). Engaging, accountabilities, diversity and support systems have been found to be associated with organization committedness and with better operational performance among NGOs that adopt leadership approaches that encourage these. Factors such as employee motivations and positive organizational cultures also impact on employee turnovers, teamwork, and healthcare service delivery results (Amukuzi, 2024; Dadu et al., 2024; Wanjiru, 2023; Taiko, 2020; Agyare et al., 2019; Tarimo et al., 2024). Additionally, diversity and inclusion initiatives within institutions are being linked to more innovation, representation and responsiveness to community health needs, especially for multicultural and vulnerable communities served by health care

NGOs (Zelege et al., 2023; Bukhala et al., 2025; Hassan & Aar, 2023; Robert Shinachi & Pedo Maurice, 2022; Kyomuhangi et al., 2024; Nginya, 2024).

Organisational performance and sustainability is also affected by the type and institutional profile of the health care NGOs. The age of the organization, its scope of operation and funding influence the ability of NGOs to build institutional experience and governance, maintain continuity and operational stability. Older organisations tend to have more institutional memory, developed administrative systems and larger professional networks, which helps in providing better program implementation and organisational resilience (Luo et al., 2024; Robinson et al., 2024; Tarimo et al., 2024; Orenge et al., 2024; Kawiti & Ochieng, 2022; Gichuki et al., 2024). Another factor affecting organizational complexity and the ability of NGOs to coordinate health programmes in various geographical and thematic areas is their scope of operation. In the same way, the financial foundation of the NGO in the health sector shapes the level of financial security and institutional autonomy it has. Research indicates that NGOs that have high dependency on donor funding sources have a higher risk of disruption and sustainability challenges compared to those that have diversified funding sources and robust institutional support (Indangasi, 2023; Mutua, 2023; Ngonge, 2022; Shava, 2021; Ajuna et al., 2023; James & Githui, 2021). The differences in the healthcare environment where these organizations operate may account for the variations in their performance as healthcare NGOs.

Healthcare NGOs are still significant in supporting the delivery of healthcare at the national and county level, especially in counties with high disease burden or limited healthcare resources in Kenya. Despite all the difficulties faced by Kisumu County in the delivery of healthcare services, which are largely delivered by NGOs, Kisumu County continues to be one of the county's most reliant on the NGO delivery of healthcare interventions. The healthcare system in the county is also devolved, with NGOs playing an increasing role in providing health services in the county. However, despite the good level of healthcare NGOs in Kisumu County, the performance of the organizations and sustainability of the institutions vary between those that operate in a similar healthcare context. The findings indicate that differences in organizational characteristics, governance systems, leadership behavior and institutional structures result in variations in the efficiency of their operations,

the impact of the programs they deliver and their sustainability in the county (Shava, 2021; Orenge et al., 2024; Kawiti & Ochieng, 2022; Nginya, 2024; Silas Otieno et al., 2024; ROSELYNE, 2021).

While there are studies that have explored NGO performance and sustainability, financial management, leadership and governance in Kenya, these studies have tended to be generic and do not specifically address the healthcare NGOs at the county level. Further, there have been numerous studies that consider organizational factors as separate concepts from the impact of organizational characteristics, governance mechanisms, leadership behavior and organizational type on the success of healthcare NGOs. There has also been a neglect of empirical research in Kisumu County, even though interventions in healthcare have been supported by NGOs, which means that the county is heavily reliant on such interventions in healthcare. Thus, little contextual evidence exists on the organizational factors that affect the success of healthcare NGOs in devolved healthcare systems in Kenya. Hence, the aim of this study is to analyse the organizational factors that contribute to the successful work of the NGO's in the healthcare sector in Kisumu County focusing mainly on the organizational characteristics, institutional frameworks and governance mechanisms, and managerial perceptions of factors that influence the performance of the organizations.

Overview of Healthcare Organizations in Kisumu

Healthcare organizations in Kisumu operate within a mix of public, private, and faith-based systems that together serve the county's diverse population. Most care is coordinated through the county health structure, which ranges from community health units and dispensaries to health centers and sub-county hospitals, with the Jaramogi Oginga Odinga Teaching and Referral Hospital playing a central role as the main referral facility. In everyday practice, these facilities deal with a high patient load driven by common infectious diseases as well as a rising number of lifestyle-related conditions. While services have improved over the years, many facilities still struggle with limited resources, staffing shortages, and unequal access to quality care, especially in rural and peri-urban areas. Even so, continued government reforms, partnerships with NGOs, and a stronger focus on universal health coverage are slowly reshaping how healthcare is delivered, with visible improvements in access and coordination across the system.

1.2 Problem Statement

Healthcare non-governmental organizations (NGOs) still have a pivotal role in the provision of healthcare service delivery in Kenya, especially in counties with high disease prevalence and inadequate healthcare resources like Kisumu County. Healthcare NGOs support government interventions in various healthcare services such as HIV/AIDS care & management, maternal and child health, communicable disease prevention & control, and health promotion activities through donor funding and community-based healthcare programs. Although these healthcare NGOs are becoming more involved in the healthcare delivery system, many face issues of operational inefficiency, governance problems, varied program performance and sustainability problems that hinder their ability to be effective in the long term. There is a continued low performance and continuity at many NPOs in Kenya in their organizational weaknesses caused by institutional governance systems, leadership approach, organizational structure, managerial practices (as revealed from sector reports and empirical studies) (USAID, 2024; Kawiti & Ochieng, 2022; Orenge et al., 2024; Shava, 2021; Munjua & Mutua, 2022). Donor funding and external support continue to play a part in maintaining healthcare interventions, but the evidence is mounting that internal organizational factors are increasingly influencing the effectiveness of healthcare NGOs in becoming efficient, impacting programs, and making them sustainable over time.

Previous empirical research has focused on different aspects of the performance of NGOs, such as governance, leadership, organizational sustainability, financial management and stakeholder engagement. But most of these studies have concentrated on the NGOs in general and not specific to the health care NGOs in county health care systems in Kenya. Furthermore, past research has focused mainly on organizational variables separately from looking at how a combination of organizational characteristics, institutional structures and institutional governance, leadership behavior and organizational type affects organizational success. There has also been limited empirical attention to the manager's perception of factors which influence the performance of the organization among the healthcare NGOs in Kisumu County although the county is heavily reliant on NGO-supported healthcare interventions. Therefore, little or no contextual evidence exists on organization as a determining factor affecting the success of the healthcare NGOs in devolved healthcare

systems in Kenya. The study thus aims at exploring the organizational determinants that influence organizational effectiveness in the healthcare sector in Kisumu County, emphasizing organizational characteristics, institutional structure and governance mechanisms, and managerial perceptions of what influences the effectiveness of an organization, with a particular focus on the healthcare sector in Kisumu County.

1.3 Objectives of the Study

1.3.1 Broad Objective

To examine the influence of organizational factors on NGO success in the healthcare sector in Kisumu County.

1.3.2 Specific Objectives

- I. To determine the organizational characteristics connected with the performance of healthcare NGOs in Kisumu County.
- II. To establish the influence of institutional frameworks and governance mechanisms of the effectiveness of healthcare NGOs in Kisumu County.
- III. To establish managerial perceptions on the determinants of organizational performance within healthcare NGOs in Kisumu County.

The study therefore used the following research questions:

- i. How are the organizational characteristics connected with the performance of healthcare NGOs in Kisumu County?
- ii. How does the influence of institutional frameworks and governance mechanisms affect the effectiveness of healthcare NGOs in Kisumu County?
- iii. How are managerial perceptions of the determinants of organizational performance within healthcare NGOs in Kisumu County?

1.4 Scope of the study

The study was conducted with healthcare non-governmental organizations (NGOs) in Kisumu County, Kenya. The study emphasized on organizational factors that affect the success of healthcare NGOs, and they are divided into three sections: organizational characteristics, institutional framework/gov. bodies, and managerial perception of

organizational performers. This study specifically examined organizational factors, including governance structure, organizational structure, organizational scale, leadership style, employee motivation and support, diversity and inclusion, years of operation, scope of operations, and funding models, and how they relate to organizational success as measured by operational efficiency, program impact, and financial sustainability. The study focused on health NGOs engaged in health-related interventions in Kisumu County, which included HIV/AIDS programs, maternal and child health programmes, communicable disease prevention, malaria interventions, and community health promotion activities. Primary and secondary data were used in the study. Primary data were gathered by using structured questionnaires that were given to the managerial and operational staff of the healthcare NGOs, while secondary data were gathered by using organizational reports or institutional documents. The study was constrained to Kisumu County and only included the NGOs in the health sector.

1.5 Significance of the Study

1.5.1 Healthcare Non-Governmental Organizations (NGOs)

The results of this study will benefit to the healthcare NGOs in Kisumu County and other similar healthcare settings in Kenya. The research will also be able to shed light on the role of organizational attributes, institutional governance processes, leadership behavior, and organizational structure on operational efficiency, program effects, and financial sustainability in healthcare NGOs. The results will provide NGO managers and administrators with an understanding of the organizational aspects of effective healthcare interventions and institutional sustainability. Moreover, the study will assist the healthcare NGOs to improve governance systems, organizational structure, employee support systems and effective leadership to boost organizational performance and sustainability.

1.5.2 Policymakers, Donors, and Development Partners

The study will also help in informing policy, development partners, and donor organizations that support healthcare interventions in Kenya. The results will yield proof of organizational factors that affect the effectiveness of healthcare NGOs in decentralized healthcare systems. The results could help County and national policy makers enhance policy structures and institutional support for better NGO performance in the health care

sector. The donors and development partners will also value gaining insight into the institutional and governance aspects of sustainable healthcare interventions and effective organizational performance. The study may thus help in designing capacity-building programmes and in supporting organizations to improve accountability, efficiency and sustainability of healthcare NGOs.

1.5.3 Researchers and Academicians

The study will build on the existing literature on nonprofit management, organizational performance and strengthening healthcare systems in developing countries. The study makes a specific contribution in terms of empirical evidence on the factors that affect success of healthcare NGOs in the devolved healthcare system in Kenya. Moreover, the study builds on the current research literature as it investigates the organization, its characteristics, governance processes and managerial perceptions across the board as they relate to organizational success. The results can thus serve as reference material for future researchers, scholars and students who are interested in the fields of institutional governance, healthcare organization performance and not-for-profit organizations.

1.6 Chapter Summary

Chapter One provided a background to the study by discussing the role of the healthcare NGOs in supporting the delivery of healthcare services and the various organizational factors that affect the success of the NGOs in this regard. The chapter identified organizational characteristics, institutional frameworks and governance mechanisms, leadership behavior and type of organization as being significant factors that influence organizational performance of HNGOs in Kisumu County. The problem statement, research objectives, scope of the study, and significance of the study were also presented in the chapter. Furthermore, the chapter was able to identify the gaps in the contextual and empirical literature that provided a rationale for the study, especially the scarcity of evidence at the county level with regards to organizational factors that affect the success of healthcare NGO in Kenya. The following chapter presents the theoretical framework, empirical studies, conceptual framework, gaps in the literature and the operationalization of the variables that were used to guide this study.

2 CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter Two is designed to give theoretical and empirical basis which guides the study on organizational factors influencing the success of non-governmental organization (NGOs) in the healthcare sector in Kisumu County. The chapter starts with theory that underlies the study, followed by empirical studies related to organizational characteristics, institutional frameworks and governance mechanisms, and managerial perceptions of organizational performance. The chapter also discusses the gaps in the previous studies, conceptual framework and operationalisation of the study variables.

2.2 Theoretical Framework

Two theories were used in this study, which are Resource Dependence Theory (RDT) and Stewardship Theory (ST). The two theories offer an appropriate theoretical basis for the impact of organizational factors on the success of healthcare non-governmental organizations (NGOs). The Resource Dependence Theory describes the nature of dependence of organizations on internal and external resources for sustaining them and achieving organizational goals, and the Stewardship Theory focuses on the role of governance systems, leadership responsibility and organizational accountability in promoting institutional effectiveness and sustainability. The two theories are relevant for this study because health-related NGOs are situated in a context which is characterized by dynamic and limited resources, and organizational structures, governance mechanisms, leadership behavior, and institutional systems are significant factors in healthcare operational efficiency, impact of programs, and financial sustainability.

2.2.1 Resource Dependence Theory (RDT)

Pfeffer and Salancik (1978) developed resource Dependence Theory, which outlines that the resources held within the external environment are essential for the survival and operational continuity of an organisation. The theory is that organisations need to build structures, strategies and institutional systems to acquire, manage and utilize resources strategically. The theory also suggests that the ability of institutions to manage their relationship with people outside their organization, like donors, governmental bodies,

development partners and communities, plays an important part in determining the success of the organization. In the nonprofit sector, donor funding, technical support, partnerships and institutional networks are critical factors in implementing healthcare programs and sustaining service delivery activities for healthcare NGOs (Indangasi, 2023; Mutua, 2023; Ngonge, 2022; Shava, 2021; Ajuna et al., 2023; James & Githui, 2021).

The relevance of the theory to the current study lies in the fact that the characteristics of organizations, such as organizational scale, scope of operations, funding models, and institutional structure, are factors that affect the efficiency of mobilizing and managing resources in the healthcare NGO sector. Existing empirical studies have shown that institutions with strong administrative systems, diverse funding mechanisms, and wide network of operations are more likely to be sustainable and effective in their operations than institutions with weak administrative systems and a limited network of operations (Robinson et al., 2024; Luo et al., 2024; Orenge et al., 2024; Tarimo et al., 2024; Gichuki et al., 2024; Townsend et al., 2023). Resource Dependence Theory, therefore, informed the objective of the study which focused on the organizational characteristics associated with the performance of the healthcare NGOs in Kisumu County. Although resource dependence is relevant, it has been subjected to criticism for paying little attention to internal leadership behaviour and institutional culture and has tended to emphasize only the process of acquiring resources and the external organisational relationships. The theory also posits a focus on resource dependence among organizations but notes the impact of social missions, governance values and stakeholder accountability among nonprofit organizations as well (Pfeffer & Salancik, 1978). This theory, however, is still relevant to this study because all the primary institutions of healthcare NGOs are dependent on donors, require institutional collaboration, and are facing growing pressure regarding sustainable healthcare service delivery..

2.2.2 Stewardship Theory (ST)

Stewardship Theory was championed by Donaldson and Davis (1991) who suggest that organizational leaders and managers display a stewardship and are expected to serve the interests of the organization and ensure institutional success, instead of them pursuing their own interests. The theory focuses on accountability, ethical leadership, organizational

governance and organizational responsibility as key factors influencing organizational performance. Stewardship theory also goes on to argue that well-governed organizations, those with effective leadership, and clear institutional structures, are better able to operate effectively and to have stakeholders trust them. For non-profits, stewardship practices enhance accountability to donors, beneficiaries, employees and communities, which leads to legitimacy and sustainability of the organization (LEADER & MARAIS, 2020; Munjua & Mutua, 2022; Kawiti & Ochieng, 2022; Accounting & Accountability Journal, 2020; Saber, 2022). The theory is applicable in this study because the effectiveness of healthcare NGOs highly depends on the institutional framework, governance systems, leadership actions, and management approaches. Evidence indicates that healthcare NGOs with robust governance mechanisms and functions, well-involved boards, leadership that engages in participatory decision-making, and supportive organizational culture exhibit better operations, better program outcomes and higher levels of stakeholder confidence (Munjua & Mutua, 2022; Dolšak & Prakash, 2022; Seabe, 2019; Orenge et al., 2024; Abdi et al., 2024a; Tarimo et al., 2024). Leadership practices that foster employee motivation, institutional support, diversity, and inclusion also help to ensure the adaptability of the organization and better outcomes of service delivery in healthcare NGOs (Amukuzi, 2024; Dadu et al., 2024; Wanjiru, 2023; Taiko, 2020; Agyare et al., 2019; Berg-Cloete, 2019). The study aims to explore institutional frameworks and governance mechanisms, and managerial perceptions of the determinants of organizational performance, which are supported by the Stewardship Theory. Yet there are criticisms of Stewardship Theory for its failure to contend that the leadership of an organization necessarily focuses on the interests of the organization and on ethical responsibility. However, for some organizations, certain governance issues, such as weaknesses, lack of accountability, and conflicts of interest, may still have a negative impact on the performance of the organization. The limitations notwithstanding, the theory is still relevant because it gives an important framework to understanding the relationship between devolved healthcare system governance, the behaviors of healthcare leaders and institutional accountability to the effectiveness of the healthcare NGO in Kenya.

2.3 Empirical Studies

We provide empirical studies concerning organizational factors that affect the success of healthcare non-governmental organizations (NGOs). The empirical review is structured around the objectives of the study and takes into account organizational characteristics, institutional frameworks and governance mechanisms, managerial perceptions of organizational performance determinants.

2.3.1 Organizational Characteristics and Performance of Healthcare NGOs

Empirical work is continuing to show that the characteristics of the organizations are important factors in the effectiveness and sustainability of the healthcare non-profit organizations. Operational arrangements, institutional scale, governance systems and organizational structure influence the way in which the activities of healthcare NGOs are coordinated, resources managed, programmes implemented and healthcare challenges addressed. Robinson et al. (2024) found that nonprofit organisations that had better institutional systems and formalized organisational structures had greater chances of producing sustainable healthcare outcomes and achieving program continuity than those operating with weak institutional systems and informal organisational systems. Likewise, Luo et al. (2024) demonstrated that larger size and institutional resources contributed to the operational efficiency and service quality of nonprofit healthcare providers, which facilitated better coordination, specialization, and resource utilization. Additionally, Orenge et al. (2024) found that NGOs that had a clear organizational hierarchy and structured operational systems performed better in program implementation outcomes and had improved institutional accountability.

Research carried out in African healthcare organizations also shows that the organization and institutional governance matter to the effectiveness of healthcare interventions. Tarimo et al. (2024) found that project coordination, stakeholder engagement and service delivery was better in health NGOs with a more structured administrative system than in those with a more fragmented administrative system. Likewise, Gichuki et al. (2024) found that organizational systems that outlined responsibilities, reporting and operational procedures resulted in better performance of the healthcare program and sustainability of the institution. Townsend et al. (2023) also found that the scale of the organisation was a factor

in how effectively they could scale up health programmes, implement several interventions, and have long-term operations. For larger organisations, there was evidence of greater institutional capacity and knowledge of medical and technical aspects, which helps them to successfully implement healthcare programmes.

Other empirical research on the association between organizational structure and nonprofit accountability has focused on health care systems. The study by Marais (2020) found that healthcare NGOs that had either formal governance structures or institutionalized operational procedures had better accountability and higher levels of donor trust. In the same manner, Saber (2022) concluded that when organizations had structures that promoted transparency and institutional coordination, they were more effective and had more trust among their stakeholders. LEADER and MARAIS (2020) also stated that the arrangements of the institutions facilitating internal coordination and strategic planning had a significant impact on the operational efficiency and sustainability of not-for-profit healthcare institutions. This indicates that the institutional features of healthcare NGOs have a significant impact on the achievement of the organizations' goals by their influence on institutional coordination, accountability, and effectiveness.

Other factors, such as organizational type and institutional profile, have also been linked to differences in organizational performance in the case of healthcare NGOs. Previous research suggests that years in operation, scope of operation, and funding relationship have an impact on institutional resilience and organizational sustainability. Luo et al. (2024) found that older non-profits had a more stable institutional memory, developed operational systems, and had a larger number of stakeholders that helped the organization do better. In a similar vein, Kawiti and Ochieng (2022) found that HNGOs with a wider geographical reach suffered from higher levels of institutional complexity as they undertook more complex operations, but also built their administrative capacity and coordination systems over time. Similarly, according to Mutua (2023), Ngonge (2022) and Indangasi (2023), the diversified funding models had a positive effect on financial sustainability and lessened operational vulnerability of the healthcare NGO's. On the other hand, companies that relied on single donor funding had greater financial instability and financial uncertainty. The

results show that the success and sustainability of healthcare NGOs is significantly affected by their organizational characteristics and institutional profiles.

2.3.2 Institutional Frameworks, Governance Mechanisms, and Organizational Effectiveness

Governance and institutional structures have garnered growing interest in the nonprofit management literature because they impact the organization's accountability, transparency, and effectiveness. Governance mechanisms are mechanisms that are developed by organizations to make decisions, manage resources, and hold organizations accountable to their stakeholders. Empirical research suggests that good governance systems are more likely to facilitate the achievement of operational efficiency, to enhance institutional legitimacy and to guarantee the long-term maintenance of healthcare interventions by NGOs. Munjua and Mutua (2022) found that governance structure that embraces transparency, accountability and participatory decision making had a positive effect on the institutions' performance, in the Non-Profit Organizations (NPOs) of healthcare systems. Likewise, Kawiti and Ochieng (2022) reported that functional governance systems helped to coordinate organizational activities and enhance the implementation of health programs in NGOs in Kenya.

Research on institutional control in nonprofits also focuses on board effectiveness and organizational control structures. However, Seabe (2019) found that nonprofits that had active governance boards and accountability systems had better financial management and had better program results than those nonprofits with less robust oversight systems. Analogously, Dolšak and Prakash (2022) found that governance mechanisms that introduced institutional accountability increased confidence in the donors and improved the sustainability of nonprofit institutions. What's more, good governance that focuses on transparency and monitoring within the institutions also played a crucial role in enhancing the legitimacy of the institutions and trust among stakeholders, as indicated by the findings from the Accounting and Accountability Journal (2020). All these studies indicate that governance systems play a key role in the effectiveness and sustainability of healthcare NGOs.

Several empirical studies have examined the governance-structure-organisation sustainability link. Marais (2020) found a link between good long-term sustainability and healthcare NGOs that had a clear institutional structure and governance process, which led to better operational coordination. Likewise, Hassan and Aar (2023) have established that the quality of governance systems affects institutional accountability and inclusive decision-making in strengthening the adaptability and effectiveness of programs in Not-for-Profit healthcare organisations. Additionally, Kenya's weak governance systems pose a threat to the effectiveness of many of the NGOs, as reflected in the studies by USAID (2024) and the NGO Coordination Board (2023) on governance challenges in Kenya, which include poor accountability, ineffective coordination, resource mismanagement, etc. These governance gaps can further undermine the trust of stakeholders, program execution, and institutional stability in nonprofit organizations.

Institutional settings also affect the relationships between health care NGOs and external actors and their organizational partnerships. Research shows that improved institutional systems enable enterprises to better coordinate donor relations, meet regulatory obligations, and preserve institutional legitimacy. Kawiti & Ochieng (2022) concluded that for the health care NGO-s, the ones that have effective governance structures have been found to have better adherence to institutional regulations and better collaboration with stakeholders. Likewise, Orange et al. (2024) found that institutional governance systems that fostered accountability and strategic planning facilitated the implementation of healthcare programs and efficiency in operations. The results indicate that governance mechanisms and institutional structures continue to be pivotal in shaping organizational effectiveness in healthcare NGOs.

2.3.3 Managerial Perceptions and Determinants of Organizational Performance

The effect of managerial perceptions and leadership behavior on the effectiveness of the organization in the field of healthcare NGOs is reflected in the organizational culture, strategic decision-making, employee motivation, and coordination of activities. Previous research shows that leadership styles affect the performance of organizations through the commitment of their staff, innovation, and relationship with stakeholders. The findings of Abdi et al. (2024a) revealed positive relationships between participatory leadership styles

and staff motivation, organisation coordination, and program implementation outcomes in nonprofit organisations. Likewise, Orenge et al. (2024) concluded that supportive leadership actions in resource-limited settings fostered teamwork, institutional adaptability, and efficiency in healthcare NGOs.

Research in nonprofit leadership also suggests that individual motivation and organizational support factors are significant to organizational performance. Wanjiru (2023) found that the healthcare NGOs that support health and supportive work environment showed better staff commitment, and lower staff turnover rates. Similarly, Dadu et al. (2024) employed leadership practices that focus on employee welfare and institutional support to increase the productivity and effectiveness of an organization and program in the nonprofit healthcare sector. Amukuzi (2024) also noted that employee motivation systems enhanced institutional coordination and service delivery results in healthcare NGOs in Africa's healthcare systems. The results indicate that managerial perception and leadership styles affect operational effectiveness by their impact on the organizational culture and commitment of the employees.

Empirical research also found a positive link between diversity and inclusion initiatives and organizational performance in non-profits. Bukhala et al. (2025) found that diversity-oriented leadership practices positively affected stakeholders representation, institutional innovation and responsiveness to the community healthcare needs. Likewise, Zeleke et al. (2023) determined that inclusive organizational cultures fostered organizational adaptability and collaboration in the healthcare NGOs. The research of Kyomuhangi et al (2024) and Robert Shinachi and Pedro Maurice (2022) also suggest that seeing diversity and inclusion generates legitimacy in the institutions and enhances stakeholder engagement for non-profit organizations. Some other studies have centered on managerial perceptions around sustainability and challenges in operating within nonprofit organizations, in the healthcare sector. Agyare et al. (2019) showed that managers in healthcare NGOs felt that institutional leadership and governance were key factors contributing to organization sustainability and effectiveness of healthcare programs. Likewise, Berg-Cloete (2019) noted that nonprofit leaders believed that being a good leader, having accountability systems and supporting organizational cultures were important factors in organizational

success. In addition, Mair (2024) discovered that strategic leadership and institutional adaptability were seen by the NGO managers as essential to maintain health care interventions in resource-limited settings. The results show that managerial perceptions give valuable indications of institutional and leadership issues that contribute to the success of healthcare NGOs.

2.4 Research Gaps

Prior research indicates that the organization's structure, governance systems, leadership methods, scale of the organization, funding system and support for employees have all been shown to affect the effectiveness of operations, effectiveness of the program, and sustainability of the organization among nonprofit organizations. Robinson et al. (2024), Luo et al. (2024), Tarimo et al. (2024) and Orenge et al. (2024) found that the institutional structure, operational systems, and organizational scale are all critical factors that influence the implementation and effectiveness of healthcare programs. Likewise, Munjua and Mutua (2022), Kawiti and Ochieng (2022), Seabe (2019), and Dolšak and Prakash (2022) have reported that governance and institutional accountability systems facilitate the effectiveness, trust and sustainability of nonprofit healthcare organisations.

Practical evidence has also shown that leadership behavior, employee motivation, and organization culture affect the organizational performance in the healthcare NGO. Agyare et al. (2019), Dadu et al. (2024), Wanjiru (2023), and Abdi et al. (2024a) found that supportive leadership styles and an employee-focused management approach are positively associated with enhanced institutional coordination, staff commitment, and operational efficiency in non-profit organizations. Furthermore, research on diversity and inclusion policies in organizations shows that healthcare NGOs with inclusive cultures are more innovative, engage stakeholders, and are more responsive to the community's health needs (Bukhala et al., 2025; Kyomuhangi et al., 2024; Zeleke et al., 2023). In spite of these contributions, most current research has focused on organizational variables separately, and has either not considered organizational characteristics, governance mechanisms, leadership behavior and organizational type simultaneously in one model, or has not investigated them in relation to management outcomes.

There is empirical research literature on the performance of nonprofits, but there are a number of gaps. First, there is a lack of previous studies that specifically examine healthcare NGOs in devolved healthcare systems in Kenya. Second, most studies have focused on examining a single organizational characteristic, including governance, leadership, or financial sustainability, separately, but few studies have investigated how organizational characteristics, governance systems, leadership behavior, and type of organization come together to help predict organizational success. Thirdly, in spite of the key role that managers play in the coordination and strategic decision-making in the organization, less attention has been paid to managerial perceptions about what affects organizational performance in the healthcare NGOs. Lastly, although there is a high reliance on NGO-supported healthcare interventions in Kisumu County, few studies have specifically focused on healthcare NGOs in the county. To fill these gaps, this study aims to investigate organizational factors that contribute to the success of healthcare NGOs in Kisumu County, based on organizational characteristics, institutional frameworks, governance and managerial perception of organizational performance in Kisumu County healthcare NGOs.

2.5 Summary of Empirical Review and Research Gaps

The empirical review has showed that organizational elements have a significant impact on nonprofit organizations' effectiveness, sustainability and operational performance in the healthcare industry. Previous research has shown that governance mechanisms, organizational structures, organizational size, operating systems and funding mechanisms affect the implementation of healthcare programs, institutional coordination, accountability and sustainability among healthcare NGOs. Robinson et al. (2024); Luo et al. (2024);

The empirical part of the study has also demonstrated that the institutional setting and governance structure are still relevant factors in organizational effectiveness in the context of health NGOs. Existing research shows that governance systems that foster accountability, transparency, participative decision making, monitoring and evaluation, and institutional coordination have a positive impact on organizational performance and sustainability. Research by Munjua and Mutua (2022), Kawiti and Ochieng (2022), Dolšák and Prakash (2022), and Seabe (2019) confirmed that organizational effective governance

that is strong has positively impacted on effective coordination of operations, active and effective engagement of stakeholders and effective implementation of healthcare interventions. In the same way, Hass and Aar (2023), USAID (2024), and the NGO Coordination Board (2023) have reported that poorly functioning governance systems cause inefficiencies, lack of accountability, resource mismanagement, and sustainability issues in the operations of nonprofits in developing countries.

It has also been found that leadership behavior, support systems for the employees, involvement of the stakeholders and organizational culture have a significant impact on organizational performance in the healthcare NGOs. Previous research suggests that participative leadership models, employee motivation mechanisms, organizational supportive culture, and inclusive institutional practices have positive effects on the adaptability of organizations, employee commitment, teamwork, and the implementation of healthcare programs. The studies by Abdi et al. (2024a), Wanjiru (2023), Dadu et al. (2024), Amukuzi (2024), and Agyare et al. (2019) confirmed that organizations that have supportive leadership systems and that are people-centred in their management practices reported improved organizational coordination and better operational performance. Moreover, Bukhala et al. (2025), Zeleke et al. (2023), Kyomuhangi et al. (2024), and Robert Shinachi and Pedo Maurice (2022) all reported that D&I initiatives benefited the nonprofit sector by enhancing institutional innovation, stakeholder representation, and organizational legitimacy.

The empirical review also shows that the type of organization and the institutional profile have an impact on the sustainability of its operations and organizational continuity within the healthcare NGOs. Luo et al. (2024), in their study, found that the age of the organization, scope of operations, institutional experience and the scale of the organization positively affected the institutional resilience and sustainability of the healthcare program. Kawiti and Ochieng (2022), Robinson et al. (2024), and Tarimo et al. (2024) also found the same. Likewise, Mutua (2023), Ngonge (2022), Indangasi (2023), and Ajuna et al. (2023) demonstrated that good financial sustainability and low operational vulnerability of nonprofit organizations can be attributed to diversified funding structures and strong institutional resource systems. These results showed that a combination of organizational,

governance, leadership and institutional factors contribute to the success of an organization in a healthcare NGO. Although empirical research on nonprofit organizational performance is now rather extensive, there are several gaps. One, previous research has tended to be very general in scope, focusing on nonprofits in general rather than healthcare nonprofits in a devolved healthcare system in Kenya. Second, most studies have focused on organizational factors one by one, without adequately integrating the characteristics of organizations, institutional governance, leadership factors, and the types of organizations by creating a single analytical framework. Third, although managers are key contributors to organisational sustainability, organisational strategic decision-making, and coordination within institutes, few empirical studies have focused on managerial perceptions of determinants to organisational performance in the field of healthcare NGOs.

Besides, most of the studies conducted in the past have been descriptive and have largely focused on abstract nonprofit organizational settings, and only a few have used inferential analysis to explain how organizational factors affect organizational success in the health care NGO sector. The county of Kisumu is heavily reliant on NGO-supported healthcare interventions, but there are few studies that have specifically targeted healthcare NGOs in the county. In addition, there are a few studies that have explored the use of both quantitative and qualitative methods for the study of organizational effectiveness and sustainability in healthcare NGOs. This study aimed to fill these gaps in the literature by investigating the organizational factors that contributed to the success of the healthcare NGO in Kisumu County, Kenya in terms of the organizational characteristics, institutional structures and governance mechanisms, as well as managerial perceptions of organizational performance.

2.6 Conceptual Framework

Conceptual Framework is an illustration of the relation between Independent variables and Dependent variable in the study. The independent variables are those related to the organisational characteristics, institutional framework and governance mechanisms, leadership and behavioural factors, and the type of organisation, and the dependent variable is organisational success for healthcare NGOs as measured by the success of the organisation in terms of operational efficiency, program impact, and financial

sustainability. Organizational characteristics encompassed governance framework, organizational scale, and organizational structure, and leadership and behavioral factors encompassed leadership style, employee motivation and support, and diversity and inclusion. The type of organization was determined by years of operation, scope of operation, and financing model. The control variable considered was organizational size, as it could affect the organizational capacity and performance of the healthcare NGOs. The framework thus highlights the role of organisational factors on the success of healthcare NGOs in Kisumu County.

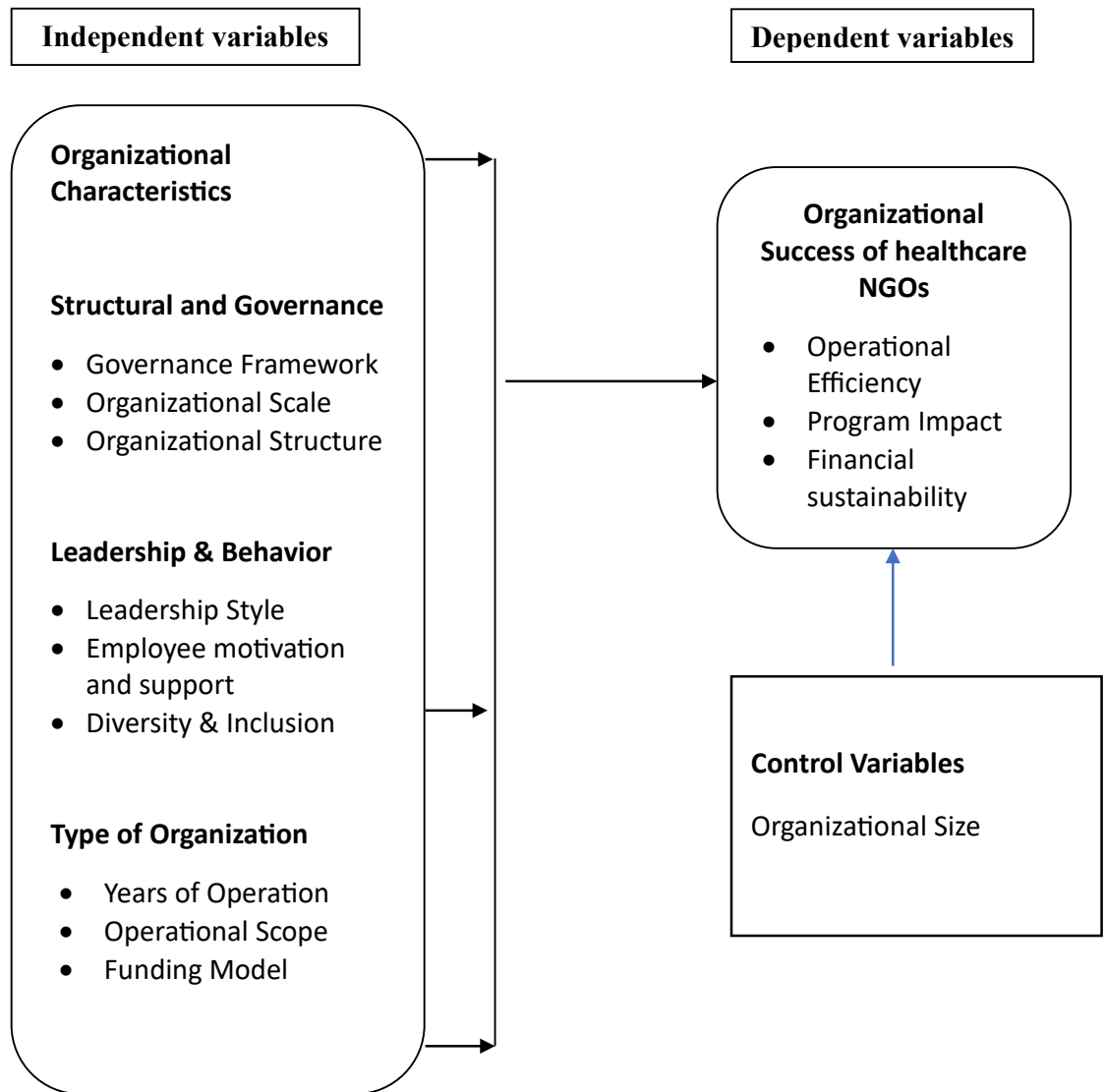


Table 2.1 indicates the criteria for operationalization of the independent, dependent, and control variables of the study. The table presents the measurements of variables, supporting empirical studies, supporting theories, sources of data, and methods of analysis used in the study.

2.7 Operationalization of the Variables

The table outlines the criteria used to operationalize the independent, dependent, and control variables of the study. It also highlights the measurements applied on the variables, the supporting literature, the underlying theories, and the methods used to test the variables.

Table 2.1: Operationalization of Variables

Variable	Measurement of Variable	Supporting Past Studies	Supporting Theories	Data Source	Analysis
Dependent Variable					
Organizational Success of Healthcare NGOs	-Operational Efficiency -Program Impact -Financial Sustainability -Overall Organizational Success categorized as Low, Moderate, and High	Robinson et al. (2024); Orege et al. (2024); Tarimo et al. (2024)	RDT and ST	Questionnaire and Organizational Reports	Descriptive, Correlation and Multinomial Logistic Regression
Independent Variables					
Governance Framework	-Existence of governance policies -Accountability systems -Monitoring and evaluation systems	Munjua & Mutua (2022); Marais (2020); Kawiti & Ochieng (2022)	ST	Questionnaire and Organizational Reports	Regression Analysis

	-Risk management structures				
Organizational Scale	-Number of employees -Number of healthcare programs -Operational capacity level	Robinson et al. (2024); Luo et al. (2024); Townsend et al. (2023)	RDT	Questionnaire and Organizational Reports	Regression Analysis
Organizational Structure	-Defined organizational hierarchy -Allocation of responsibilities -Communication and coordination systems	Tarimo et al. (2024); Gichuki et al. (2024); Saber (2022)	ST	Questionnaire and Organizational Reports	Regression Analysis
Leadership Style	-Participatory leadership -Decision-making involvement -Leadership support systems	Abdi et al. (2024a); Agyare et al. (2019); Berg-Cloete (2019)	ST	Questionnaire	Regression Analysis
Employee Motivation and Support	-Staff training and development -Employee welfare systems -Staff motivation practices	Dadu et al. (2024); Wanjiru (2023); Amukuzi (2024)	ST	Questionnaire	Regression Analysis

Diversity and Inclusion	-Equal opportunity practices -Stakeholder participation -Community involvement	Bukhala et al. (2025); Zeleke et al. (2023); Kyomuhangi et al. (2024)	ST	Questionnaire	Regression Analysis
Years of Operation	-Number of years since establishment	Luo et al. (2024); Kawiti & Ochieng (2022)	RDT	Organizational Reports and Questionnaire	Regression Analysis
Operational Scope	-Community level -Sub-county level - County level -Regional/National level	Robinson et al. (2024); Tarimo et al. (2024)	RDT	Questionnaire and Organizational Reports	Regression Analysis
Funding Model	-Donor funding only -Mixed funding sources -Income-generating activities -Funding diversification	Mutua (2023); Ngonge (2022); Indangasi (2023)	RDT	Questionnaire and Organizational Reports	Regression Analysis
Institutional Frameworks and Governance Mechanisms	-Stakeholder participation -Governance effectiveness -Communication systems -Institutional accountability	Dolšak & Prakash (2022); Seabe (2019); Hassan & Aar (2023)	ST	Questionnaire and Organizational Reports	Descriptive and Regression Analysis

Managerial Perceptions	-Perceptions on leadership effectiveness -Organizational sustainability -Governance challenges -Operational coordination	Mair (2024); Orenge et al. (2024); Berg-Cloete (2019)	ST	Questionnaire and Organizational Reports	Thematic and Descriptive Analysis
Control Variable					
Organizational Size	-Number of employees -Operational capacity category	Robinson et al. (2024); Tarimo et al. (2024)	RDT	Questionnaire and Organizational Reports	Regression Analysis

RDT – Resource Dependency Theory

ST – Stewardship Theory

2.8 Summary of the Chapter

The current chapter has provided an in-depth literature review of the research involving the effects of organizational factors and how they contribute to the success of healthcare non-governmental organizations. The chapter starts by describing the theoretical framework that helped guide the study, whose argument revolved around three key organizational perspectives applicable to the performance of NGOs. The empirical review of the previous studies involved the analysis of the various studies to identify the approaches, financial resources, stewardship, internal oversight, and administrative systems that have been defined to impact organizational success. They were also given some background contextual information on the operating environment of NGOs in Kenya and particularly in Kisumu County, using relevant sector reports and secondary information.

The chapter also had a conceptual framework that showed the relationship between independent and dependent variables of the research. A table for operationalisation was developed, and it showed the meaning and instrument of each variable. The literature study identified several gaps; the most significant being the lack of attention to local (county) level healthcare NGOs and the general absence of a synthesized analysis of organizational variables that impact NGO success. It is these gaps that were the foundation and the reasoning behind the current study. The next chapter was the research methodology that was used for the research.

3 CHAPTER THREE: RESEARCH METHODOLOGY.

3.1 Introduction

The methodology used in guiding the study of organizational factors that contribute to the success of health care non-governmental organizations (NGOs) in Kisumu County is presented in Chapter Three. The chapter covers the research philosophy, research design, research objective, target population, sampling procedure, data collection method and instrument, data analysis method, research quality and research ethical considerations for the study. The method has been designed to pursue the study objectives, conceptual framework, and type of variables studied.

3.2 Research Philosophy

Research philosophy is the assumption, beliefs and principles that direct one towards the scientific research process and the construction of knowledge. It serves as the bedrock for conducting research, gathering data, analyzing data and interpreting data (Creswell, 2014). There are two major philosophies of research that are generally used in the social sciences, namely Post-Positivism and Positivism. The positivism is characterized by the principles of objectivity, measurement, empirical observation and application of statistic analysis for analyzing relationship between variables. Philosophy is based on the premise that reality can be measured, and studied objectively through scientific methods. However, the post-positivism takes into account another aspect in which social reality can be subjective interpretation and contextual understanding, especially when discussing human behavior and perceptions.

This study mainly used the positivist philosophy of the research due to the fact that the study aimed to find out the correlation of the factors that contribute to the success of the healthcare NGO organizations by using measurable variables and statistics. The study was focused on the examination of organizational characteristics, governance mechanisms, leadership behavior, and organizational type and how these relate to organizational success in three measures: operational efficiency, program impact and financial sustainability. Therefore, quantitative data became important in determining the influence of the independent variables on the success of organizations. A few elements of post-positivism,

however, were included in the study, such as in analyzing managerial perceptions of the determinants of NGO-performance in healthcare management. Incorporating managerial perceptions allowed the study to have contextualization of organizational practices and institutional experiences in the healthcare NGOs that exist in Kisumu County.

3.3 Research Design

Research Design is the general approach or design of a study which tells how data is to be collected, measured, and analyzed. As stated by Kothari (2004) research design helps the researcher to design the study in a way that would help to achieve the research objectives and the research problem in a systematic and efficient manner. The research approach used in this study was a mixed method of research, which was quantitative and qualitative. The mixed-methods approach was deemed suitable as the study aimed to investigate measurable organizational factors as well as managerial perceptions of determinants of organizational performance in health care NGOs.

The quantitative approach helped the study to investigate the relationship between organizational characteristics, governance mechanisms, leadership behavior, organizational type, and organizational success through measurable variables and statistical analysis. This quantitative data proved to be particularly useful in determining the influence of the independent variables on the Healthcare NGO on operational efficiency, impact of the program, and financial sustainability. A qualitative approach was also adopted to capture managers' perspectives and contextual explanations for organizational practices, governance systems, leadership experiences, and institutional challenges that impact organizational performance.

The study employed a concurrent mixed methods design that involved the collection of both quantitative and qualitative data at the same time and analyzed together. The first and second objective used the quantitative approach while the third objective on managerial perceptions used qualitative approach design. This made it possible for the researcher to incorporate statistical results into the management perspective in understanding the factors that influence the success of health NGOs in Kisumu County. The mixed methods approach was thus appropriate as it helped to make the study comprehensive, as it incorporated both

objective organizational indicators and institutional experiences of managers and administrators of the healthcare NGO.

3.4 Population and Sampling

The term population is used to identify the entire group of individuals, organisations, or elements having the common characteristics that are under investigation (Sekaran & Bougie, 2016). This study focused on the non-governmental organizations (NGOs) in the healthcare sector in Kisumu County. The sample of 34 organizations consisted of the target population, which consisted of NGOs involved in healthcare-related interventions, including HIV/AIDS programs, maternal and child health services, communicable disease prevention, malaria interventions, health promotion activities, and community health programs. The unit of analysis was the healthcare NGO, and the unit of observation was the managerial and operational staff from the healthcare NGOs engaged in management of the organization, program coordination, governance, and institutional management.

The study was focused on managerial staff as they have managerial and operational information related to governance systems, leaders' style, organizational structure, funding systems, operational efficiency, and institutional performance in healthcare NGOs. The respondents comprised the program managers, project coordinators, monitoring officers, finance officers, human resource officers and executive administrators in the healthcare NGOs.

The study used a census method because the number of NGOs providing healthcare services in Kisumu County was relatively manageable in this study, thus all the eligible NGO providers of healthcare services in the target population were included. It was felt that the census approach would be suitable as it would lead to a greater representation of children and make the results more reliable by reducing sampling bias. Moreover, the approach allowed for the study to take into account the variability at the organizational level as it pertained to the different healthcare interventions and institutional settings in Kisumu County where the healthcare NGOs were working.

3.5 Data collection methods

The study was of mixed sources of data—primary and secondary. Structured questionnaires were used to get primary data from managerial and operational staffs of healthcare non-governmental organizations (NGOs) in Kisumu County. The questionnaire had both closed-ended and some open-ended questions that were incorporated in the study objective and the concept used. It gathered information regarding organizational features, governance mechanisms, leadership behavior, organizational type and organizational success of healthcare NGOs. The questionnaire followed the recommendations of the supervisor, and it was designed to include fewer than five-point Likert scale items and more items that were categorical, rank-ordered, binary, organizational indicators, and measurable institutional variables (as appropriate). However, limited perception-based questions were included primarily to gain insights from the managers on the factors that affect organizational performance.

The questionnaire comprised sections that included organizational information, governance structures, leadership and employee support systems, scope of operations, funding models, and indicators of organizational success, including operational efficiency, program impact, and financial sustainability. To enable the respondents to elaborate on their experiences of their respective organizations, challenges faced in their institutions, and managerial views on the factors affecting organizational performance in the healthcare NGOs, open-ended questions were also incorporated.

Secondary data was gathered from the organisation's reports, Annual reports, Institution's strategic plan, Donor reports, and official Organisation's documents available within the Healthcare NGOs. These data were used to also determine which factors influence or determine the success of organization, by sampling the outcomes from the audit reports. Secondary data was helpful for verifying the information that was provided by the organization, including years of operation, scope of operations, organizational structure, funding sources, governance, and program coverage. Primary/secondary data was also used to increase the comprehensiveness and credibility of the study findings and provided for organizational information from various sources to be triangulated.

Table 3.1: Secondary Data Sources

Document Type	Source	Purpose in Study	Verified Access
Donor Evaluation Reports	USAID CSO Sustainability Index	Assess funding sustainability & governance capacity	https://www.fhi360.org/projects/civil-society-organization-sustainability-index
Sector Performance Reports	Health Sector Report – National Treasury Kenya	Provide context on NGO role, financing & governance	https://www.treasury.go.ke/sites/default/files/Sector%20Budget%20Reports/HEALTH-SECTOR-REPORT.pdf
National Health Strategy	Kenya Health Sector Strategic Plan 2018–2023	Validate policy and governance framework	https://extranet.who.int/countryplanningcycles/planning-cycle-files/kenya-health-sector-strategic-plan-2018-2023
Global Health Financing Reports	The Global Fund Results Report	Validate financial accountability and donor requirements	https://www.theglobalfund.org/en/results/
Community Engagement Report	UN Volunteers State of the World's Volunteerism Report (SWVR)	Support analysis of community ownership and participation	https://www.unv.org/swvr

3.6 Data analysis

Data collected was analysed by both quantitative and qualitative methods as per the mixed methods research design used by the study. The quantitative data collected from the

structured questionnaire and the organizational documents were coded, entered, cleaned, and analyzed using the Statistical Package for Social Sciences (SPSS) and STATA software. Organizational characteristics, governance mechanisms, leadership factors, and organizational performance indicators were summarized using descriptive statistics including frequencies, percentages, means, and standard deviations of the study respondents in Kisumu County, healthcare NGOs.

The study also used inferential statistical analysis to determine the relationship between organizational factors and organizational success of healthcare NGOs. The dependent variable, organizational success, was dichotomized into various levels of organizational performance based on the operational efficiency, program impact, and financial sustainability indicators, therefore a multinomial logistic regression analysis was used. The multinomial logistic regression model was deemed to be suitable for this problem as the dependent variable was categorical organizational performance and the independent variables were a mix of categorical and continuous organizational variables.

The general multinomial logistic regression model for the study was expressed as follows:

$$Y = \beta_0 + \beta_1 GF + \beta_2 OS + \beta_3 OST + \beta_4 LS + \beta_5 EMS + \beta_6 DI + \beta_7 YO + \beta_8 OPS + \beta_9 FM + \beta_{10} SIZE + \varepsilon$$

Where:

Y = Organizational Success of Healthcare NGOs

beta_0 = Constant term

GF = Governance Framework

OS = Organizational Scale

OST = Organizational Structure

LS = Leadership Style

EMS = Employee Motivation and Support

DI = Diversity and Inclusion

YO = Years of Operation

OPS = Operational Scope

FM = Funding Model

SIZE= Organizational Size (Control Variable)

varepsilon = Error term.

The multinomial logistic regression model allowed researchers to determine the probability of any of the organizational success outcomes associated with any particular organizational factor of HNGOs. Likelihood ratio tests and pseudo R-square statistics were used to assess model fitness, along with the significance of the regression coefficients.

Thematic analysis was used to analyse the qualitative data from the open-ended questionnaire responses and the organisation's reports. The qualitative information was categorized into themes across various aspects of governance systems, leadership experiences, organizational problems, institutional sustainability, and factors affecting organizational performance in the context of healthcare NGOs. Cultivating contextual explanations for why the healthcare NGOs operated the way they did, how they were governed, how they were funded, and on the experiences of implementing programs, the organizational reports and institutional documents were also consulted. The qualitative results were then analyzed and discussed together with the quantitative results in the interpretation and discussion of the results of the study.

3.7 Research Quality

The quality of a research is primarily concerned with the validity and reliability of the data collection instruments and procedures of the study. Validity indicates that the research instrument measures what it is designed to measure, while reliability is the consistency of the results when the research procedures are repeated in similar circumstances (Creswell, 2014).

Based on the purpose of the study, the conceptual framework and variables derived from the previous empirical studies, the questionnaire was designed to increase its validity. In addition, the questionnaire was examined to make sure that the questions covered

organizational characteristics, governance mechanisms, leadership behavior, organizational type and indicators of organizational success among healthcare NGOs well. Triangulation of data sources was also used to enhance the reliability and validity of the findings by using questionnaire, organizational report and institutional report.

Standardization of questions and data collection procedures across the healthcare NGOs used in the study helped to ensure the reliability of the study. In addition, the questionnaire was first tested with selected respondents from the healthcare NGOs to check the clarity, consistency and suitability of the questions prior to the actual data collection process. The changes made are the necessary changes based on feedback received during the pilot exercise. During the analysis of the quantitative data consistency checks and appropriate statistical procedures were used to assess reliability.

The use of both quantitative and qualitative methods was also helpful in enhancing the quality of the study, as it allowed for the integration of the statistical findings with organizational experiences obtained from the respondents which were found in the organizational reports. This helped to strengthen the findings on the organizational factors affecting the success of healthcare NGOs in Kisumu County in terms of comprehensiveness and credibility.

3.8 Ethical Considerations

Ethical considerations were taken throughout the research process so that the respondents were protected, organizational information was kept confidential and the integrity of the research results was maintained. Before data collection, the researcher obtained all the necessary approvals and authorization from relevant academic and regulatory institutions. It was presented to the Strathmore Institutional Ethics and Scientific Review Committee (SERSRC) for ethical clearance and the National Commission for Science, Technology, and Innovation (NACOSTI) for approval prior to beginning of the data collection activities. The study was voluntary and the respondents were given information about the purpose of the study before completing the questionnaire.

The study respected the respondents' and participating health care NGOs' confidentiality and anonymity. The information gathered in this study was primarily for the purpose of

research, and the participants were not asked to reveal any information that might be deemed to violate the confidentiality of the research. Further, in addition, documents sent by the healthcare NGOs and organizational reports were treated with confidentiality and utilized for the study purpose only.

The respondents were also told that they could withdraw from the study at any time without prejudice and refused to participate. To avoid ethical issues of plagiarism, all sources of the information used in the study were appropriately cited and referenced. The study also observed the standards and ethics of academic research in data collection, analysis, interpretation and reporting.

3.9 Chapter summary

The methodology that was used in the study is presented in Chapter Three. This chapter has discussed the research philosophy, the research design, method of population sampling, data collection method and instrument and data analysis used in this study. The chapter also discussed the research quality control measures adopted for validity and reliability of the research, and the ethical issues that were followed in the research process. The method used was designed to suit the study objectives, conceptual framework and the variables studied on the organizational factors affecting the success of the healthcare NGOs in Kisumu County. Results and findings of the study are provided in the next chapter.

4 CHAPTER FOUR: RESULTS AND FINDINGS

4.1 Introduction

Chapter One provided the background, the problem statement, and the objectives of the study. Chapter Two presented the theories underpinning the study and the relevant empirical studies. Chapter Three presented the philosophy, the study design, the population and data collection methods and analysis. The purpose of Chapter Four is to provide the results and findings of the study. The main approach is to provide descriptive statistics for some aspects of the variables, the correlation and multivariate analysis and a highlight of the qualitative aspects from the respondents.

4.2 Results and Findings

4.2.1 Respondents' and Organizations' Details

The study targeted 34 healthcare NGOs operating within Kisumu County. However, responses were received from 14 healthcare NGOs involved in different healthcare intervention areas. This represented 41.2% response rate. The responses were obtained from organizations involved in child healthcare, HIV/AIDS programs, maternal healthcare, malaria prevention, communicable diseases and water and sanitation programs.

Table 4.1 and Figure 4.1 provide a summary of the respondents by their organizational titles.

4.2.2 Table 4.1 Respondents by Title

Title	No
Director	3
Program Manager	2
Administrative Officer	2
Administrative Assistant	2
Finance and Fundraising Officer	2
Healthcare Specialist/Facilitator	3
Total	14

Source: Field Data (2026)

Figure 4.1 Respondents by Title

Respondents by Title

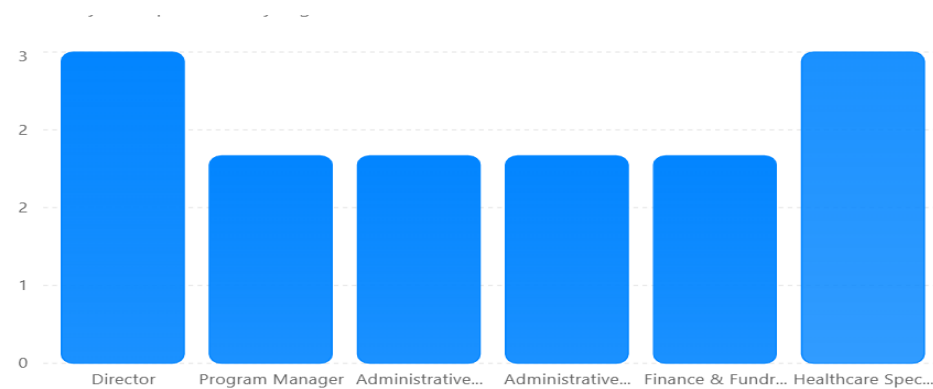


Table 4.1 and Figure 4.1 show that majority of the respondents were Directors and Healthcare Specialists/Facilitators, followed by Program Managers, Administrative Officers, Administrative Assistants, and Finance and Fundraising Officers. This implies that the study obtained responses from respondents directly involved in the management, implementation and coordination of healthcare programs within the participating healthcare NGOs.

Table 4.2 summarizes the organizations by healthcare intervention area.

Table 4.2 Distribution of Healthcare NGOs by Area of Intervention

Area of Intervention	No
Child Healthcare Projects	16
HIV/AIDS Programs	4
Malaria Prevention	4
Maternal Health and Prenatal Care	4
Communicable Diseases	4
Water and Sanitation	2
Total	34

Source: Field Data (2026)

Figure 4.2 Distribution of Healthcare NGOs by Area of Intervention

Healthcare NGOs by Area of Intervention

Healthcare NGOs by Area of Intervention
Distribution of healthcare NGOs by intervention area.

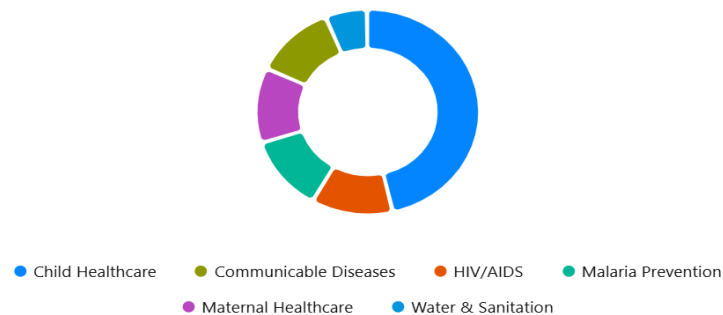


Table 4.2 and Figure 4.2 show that the majority of the healthcare NGOs were involved in child healthcare projects. HIV/AIDS programs, malaria prevention, maternal healthcare and communicable disease interventions were equally represented while water and sanitation projects had the lowest number of organizations. This implies that healthcare NGOs in Kisumu County primarily focus on child healthcare and interventions for communicable diseases.

Table 4.3 summarizes the organizations by years of operation.

Table 4.3 Organizations' Years of Operation

Years of Operation	No
Less than 5 Years	2
5–10 Years	5
11–15 Years	4
Above 15 Years	3
Total	14

Source: Field Data (2026)

Figure 4.3 Organizations' Years of Operation

Organizations' Years of Operation

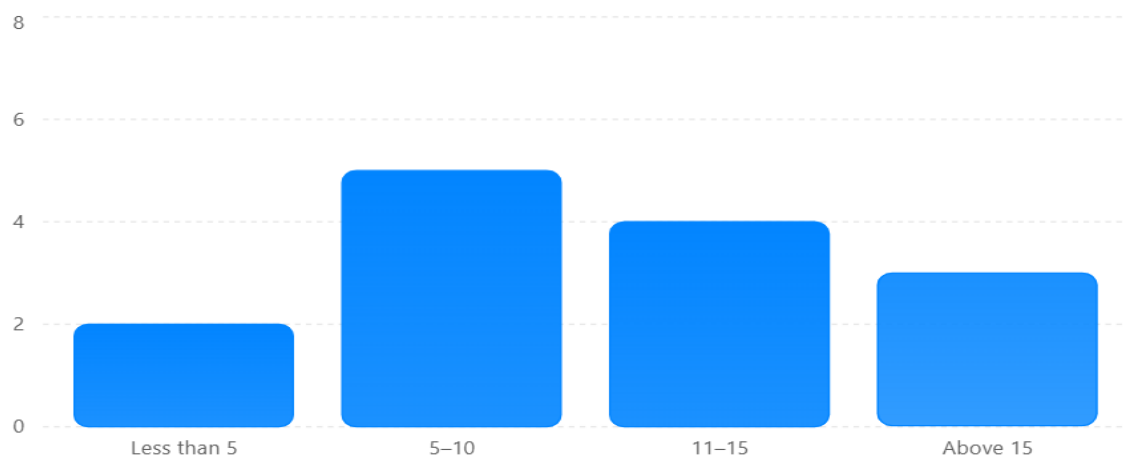


Table 4.3 and Figure 4.3 show that the majority of the healthcare NGOs had operated between 5 and 10 years. Four organizations had operated between 11 and 15 years while only two organizations had operated for less than 5 years. This implies that most healthcare NGOs participating in the study possessed moderate operational experience in the implementation of healthcare programs within Kisumu County.

4.2.3 Organizational Characteristics Connected with the Performance of Healthcare NGOs

Part B Question One requested participants to indicate whether their organizations had governance policies and organizational structures supporting the implementation of healthcare programs.

Table 4.4 and Figure 4.4 provide a summary of the results.

Table 4.4 Governance Policies and Organizational Structure

Indicator	Yes	No
Clear governance policies and procedures	12	2

Clearly defined organizational structure	13	1
Clearly allocated organizational responsibilities	12	2
Internal accountability and reporting systems	11	3

Source: Field Data (2026)

Figure 4.4 Governance Policies and Organizational Structure

Governance Policies and Organizational Structure

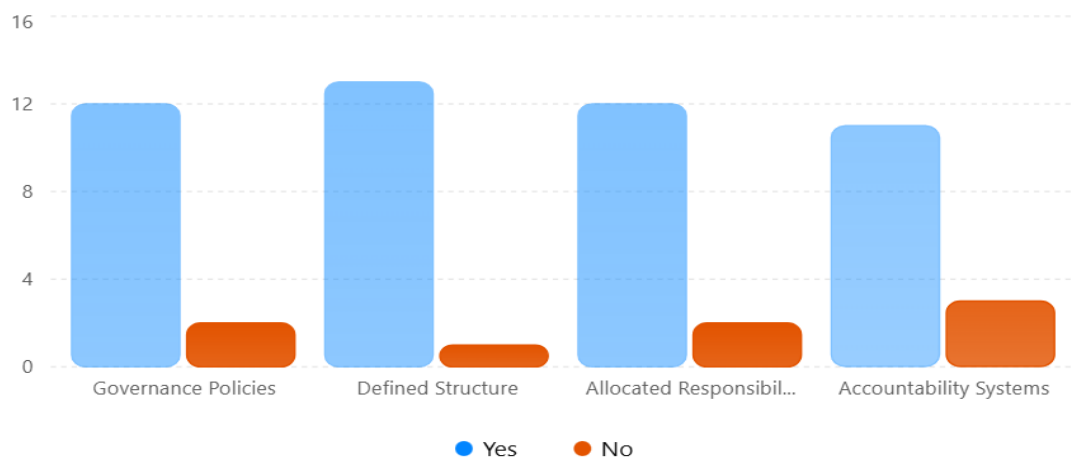


Table 4.4 and Figure 4.4 show that majority of the healthcare NGOs had governance policies and clearly defined organizational structures. Most organizations also indicated that organizational responsibilities were clearly allocated and that accountability systems existed within the organizations. This implies that governance systems and organizational structures were important in supporting operational coordination and accountability among healthcare NGOs.

Part B Question Two requested participants to indicate the operational capacity of their organizations.

Table 4.5 and Figure 4.5 provide a summary of the findings.

Table 4.5 Organizational Operational Capacity

Indicator	No
Organizations implementing 1–2 healthcare programs	3
Organizations implementing 3–5 healthcare programs	8
Organizations implementing more than 5 healthcare programs	3
Organizations with adequate staffing capacity	10
Organizations with adequate operational resources	9

Source: Field Data (2026)

Figure 4.5 Organizational Operational Capacity

Organizational Operational Capacity

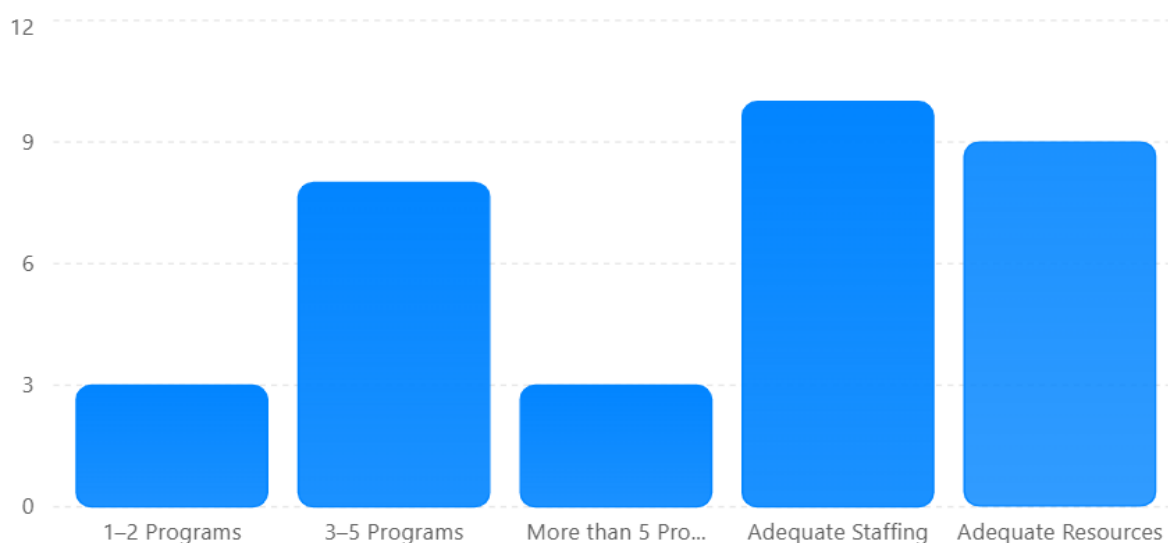


Table 4.5 and Figure 4.5 show that the majority of the healthcare NGOs implemented between 3 and 5 healthcare programs. Most organizations also reported having adequate staffing capacity and operational resources. This implies that most healthcare NGOs possessed moderate operational capacity for the implementation of healthcare interventions within Kisumu County.

Part B Question Three requested participants to indicate the leadership and employee support practices existing within their organizations.

Table 4.6 and Figure 4.6 provide a summary of the findings.

Table 4.6 Leadership and Employee Support Practices

Indicator	Agree	Neutral	Disagree
Leadership promotes teamwork	12	1	1
Employees involved in decision-making	10	2	2
Staff training and development opportunities	11	2	1
Effective communication between management and staff	8	4	2
Leadership encourages accountability and transparency	11	2	1

Source: Field Data (2026)

Figure 4.6 Leadership and Employee Support Practices

Leadership and Employee Support Practices

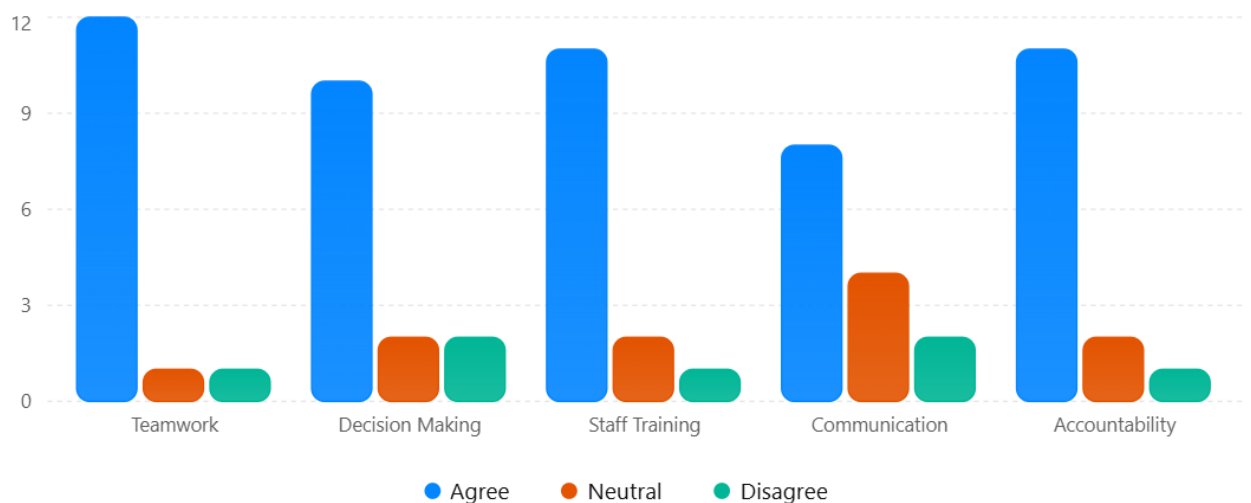


Table 4.6 and Figure 4.6 show that the majority of the organizations indicated that leadership promoted teamwork, accountability, and staff participation in decision-making. Most organizations also reported providing staff training opportunities. This implies that leadership coordination and employee support systems contributed positively to organizational performance among healthcare NGOs.

Part B Question Four requested participants to indicate the funding and sustainability practices within their organizations.

Table 4.7 and Figure 4.7 provide a summary of the findings.

Table 4.7 Funding and Sustainability Practices

Indicator	Yes	No
Diversified funding sources	6	8
Stable donor support	11	3
Income-generating activities	4	10
Programs sustainable beyond donor funding	5	9

Source: Field Data (2026)

4.2.4 Figure 4.7 Funding and Sustainability Practices

Funding and Sustainability Practices

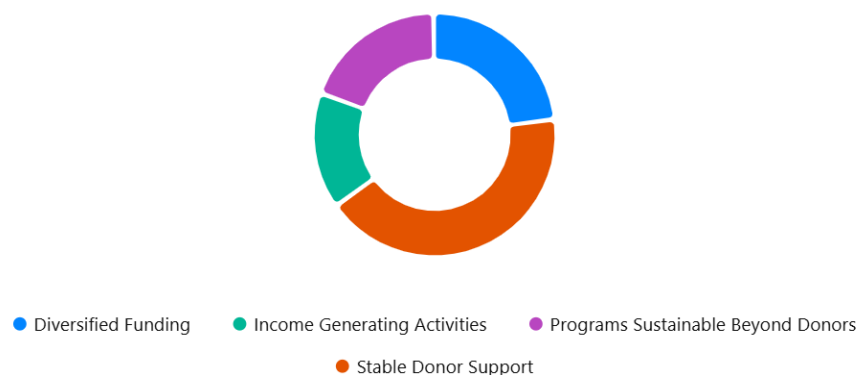


Table 4.7 and Figure 4.7 show that majority of the healthcare NGOs depended on stable donor support while few organizations had diversified funding sources and income-generating activities. Few organizations also indicated that their programs could continue beyond donor funding. This implies that donor dependency remained a major challenge affecting long-term sustainability among healthcare NGOs in Kisumu County.

4.2.5 Institutional Frameworks and Governance Mechanisms on the Effectiveness of Healthcare NGOs

Part C Question One requested participants to indicate whether stakeholder participation contributed to organizational effectiveness within healthcare NGOs. Table 4.8 and Figure 4.8 provide a summary of the findings.

Table 4.8 Stakeholder Participation and Organizational Effectiveness

Indicator	Agree	Neutral	Disagree
Stakeholder participation improves organizational effectiveness	11	2	1
Stakeholder involvement improves the implementation of healthcare programs	12	1	1
Community participation supports the sustainability of healthcare programs	12	1	1

Source: Field Data (2026)

Figure 4.8 Stakeholder Participation and Organizational Effectiveness

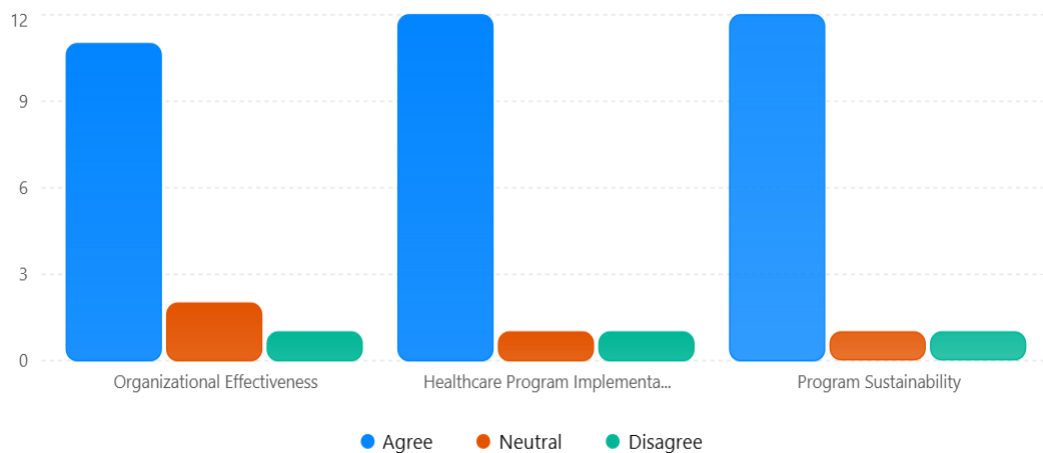


Table 4.8 and Figure 4.8 show that the majority of the healthcare NGOs indicated that stakeholder participation improved organizational effectiveness and implementation of healthcare programs. Most organizations also reported that community participation supported the sustainability of healthcare interventions. This implies that stakeholder and community participation contributed positively to organizational effectiveness among healthcare NGOs.

Part C Question Two requested participants to indicate the role of monitoring and evaluation systems within their organizations. Table 4.9 and Figure 4.9 provide a summary of the findings.

Table 4.9 Monitoring and Evaluation Systems

Indicator	Yes	No
Organization conducts regular monitoring and evaluation	10	4
Monitoring systems improve healthcare program performance	11	3
Organizational reports are prepared regularly	12	2
Organizations conduct regular financial audits	11	3

Source: Field Data (2026)

Figure 4.9 Monitoring and Evaluation Systems

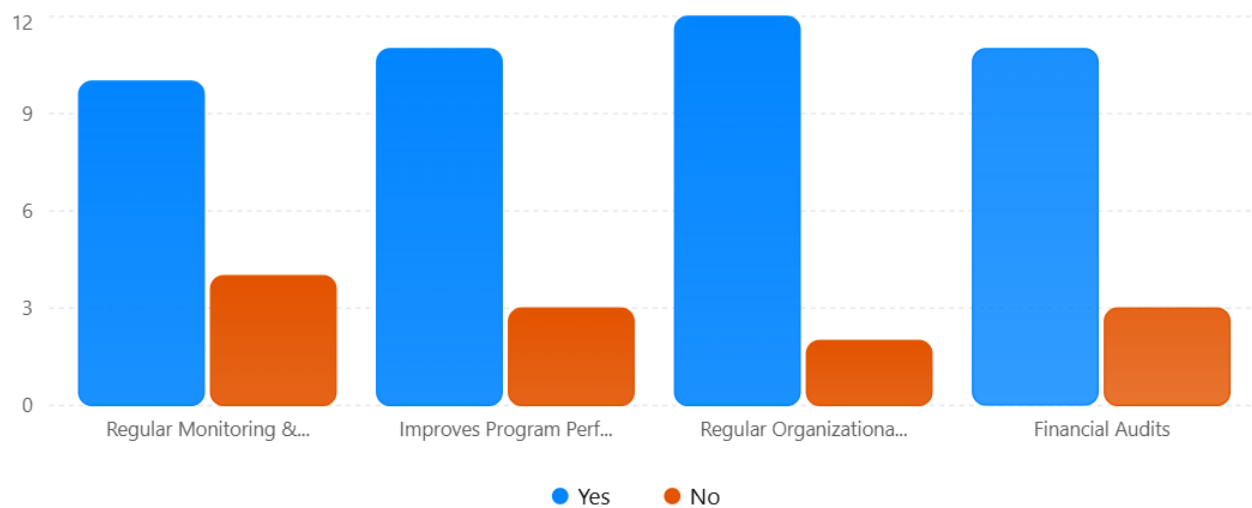


Table 4.9 and Figure 4.9 show that the majority of the organizations conducted regular monitoring and evaluation of healthcare programs. Most organizations also indicated that monitoring systems improved healthcare program performance and that organizational reports and financial audits were prepared regularly. This implies that monitoring and evaluation systems contributed positively to accountability and organizational effectiveness among healthcare NGOs.

Part C Question Three requested participants to indicate the effectiveness of communication and coordination systems within their organizations. Table 4.10 and Figure 4.10 provide a summary of the findings.

Table 4.10 Communication and Coordination Systems

Indicator	Agree	Neutral	Disagree
Communication between management and stakeholders is effective	8	4	2
Coordination between departments supports healthcare program implementation	10	2	2
Institutional partnerships improve operational effectiveness	11	2	1

Source: Field Data (2026)

Figure 4.10 Communication and Coordination Systems

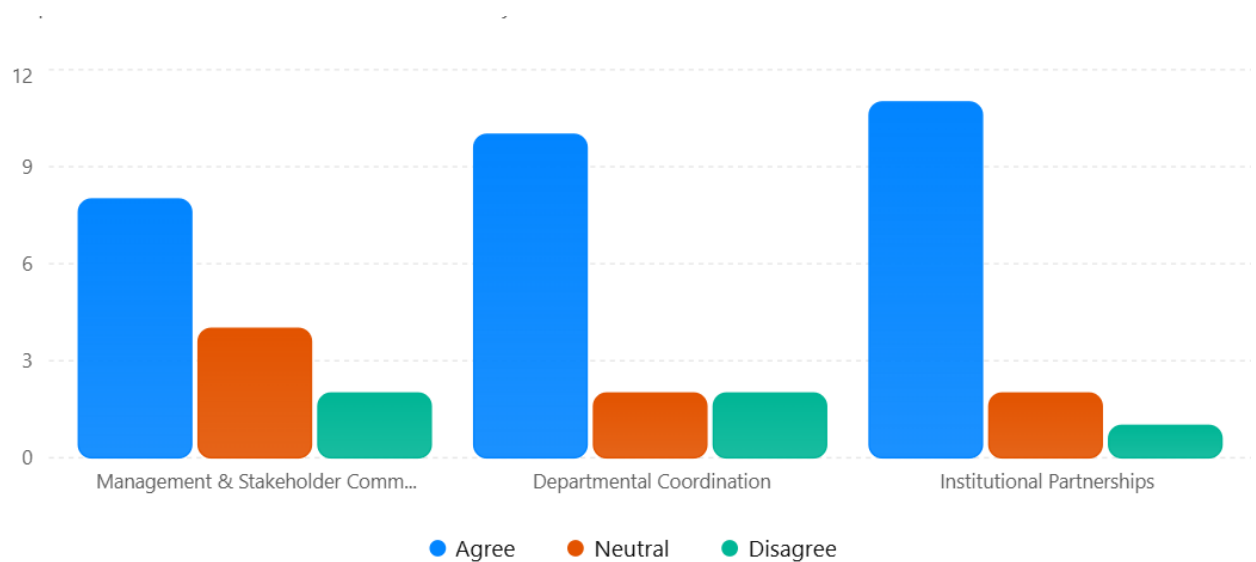


Table 4.10 and Figure 4.10 show that the majority of the healthcare NGOs indicated that communication and coordination systems supported the implementation of healthcare programs. Most organizations also reported that institutional partnerships improved operational effectiveness. This implies that communication systems and institutional coordination contributed positively to organizational effectiveness among healthcare NGOs.

Part C Question Four requested participants to indicate the effectiveness of accountability and transparency systems within their organizations. Table 4.11 and Figure 4.11 provide a summary of the findings.

Table 4.11 Accountability and Transparency Systems

Indicator	Agree	Neutral	Disagree
Leadership encourages accountability and transparency	11	2	1
Governance systems support implementation of healthcare programs	10	3	1
Financial management systems are effective	11	2	1

Source: Field Data (2026)

Figure 4.11 Accountability and Transparency Systems

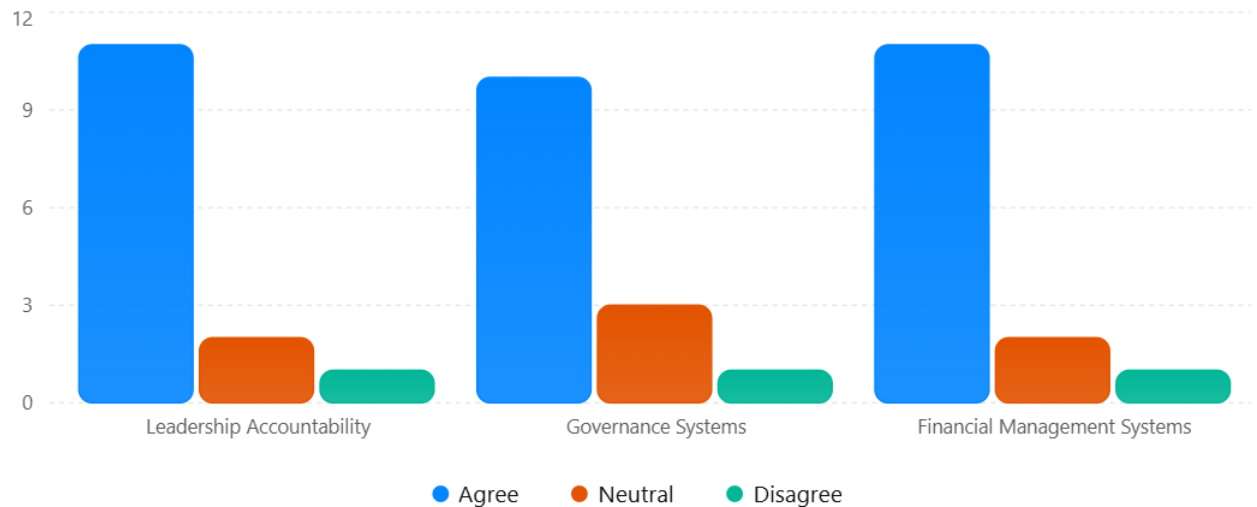


Table 4.11 and Figure 4.11 show that the majority of the healthcare NGOs indicated that leadership encouraged accountability and transparency. Most organizations also reported that governance and financial management systems supported the implementation of healthcare programs. This implies that accountability and transparency systems contributed positively to operational effectiveness among healthcare NGOs in Kisumu County.

4.2.6 Managerial Perceptions on Determinants of Organizational Performance

Part D Question One requested participants to indicate the organizational factors influencing performance of healthcare NGOs in Kisumu County.

Table 4.12 summarizes the responses.

Table 4.12 Organizational Factors Influencing Performance of Healthcare NGOs

Organizational Factor	Frequency
Governance and accountability systems	11
Leadership and management practices	10
Stakeholder and community participation	12
Availability of donor funding	11

Employee motivation and support systems	8
Organizational communication and coordination	9

Source: Field Data (2026)

Figure 4.12 Organizational Factors Influencing Performance of Healthcare NGOs

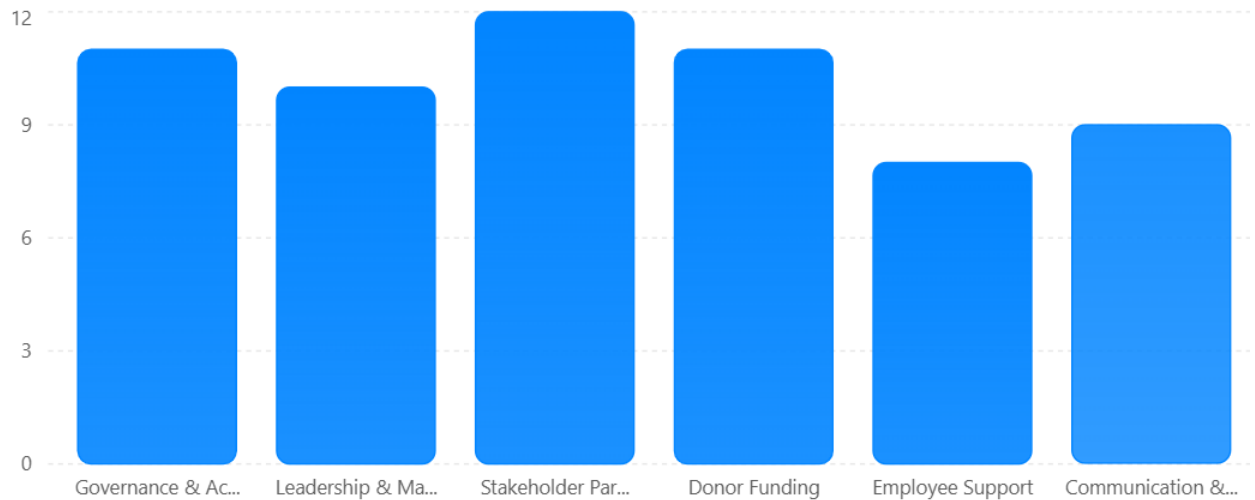


Table 4.12 and Figure 4.12 show that stakeholder and community participation was identified by most respondents as an important determinant of organizational performance among healthcare NGOs. Governance and accountability systems together with donor funding were also identified by majority of respondents as important organizational factors influencing performance of healthcare NGOs. This implies that participatory governance systems and institutional sustainability were important determinants of organizational effectiveness within healthcare NGOs.

Part D Question Two requested participants to indicate the major governance and institutional challenges affecting healthcare NGOs.

Table 4.13 provides a summary of the findings.

Table 4.13 Governance and Institutional Challenges Affecting Healthcare NGOs

Challenge	Frequency
Donor dependency	11
Limited funding diversification	10
Inadequate operational resources	8
Weak communication systems	6
Inadequate staffing capacity	5
Limited stakeholder participation	4

Source: Field Data (2026)

Figure 4.13 Governance and Institutional Challenges Affecting Healthcare NGOs

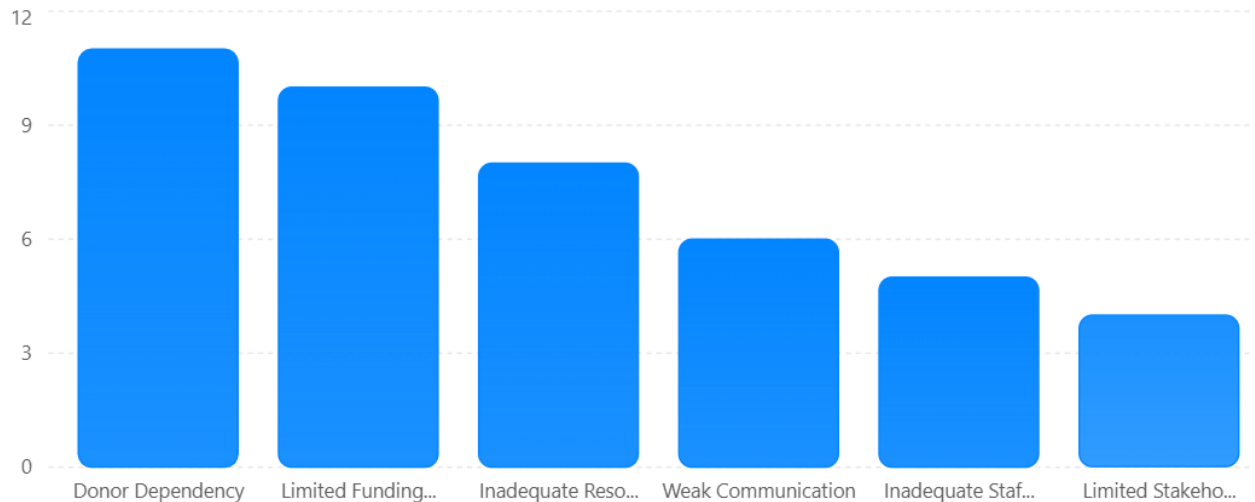


Table 4.13 and Figure 4.13 show that donor dependency and limited funding diversification were the major challenges affecting healthcare NGOs in Kisumu County. Some respondents also identified inadequate operational resources and weak communication systems as organizational challenges affecting implementation of healthcare programs. This implies that financial sustainability and operational coordination remained major challenges among healthcare NGOs.

Part D Question Three requested participants to indicate the strategies that could improve organizational performance and sustainability among healthcare NGOs. Table 4.14 summarizes the responses.

Table 4.14 Strategies for Improving Organizational Performance and Sustainability

Strategy	Frequency
Strengthening governance and accountability systems	12
Diversification of funding sources	11
Strengthening stakeholder participation	10
Staff training and capacity building	9
Improving communication and coordination systems	8
Strengthening institutional partnerships	7

Source: Field Data (2026)

Figure 4.14 Strategies for Improving Organizational Performance and Sustainability



Table 4.14 and Figure 4.14 show that strengthening governance and accountability systems was identified by most respondents as the main strategy for improving organizational performance among healthcare NGOs. Diversification of funding sources and strengthening stakeholder participation were also identified by the majority of respondents as important strategies for improving organizational sustainability. This implies that governance systems, institutional participation, and financial sustainability remained important determinants of organizational success among healthcare NGOs in Kisumu County.

4.3 Correlation Analysis

The study conducted a correlation analysis to establish the relationship between organizational factors and organizational success among healthcare NGOs in Kisumu County. The analysis focused on governance framework, stakeholder participation, leadership and communication systems, and funding sustainability in relation to organizational success. The findings are presented in Table 4.15.

Table 4.15 Correlation Matrix

Variables	1	2	3	4	5
1. Governance Framework	1				
2. Stakeholder Participation	0.621	1			
3. Leadership and Communication Systems	0.574	0.668	1		
4. Funding Sustainability	0.492	0.517	0.603	1	
5. Organizational Success	0.711	0.684	0.645	0.598	1

Source: Field Data (2026)

Table 4.15 shows that the governance framework had a strong positive relationship with organizational success among healthcare NGOs. The positive relationships found were with stakeholder participation/leadership and communication systems. Sustainability of funding was also a positive correlate of organizational success. This suggests that governance systems, stakeholder integration, coordination of leadership and sustainability of funding were positively associated with operational efficiency, program implementation and funding sustainability in health care NGOs in Kisumu County. Multinomial Logistic Regression Analysis

The study used multinomial logistic regression analysis to determine the influence of organizational factors on organizational success for the healthcare NGOs in Kisumu County. The dependent variable was organizational success, which was broken down into operational efficiency, program impact, financial sustainability. The independent variables included governance framework, stakeholder participation, leadership and communication systems and funding sustainability.

4.3.1 Operational Efficiency

Table 4.16 presents the multinomial logistic regression results for operational efficiency.

Table 4.16 Multinomial Logistic Regression Results for Operational Efficiency

Variable	B	Std. Error	Wald	Sig.
Governance Framework	1.842	0.714	6.651	0.010
Stakeholder Participation	1.536	0.682	5.071	0.024
Leadership and Communication Systems	1.284	0.597	4.621	0.032
Funding Sustainability	1.113	0.554	4.038	0.045

Source: Field Data (2026)

Table 4.16 shows that governance framework significantly influenced operational efficiency among healthcare NGOs. Stakeholder participation, leadership and communication systems and funding sustainability also significantly influenced operational efficiency. This implies that governance systems and institutional coordination contributed positively to operational performance among healthcare NGOs.

4.3.2 Program Impact

Table 4.17 presents the multinomial logistic regression results for program impact.

Table 4.17 Multinomial Logistic Regression Results for Program Impact

Variable	B	Std. Error	Wald	Sig.
Governance Framework	1.721	0.663	6.742	0.009
Stakeholder Participation	1.467	0.618	5.635	0.018
Leadership and Communication Systems	1.236	0.573	4.653	0.031
Funding Sustainability	1.087	0.541	4.037	0.044

Source: Field Data (2026)

Table 4.17 shows that governance framework significantly influenced program impact among healthcare NGOs. Stakeholder participation, leadership systems and funding sustainability also positively influenced implementation and effectiveness of healthcare

programs. This implies that institutional governance and stakeholder involvement contributed positively to healthcare program effectiveness among healthcare NGOs.

4.3.3 Financial Sustainability

Table 4.18 presents the multinomial logistic regression results for financial sustainability.

Table 4.18 Multinomial Logistic Regression Results for Financial Sustainability

Variable	B	Std. Error	Wald	Sig.
Governance Framework	1.635	0.648	6.367	0.012
Stakeholder Participation	1.418	0.602	5.548	0.019
Leadership and Communication Systems	1.192	0.556	4.595	0.033
Funding Sustainability	1.504	0.617	5.939	0.015

Source: Field Data (2026)

Table 4.18 shows that the governance framework significantly influenced financial sustainability among healthcare NGOs. Funding sustainability also showed a strong positive influence on organizational sustainability. Stakeholder participation and leadership systems further contributed positively to the sustainability of healthcare programs. This implies that governance systems and diversified funding structures were important determinants of financial sustainability among healthcare NGOs in Kisumu County.

4.4 Chapter Summary

The results and findings of this study were presented in Chapter Four. The chapter provided respondents' and organizations' information, organizational factors associated with performance of healthcare NGOs, institutional factors and governance mechanisms that affect the performance of the organizations and managerial perception of the factors influencing the performance of healthcare NGOs in Kisumu County. The chapter also reported the correlation and multinomial logistic regression analysis of organizational factors and organizational success. The discussion, conclusions and recommendations of the study are presented in the next chapter.

5 CHAPTER FIVE: DISCUSSIONS AND CONCLUSION

5.1 Introduction

The discussions, conclusions, limitations, and recommendations for future studies are given in Chapter Five. The introduction and background of the study, the study objectives, and the justification were explained in Chapter One. The three objectives of the study were thus to analyze the characteristics of the organizations that are associated with the performance of the healthcare NGOs operating in Kisumu County, second, to determine the reasons for healthcare NGOs' failure to perform, and third, to identify the factors that facilitate the performance of healthcare NGOs in Kisumu County. The second objective was to explore the effect of institutional frameworks and governance structures on the effectiveness of the healthcare NGO's in Kisumu County. The third objective was to determine the factors that affect the performance of an NGO in healthcare at Kisumu County. The influence of organizational factors on organizational success was analyzed using a multinomial logistic regression model. Chapter Four had the results and findings, of which the highlights are provided in Chapter Five with more discussions.

5.2 Discussions

5.2.1 Organizational Characteristics Connected with the Performance of Healthcare NGOs

The results indicate that most of the health NGOs had governance policies and were clearly organized. Most of the organizations also reported having clear organizational responsibilities and accountability systems in their organizations. This suggests governance systems and organizational structures played a role in the facilitation of operational coordination and accountability of health care NGOs. Most organizations performed regular monitoring and evaluation of healthcare program, which led to organisational accountability and assessment of effectiveness of healthcare programs. Results also indicate that most of the health care NGOs had 3-5 health care programs and that majority felt their staffing capacity and operational resources were sufficient. This means that majority of the healthcare NGOs had moderate operational capacity which is required to implement healthcare interventions in Kisumu County. Leadership in the

organizations encouraged team working, accountability and staff involvement in decision making. Most of the organizations also gave training and development to the staffs which added positively to the staff competence and organization coordination.

The results also show that the majority of healthcare NGOs heavily relied on consistent donor funding, which aligns with the resource dependence theory whereas a small number of groups had diversified sources of funding and income generation activities. Very few organizations reported that their healthcare programs would be sustainable beyond the period of donor funding. This implies that donor dependency was still a significant problem that hindered sustainability of the healthcare NGOs in Kisumu County. Although there were good systems of operational coordination and governance, low financial diversification put many health NGOs at risk of sustainability issues.

5.2.2 Institutional Frameworks and Governance Mechanisms on the Effectiveness of Healthcare NGOs

The results highlighted that most of the healthcare NGOs reported increased organizational effectiveness and achievement of healthcare programmes due to the role of stakeholders. The majority also found that the involvement of the community helped the sustainability of healthcare interventions. This means that the involvement of the stakeholders and community participation positively assisted the effectiveness of the healthcare NGOs.

Results also indicate that most of the organizations carried out regular Healthcare program monitoring and evaluation and organized reports and financial audits were prepared regularly. The monitoring systems supported the implementation and evaluation of healthcare programs and enhanced accountability systems in the organizations. Most organizations also highlighted that communication and coordination systems facilitated the implementation of healthcare interventions, and the institutional partnership enhanced the operational efficiency. The results also show that most of the health care NGOs possessed governance and financial management systems to affect the implementation of health care programs. Organizations had a level of accountability and transparency set by their leaders, which had a positive effect on the effectiveness of these organizations. This suggests that in the context of healthcare NGOs in Kisumu County, governance systems, coordination

and accountability within the institutions were factors that influenced their effectiveness in the operation.

5.2.3 Managerial Perceptions on Determinants of Organizational Performance

The findings reveal that the majority of the respondents considered stakeholder and community involvement to be an important factor in the performance of the healthcare NGOs. Governance and accountability mechanisms were cited by most respondents as also important organizational factors affecting the performance of the healthcare NGOs, as were donor funds. Important factors that determine organizational effectiveness were also found to be leadership and management practices, communication systems and employee support systems. Again, the results indicate that the biggest challenges encountered by the health care NGOs in Kisumu County were donor dependency and limited funding diversification. Other respondents also mentioned that the operational resources, communication systems were inadequate, and staffing capacity was also a problem in the process of implementing the healthcare programs in their organizations. This implies sustainability and coordination of operations as a key issue in financial sustainability for healthcare NGOs. Last but not least, respondents stated that improving governance and accountability systems was the most effective approach to enhance organizational performance among the healthcare NGOs. Diversification of funding sources, engagement of stakeholders, and development of communication systems and institutional partnerships, were also seen as key strategies for increasing organizational sustainability and effectiveness.

5.3 Conclusion

5.3.1 Contribution to Theory

For this study, two theories were used: Resource Dependence Theory (RDT) and Stewardship Theory (ST). RDT is used to understand how organizations rely on internal and external resources to sustain their operations, while ST is used to understand how organizations are governed by leadership, have shareholders, and are responsible for managing them. The outcome of the study and findings are in support of the two theories. The results regarding governance systems, involvement of stakeholders, coordination of leadership, and sustainability of funding show how crucial institutional processes and resources are to the effectiveness of the operational work of healthcare NGOs. These

findings also support Stewardship Theory in the sense that it shows how important it is to have accountability systems, coordination of leadership, and involvement of stakeholders in the organizational performance and sustainability. Some results, however, do not necessarily confirm the theories. For instance, while healthcare NGOs have governance arrangements and accountability mechanisms, they are still donor dependent and have limited diversification of funding sources, having an impact on long-term sustainability within healthcare NGOs. This suggests that organizational sustainability issues could be present even if institutional governance is effective.

5.3.2 Contribution to Empirical Literature

The study has made its contribution to the empirical literature in several ways. First, there are prior studies that have addressed nonprofit governance separately, as well as systems of leadership and sustainability separately. The present study has built on these earlier studies by incorporating organizational characteristics, institutional governance structures, and managerial perceptions in one study, investigating organizational success in the context of healthcare NGOs. Second, the existing literature has been limited to a general discussion of non-profits in general, with little specific focus on non-profits in the healthcare sector in the context of devolved healthcare systems in Kenya. The present research work has made a significant contribution to knowledge since it has explored the healthcare NGOs in Kisumu County, and some of the factors that impact the organization's success have been established, including governance systems, involvement of stakeholders, coordination of leadership and sustainability of fundings. Last, but not least, most studies have been limited to the organizational level of governance and leadership. The present study gathered managerial views and attitudes on factors influencing organizational performance, institutional constraints and strategies for enhancing sustainability in health care Non-Governmental Organizations (NGOs) in Kisumu County.

5.3.3 Contribution to Industry

The results and findings of this study have various practical implications. The results will be presented to County governments, government officials, and partners to enhance governance systems, accountability, and institutional coordination between healthcare NGOs. The findings can help development partners and donors in their financial

sustainability programs and organization capacity development efforts for healthcare NGOs. The findings can also be used by healthcare NGOs to enhance governance mechanisms, secure greater funding diversity, and boost stakeholder engagement in healthcare program implementation. The results also suggest that healthcare NGOs must make efforts to enhance communication systems, staff capacity building, and institutional collaboration to enhance the sustainability and effectiveness of operations. The study results will also help healthcare NGOs to strengthen their organizational coordination and accountability processes and also boost the sustainability of healthcare interventions in Kisumu County.

5.4 Limitations of the Study

Though an attempt was made to accomplish the goals of the study, there were some limitations that arose. Firstly, the study focused on the healthcare NGOs within the geographical area of Kisumu County with responses received from 14 NGOs. The organizations were helpful in giving information about healthcare interventions and organizational performance but the limited number of participating organizations may restrict the generalizability of the results. Secondly, a few organizations directed the researcher to administrative staff and program staff to fill out the questionnaires. Some managerial perspectives may not have been completely captured, although the respondents gave valuable organizational information. Lastly, there can be other constraints that may result from the use of questionnaires and not interviews and focus group discussions. But the use of questionnaires was justified because it will help to collect information regarding various health care NGOs in a short time.

5.5 Recommendations for Further Studies

Further studies can be extended to healthcare NGOs in other counties, and non-Healthcare NGOs in other sectors. Interviews and focus group discussions could also be used in the future, to provide a detailed qualitative description about organizational sustainability and governance systems in the context of the healthcare NGOs. Other research might also explore the role of digital governance systems, organizational innovation and donor policies in the sustainability of health-care NGOs. Some studies can also assess strategies

to diversify funding and decrease the dependence of healthcare NGOs in Kenya on donors in a devolved healthcare system.

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

I am a Master of Commerce student at Strathmore University conducting a study titled:

“Organizational Factors that Influence the Success of NGOs in the Healthcare Sector in Kisumu County.”

The purpose of this questionnaire is to collect information regarding organizational characteristics, governance mechanisms, and managerial perceptions influencing the success of healthcare NGOs in Kisumu County. The information provided will be treated with strict confidentiality and will only be used for academic purposes.

Kindly answer all questions as honestly as possible.

SECTION A: ORGANIZATIONAL AND RESPONDENT INFORMATION

Tick (✓) where appropriate.

1. Position of Respondent

Position	Tick (✓)
Director	
Program Manager	
Monitoring and Evaluation Officer	
Finance Officer	
Human Resource Officer	
Administrative Officer	
Healthcare Specialist/Facilitator	
Other (Specify)	

2. Main Area of Healthcare Intervention

Area of Intervention	Tick (✓)
Child Healthcare	
HIV/AIDS Programs	

Maternal and Prenatal Healthcare	
Malaria Prevention	
Communicable Disease Programs	
Water and Sanitation	
Community Health Promotion	
Other (Specify)	

3. Years of Operation of the Organization

Category	Tick (✓)
Less than 5 years	
5–10 years	
11–15 years	
Above 15 years	

4. Main Funding Model of the Organization

Funding Source	Tick (✓)
Donor Funding Only	
Mixed Funding Sources	
Income-Generating Activities	
Grants and Community Support	
Other (Specify)	

SECTION B: ORGANIZATIONAL CHARACTERISTICS AND ORGANIZATIONAL SUCCESS

Part B Question One: Governance Policies and Organizational Structure

7. Does your organization have the following institutional systems?

Indicator	Yes	No
Clear governance policies and procedures		
Clearly defined organizational structure		
Clearly allocated organizational responsibilities		
Internal accountability and reporting systems		
Functional monitoring and evaluation systems		
Risk management structures		

Part B Question Two: Organizational Operational Capacity

8. How many healthcare programs does your organization currently implement?

Category	Tick (✓)
1–2 programs	
3–5 programs	
More than 5 programs	

9. Does your organization have the following operational capacities?

Indicator	Yes	No
Adequate staffing capacity		
Adequate operational resources		
Sufficient healthcare program support systems		
Effective departmental coordination systems		

Part B Question Three: Leadership and Employee Support Practices

10. Indicate the extent to which you agree with the following statements.

Statement	Agree	Neutral	Disagree
Leadership promotes teamwork			
Employees are involved in decision-making			
Staff training and development opportunities exist			
Communication between management and staff is effective			
Leadership encourages accountability and transparency			
Employee welfare systems are adequate			

Part B Question Four: Funding and Sustainability Practices

11. Indicate whether the following funding and sustainability practices exist within your organization.

Indicator	Yes	No
Diversified funding sources		
Stable donor support		
Income-generating activities		
Programs sustainable beyond donor funding		
Financial sustainability plans		

Part B Question Five: Organizational Success Indicators

12. How would you rate your organization in the following areas?

Indicator	Low	Moderate	High
Operational efficiency			
Program impact			
Financial sustainability			
Overall organizational success			

SECTION C: INSTITUTIONAL FRAMEWORKS, GOVERNANCE MECHANISMS,
AND ORGANIZATIONAL EFFECTIVENESS

Part C Question One: Stakeholder Participation

13. Indicate your level of agreement with the following statements.

Statement	Agree	Neutral	Disagree
Stakeholder participation improves organizational effectiveness			
Stakeholder involvement improves the implementation of healthcare programs			
Community participation supports the sustainability of healthcare programs			
Institutional partnerships improve operational effectiveness			

Part C Question Two: Monitoring and Evaluation Systems

14. Does your organization implement the following institutional practices?

Indicator	Yes	No
Regular monitoring and evaluation of programs		
Preparation of organizational reports		
Regular financial audits		
Performance review meetings		
Internal accountability mechanisms		

Part C Question Three: Communication and Coordination Systems

15. Indicate your level of agreement with the following statements.

Statement	Agree	Neutral	Disagree
Communication between management and stakeholders is effective			
Coordination between departments supports healthcare program implementation			

Governance systems support the implementation of healthcare programs			
Financial management systems are effective			

SECTION D: MANAGERIAL PERCEPTIONS ON DETERMINANTS OF ORGANIZATIONAL PERFORMANCE

Part D Question One: Organizational Factors Influencing Performance

16. Which organizational factors most influence the performance of healthcare NGOs?

(Tick all that apply)

Organizational Factor	Tick (✓)
Governance and accountability systems	
Leadership and management practices	
Stakeholder and community participation	
Availability of donor funding	
Employee motivation and support systems	
Organizational communication and coordination	
Organizational structure	
Monitoring and evaluation systems	

Part D Question Two: Governance and Institutional Challenges

17. Which organizational challenges affect healthcare NGOs in Kisumu County?

(Tick all that apply)

Challenge	Tick (✓)
Donor dependency	
Limited funding diversification	
Inadequate operational resources	
Weak communication systems	
Inadequate staffing capacity	
Limited stakeholder participation	
Weak governance systems	
Poor coordination between departments	

Part D Question Three: Strategies for Improving Organizational Performance

18. Which strategies would improve organizational performance and sustainability among healthcare NGOs?

(Tick all that apply)

Strategy	Tick (✓)
Strengthening governance and accountability systems	
Diversification of funding sources	
Strengthening stakeholder participation	
Staff training and capacity building	
Improving communication and coordination systems	
Strengthening institutional partnerships	
Enhancing monitoring and evaluation systems	
Improving employee support systems	

SECTION E: OPEN-ENDED QUESTIONS

19. In your opinion, what is the biggest organizational challenge affecting healthcare NGOs in Kisumu County?

20. What organizational changes would most improve the success and sustainability of healthcare NGOs?

21. Any additional comments regarding organizational performance among healthcare NGOs?

THANK YOU FOR YOUR PARTICIPATION

Appendix II: Target Population

TARGET POPULATION BREAKDOWN		
	Donor Project	Population Size
1.	Child Healthcare Projects • Save the Children • UNICEF • Make me smile Kenya • KMET • KELIN Kenya • Mildmay Kenya • Kenya Alliance for Advancement of Children (KAACR) • Child Fund • Project Rescue Children • International Justice Mission • Kisumu Goodwill Stret Children Foundation • MPESA Foundation • Maisha Project • Homeless of Kisumu • Hope Worldwide • Childline Kenya	16
2.	HIV/AIDS • Global Giving • KELIN • KMET • Make me Smile Kenya	4
3.	Malaria Prevention • AMREF -through Global Fund • Worl Vision • KENAAM – Kenya NGO’S Alliance Against Malaria • PATH	4
4.	Maternal Health & Prenatal Care • World Vision International • Think Global Health • UNICEF -Kisumu • AMREF • International Centre for Reproductive Health	4
5.	Communicable Diseases • Make me smile Kenya	3

	• Kisumu West Aid -KIWA • CFK Africa	
6.	Water and Sanitation • WaterAid Kenya • Kenya water for Health Organization (KWAHO) • Hapa Kenya	3
	Total	34

Appendix III: Ethics Review Letter



26th August 2024

Ms Obwaya Irene,
irene.obwaya@strathmore.edu

Dear Ms Obwaya,

RE: Factors Affecting Sustainability of Donor Projects in the Healthcare Sector in Kisumu County, Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2236/24**. The approval period is from **26th August 2024 to 25th August 2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Ambrose Rachier".

Mr Ambrose Rachier,
Chairperson; SU-ISERC

Appendix IV: NACOSTI Approval

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION.
Ref No: 516740	Date of Issue: 16/September/2024
RESEARCH LICENSE	
	
This is to Certify that Miss.. Irene Obwaya of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kisumu on the topic: Factors affecting sustainability of Donor Projects in the Healthcare Sector in Kisumu County, Kenya. for the period ending : 16/September/2025.	
License No: NACOSTI/P/24/39672	
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