

Right Based Approach, Organizational Culture and Performance of NGOs in Kisumu County, Kenya

Joanne Kepher, Raphael Nyonje & Charles M. Rambo

Affiliation: University of Nairobi
Correspondence to: Joanne Kepher

Abstract: *The purpose of the study was to establish the influence of Right Based planning Approach on performance of NGOs in Kisumu County, Kenya. NGO projects have important activities in the world over. In Kenya, they contribute significantly to livelihoods. In this regard, the following objective guides the study; to determine the extent to which right based planning approach influence performance of NGOs in Kisumu County and to investigate the moderating influence of organizational culture on the performance of NGOs activities. From these, two null hypotheses were developed; H_{01} : There is no significant relationship between right based planning approach and performance of NGOs in Kisumu County and H_{02} : There is no significant relationship between organizational culture and performance of NGOs in Kisumu County. The study adopted descriptive research design which collects information without changing the environment. The entire 123 managers of NGOs projects in Kisumu County were investigated to find out the influence of Right Based Planning Approach on Performance of their activities. Data collection was through structured questionnaires. Data was analyzed descriptively using means as a measure of central tendency and standard deviation as a measure of variability. Both simple and multiple linear regression analysis were also used specifically to test the hypotheses. All the research hypothesis were tested at $p \leq 0.05$ significance level and where $p < 0.05$ the Null hypothesis was rejected. The results led to the conclusion that the rights based approach significantly influenced the performance of NGOs activities ($p < 0.05$). However, the study found out that organizational culture did not significantly influence the performance of NGOs in Kisumu County. The study recommends that policy makers at the NGOs and government levels who provide the framework for project planning and management should consider implementing Right Based Planning Approach in order to enhance the operational performance of their projects.*

Keywords: *Project Planning, Right Based Approach, Organizational Culture, Performance, NGOs*

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I. INTRODUCTION

Non-Governmental Organizations (NGOs) take a critical role in developing economies through the voluntary service approach. Over the years they have transformed from the charity or relief welfare approach to self-sustaining development systems (VanSant, 2003). The history NGOs dates back to World War II when their role first came into focus. Since then, NGOs have been known to contribute significantly to development by implementing programs and projects globally; most of their projects revolve around varied spheres of life especially in the social and economic sectors (Mausolff, 2008). Programs and projects focusing on poverty reduction, HIV and AIDS, education, health, human rights, natural resource management, agriculture, alternative trading, have become voices of population to governments, advocating on policy issues thereby enhancing stakeholder participation in managing vulnerability (Liston, 2008) as cited in Ouko (2013) and Odundo (2014).

The phases of a project are basically the same as problem solving methods, people agree on approaches which get interpreted in different ways depending on the specialist skills, values and attitude (Helen, 2005; Karen, 2005). Projects are usually carried out in a defined context designed to achieve a specific purpose for innovators, sponsors and users. The delivery of the project is determined by a broader context of value addition. Value is obtained from planning through achievement of project strategic goal engineered by project planning approaches and the embedded culture of the organization which helps the organization to remain focused in delivering value to other NGOs, Corporations, Governments and Academic institutions. Critics have, however, levied lack of professionalism and inability to meet targets as a set back to their performance (e.g. Courtney, 2002; Besner & Hobbs, 2013).

A number of studies have been done on project planning processes and performance of NGOs but little has been done on project planning approaches, organizational culture and performance of NGOs in Kenya. Studies of Besner and Hobbs (2013); Umulisa, Mbabazi and Jaya (2015); Wadongo and Abdel-Kader (2011); Ouko, Nyonje and Okeyo (2017); Mbawi and Muchelule (2015) found out that aspects of project planning approaches, financial resources, human resource affect NGO performance. However, the rights based approach to planning had not been previously examined for its impact on performance of NGOs.

Human development and human rights have been of concern to national and international bodies for long. The former encompassed enhancing human capabilities and choices for a respectful life while the latter focused at protecting human rights and fundamental freedoms (Yusra, 2012). While the effort to promote human rights toured through a political and legal path, human development took the economic and social road. However, during the past decade or so, these two development paradigms have converged making way for new opportunities to strengthen approaches to development for more effective intervention in human development (Liston, 2008). In this paper, a critical look taken at the Rights Based Approach (RBA) as a project planning approach to development along its four guiding principles; the Rights of the Child, Women Rights, Information and Education Rights and Legal Aids Rights. Organizational Culture (OC) is also presented as a moderating variable that influences performance of NGOs along three elements; documentation of project plans, stakeholder buy-in and communication planning.

Objectives of the Study

- i) To determine the extent to which the Rights Based Approach to planning influences performance of NGOs in Kisumu County, Kenya
- ii) To establish the moderating influence of organizational culture on the relationship between right based project planning approach and performance of NGOs in Kisumu County, Kenya

Hypotheses

H₀₁: There is no significant relationship between Rights Based Approach to planning and performance of NGOs in Kisumu County, Kenya

H₀₂: The strength of relationship between Right Based planning approach and performance does not depend on organizational culture among NGOs in Kisumu County, Kenya

II. LITERATURE REVIEW

Project planning and management approaches are methods, models or strategies used when defining project activities to be performed and end products that will be obtained. It describes how the activities will be accomplished through application of knowledge, skills, tools and techniques to project activities to meet the project requirements. According to Meskendahl (2010) projects are the central building block used in implementing strategies; therefore business success is determined by the success of the projects. Aligning projects with strategic objectives brings value to an organization and implementing successful projects generates positive effects on the organization, influencing not just short and medium, but also long term development (PMI, 2013).

Using specific indicators to measure performance is a pertinent component in ensuring performance. Project performance is exhibited when one is able to acceptably and sustainably achieve numerous planned objectives under different conditions of sustaining the project operations; stakeholder satisfaction; meeting project cost and attaining project objectives (Clapp, 2011). Without in depth analysis, project performance is assumed to be so easy to measure especially on the triple constraint basis (time, cost and scope) but when examined in depth we find that it is not that simple as many would think. Upon settling to examine the different domains of performance measurement in relation to planning approaches we are still left with issues of whether we measure the success of a one project or the success of many projects across board. Tekalign (2014) suggests that measurement of the success of a project can be examined either during project life or at the completion of a project.

2.1 RBA and the Rights of the Child

Human rights have added value, drawn attention to respect, protection and fulfillment of rights, introduced legal tools and institutions (for securing freedoms and protecting rights), lent moral legitimacy, introduced social justice (as a principle) and brought vulnerable and excluded groups in the limelight of the human development agenda (United Nations Development Program Report, 2000). The reference instrument on the Rights of the children - The U.N. Convention on the Rights of the Child (CRC) is among the most inclusive of all international human rights covenants. Other human rights instruments just point out some of the Childs issues but the rights articulated in the CRC address essentially all substantive areas of children's lives. Critical elements in socio-economic rights (health, education, adequate standard of living), civil and political rights (identity, expression, association, and conscience), and obligations of states to protect children's rights to be free from abuse, neglect, and all forms of exploitation are all addressed. These obligations specify protections for

particularly vulnerable groups of children, including children with disabilities, in detention, and conscripted as soldiers (Gerison, Laura & Jeffrey, 2015). The expansive span of the CRC provisions and associated principles including the requirement that all relevant rights be considered for all children in all matters that affect them, establishes the CRC's capacity to address all aspects of children's lives, even those that are not explicitly articulated in the text itself (Killkelly & Lundy, 2006).

Despite the fact that a broad global consensus pertinent to children's rights treaties seems to exist, an empirical gap between global ambitions and local realities can be observed. This is particularly true in developing countries (Pamela, Olga & Karl, 2006). Child labor is a very important aspect of measuring human rights compliance. The elimination of child labor has been included as a target within the new Sustainable Development Goals, which replaced the Millennium Development Goals (MDGs) in 2015 as the new global development roadmap. On the other hand, child labor brings together two issue-areas where there are growing pressures for the adoption of global rights-based standards: childhood and labor. In some countries such as Bolivia they have legalized the working age of children to age ten which contradicts the provisions of the international treaties on rights of the child.

Child trafficking is another issue of Human Rights Violation. Child Trafficking Victim Protection Act 2013 is as a result of UNICEF report that some 1.2 million children may be trafficked each year. Any NGO that plans with this pertinent issues on the child as a priority is no doubt in the path of performance since their mandate is to intervene through programmes/ projects that give voice to the voiceless

2.2 RBA and the Women's Rights

Historically, there are approaches that have been adopted to conceptualize gender equality. These approaches are broadly categorized into three: the first approach which is the ultimate sameness of women and men has its focus in the labor market; the second approach focuses on the provision of services that equally value the different contributions made by women and men and lastly the third approach focuses on transformation of gender relations as has been discussed by Rees (1998), Booth and Bennett (2002), Verloo (2005) and Walby (2005). Internationally, the EU's gender policy dates back to The Treaty of Rome in 1957. Here all member states signed Article 119, which granted women equality with men. From the signed article the interpretation was that all working women and working men had to be treated the same (Young, 2000). Actually, the EU defined gender equality in terms of participation in the labor market, and it was assumed that women as well as men would be citizen workers (Lewis, 2002).

In Africa, particularly in Uganda gaining a better understanding of the intimate politics of women's rights is very timely. Since the turn of the millennium, rights-based approaches to improving African women's social status have flourished. The subject of Women's rights has become core to a wide range of campaigns, programs, policies, and interventions including those focused on securing women's access to land and business capital, preventing domestic violence, and addressing gender disparities in health, especially in relation to HIV/AIDS. Such efforts often turn on using a rights framework to alter the gender power dynamics within intimate relationships, yet relatively little is known about how women's rights are grappled with in such relationships. There is, in fact, evidence that rights-based activism can at times be counterproductive and too blunt a tool for women's empowerment in certain African communities (Aili, 2010). By providing a detailed case study of the intimate politics of rights, this essay furthers our understanding of these dynamics and helps clarify the promise, and limits, of rights-based advocacy for African women (Robert, 2016).

Gradual changes in several areas over the last four decades have contributed to this shift. First, social and economic progress in women's lives such as fertility reduction and increased educational and employment opportunities have dramatically altered women's lives. The availability of contraception has allowed women to participate more actively in community life and the economy, while increased access to education and employment has given them the tools and opportunities to take on leadership roles. Second, the global women's movements have given women the chance to organize, mobilize, and petition for greater rights. From these collective efforts, women gained confidence, experience, and leadership skills, which many women have transferred into other realms (Gill et al., 2009)

The recent focus on investing in women and girls has naturally raised the question as to how such initiatives can most effectively tap the potential of women and girls, and develop their leadership capabilities. As a result, women's leadership has risen to the forefront of discussions and initiatives in a variety of development arenas. The topic is increasingly prevalent in the media and on the policy and program agendas of non-profit groups and corporations alike. Governments, bilateral and multilateral agencies, private donors, non-governmental organizations, academic institutions, and corporations are investing in training programs to equip women with the skills to foster leadership and change across various fields of human development (Reinlt et al.2002).

2.3 RBA and Information and Education Rights

Over the past four decades, human rights education (HRE) has become a greater part of international discussions of educational policy, national textbook reform and the work of non-governmental organizations (NGOs). While scholars and practitioners have noted the rise in educational strategies as part of larger human rights efforts and the emergence of HRE on its own as a field of scholarship and practice, there appear to be diverse perspectives on what exactly HRE is and does and this is analyzed beyond a basic imparting of knowledge of human rights (Monisha, 2011). According Piron and Watkins (2004) there are three areas within which RBA adds value in development initiative which are normative value (provision of a framework, explicit linkages to international standards, and empowering citizens to shape their own future), analytical value (supports setting development objectives, transforming power relations and places participation) and operational value that reinforces good practices emphasizing involvement of with both right holders and duty bearers.

Professor Isabel Marcus, who is a Professor of Law at the University at Buffalo Law School in the article “Compensatory Women’s Rights Legal Education in Eastern Europe” focuses on the Women’s Human Rights Training Institute (WHRTI) and emphasizes that Legal education, like other education is a socially facilitated process of cultural transmission of values and norms as well as formal knowledge upheld by systemic authority. Legal education basically conveys societal accepted appropriate ways of identifying, framing and evaluating issues as legal concerns. In doing so, legal education helps to mold learners’ consciousness regarding the reach, the utility, and the politics of law. As institutions of high status and authority, their inclusion of a subject in the curriculum and the amount of attention they pay to it signals its established intellectual relevance and importance and adds to its legitimating within the prevailing legal system. The consequence is that a subject’s marginalization or absence in the law curriculum signals its insignificance for the prevailing legal and political system. She discusses concerning women’s rights in post- socialist legal education by focusing on the history and work of a proactive, innovative, educational, and training response to this deficiency. In Bulgaria, WHRTI is focused on women’s rights legal education and training.

In Kenya there are learning institutions dedicated to educating women alone such as Kiriri Women’s University of Science and Technology which is a non-state funded. Its focus on science and technology clearly indicates that information and education of Women is gaining recognition and the existing gap is being minimized thus indicating headway to exercising women’s rights.

2.4 Project Planning, Organizational Culture and Performance of NGOs

Project planning justifies the ends and the means. The planning phase involves documenting project deliverables and requirements and timelines for achievement. Planning necessitates timely delivery of activities within budget. The project planning phase is often the most challenging phase for a project manager, as they need to make an educated guess about the staff, resources, and equipment needed to complete the project. They may also need to plan their communications and procurement activities, and collaborate with other stakeholders (Heerkens, 2001). Virtually every organization runs projects, planning principles and execution methodologies offer ways in which projects are managed effectively and efficiently. Project planning provides organizations (and individuals) with the language and the frameworks for scoping, sequencing activities, resource utilization, and risk reduction (Grushka, 2014).

In a study on organizational culture and organizational performance using empirical evidence from the banking industry in Ghana, Zakari, Poku and Owusu-Ansah (2013) concluded that a strong organizational culture that encourages participation and involvement of its members appears to be an organizations most important asset (Denison, 1984). Once an Organization has a culture of documenting and communicating its plans for timely achievement of its goals and objectives and achieve stakeholder satisfaction at the same time then that would cater for its effectiveness and efficiency which culminates to performance.

III. MATERIALS AND METHODS

3.1 Study Group, Data Collection and Piloting

This study adopted a descriptive research design and targeted population 123 managers of projects of the NGOs within Kisumu County. The organizations were broadly clustered by category as either foreign or local sponsored or both. The census method was used since the population was small (Kombo & Tromp, 2006). The study employed structured questionnaires as data collection instruments.

3.2 Data Analysis Techniques

Data was analyzed using descriptive statistics of arithmetic means, standard deviations, frequencies and percentages. Inferential statistics involving the Pearson’s product moment correlation and regression analysis were also used in the analysis. Each hypothesis was tested using the multiple regression Beta values using the conventional p-value ($p \leq 0.05$) as a criterion for acceptance or rejection of a hypothesis. Multiple regression

model was used to establish the combined influence of all the predictors under the model was $Y_j = \beta_0 + \beta_1 X_{1j} + \beta_{mi} X_{mj} + \epsilon_i$

Where:

- Y_j = Performance of NGOs in Kisumu County, Kenya
- β_0 = Population's regression constant
- X_1 = Rights Based Approach to planning
- X_2 = Organizational Culture (moderating variable)
- $\beta_{(i, mi)}$ = Coefficients of the variables determined by the model
- ϵ = the estimated error of the regression model

IV. RESULTS AND DISCUSSIONS

4.1 Rights Based Approach to planning

The study first sought to establish the extent to which the Rights Based Approach to planning influences performance of NGOs in Kisumu County, Kenya. This was measured along three constructs namely; Rights of the Child, Women's Rights and Information and Education Rights. The results are discussed in the following subsections.

Table 1: Right of the Child and Performance of NGOs in Kisumu County, Kenya

Response	Frequency	(Strongly Valid percent	Mean	Standard deviation
	Agree)			
Rights of the Child	66	56.4	3.44	0.748
Women's Rights	65	55.6	3.68	0.859
Information and Education Rights	62	53	3.94	1.061

N = 117

The findings in Table 1 indicates that 66(56.4%) of the respondents strongly agreed with a mean of 3.44 and standard deviation of 0.748 that planning for advocating of the rights of the child influences the performance of NGOs activities. The findings also indicates that 65(55.6%) of the respondents agree with a mean of 3.95 and standard deviation of 0.964 that planning for advocating of the rights of the women influences the performance of NGOs activities. It is also evident from the findings in Table 1 that planning for Information and Education rights of community members influences performance of NGOs as indicated by 62(53%) respondents (Mean = 3.94; SD = 1.061). These findings agree with Konstantoni (2011) who found that advocacy of rights of child influence the performance of NGOs activities in general. The findings also agree with Kate (2008) who established that advocacy of rights of women influence the performance of NGOs activities in general. These findings concur with the views of Herczog (2012) that most organizations based their performance on the Information and education rights of community members.

4.2 Moderating Influence of organizational culture on performance of NGOs

The article analyzed moderating influence of organizational culture on the performance of NGOs activities in Kisumu City. The results are presented in Table 2.

Table 2: Moderating Influence of organizational culture on performance of NGOs

Strategies	Very high	High	Average	Low	Very low	Mean	Standard deviation
OC1	57(48.7%)	45(38.5%)	11(9.4%)	4(3.4%)	0(0.0%)	4.32	0.786
OC2	56(47.9%)	46(39.3%)	15(12.8%)	0(0.0%)	0(0.0%)	4.35	0.699
OC3	42(35.9%)	60(51.3%)	10(8.5%)	5(4.3%)	0(0.0%)	4.19	0.765
OC4	38(32.5%)	53(45.3%)	20(17.1%)	6(5.1%)	0(0.0%)	4.05	0.839
OC5	28(23.9%)	55(47%)	28(23.9%)	3(2.6%)	0(0.0%)	3.87	0.896
OC6	20(17.1%)	35(29.9%)	31(26.5%)	25(21.4%)	6(5.1%)	3.32	1.143
OC7	42(35.9%)	48(41%)	20(17.1%)	4(3.4%)	3(2.6%)	4.04	0.950
OC8	35(29.9%)	41(35%)	35(29.9%)	2(1.7%)	4(3.4%)	3.86	0.982
OC9	35(29.9%)	39(33.3%)	32(27.4%)	11(9.4%)	0(0.0%)	3.84	0.965
OC10	50(42.7%)	46(39.3%)	21(17.9%)	0(0.0%)	0(0.0%)	4.25	0.742

Ten constructs were developed to measure the extent to which organizational culture as a moderating variable influenced the performance of NGOs activities in Kisumu City. The constructs in order of appearance in Table 2 were; Acceptance and appreciation of diversity(OC1), Equal opportunity to realize full potential

within the organization(OC2), Strong communication with employees regarding policies and organizational issues(OC3), Decision making abilities at all levels within the organization(OC4), Knowledge of exact expectation from each and everyone(OC5), Investment in personal development(OC6), Strong leaders with strong sense of direction(OC7), Learning culture(OC8), Collection and utilization of data for decision making (OC9) and Open communication within the organization (OC10).

The findings indicate that majority of the constructs in Table 2 were highly rated by the respondents with mean ratings being above 4 which suggested that most of the respondents highly rated the constructs. In particular, Equal Opportunity to realize full potential within the organization was the highest rated construct (Mean = 4.35; SD = 0.699) by most (47.9%) respondents as means of achieving better performance of the NGOs. This was followed by Acceptance and Appreciation of Diversity (Mean = 4.32; SD = 0.786), Open communication within the organization (Mean = 4.25; SD = 0.742) and Strong communication with employees regarding policies and organizational issues (Mean = 4.19; SD = 0.765) which were highly rated respectively by most respondents as having considerable influence on performance of the NGOs. These findings concur with Abbasi and Zamani-Miandashti (2013) who established that most organizations based their performance on acceptance and appreciation of diversity and that the performance of NGOs activities was highly influenced strong leaders with sense of direction.

4.3 Regression Results

A simple linear regression analysis was performed to investigate the relationship between right based approach and NGOs performance. The results are as shown in Table 2

Table 2: Inferential statistics on the Influence of Right based approach on performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	d.f	F	Sig
.476 ^a	0.226	0.154	0.809	15,102	3.12	0.001

a. Predictors: (Constant), Right based approach

Table provides the value of R and R² for the derived regression model. For these data, R has a value of .476 representing the simple correlation between right based approach and performance of NGOs activities. The value of R² is .226, which tells us that right based approach can account for 22.6% of the variations in NGOs performance. This means that 77.4% of the variation in performance of NGOs activities cannot be explained by right based approach alone. Therefore, there must be other variables that have an influence also. For these data, F is 3.12, which is significant at P < 0.05. Therefore, we conclude that our regression model results in significantly better prediction of performance of NGOs activities and, hence, the null hypothesis that there is no significant relationship between right based planning approach and performance of activities among NGOs in Kisumu County, Kenya is rejected.

Table 3: Multiple regression results

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.113	1.046			7.095	.000
Right Based Approach	.549	.049	.470		3.773	.000
Organizational Culture	.095	.049	.144		1.396	.315

a. Dependent Variable: Performance of NGOs

The results in Table 3 indicates that the model constant $\beta_0 = 1.113$ which implies that other predictors of the performance of NGOs not factored in the model could explain the y-intercept at 1.113 units. The model also shows that the beta value of the Right Based Approach ($\beta_1 = 0.549$; p = 0.000) is the only significant predictor variable in the model. This leads to the rejection of the first null hypothesis H_{01} : *There is no significant relationship between Rights Based Approach to planning and performance of NGOs in Kisumu County, Kenya.* The results further imply that a rise by one unit of the Right Based Approach in the model would lead our model predicts that 0.549 of the NGOs performance in its activities. The second null hypothesis H_{02} : *The strength of relationship between Right Based planning approach and performance does not depend on organizational culture among NGOs in Kisumu County, Kenya* collapsed in the model ($\beta_2 = 0.144$; p = 0.315) leading to the acceptance of the null hypothesis. This result implies that organization culture as a moderating variable in the model could not significantly explain the performance of NGOs in the area. Hence, the resulting regression model with need based approach alone is; $Y = 1.113 + 0.549 \text{ RBA}$

V. CONCLUSIONS

This paper has discussed the influence of Rights Based Approach as a project planning strategy for to performance of NGOs in Kisumu County Kenya. The findings have established that the Rights Based Approach as a project planning strategy significantly influence the performance of NGOs activities particularly in advocating for the rights of the child, rights of Women and Information and Education Rights respectively. Thus, it was concluded that there is need to frequently monitor and evaluate how well advocacy of child's right, rights of Women and Information and Education Rights is implemented for meaningful performance in the NGOs activities. The study recommends that policy makers at the NGOs and government levels who provide the framework for project planning and management should consider implementing Right Based Planning Approach in order to enhance the operational performance of their projects. A similar study should be conducted on the influence of capacity based approach on the performance of organizations' activities.

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