

**DETERMINANTS OF PROGRAMMES IMPLEMENTATION IN NON-  
GOVERNMENTAL ORGANIZATIONS IN KENYA: A CASE OF COMPASSION  
INTERNATIONAL**

**BY**

**ALVIN KIRADI CHOLE**

**A research project report submitted in partial fulfilment of the requirements for the award  
of the degree of Master of Arts in Project planning and management of the University of  
Nairobi**

**2019**

**DECLARATION**

This research project is my own original work and has never been submitted to any other University or institution of higher learning for examination.

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

**ALVIN KIRADI CHOLE**

**L50/84900/2016**

This research project has been submitted for examination with my approval as the University Supervisor.

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

**JOHN BOSCO KISIMBII**

Lecturer School of Open and Distance Learning  
University of Nairobi.

## **DEDICATION**

To my beloved wife Elsa Kiradi and to my Parents Evans Chole Enyola and Marceline Shanyisa Chole for motivating me to do this study.

## **ACKNOWLEDGEMENT**

I highly appreciate my wife and family members for their support and prayers and my supervisor Mr. John Bosco Kisimbii for his professional guidance and insight. I highly appreciate my workmates for tremendous support as well as everyone else who has been there for me through this journey. You are blessed.

## CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the study .....	1
1.2 Statement of the Problem .....	3
1.3 Purpose of the Study .....	3
1.4 Objectives of the Study .....	4
1.5 Research Questions.....	4
1.6 Research hypothesis.....	4
1.7 Significance of the study.....	5
1.8 Delimitation of the study.....	5
1.9 Basic Assumptions of the Study.....	5
1.10 Limitations of the Study.....	6
1.11 Definition of Significant terms .....	6
1.12 Organization of the Study .....	6
<b>CHAPTER TWO</b> .....	<b>8</b>
<b>LITERATURE REVIEW</b> .....	<b>8</b>

2.1 Introduction .....	8
2.2 Program implementation in the NGO world. ....	8
2.2.1 The influence of stakeholder involvement to the implementation of programs.....	10
2.2.2 The influence of Staff motivation to the implementation of Programs .....	12
2.2.3 The influence of Attitude on the Implementation of Programs .....	15
2.2.4 The influence of local ownership to the Implementation of programs .....	17
2.3 Theoretical Framework .....	18
2.4 The Conceptual Framework .....	19
2.5 Knowledge Gaps.....	21
2.6 Summary of Chapter two .....	22
<b>CHAPTER THREE .....</b>	<b>23</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>23</b>
3.1 Introduction .....	23
3.2 Research Design .....	23
3.3 Target Population .....	23
3.4 Sample Size and Sampling Procedure .....	24
3.5 Data Collection Methods .....	25
3.5.1 Piloting of Research instruments .....	25
3.5.2 Validity of the Instruments.....	26
3.5.3 Reliability of the research Instrument .....	26
3.6 Data Collection Procedure .....	26
3.7 Data Analysis Technique .....	27
3.8 Ethical Considerations .....	27
3.9 Operationalization of Variables.....	27
<b>CHAPTER FOUR.....</b>	<b>29</b>

<b>DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....</b>	<b>29</b>
4.1 Introduction .....	29
4.2 Questionnaire Return Rate .....	29
4.3 Demographic characteristics of respondents.....	29
4.4. Influence of stakeholder’s involvement on program implementation .....	32
4.5 Influence of staff motivation on program implementation .....	34
4.6 Influence of attitude on program implementation.....	36
4.7 Influence of local ownership on program implementation .....	37
<b>CHAPTER FIVE.....</b>	<b>39</b>
<b>SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS .....</b>	<b>39</b>
<b>AND RECOMMENDATIONS.....</b>	<b>39</b>
5.1 Introduction .....	39
5.2 Summary of findings .....	39
5.3 Discussion .....	41
5.4 Conclusions .....	42
5.5 Recommendations.....	42
5.6 Suggestions for Further Research.....	42
<b>REFERENCES.....</b>	<b>44</b>
7.1 APPENDIX I: Questionnaire for Patrons .....	48
7.2 APPENDIX II: Interview Guide for Project Directors.....	48
7.3 APPENDIX III: Questionnaire for Caregivers.....	50
7.4 APPENDIX IV: Interview Guide for Patrons .....	51

## LIST OF TABLES

Table 2.1 Knowledge gaps .....	21
Table 3.1 Compassion Projects in Kilifi County .....	23
Table 3.2 Sampled respondents .....	24
Table 3.3 Sample Size .....	25
Table 3.4 Sampling Size (Project Directors) .....	25
Table 4.1 Age of the patrons .....	30
Table.4.2 Duration of Service of Patrons .....	30
Table 4.3 Ages of Project directors .....	31
Table.4.4 Level of Education of Project directors .....	31
Table.4.5 Duration of service of Project directors .....	31
Table.4.6: Gender of caregivers .....	32
Table 4.7 Caregivers' Marital status .....	32
Table 4.8 The Opinion of Patrons and Project directors if the involvement of stakeholders affect the implementation of programs .....	33
Table 4.9 Chi-Square Results on the influence of involvement of stakeholders in the implementation of programs in Non-governmental organizations in Kenya .....	33
Table 4.10 Directors' contentment with their pay .....	34
Table 4.11 Directors' opinion on the influence of the work environment and the implementation of programs .....	34
Table 4.12 Chi-Square Results on the influence of staff motivation in the implementation of programs in Non-governmental organizations in Kenya .....	35
Table 4.13 Caregivers opinion on the influence of attitude on program implementation .....	35
Table 4.14 Chi-Square Results on the influence of attitude of caregivers in the implementation of programs in Non-governmental organizations in Kenya .....	36
Table 4.15 Patrons opinion if ownership affects the implementation of programs .....	37
Table 4.16 Chi-Square Results on the influence of local ownership in the implementation of programs in Non-governmental organizations in Kenya .....	37



**LIST OF FIGURES**

Fig. 1: Conceptual Framework ..... 20

## **ABBREVIATIONS AND ACRONYMS**

<b>N.G.O</b>	-	Non-Governmental Organization
<b>U.S.A</b>	-	United States of America
<b>P.F.M</b>	-	Program Field Manual
<b>C.I</b>	-	Compassion International
<b>C.I.K</b>	-	Compassion International Kenya.
<b>L.C.C</b>	-	Local Church Council
<b>I.C.P</b>	-	Implementing Church Partner
<b>P.D</b>	-	Project Director

## ABSTRACT

This study was aimed to investigate the factors that influence the implementation of programs in non-governable organizations in Kenya. The researcher chose Compassion International as a case in this study. Fifteen Compassion assisted projects in Kilifi County were considered in this study. Nine of these projects are in Malindi Sub County and the rest six are in Kilifi Sub-county. The research focused on four independent variables which included the involvement of stakeholders, staff motivation, caregivers' attitude and local ownership. These factors formed the hypotheses to be tested under this study. The researcher used the descriptive survey method where 15 projects across Kilifi County were put under study. Interview schedules Questionnaires were issued to 150 caregivers from five projects in Kilifi County. 80% response rate was realized in these questionnaires distribution. Five project directors and five Patrons were also interviewed during this study. The null hypotheses were rejected in this study. It was proved that stakeholder involvement, staff motivation, caregivers' attitude and local ownership determine the implementation of programs in Compassion assisted projects. Therefore, this study proved that stakeholder involvement, staff motivation, caregivers' attitude and local ownership determine the implementation of programs in Non-governmental organizations. The research recommended that the church leaders should be encouraged to invest more in networking and stakeholder involvement because stakeholders are a huge resource that the projects can tap into. The research also recommended that gender sensitivity should be observed in the selection of church leaders because all the Pastors in the projects under study were men. This implied that the representation of women was very poor. The research also recommended that the staff working in the project should be adequately motivated in order to perform to their full potential. Over 60% of the workers in the projects were very poorly motivated. Last, the research also recommended that attitude change should be lobbied amongst the caregivers who are key beneficiaries of these projects. This is key to the achievement of Compassion International's outcomes.

**Key Words:** *Project implementation, stakeholder involvement, staff motivation, caregivers' attitude and local ownership.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

NGOs have gradually diversified their engagement from relief to development projects (ICNL, 2015). The growing importance of NGOs in the development process is attributed to many factors. Mkoba (2002) indicated that NGOs are considered as an alternative approach to development in pursuit of participatory grassroots development and self-reliance in the third world for two major reasons: Firstly, they use development strategies that are innovative including approaches that are cost-effective, strategies of self-reliance the approach participation in development. Secondly, their small-scale oriented operations, flexibility, adaptability, quick response to peoples' need than governments and a prodigious capability to activate resources and to enable people to solve their own difficulties (Lekorwe and Mpabanga, 2007)

International NGOs have been strategically placed to comprehend precise needs of people and intervene (Stromquist, 1998), mostly when governments disregard or overlook them or when governments are considered too oppressive, too feeble, or too broke to meet them (Meyer, 1999). Non-Governmental organizations are considered as the 'reasonable tattlers of standards centred at the process of making decisions in instances where conflicts emerge amongst market-driven economic effectiveness and morally bound social effectiveness contemplations (Reisel and Sama, 2003). The journey toward a greater function for Non-governmental organizations in making decisions reflects an 'epochal power shift' that discounts centralized institutions in favour of broader-based, more representative social organizations (Mathews, 1997). International NGOs advocate in a number of ways: by pushing for, standing in as advocates and experts of advisory to forums of decision-making, research, conferences, establishing tribunals for citizens, monitoring and revealing the actions (and inactions) of others, distributing information to key constituencies, defining agendas, making and propagating codes of conduct, and organizing strikes (Hudson, 2002). It is in these ways that NGOs give voice and provide access to institutions to propagate social gain and/or alleviate negative spillovers from other sectors' activities (Wapner, 1996)

Since the 1984 famine, Africa has seen a large influx of International NGOs. As of December 2014, there were 3,181 CSOs operating in Africa (ICNL, 2015). Overall, as of February 2012, the Charities and societies registered at Federal level were implementing over 113,916 projects,

of which 57% were implemented by African Resident Charities followed by foreign charities (23%) and African Resident Societies (15%) (UNDP, 2014). These NGOs have been investing billions of dollars in a wide range of sectors including food security, emergency, water development, health, education, agriculture, women and children development etc. It is too plain to see that projects are central to the existence and success of International NGOs. Consistent with this, Meskendahl (2010) states that NGOs are fundamental in implementing organizational strategies and goes ahead to explain that success in organizations is determined by the success of their projects. As a result, project success and its determinants are topics of great interest. The development projects undertaken by NGOs in the 1990s was estimated to have cost 10 billion shillings and was believed to have benefited over 50 million people (Kassahun, 2002). Similarly, in the period 1997-2001, NGOs benefited over 65 million people in Africa. A total of 660 projects were implemented by 271 NGOs in development programs. These NGOs spent a total of USD 392,222,200 of which 90% was spent on development programs and the remaining 10% on relief and rehabilitation operations (Ayele, 2008).

For the majority of Kenyans holistic hardship, the usual 'naomba serikali' ("I beg the Government') cry, is rooted in the understanding that the government is (or should be) the sole provider of essential needs like food, health, shelter and education. These pleas are mostly answered by charitable organizations, also known as the Non-Governmental Organizations. The function of NGOs, secular or faith-based, in the country, can neither be over-emphasized nor ignored. The Kenyan Coast has up to 1500 NGOs registered covering from small-scale agriculture to HIV/Aids prevention, famine and disaster relief, assisting refugees, widows and orphans, wildlife conservation etc. Kenya has a large number of NGOs operating in the Greater East African region and the Horn of Africa as well together with the Great Lakes region. NGOs working in this region have chosen Nairobi as their regional headquarters principally due to the county's relative economic advancement that comes with the abundant social amenities as together with the ease of transport. The success of these organizations has been determined by multiple factors ranging from political, economic and cultural factors (Aginga, 2013).

## **1.2 Statement of the Problem**

Studies suggest that failures have exceeded successes in the implementation of projects in Non-governmental organizations, particularly in third world countries (World Bank, 2010). The studies suggest that the projects mostly fail at the implementation stage, that's why many of the projects have been unable to achieve the desired outcomes. This issue has been of great concern to governments as well as the citizens. The execution of projects of development in Non-governmental organizations is influenced by many factors, some of these factors are lack of stakeholder involvement; poor motivation of staff, a wrong attitude of beneficiaries, lack of ownership of the communities hosting the projects etc. the difficulties of administration and management as opposed to the nature of the project, have been the main issues of concern with projects implementation (Mumba, 2009).

In Kenya, Compassion has carried out various projects successfully for about 3 years now in counties like Kakamega, Kitui and Kisumu reporting up to 12% pa positive projects implementation, but a number of the 47 counties have flopped on the way due to predominant factors including misplaced priorities, limited financial resources, unrealistic policies, unrealistic expectations on staff, limited community involvement, unequipped management support and many more. A study by Lyon (2013) shows that Kilifi County is among the counties that seemed to have underperforming projects up to the tune of 54 %. Due to this magnitude of failure, the research, therefore, pursued to examine the determinants of implementation of programs in Non-governmental organizations in Kenya.

## **1.3 Purpose of the Study**

This study was intended to determine the factors which influence the implementation of programs in Non-governmental organizations in Kenya.

#### **1.4 Objectives of the Study**

The following objectives guided this study

- i) To determine which extent stakeholder involvement influences the implementation of programs in Non-governmental organizations in Kenya.
- ii) To determine which extent staff motivation influences the implementation of programs in Non-governmental organizations in Kenya.
- iii) To determine which extent the attitude of targeted beneficiaries influences the implementation of programs in Non-governmental organizations in Kenya
- iv) To determine which extent local ownership influences implementation of programs in Non-governmental organizations in Kenya

#### **1.5 Research Questions**

The following research questions guided this study

- i) To which magnitude does stakeholder involvement influence implementation of programs in Non-governmental organizations in Kenya
- ii) To which magnitude does staff motivation influence the implementation of programs in Non-governmental organizations in Kenya?
- iii) To which magnitude does the attitude of targeted beneficiaries influence the implementation of programs in Non-governmental organizations in Kenya
- iv) To which magnitude does local ownership influence implementation of programs in Non-governmental organizations in Kenya

#### **1.6 Research hypothesis**

The following hypotheses guided this study, tested at the 0.05 level of significance.

- i) H<sub>0</sub>: Stakeholder involvement does not determine the implementation of programs in Non-governmental organizations in Kenya.  
H<sub>1</sub>: Stakeholder involvement determines the implementation of programs in Non-governmental organizations in Kenya.
- ii) H<sub>0</sub>: Staff motivation does not determine the implementation of programs in Non-governmental organizations in Kenya.

- H<sub>1</sub>: Staff motivation determines the implementation of programs in Non-governmental organizations in Kenya.
- iii) H<sub>0</sub>: The attitude of targeted beneficiaries does not determine the implementation of programs in Non-governmental organizations in Kenya.
- H<sub>1</sub>: The attitude of targeted beneficiaries determines the implementation of programs in Non-governmental organizations in Kenya.
- iv) H<sub>0</sub>: Local ownership of development programs does not determine the Implementation of programs in Non-governmental organizations in Kenya.
- H<sub>1</sub>: Local ownership of development programs determines the Implementation of programs in Non-governmental organizations in Kenya.

### **1.7 Significance of the study**

In a single project supporting 300 children, Compassion spends up to 7 million shillings annually. Kilifi County has 15 of these projects. This sums to 105 Million shillings, which is a significant amount of money. It was envisioned that the findings of this study may lead to improvement of Compassion projects in the county and the country at large so that this money doesn't go to waste. It will inform the Implementing churches on how to ensure successful implementation of the programs. The priorities would be laid out well and this will save the organization a lot of money. Secondly, the findings may lead to the adjustment of the existing policies or formulation of new policies that would iron out some of the issues that lead to poor outcome realization. Last but not least, the findings would give information to sponsors on the real environment into which they donate their money and let them decide if it's worthy to continue supporting the programs of Compassion.

### **1.8 Delimitation of the study**

In an ideal situation, the study should have been conducted in the whole country because Compassion programs are spread all over the country. This would have given a bigger picture of the determinants of program implementation in NGOs in Kenya. However, because of limited resources, the study was only conducted in Kilifi County.

### **1.9 Basic Assumptions of the Study**

This study made the assumption that the respondents would provide reliable information. The study also assumed that the variables under study which are stakeholder involvement, staff



motivation, the attitude of targeted beneficiaries and local ownership apply to Compassion International.

### **1.10 Limitations of the Study**

Funds used in travelling for supervision and doing the research was the major limitation in this study.

### **1.11 Definition of Significant terms**

**Stakeholder:** Other persons or organizations with the same interests such as Compassion International. It could also refer to a party that has a particular concern for an organization and can either be affected by or affect the organization. A primary stakeholder in a typical organization could refer to investors, employees, customers and suppliers.

**Attitude:** A positive or negative response towards a certain idea, object, person, or situation. Attitude impacts how a person chooses to act and respond to challenges, incentives, and rewards. People's past and present can generate attitude.

**Local Ownership:** Ownership is accepting full responsibility. It means being in charge. The church is generally expected to consider the Compassion International Project as its own and therefore take full responsibility for its sustenance and for implementation of its programs.

**Staff Motivation:** Motivation is the level of drive, commitment, and creativity that project employees bring to their jobs daily. Intrinsic motivation generates within and gives a staff an inward desire to do work hard without any external rewards. Extrinsic motivation is external and gives staff energy to achieve something because of an external reward.

### **1.12 Organization of the Study**

This study covered five chapters. The introduction being Chapter one describes the background of the study, the statement of the problem, purpose of the study, objectives of the study, research questions, hypotheses of the study, significance of the study, delimitation of the study, basic assumptions of the study, limitations of the study, and concludes by providing the significant definition of terms. Chapter two presents the literature review. It begins with the introduction then covers the influence of stakeholder involvement in program implementation, staff motivation, and attitude of the targeted beneficiaries. Lastly, it covers the influence of local ownership.

This chapter ends with the conceptual framework. Chapter three is research methodology. This section begins with an introduction, then the research design, target population, sample size and sampling procedure, data collection methods, piloting the instruments, validity of the instruments and the data collection procedure. This chapter then describes the operationalization of the variables. Data analysis technique and the ethical considerations are the last sections of this chapter. Chapter four contains data presentation, analysis and interpretation of the findings of the study while chapter five presents the summary of the findings, discussion of the findings, conclusion, recommendations and suggestions for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews contribution by other scholars on the determinants of programmes implementation in non-governmental organizations. Their opinions on the influence of stakeholder involvement, staff motivation, the attitude of targeted beneficiaries and local ownership are described in this chapter.

#### **2.2 Program implementation in the NGO world.**

In countries, the Agenda for development has often been tied to various programs and projects which were majorly directed towards enhancing the standards of living for the benefiting societies whether in qualitative or physical standings. (Chikati, 2009). Past projects had impressions on the communities and positively added to some of the changes that have profited the regions and generally the community and enhanced the living conditions of various people (Cleland and Ireland, 2007). A major characteristic of projects brings out the distinctions in terms of its duration, purpose and the scale of operation. Projects signify dedication of all resources for the generation of definite yield within a specific duration, cost structures. However, how much dissimilarities may exist in projects, project comprehensive management and implementation techniques remain shared unanimously in the world (Chikati, 2009).

Many times, projects undergo various phases ranging from idea conception to close out and this happens under an estimated time schedule and cost to meet the set objectives. During these phases, projects convert resources to expected products or service or organization procedure or course. Hence a finalized project gets incorporated in the register of competence by the mother organization. Implementation is the execution of planned activities by transforming the project resources to a finished product and service (Chikati, 2009).

It is very essential to consider that when the structures of processes in the system aren't perfect then there is the likelihood of project failure in meeting the objectives as the process of implementation becomes bumpy. The manner in which a project is executed always has a consequence on its success. The process of implementing a project is always an intricate procedure as it contains several factors that have an effect on it. Among these factors may unlimitedly include the management of resources, systems operations, the culture of the organization and

organizational leadership (Kerzner, 2001). In most cases, projects are usually started in environments which are stormy, volatile and non-static. This makes most projects to experience bottlenecks and perils during their implementation thereby resulting in failure to meet the expected standards regardless of the resources pumped into it (Kelly & Magongo, 2004).

The influences of the effective implementation of projects include Internal and external factors playing around the project. Some of these factors like ineffective management of the project, non-participation of beneficiaries in the identification and development of the project design, inadequate consideration to the external surrounding at designing stage and ineffective or lack of a link between activities of the project and its purpose are considered to greatly impact the success of the project. However, the success of a project can be enhanced by consideration of the socio-economic and political environs under which the project is being implemented (Batten, 1989).

According to Kerzner (2001), there are three criteria for successful project implementation from an organization's point of view. First, projects must be implemented to completion bearing the least and jointly accepted scope of alterations but Maylor (2005) also observes that the stakeholders have different views about projects. Secondly, he observes that implementation should be done in a manner it does not disturb the major course of activities in an organization since projects help its daily operation and thrive to ensure they are efficiently and effectively undertaken. Lastly, projects should be finalized minus altering the organization's culture despite the argument by Baguley (1995) about the project's exclusive concern with change. During project implementation, the project team manager has a role to ensure that changes are effected solely on essential areas and points. Unnecessary changes would meet resistance which would lead to project failure (Kerzner, 2001).

There are four categories of approaches to successful project implementation (Wideman, 1996). These include project objectives that are internal, the profit to customers, project undeviating impact and the upcoming opportunities offered by the project. Planning the project involves drawing out a roadmap to see if the project proposed is of any real benefit (Bryde, 2003). It is the basis of these benefits that the project is approved and in consideration of the business benefits, objectives requirements, governance and project scope. These inform the project decision on the methodology to be used in its management and also enable the project manager to develop a detailed project schedule, task and budget allocations. Project execution begins by knowing the

stakeholders' detailed requirements. Evaluation of the project helps in identifying the success of the implementation of every project task (Bryde, 2003). Findings from the evaluation process are documented for use in future projects. Evaluation majorly checks whether the project activities were completed within the triple constraint, that is, time scheduled, budget and quality requirement planned for (Kerzner, 2001).

Making a project work involves properly implementing, monitoring and modifying the project, besides closing out the project and evaluating the results. Everyone involved in this process must understand the project statement and objectives, for productive communication among team members (Longman & Mullins, 2004). This requires the implementing organization to identify and understand their weaknesses and strengths before the implementation of the project as well as the bottlenecks that are likely to hamper smooth implementation. According to Meredith (1995), intensive planning for the project activities and the design stage which entails modelling the design that covers design database, design application and design for communication are very essential for the execution of the project.

### **2.2.1 The influence of stakeholder involvement to the implementation of programs**

A stakeholder also known as a participant is a person, group of people or organization who may influence, be influenced by, or consider itself to be influenced by decisions, activities, or outcomes of a project. Stakeholders could be directly involved in the project or be particularly be interested in a project's outcome. Stakeholders may normally include the members of a project team: project managers, project sponsors, executives, customers, or users. It's of great profit and highly advisable to have the awareness of good stakeholder management skills and maintain constant communication with stakeholders in order to collaborate on the project because after all, the product also affects them. A small project attracts a small number of stakeholders and vice versa (Ackermann and Eden, 2011).

Though, if the project is huge and spread to a large area, one may have a huge number of stakeholders, which could include communities or the public in general. Stakeholders can't be alike. They have varied expectations and needs. Every stakeholder must be treated uniquely according to what they need or else they might feel abandoned which can endanger the project. Stakeholders most times have contrasting expectations that might cause trouble within the project. Some Stakeholders could also stand in between in the project and its objectives, deliverables, and

affect the ability of the project team to fulfil their strategic business objectives or other requirements (Ackermann and Eden, 2011).

There are always different roles for different Stakeholders which is mostly determined by their levels of duties and authority when contributing to a project. These levels may vary depending on the project proceeds. It can vary from occasional contributions to full project sponsorship. Some stakeholders may also throw the project out of balance either actively or passively. Such stakeholders require the manager's attention entirely the whole period of the project's life cycle. Identification of Stakeholders is an ongoing process during the project life cycle. This process includes stakeholder Identification, understanding how much effect they have on a project, and satisfying their demands, needs, and expectations. This very key to the success of the project (Epsen and Eskerod, 2009).

Stakeholders can influence a project's objectives positively or negatively. Stakeholders can perceive a project as having positive or negative results. Amongst the most important responsibilities of a project manager is to manage the expectations of stakeholders, which can cause a great problem because stakeholders could have very diverse or conflicting objectives (Epsen and Eskerod, 2009).

Stakeholders should be involved. This implies that they should be involved in the entire decision-making process of the project. Involvement of stakeholders should lead to empowerment and to joint ownership of the project. The first step to increase participation the project is a consultation process that moves to negotiations and ends with joint decisions. There are many benefits of stakeholders' participation; first, it ensures that the plans of the project are a reflection of the real needs and priorities. It also allows the voices of the stakeholders to be heard and their issues are known thus developing an environment of trust. It also makes the project answer to the stakeholders and Enables the views of the stakeholders to be taken into concern and by doing that the level of trust increases. Stakeholders who consider that the project is taking into account their views will be motivated to sponsor the project. This will ultimately lead to sustainability and will ensure that the project is held accountable. This is an important strategy to gain support to the project, to win commitment to the project, and eventually to escalate the odds for sustainability after the project has ended (Achterkamp and Vos, 2008).

A people-centred approach is what Real development requires instead of output-oriented one. Managers should break conventional approaches of top-down solutions and incorporate a bottom-up approach that enables a more sustainable solution. Even though stakeholder involvement may require more time and resources and may be more challenging to implement; the results are an upsurge in commitment to the project. Stakeholders feel more willing to support the project when they are consulted and made part of the solution. Involving stakeholders during—and especially at the beginning of—a project will help minimize and reveal risks and increase their “buy-in.” (Crook, 2013).

Adequate involvement of stakeholders’ makes their impact spread further and wider. Stakeholders are a huge source of information about current affairs, historical information, and industry knowledge. It’s vital to involve all key stakeholders when collecting and documenting requirements to avoid overlooking or missing major deliverables of the project. Project managers, or others who are in charge of the entire process, may not have the expertise on every project. Stakeholders can assist with knowledge on requirements or constraints based on information from their industry that will be important to have when understanding project constraints and risks (Crook, 2013).

Engaging and involving stakeholders reduce and uncovers risks in the project. When having a discussion on the initial requirements, project needs, and constraints, stakeholders may shine a light on issues or concerns about meeting those needs. Unveiling risks and then deliberating on a plan to mitigate them before issues arise dramatically increases the success of your project. Involvement of knowledgeable stakeholders during this process helps a lot. The more regularly stakeholders are consulted and involved from the beginning, the more likely there will be a positive project end. By the conclusion of the project, stakeholders should have already been informed of delivery expectations, risks, and how to prevent the risks. They should also have gone through draft deliverables in the entire process. This is the process that helps to avoid any surprises at the end of the project. Key stakeholders should be part of the team and should always be considered and treated as such (Schiller, 2002)

### **2.2.2 The influence of Staff motivation to the implementation of Programs**

The motivation of staff is essential to any organization. Motivation leads to highly productive staff, which will lead to the achievement of goals. Any organization should have this as the main

objective. The first step before any organization builds a motivational strategy is to understand what motivates its employees. What propels them to their highest performance will better help develop programs that both motivate and retain the best employees for the organization. It's important to note that not every employee will be motivated by a similar thing but maintaining focus on a list of key motivating programs really helps. The initiative can comprise everything from financial motivations, rewards and recognitions, establishing programs that support work-life balance, to simply creating a fun, relaxed office environment. Such opportunities are countless and their reward substantial (Heffernan, 2011).

Programs for Employee incentive are one of the effective ways to motivate a workforce. While not every program needs to involve money because of limited budgets, the results are similar; recognizing and rewarding good performance makes employees become more motivated. This could include initiatives like offering bonus pools and rewards recognitions such as "Employee of the Month". This will make employees connect with the organization and feel part of the success of the organization. Apart from taking time out to give a simple "thanks" for a job well done, Employees need to feel recognized and appreciated. Managers need to often acknowledge employees for good work. It's important to make Employees feel that they are good at their jobs; they should get face-to-face feedback from their employers. They should also be given constructive criticism which is important in addressing issues and helping them perform their jobs more effectively. It's important to conduct formal reviews as part of the ongoing strategy. Regular reviews and spontaneous sessions provide employees with the information they need to succeed (Pozin, 2014)

In team environments, employees want to feel that they are being heard. It's important to encourage Feedback. This helps employees feel that their ideas matter and they have a responsibility of driving the business into a success. Each organization should set a positive tone. This begins at the top and trickles down; the job to inspire employees belongs with the employer and to inspire employees to have and create a positive environment. This is easily achieved by trying out simple approaches from asking the front office bearer to greet everyone with a smile, to encourage employees to express their ideas without fear. The significance of employee motivation cannot be undermined. Staff Motivation boots productivity minimizes turnover and improves overall performance. Employee motivation is an important aspect of the work environment which



contributes to the performance of the department and even the company. Employee motivation needs to be ongoing. There are numerous companies that fail to understand the importance of motivating employees. According to research, many companies have disconnected employees with low motivation; only 13% of employees are properly engaged at work (Heffernan, 2011). The level of an employee's motivation is directly a result of the sum of interactions with his or her employer. Boldman states the importance of motivating employees as follows; Motivating staff allows leadership to meet the goals of the company. The company could be placed in a very risky position without a motivated workplace, (Schiller, 2002).

Employees who are well motivated can lead to an increase in productivity which will allow the organization to achieve higher levels of output. An employee who is not motivated at work will probably use the time at their station browsing the internet for personal pleasure or even looking for another job elsewhere. This is a waste of time and resources. This assumption is based on one employee. Picturing the majority of a company's employees doing the same thing is tragic. This is a bad position nobody wants to be in. Motivation boosts employee commitment. Employees who are motivated to work will generally put their best effort into the tasks that are assigned to them. This also results in improved employee satisfaction which is important for every company because it leads to the growth of the company (Boldman, 2003).

A worker reaching his/her personal goals can be facilitated by Motivation. Motivation can also facilitate the self-development of the worker. The moment an employee meets some preliminary goals, they discover the clear connection between effort and results, which will further motivate them to continue further at a high level. The level of efficiency of an employee is not only based on their abilities or qualifications. In order for any company to get the best results, its employees need to have a good balance between the ability to perform the task assigned and readiness to want to perform the task. Such a balance could lead to an increase in productivity and an improvement in efficiency (Boldman, 2003).

Gregor and Gershenfeld (2006) indicate that the fastest way to boost the motivation of employees is by having positive communication at the place of work. This shouldn't rely only on emails but by ensuring managers talk to their employees on a personal level, if possible. Time should be allocated daily by Managers to chat with employees or join them during tea/coffee breaks instead of sitting at their desks. By so doing, they make employees feel as though the leader is part of the

team; a leader and not a boss. Also, Employees want to see the company that they work for to excel. Many workers have brilliant ideas, varying from money saving to operational improvements. Efforts must be made by the management to take some time to ask and listen to suggestions. People value nothing is more than feeling valued (Gregor and Gershenfeld, 2006). Management should guarantee their workers that their individual efforts and contribution plays an important part in the company's overall success and direction. Employees will be proud and be engaged in their work if they know how much their efforts create an impact on the organization; regardless of how big or small, their contributions are (Gregor and Gershenfeld, 2006).

Occasionally, employees lack enthusiasm because their workplace lacks a positive work environment. To resolve this, management could initiate surveys and get feedback from employees in order to solve the issues that they may face. Management ought to find innovative creative ways in which to regularly keep their employees motivated as much as possible. A motivated workforce is a basic element that will get any company to the top. It could consume time and difficult to build employees motivation at the workplace. However, to achieve high levels of productivity, management needs to encourage a positive workplace environment. It's essential to ensure that employees feel that their work and efforts are an important contribution to the company's excellence. The 'open-door' policy should always be maintained. The company leadership should be approachable (Mulcahy, 2008).

### **2.2.3 The influence of Attitude on the Implementation of Programs**

Successful implementation of any program depends on the attitude and perception of those parties involved. (Allport, 1935) defines an attitude as a state of mental willingness, created over time through experience, exerting a directive or dynamic influence on how a person reacts to objects and circumstances. Attitudes assist people to define how they focus on situations, as well as define how they behave toward the situation. (Burke, 2004). Without a doubt, the wrong attitude of parents presents a powerful obstacle to the acceptance of child involvement in programs. Children aren't considered as people able to deduce the world and its events on the basis of their own experience; they tend to be guided with the opinion of their caregivers.

As a result, the attitudes of caregivers have always been a determining factor whether children participate in programs or not. A positive attitude can drive a program to success. First, a positive attitude reduces anxiety. Regardless of how challenging a project could be, if you stay positive,

levels of stress are reduced. No one likes complainers or people who are negative all the time. Maximum benefit can be derived from a project if the targeted people receive it with “open hands”. Positive attitude boosts originality. Positivity keeps the mind open and ideas flowing. Increased creativity makes workers faster and smarter. This doesn’t only boost productivity but also improves the quality of work. Proactivity is also created by a positive attitude. You’ll have an easier time being proactive rather than reactive when you deal with a group that stays positive. This implies that instead of being reactive and resolving problems after they occur, you’ll be proactive and identify and address challenges before they have a chance to become problems (Wolf, 2000).

Attitude is a major determinant for success. Anyone who desires to be a successful competitor in the management market as an entrepreneur or manager needs to have a very enduring spirit. The meaning of this is that you manage your strong points and always create time to reflect (Klitschko, 2012). You cannot impact a community if its attitude isn’t right. It’s through attitude that Change is implemented. Changing and influencing behaviour is much more difficult than it’s often imagined. Majority of people always resist change, even if the change is beneficial for them. People tend to retreat until they are certain of your real intentions. Majority development programs working in communities have flopped because the implementers have failed to handle attitude as it should, Heather (Strohm, 2013). When you launch a community development program, consider how that community would respond to the program; find out the local context and history. Which social norms does the community uphold? What is the behaviour of the community? It’s fundamental to depend on the local authorities for assistance. Local and honoured stakeholders may not necessarily be elected leaders. Identify people who easily adapt to change and also find office bearers who have power and invite them to take part of the change equation (Strohm, 2013).

Consider the analogy of a rower; an individual rowing a boat could be paddling south, but if his/her attitude shifts and he/she decides to go north, he/she will definitely start paddling towards the opposite direction. This decision could be based on what he/she knows, his/her attitude and self-efficacy. Other people’s expectations do not Matter. Change of Attitude is internal therefore other people cannot see it. Once we have more than one person rowing a boat, the action of paddling becomes a collective activity, and even if one paddler wants to change direction and head south, no one else will be aware of such intentions unless he/she physically begins rowing in the opposite

direction. Even if the whole group of paddlers decide they would prefer to go south, the boat will proceed north until they communicate and agree to shift direction. Up to that moment, every paddler in the boat trusts that their friends still want to head south. Attitude is very paramount. If the entire group is dedicated to the realization of a particular objective. Nothing can stop them. Nothing works better in development programs than positive attitude (Jodrell, 2015).

#### **2.2.4 The influence of local ownership to the Implementation of programs**

This word “ownership” is mostly considered a significant characteristic of community development initiatives. This term is defined as an assessment of whose voice and opinion is heard, who makes things happen, and who affects the project implementation process and outcome. It’s easier to tell how the interests and actions of people or institutions contribute to community development if we apply the concept of ownership (Lachapelle, 2008).

If people are willing to be involved authentically and intimately, the dedication level to the process and outcome will be increased. The advantages of community ownership in development projects include; High utilization of amenities by the community and communities earning more money to support their own projects and businesses (Lachapelle, 2007). The Quirk Review acknowledged that it is essential to ensure that the ownership of assets of any community transparent and accountable to all people and that those overseeing the assets are assisted to accomplish their task successfully. This review reached to a conclusion that it’s possible to overcome the majority of the barriers to greater community ownership and management of public assets.

In his study (Chamala, 1995) suggested that Ownership improves project efficiency via community ownership of development efforts and helps in decision making. He discovered that there are efficiency benefits from ownership. He stated that ‘involving stakeholders and empowering community participants in programs at all levels, from local to national, give a more effective means for resolving sustainable resource management issues. In order to generate motivation for ecologically sustainable activities Local ownership of a project or program is key (Vlaenderen, 1995)

There are five confirmations that describe the benefits of local ownership of development programs: Communities best organize themselves around issues they consider most important, Communities make better economic decisions and judgments in the context of their own environment and circumstances and freely offer labour, time, money and materials, therefore,

breaking patterns of dependency and inaction. Local ownership further gives local control over the amount, quality and benefits of development activities thus making the process sustain itself (Vansant, 1983).

Community ownership has a number of benefits; more will be accomplished and reduction of cost. Ownership gives the participants an intrinsic value; it's catalysis further development; it encourages the sense of responsibility; it ensures that urgent needs are prioritized. It also guarantees that issues are handled in the right way. Communities that have authority in policy development of their areas are much more likely to be excited about their implementation (Wilkinson, 2002).

### **2.3 Theoretical Framework**

Theories are beliefs or structures of thoughts meant to describe phenomena based on broad values and supports in accepting and regulating a particular topic (Abrahams, 2007). The determinants of program success in NGO projects speculative structure has been pronounced as a structure of orientation which allows people to understand their surroundings and know how to operate with it. This study was centred on two main theories. These are the human capital theory and stakeholder theory.

#### **2.3.1 Human Capital Theory**

According to Kessler & Lulfesmann (2002), this theory proposes the distinction of general training from explicit and definite abilities and talents. The human capital theory differentiates between training in broad and definite skills. The general connection between human capacity building and efficiency in production at the place of work is pegged on a factor pricing model (Weiss, 2004). Theorists under this model assert that there is importance in investing in worker's qualifications and the value of the worker. The human capital theory is based on the assumptions that training geared towards the organization like change management is expected to escalate the strategic production levels of the organization, an indication of a return on their investment on training. Organization workers are expected to have a healthier knowledge of the system to help them use it correctly to guarantee efficiency in relation to project productivity (Bosworth, Wilson & Assefa, 1993). This results in fulfilment by the workers and has a resultant effect on the magnitude of their productivity hence performance of the project (Weiss, 2004). Sound consideration and input in the employee capacity development through training by any organization is likely to improve their

knowledge in relation to their responsibilities, roles, duties and onuses hence refining the M & E functional activities. This improves the workers' productivity, flexibility and innovation. This theory relates to staff motivation and attitude of beneficiaries in relation to the performance of projects.

### **2.3.2 Stakeholder Theory**

Arguments by Freeman (2004) state that stakeholders are a category of people or single personalities who are likely to have some influence or be influenced by the achievement of the aim and goals of the organization. Organizations usually produce externalities that affect different stakeholders and these tend to make them pile pressure for the organizations to lower the adverse effects and grow the ones which are constructive. This model further suggests that an organization should recognize all the parties with interest or whose intentions will probably be influenced by their decision in order to reduce the harm and exploit the paybacks to the stakeholders (Freeman, 2004). Therefore, governments need to ponder above financial issues but have responsibility concerning people in the society and constituent groups whose actions are influenced by their interventions, (Jones, 2008).

Public projects are collectively owned by members of political communities hence the demand to meet the interest of all stakeholders (Boyne, 2002). In overall measures, the above observations point to an affirmative association between stakeholders' involvement and project implementation success. The above theory thus relates to the influence of participation of stakeholders and ownership of the project by project owners to project implementation.

## **2.4 The Conceptual Framework**

A conceptual framework presents the possible course of action by identifying and establishing the relationship existing between the independent and the dependent variables. In this case, the conceptual framework attempts to show the various determinants of successful implementation of programs in Compassion Assisted projects in Kilifi County. This will make it possible for the researcher to be on track and to reveal the existing interconnection. The interrelationships in study variables are as shown in a framework in figure 1 below;

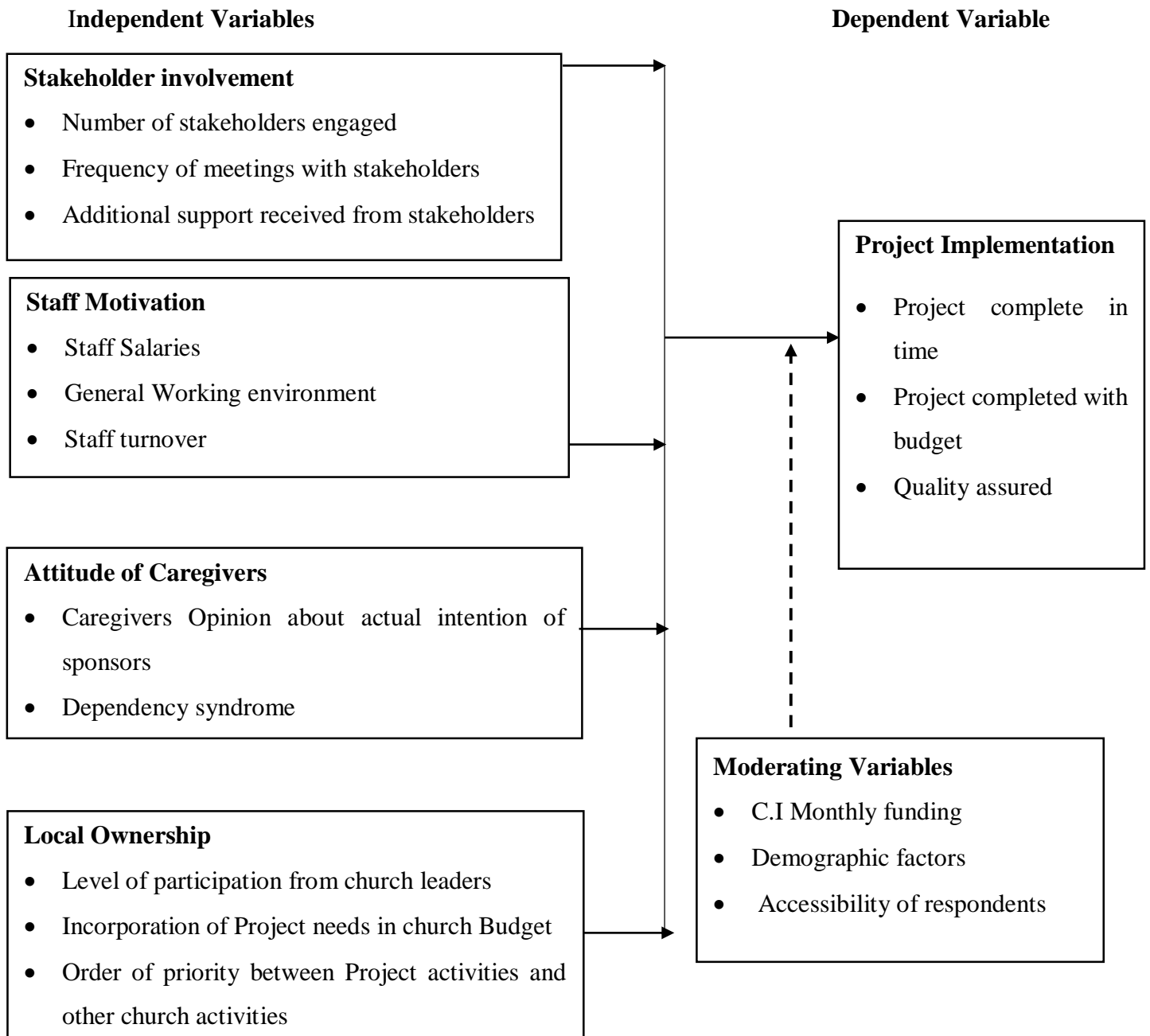


Fig. 1: Conceptual Framework.

Stakeholder involvement is the first variable of the study. It has been selected with the recognition of potential it bears on the implementation of projects. Stakeholder participation plays a major role as it involves individuals who may be affected in one way or another by decisions made about a project.

Staff motivation was another important aspect. It involved apportioning of the right amount of extrinsic and intrinsic energy to the entire workforce responsible for the execution of the programs. It's about setting priorities right and ensuring that donors funds don't go to waste and that outcomes are achieved with the limited resources that are available.

Attitude is also another variable in the study. This is the internal energy determining whether the beneficiaries of the projects are interested in the benefits of the projects or not. This is very important because if the beneficiaries aren't interested then it's very difficult to achieve the outcomes of the entire project.

Local ownership is the last variable. This relates to how much the project owners actually consider the projects their own. Lack of ownership threatens the entire process of outcome realization and the sustainability of the projects.

## 2.5 Knowledge Gaps

**Table 2.1 Knowledge gaps**

<b>Independent Variable</b>	<b>Author and Year</b>	<b>Findings</b>	<b>Knowledge Gap</b>
Stakeholder involvement	Family Health International (2004)	Stakeholder involvement affects the project. The key stakeholders were found to be beneficiaries, implementing staff and the government	The literature was limited to government-funded water projects.
Staff Motivation	Mwangi, Nyang'wara & Ole Kulet (2015)	Staff motivation affects the implementation of programs in NGOs moderately	The literature was limited to constituency development projects without giving consideration to other Non-



			governmental development projects
Attitude	Mushori (2015)	The attitude of beneficiaries affects the effective implementation of programs in NGO funded projects in third world countries	The literature was broad and focused on development projects in entire Africa. There is a need to ascertain that this specifically applies to development projects in Kenya
Local Ownership	Ogolla & Moronge (2016)	All-Inclusive project ownership is necessary for projects to realize specific outcomes to the targeted population	The literature majorly concentrated on M & E for projects related to care and treatment of HIV/AIDS

## 2.6 Summary of Chapter two

The chapter reviewed information from past studies on the determinants of success in Implementation of programs in NGOs. This study has also presented both theoretical and conceptual frameworks on which the study is based. Following the review of the literature, it is clear that Implementation process is considered effective if the project is completed within the triple limits of project management, that is, within the time schedule, within budget constraint and with quality ensured to beneficiaries' satisfaction. Effective program implementation is a technical exercise which should facilitate the achievement of the desired outcomes. The four variables of study cannot be ignored because each of them carries its own weight to ensure that the projects yield maximum benefits.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research methodology that was used during the study is described in this chapter. It describes the research design, target population, sample and sampling procedure, research instruments, validity and reliability of research instruments, data collection procedure and data analysis techniques.

#### **3.2 Research Design**

The design that was used in this study was descriptive survey. According to Mugenda and Mugenda (1990), a descriptive survey is a way of collecting information about the features, actions or views of a large group of people. This design was used because the researcher intends to use the variables as they appear without manipulating them. This design makes it possible to observe phenomenon in a completely natural and unchanged natural environment. The design is less time-consuming.

#### **3.3 Target Population**

In this study, the targeted population were the 15 projects which are sponsored by Compassion International in Kilifi County. These are tabled below;

**Table 3.1 Compassion Projects in Kilifi County**

<b>Project No.</b>	<b>Name of Project</b>
KE342	PPFK Mnarani CDC
KE622	AIC Kilifi CDC
KE347	AIC Shingila CDC
KE530	PEFA Mtondia CDC
KE343	WESA PEFA CDC
KE392	IFC Mkongani CDC
KE345	PEFA Dabaso CDC
KE624	ACK Gede CDC
KE534	Ushindi Baptist Kijiwetanga CDC
KE532	Casaurina Baptist CDC

KE623	ACK St. Andrews Barani CDC.
KE344	RGC Mtangani CDC
KE793	ACK St. Clement CDC
KE787	AIC Masheheni CDC
KE788	RGC Gongoni CDC

---

<b>TOTAL</b>	<b>15</b>
--------------	-----------

---

These projects are spread over Kilifi and Malindi Sub-Counties. There are nine projects in Malindi sub-county and six projects in Kilifi Sub County. The choice of respondents was guided by the variables. Therefore the Caregivers of sponsored children, Pastors (Patrons) and Child development workers were identified as the key stakeholders who provided important data for the study.

### 3.4 Sample Size and Sampling Procedure

Sampling is defined as the procedure of choosing units (which could be people, organizations) from a group of interest so that by studying the chosen sample we may generalize the results back to the population from which they were selected, Kothari (2004). In this particular research project, 5 projects were selected out of the 15 projects using a simple random sampling method. Each of these projects has 300 Caregivers. Each project had a Project Director and a Pastor in Charge of the church. These were the chosen respondents of this study.

Simple random sampling was employed to select the parents to be interviewed in each project. The Project Directors and Pastors were selected using the census method. Kothari (2004) indicates that up to 10% of the population can be a representative in a survey, as shown in Table 3.2.

**Table 3.2 Sampled respondents**

<b>Project No.</b>	<b>Name of Project</b>	<b>Sample size</b>
KE 623	ACK St. Andrews Barani CDC	30
KE345	Dabaso PEFA CDC	30
KE624	ACK St. James Gede CDC	30
KE392	IFC Mkongani CDC	30
KE342	FPFK Mnarani CDC	30
<b>Total</b>		<b>150</b>

**Table 3.3 Sample Size**

<b>Project No.</b>	<b>Name</b>	<b>Sample size</b>
KE 623	ACK St. Andrews Barani CDC	1
KE345	Dabaso PEFA CDC	1
KE624	ACK St. James Gede CDC	1
KE392	IFC Mkongani CDC	1
KE342	FPFK Mnarani CDC	1
<b>Total</b>		<b>5</b>

**Table 3.4 Sampling Size (Project Directors)**

<b>Project No.</b>	<b>Name</b>	<b>Sample size</b>
KE 623	ACK St. Andrews Barani CDC	1
KE345	Dabaso PEFA CDC	1
KE624	ACK St. James Gede CDC	1
KE392	IFC Mkongani CDC	1
KE342	FPFK Mnarani CDC	1
<b>Total</b>		<b>5</b>

### **3.5 Data Collection Methods**

Questionnaires and interview schedules were utilized to gather data in this study. These were been chosen because they facilitate greater uniformity in the way questions are presented by ensuring greater comparability in the response. Questionnaires were utilized to gather data from the caregivers and the Interview schedules were administered to Pastors and project directors.

#### **3.5.1 Piloting of Research instruments**

Before data collection, the researcher did a pilot study in three projects in Kilifi County which were not among the projects in the final study. Each of the projects had directors, patrons and caregivers who were selected randomly for the pilot study. The pilot study participants, therefore, were 3 directors, 3 patrons and 30 caregivers, making a total of 33 respondents, which is acceptable as recommended by Mugenda and Mugenda (2003).

The objective of the pilot study was to make it possible for the researcher to ensure the reliability and validity of the instruments and to be familiar with the administration of the questionnaires, therefore, improving the research instruments and procedures.

### **3.5.2 Validity of the Instruments**

This is defined as the accurateness and meaningfulness of interpretations on which research results are based on (Mugenda, 2003). Validity can also be defined as the magnitude to which results obtained from the analysis of the data really represents the subject under study. Borg and Gall (1989) define validity as the magnitude to which an instrument measures what it purports to measure. All the validity assessments were subjective opinions based on the judgment of the researcher (Wiersma, 1995). The pilot study assisted to increase the validity of the instruments. Borg and Gall (1989) suggest that content validity of an instrument is improved through the judgement of an expert. The researcher, in this case, sought the assistance of his supervisors, who, as experts in research helped improve content validity of the instruments.

### **3.5.3 Reliability of the research Instrument**

Mugenda and Mugenda (2003) define reliability is the consistency of a measure. Reliability in this study was determined by a test-retest method administered to 10 subjects not included in the selected sample. At the end of the given period of time, the questionnaires and the interview schedules used were administered on the same population with the aim of examining the consistency of the responses. The reliability was said to be good when a correlation value of 0.6 was achieved.

### **3.6 Data Collection Procedure**

Questionnaires and the interview schedules were personally administered by the researcher since they were the best tool for this study. The questionnaires and the interview schedules were made on the basis of a review of the literature of Compassion assisted projects in Kenya. The questionnaires and the interview schedules were divided into two sections. The first section addressed the demographic characteristics of the respondents and the second majored on the objectives of the study. Tools of Data collection were piloted and recommendations made before finalizing on the questionnaires and the interview schedules. The researcher reached the sample population individually and used enumerators to access some other people areas where distance was a challenge. The researcher emailed a questionnaire to some respondents who could not

commit to one on one questionnaire filling. Appointments with the sampled Patrons and directors were arranged prior to the visits to avoid any inconveniences to the respondents.

### 3.7 Data Analysis Technique

Data analysis is defined as the conversion of raw data into information which is useful for decision making by the users. It involves organizing, providing structure and eliciting meaning to the collected data Polit and Hungler (1997). Data in this project will be analyzed by the use of Chi-square since the scale to be used is the nominal scale. Findings were presented using frequency tables and percentages so as to reveal the correlation between the dependent and independent variables.

### 3.8 Ethical Considerations

All necessary care was taken to guarantee the participants that the information collected was utilized only for the purpose of academic qualification and no confidential information was used against them by the project.

### 3.9 Operationalization of Variables

Independent Variables	Indicator	Measure	Data Collection	Measurement Scale	Tools Analysis
Involvement of stakeholders	Number of stakeholders involved	Evidence of stakeholders being involved	Interview guide	Nominal	Averages
	Frequency of meetings with stakeholders	Evidence of stakeholder meetings	Interview guide	Nominal	
	Additional support received from stakeholders	Evidence of support received from stakeholders	Interview guide	Ordinal	
Staff Motivation	Low Salaries	Evidence of staff satisfaction with their pay	Interview guide	Nominal	Averages

	Poor Working environment Staff turnover	Evidence of staff comfortable in their work environment  Evidence of high staff turnover	Interview guide  Interview guide	Nominal  Nominal	Averages  Averages
the attitude of targeted beneficiaries	Opinion on sponsors' real intentions Dependency Syndrome Opinions about hosting churches	Fear of initiation into devil worship Child negligence because of sponsorship	Questionnaire  Questionnaire	Nominal  Nominal	Averages  Averages
local church ownership	Negligence of Church Leadership  Negligence of church congregation on church  Misplaced priorities	Pastors neglecting their role to supervise staff and monitor program activities  church congregation neglecting their responsibility as the project owners  Evidence of Pastors prioritizing on other church departments and ignoring the Compassion program	Interview Guide  Interview guide  Interview guide	Nominal  Nominal  Nominal	Averages  Averages  Averages

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter contains the data analysis, interpretation and presentation. The analysis of data was done in line with the objectives of the study. Patterns were scrutinized, deduced and conclusions were made. In this study, the general objective was to investigate the determinants of implementation of programs in NGOs in Kenya, a case of Compassion International. The specific objectives were to assess the influence of involvement of stakeholders in the implementation of programs; to determine the influence of staff motivation in the implementation of programs; to determine the influence of attitude of beneficiaries in the implementation of programs, and to determine the influence of local ownership in the implementation of programs.

#### **4.2 Questionnaire Return Rate**

150 questionnaires were given to 150 Caregivers. From these, 120 were returned duly filled and useful for the study while 30 were never returned. This implies that the return rate was 80 % positive while the remaining 20% was negative. Mugenda and Mugenda (2003) affirm that any response rate of 50% and above is adequate for analysis thus 80 % is even better.

All the patrons and Directors availed themselves to respond to the interview schedules. This is a 100% response rate in the administration of interview schedules.

#### **4.3 Demographic characteristics of respondents**

The respondents' characteristics have a huge influence on their views, attitudes and insight to the determinants of the implementation of programs in Compassion projects. The factors considered for patrons in this study were gender and the period of time they have served in the projects.

##### **4.3.1 Age of the Patrons**

Most of the Patrons ranged between the ages of 31 to 50 years with a percentage of 60%. The ages below 30 years and above 50 years were represented by 40 %. Only one of the patrons was above 50 years.



**Table 4.1 Age of the patrons**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
0-30 Years	1	20
31-50 Years	3	60
Above 50 Years	1	20
<b>Total</b>	<b>5</b>	<b>100</b>

This indicates that the majority of the patrons are middle-aged. All the Patrons were Male showing that the church leadership of the projects is mainly led by male clergy. When asked about the number of years they have served in the projects, the responses were as below;

#### **4.3.2 Duration of service of Patrons**

From the findings of the study, all the patrons had served in the projects for over five years. 10% had worked for a duration of between 6-10 years and 90% for a period of over 10 years. This shows that the Patrons know and understand the projects very well considering the length of time they have served in the projects.

**Table.4.2 Duration of Service of Patrons**

<b>Years of Service</b>	<b>Frequency</b>	<b>Percentage</b>
0-5 Years	0	0
6-10 Years	1	10
Above 10 Years	4	90
<b>Total</b>	<b>5</b>	<b>100</b>

#### **4.3.3 Ages of Project directors**

Four directors which represent a percentage of 90 % were between the ages of 20-30 years and only 10% between the ages of 31-35 years. There was none aged above 35 years. The implication of this is that the majority of the directors are youth, probably fresh from the University.

**Table 4.3 Ages of Project directors**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
20-30 years	4	90
31-35 years	1	10
Above 35 years	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

**4.3.4 Ages of Project directors**

100% of the directors had university degrees. This implies that Compassion has set standards for highly qualified staff.

**Table.4.4 Level of Education of Project directors**

<b>Highest level of education</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	0	0
Degree	5	100
Masters	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

**4.3.5 Duration of service of Project directors**

The majority of the Directors (60 %) had served for less than 2 years. 20 % had served for 3-5 years and only 20% have exceeded 5 years. This is a clear indication of a high turnover of staff. Probably Compassion projects had a problem retaining its staff.

**Table.4.5 Duration of service of Project directors**

<b>Length of Service</b>	<b>Frequency</b>	<b>Percentage</b>
0-2 Years	3	60
3-5 Years	1	20
Above 5 Years	1	20
<b>Total</b>	<b>5</b>	<b>100</b>

#### 4.3.5 Duration of service of project directors

#### 4.3.6 Gender of caregivers

79.17 % of the respondents represented were women and 20.83% were men. This means that the majority of caregivers were female. This information shows that the place of the male figure in the lives of these children is wanting.

**Table.4.6: Gender of caregivers**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	25	20.83
Female	95	79.17
<b>Total</b>	<b>120</b>	<b>100</b>

#### 4.3.7 Caregivers' Marital status

83.33 % of the caregivers represented were married and 16.67 % were single parents. This is an indication of marital stability which is a good thing.

**Table 4.7 Caregivers' Marital status**

<b>Marital status</b>	<b>Frequency</b>	<b>Percentage</b>
Married	100	83.33
Single	20	16.67
<b>Total</b>	<b>120</b>	<b>100</b>

#### 4.4. Influence of stakeholder's involvement on program implementation

The patrons were requested to rate in a scale of 1 to ten the amount of support they have received from stakeholders and the responses were as follows; 3 Patrons rated 6, 1 Patron Rated 8, and 1 Patron rated 10. This means that 100% of the patrons confirm that they have actually received support from stakeholders while implementing Compassion programs. This also implies that the involvement of stakeholders adds value to the implementation of the projects. Patrons and Project directors were asked to give their view if the involvement of stakeholders affects the implementation of programs. The response was as represented in the table below;

**Table 4.8 The Opinion of Patrons and Project directors if the involvement of stakeholders affect the implementation of programs**

Opinion	Frequency	Percentage
Agree	9	90
Disagree	1	10
Undecided	0	0
<b>Total</b>	<b>10</b>	<b>100</b>

From this information, 10% of the respondents went for a no answer on the idea that stakeholders' involvement influences the program implementation success while 90% supported the argument by saying yes. This shows that the general idea is that stakeholders actually affect the implementation of these projects. When asked to give their opinions, those who went for yes argued that stakeholders were significant because once they are involved, they provide additional ideas and resources. None of the respondents was undecided.

The first hypothesis was tested using chi-square. The testing was done as shown below;

Null Hypothesis: Stakeholder involvement does not determine the implementation of programs in Non-governmental organizations in Kenya.

**Table 4.9 Chi-Square Results on the influence of involvement of stakeholders in the implementation of programs in Non-governmental organizations in Kenya**

O	E	(O-E)	(O-E) 2	(O-E) 2/E
7	13	-6	36	2.8
3	13	-10	100	7.7
10	13	-3	9	0.8
15	13	2	4	0.3
30	13	17	289	22.2

$$\sum (O-E)^2 / E = 33.8$$

$\chi^2_{C=33.8} > \chi^2_{0.188}$  at 4 degrees of freedom and 5% level of significance.

Since the calculated chi-square value of 33.8 is greater than the critical chi-square value at 5% level of confidence, we reject the null hypothesis. Thus, Stakeholder involvement determines the implementation of programs in Non-governmental organizations in Kenya.

#### 4.5 Influence of staff motivation on program implementation

The Directors were asked if they are contented with their pay and the response was as below;

**Table 4.10 Directors' contentment with their pay.**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	1	20
Disagree	4	80
Undecided	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

From these findings, 80 % of the Directors weren't contented with their salaries. Only 20 % were contented with what they earn. This explains the high staff turnover. Despite the high qualifications, it's clear that these qualified staffs are not adequately motivated in terms of remuneration. The Directors were also asked if their salaries affected their work as program implementers. 100 % confirmed that their salaries actually affect their work. 0% disagreed and 0% were undecided. With regard to their work environment, 50 % of the directors confirmed that their workspace was sufficient for maximum delivery while 50 % said that their workspace wasn't sufficient. 0% were undecided. The directors were also asked to give information about the adequacy of facilities for maximum delivery. 60 % confirmed that they had enough facilities to perform to their level best. 40 % stated that they didn't have enough facilities. 0% were undecided. The directors were also asked if they think their work environment affects program implementation and the response was as follows;

**Table 4.11 Directors' opinion on the influence of the work environment and the implementation of programs**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	4	80
Disagree	1	20
Undecided	0	0
<b>Total</b>	<b>5</b>	<b>100</b>

80% agreed that working environment influences program implementation while 20% agreed. There were no undecided cases.

The Directors were also asked if they considered working at the projects permanently. 90% disagreed, 0% disagreed and 10 % were undecided. This infers that the majority of the directors were working in the projects mainly because they had no alternative. The majority actually used the term “stepping stone”. This is actually a major problem that could lead to wastage of time and lots of money. Majority of the directors had no passion in their work and were just mark timing. It was funny that instead of referring to themselves as project directors, others referred to themselves as “project donkeys”, probably because of too much workload and very little pay. The directors were also asked if there is a relationship between staff turnover and the implementation of programs. 100% agreed, 0 % disagreed and 0 % were undecided.

The hypothesis for this objective was tested using the chi-square. The testing was done as shown below;

Null hypothesis: Staff motivation does not determine the implementation of programs in Non-governmental organizations in Kenya.

**Table 4.12 Chi-Square Results on the influence of staff motivation in the implementation of programs in Non-governmental organizations in Kenya**

<b>O</b>	<b>E</b>	<b>(O-E)</b>	<b>(O-E) 2</b>	<b>(O-E) 2/E</b>
5	13	-8	64	4.9
7	13	-6	36	2.8
11	13	-2	4	0.3
12	13	-1	1	0.1
30	13	17	289	22.2

---


$$\sum (O-E)^2 / E = 30.3$$


---

$\chi^2_{C=30.3} > \chi^2 = 0.188$  at 4 degrees of freedom and 5% level of significance.

Since the calculated chi-square value of 30.3 is greater than the critical chi-square value at 5% level of confidence, we reject the null hypothesis. Thus, Staff motivation determines the implementation of programs in Non-governmental organizations in Kenya.

#### 4.6 Influence of attitude on program implementation

The caregivers were asked to confirm the notion that Compassion sponsors initiate their children in devil worship. 20% agreed, 75 % disagreed and 5% were undecided.10% of the caregivers responded that their children were better off without Compassion Sponsorship while 90% disagreed with this. 0 % were undecided. 95 % of the caregivers said that if they had the ability to take care of their own children, they would withdraw their children from Compassion projects. The caregivers were also asked if their children would still survive without Compassion. 50.17 % were undecided. 25.25 % agreed and the rest 24.58% disagreed. The caregivers were also asked if they think their attitude towards Compassion affects the implementation of their projects; the responses were as follows;

**Table 4.13 Caregivers opinion on the influence of attitude on program implementation**

<b>Opinion</b>	<b>Frequency</b>	<b>Percentage</b>
Agree	75	62.5
Disagree	35	29.17
Undecided	10	8.33
<b>Total</b>	<b>120</b>	<b>100</b>

These findings show that 62.5 % agree that their attitude affects program implementation, 29.17 Disagree and 8.33% are undecided.

The hypothesis for this objective was tested using the chi-square.

Null hypothesis: Attitude of targeted beneficiaries does not determine the implementation of programs in Non-governmental organizations in Kenya.

**Table 4.14 Chi-Square Results on the influence of attitude of caregivers in the implementation of programs in Non-governmental organizations in Kenya**

O	E	(O-E)	(O-E) 2	(O-E) 2/E
4	13	-9	81	6.2
6	13	-7	49	3.8
13	13	0	0	0.0
17	13	4	16	1.2
25	13	12	144	11.1
<b><math>\sum (O-E) 2 / E = 22.3</math></b>				

$X^2 C=22.3 > \chi^2 = 9.488$  calculated at 4 degrees of freedom; and a level of significance of 5%.

Since the calculated chi-square value of 22.3 is greater than the critical chi-square value at 5% level of confidence, we reject the null hypothesis. Thus, Attitude of targeted beneficiaries determines the implementation of programs in Non-governmental organizations in Kenya.

#### **4.7 Influence of local ownership on program implementation**

Information was gathered from five patrons to investigate the influence of local ownership in the implementation of programs in Non-governmental organizations. The patrons were asked if they considered Compassion programs similar to the other church programs. The findings were as follows; 80% of the Patrons considered Compassions programs as just like the other church programs. 20% disagreed with this and 0% were undecided. The patrons were also asked if they supervise the project workers at least three times in a week. 80% agreed, 20% disagreed and 0% were undecided. The Patrons were also asked if they thought that local ownership affects the implementation of programs. Their response was as follows;

**Table 4.15 Patrons opinion if ownership affects the implementation of programs**

Response	Frequency	Percentage
Agree	3	60
Disagree	2	40
Undecided	0	0
	<b>5</b>	<b>100</b>



60% agreed, 40% disagreed and 0 % were undecided. This confirms that the majority of the Patrons actually concurred with the idea that local ownership affects the implementation of programs in Non-governmental organizations. Further findings revealed that 20 % of the pastors agreed that their church members were fully aware that the project belonged to them and not Compassion.80% disagreed and 0% were undecided. 50% of the patrons agreed that their church members volunteer to work in the projects, 40 % disagreed and 10 % were undecided. Further, 20% of the patrons agreed that the church invests equal time and money in the compassion project as the other church departments 60% disagreed and 20% were undecided.

From these findings, it was clearly revealed that the patrons conquer that ownership is vital for successful program implementation.

The hypothesis for this objective was tested using the chi-square. The testing was done as shown below;

Null hypothesis: Local ownership does not determine the implementation of programs in Non-governmental organizations in Kenya.

**Table 4.16 Chi-Square Results on the influence of local ownership in the implementation of programs in Non-governmental organizations in Kenya**

O	E	(O-E)	(O-E) 2	(O-E) 2/E
6	13	-7	49	3.8
7	13	-6	36	2.8
12	13	-1	1	0.1
23	13	10	100	7.7
27	13	14	196	15.1
<hr/>				
$\sum (O-E)^2 / E = 29.5$				

$\chi^2 C=29.5 > \chi^2 = 9.49$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 29.5 is greater than the critical chi-square value at 5% level of confidence, we reject the null hypothesis. Thus, Local ownership determines the implementation of programs in Non-governmental organizations in Kenya.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS**  
**AND RECOMMENDATIONS**

**5.1 Introduction**

In this chapter, there is the presentation of the summary of the study findings, discussions, conclusions and recommendation of the research. In this chapter also contains suggestions of related studies that may be carried out in the days to come.

**5.2 Summary of findings**

On the first objective, findings revealed that the majority of Patrons were of the middle age of 31 to 50 years with a representation of 60%. Data from the length of service revealed that 10% of the patrons had worked for a period of between six to ten years and 90% for a period of over 10 years. 100% of the patrons confirmed that they actually received significant support from stakeholders while implementing Compassion programs. Further, 10% of the Patrons declared that stakeholders have no influence on the implementation of Compassion programs and 90% declared that stakeholders actually had an influence on the implementation of programs in the compassion assisted projects. The reasons they gave for this was that stakeholders provided additional ideas and resources, both monetary and non-monetary resources. Hypotheses testing for the first objective affirmed the first objective that the involvement of stakeholders influences the implementation of programs in Non-governmental organizations.

On the Second objective, Project directors were interviewed and the data gathered was as followed; 90 % of the Directors were of the ages between of 20-30 years and only 10% between the ages of 31-35 years. There was none aged above 35 years. The findings revealed that 100% of the directors had university degrees. Further, it was revealed that 60% of the directors had served for a period of less than 2 years. 20 % had served for a period of 3-5 years and only 20% had exceeded 5 years. The findings revealed that 80 % of the Directors were not contented with their salaries. Only 20 % were contented with what they earned. All the directors (100 %) confirmed that their salaries affected their work. 0% disagreed with this and 0% were undecided. 50 % of the directors confirmed that their workspace was sufficient for maximum delivery while 50 % said that their workspace wasn't sufficient. 60 % of the directors confirmed that they had enough facilities to perform to their level best. 40 % stated that they didn't have enough facilities. 0% were undecided.

80% of the agreed that working environment influences program implementation while 20% agreed. There were no undecided cases.90% of the directors were not willing to permanently work at the projects. 10% were undecided on this while none of the directors was willing to work permanently at the projects. 100% of the directors were of the agreement that there is an influence of staff turnover on the implementation of programs. The testing of the second hypotheses affirmed the second objective that staff motivation influences the implementation of programs in Non-governmental organizations.

On the third objective, 150 questionnaires were issued out and 120 were returned and useful. From there, the findings revealed that 79.17 % of the respondents were women and 20.83% were men. 83.33 % of the respondents represented were married and 16.67 % were single parents. 20% agreed with the notion that compassion initiates their children into devil worship, 75 % disagreed and 5% were undecided. 10% of the respondents declared that their children were better off without Compassion Sponsorship while 90% disagreed with this. 0 % were undecided. 95 % of the caregivers said that if they had the ability to take care of their own children, they would withdraw their children from Compassion projects. 25.25 % of the respondents were confident that their children would still survive without Compassion were undecided. 50.17 % were undecided and the rest 24.58% were confident that their children wouldn't survive without Compassion International. Further, 62.5 % of the respondents agreed that their attitude affects program implementation, 29.17% Disagreed and 8.33% were undecided. The hypothesis testing on this objective affirmed the third objective that the attitude of caregivers influences the implementation of programs in Nongovernmental organizations (Compassion International) in Kenya.

On the fourth and last objective, the findings revealed 80% of the Patrons considered Compassion programs as just like the other church programs. 20% disagreed with this and 0% were undecided. 80% of the respondents agreed that they regularly supervise the project workers. 20% indicated that they don't.60% of the respondents gave the opinion that local ownership influences program implementation while 40% declared that it doesn't. Further findings revealed that 20% of the respondents were of the agreement that their church members were aware that the Compassion programs belong to them and not Compassion International.80% indicated that their church members did not know this. 50% of the respondents were of the agreement that their church members volunteer to work in the projects, 40 % disagreed and 10 % were undecided. Further,

20% of the respondents agreed that the church invested equal time and money in the compassion projects just as the other church departments. 60% disagreed and 20% were undecided. Hypothesis testing affirmed the fourth objective that local ownership influences the implementation of programs in non-governmental organizations.

### **5.3 Discussion**

The study sought to determine the factors that influence the implementation of programs in Non-governmental organizations with Compassion International as the case of study. The first objective was to assess the influence of involvement of stakeholders on the implementation of programs. A hypothesis was set to establish if there was a relationship between stakeholder involvement and program implementation. From the findings, stakeholder involvement actually influences program implementation. The findings here agree with those of Wydth (2004) and Gyorkos (2003). The findings further indicate that the stakeholders should be involved in the early stages of projects which clearly agrees with Mugambi and Kanda (2013).

The second objective was to investigate the extent to which staff motivation influences project implementation in programs in Non-governmental organizations. From findings, it is clear that staff motivation influences project implementation. This is in tandem with the findings of Gyorkos (2003) and McCoy (2005) who argue that for program success, staff working in Non-governmental organizations must be properly motivated to do the job otherwise a lot of money invested will go down the drain.

The third objective was to determine the influence of beneficiaries' attitude on the implementation of programs in Non-governmental organizations. A test of the hypothesis was done on the same and it was clear that the attitude of beneficiaries influences project implementation. This is in congruence with the findings of Gladys et al (2010), Ramesh (2002) and Venessa & Gala (2011) whose findings consider attitude as critical to the whole process of implementation of programs in Non-governmental organizations, especially charity in organizations.

The last objective was to assess the influence of local ownership on the implementation of the projects in Non-governmental organizations. From the review of the findings and the hypothesis tested, it was proved that local ownership influences the implementation of programs in Non-governmental organizations. This is in agreement with Davies (1998) and Verma (2008) who

argued that local ownership puts the power in the minds of the people who are mostly responsible to sustain the projects.

#### **5.4 Conclusions**

From the responses in the field, this research project has four conclusions: First, stakeholders have an influence on the implementation of programs in Non-governmental organizations in Kenya. Secondly, Staff motivation plays a significant role in the success or failure of the implementation of programs in Nongovernmental organizations in Kenya. The research also concludes that it's tragic to ignore the influences of the attitude of targeted beneficiaries in the implementation of programs in Non-governmental organizations in Kenya. Lastly, the research concludes that local ownership plays a significant role in the implementation of programs in Non-governmental organizations in Kenya.

#### **5.5 Recommendations**

From the findings, this is what the researcher recommends; Gender equality to be considered in the selection of church leaders because of the very poor representation of women in the observed projects. The researcher also recommends that more networks be established in the implementation of compassion projects because the Patrons clearly revealed that these networks are helpful. The also researcher recommends that more should be invested in the motivation of staff because most of the staff were observed not to be contented with their work and were just there to Mark-time. Last but not least, caregivers should be educated thoroughly on the role of Compassion because most of them seemed to be unclear about this. The church should also be educated on the importance of owning the projects because much depends on them. It's high time that Compassion International starts laying strategies on empowering human resources because these are the people on the ground.

The directors are the people who work directly with children yet most of them are just mark-timing. Something needs to be done to motivate them. The sooner the better.

#### **5.6 Suggestions for Further Research**

The researcher used Compassion International as a case in this study. There are numerous other Non-governmental organizations that haven't been studied yet. The researcher recommends that this study can be extended to other NGOs. The researcher also suggests a study on gender issues.

This includes the representation of women in development programs and the place of the father-figure in the development of children.

## REFERENCES

- Alubisia, A. (2005). *Research Methodology: Methods and techniques*. Wiley Eastern, Newdelhi.
- Allport, G.W. (1935). "Attitude in development programmes in North West Province, South Africa," *frontiers Final Report*, Population Council Washington, DC.
- Allport, G.W. (1935). *By What Authority? The Legitimacy and Accountability of Non-Governmental Programme Planning Success*.
- Allport, G.W. (1954). The historical background of modern social psychology. In G. Lindzey (Ed.), *Handbook of social psychology* (Vol. 1, pp. 3-56). Cambridge, MA: Addison Wesley
- Allport, G.W. (1954). *Engaging the Local Non- Government Organizations (NGOs) in the Response to HIV/AIDS*. DC Pact, Inc. Washington: DC
- Anne M. Mulcahy, (2008) *Project management: an overall concept*, I.E. Aust, Adelaide,
- Armstrong, M. (1996), *A Handbook on Personnel Management Practice*, 5th ed. London: Kogan Page
- Keynote Address to Project Management Symposium, South Australian Division
- Beardwell and Helden (2001). *Human resources management*. Macmillan Indian.
- Beardwell, N. and Holden, B. (1993), *Managing for Success*, 2nd ed. England: Prentice Hall Publisher
- Bingi, P., Sharma, M.K. and Godla, J. (7999), Critical issues affecting an I; IZP Implementation, *Information Systems Management*, pp. 7-14

- Brown, C. and Vessey, I. (1999), TRP Implementation approaches toward a Contingency framework, *Proceedings of the International Conference Charity Organizations* pp. 411-16
- Black, S. E. and Lynch, L. M. (1996), *Human-Capital Investment and Productivity*. The American Economic Review, Vol. 86, No. 2
- Boldman, L. G, (2003). *Personnel Management*, London: MacDonald's and Vans Limited Pg. 168.
- Bryan, Leslie A. (1990), *An Ounce of Prevention for Workspace Accidents, Training and Development* Journal, NY: USA Vol. 44, No.7
- Burke, L. M. (2004). *Financial capacity building for NGO Sustainability*, frontiers Program, Washington, DC.
- Cascio, Wayne F. (1989), *Managing Human Resources*, 2nd ed. New York: McGraw Hill Book Company
- Compassion International (2000). *Plan for the modernization of Child support in Africa: Eradicating Governmental Organizations. The Journal of Humanitarian Assistance:*
- Fentiman (2000). *The Operational Environment and Constraints for NGOs in Kenya:*
- Hismat E. (2005). *Building Monitoring, Evaluations and Reporting Systems for programmes*, USAID Washington DC.
- Ian Smillie (2001) *Humanitarian Action on NGOs and Charity Organizations: Principles, Interventions and tools*, Care Bangladesh and NRI Ontario.
- John, B. (1983) Logical framework approach mutually exclusive or complementary Tools for planning *Journal of Development in practice*



Kelly, K. (1994), *Motorola: Training for the Millennium*. *Business Week*, March 2008 Pp  
158-168

Kothari and Kruger, S. J (2001). *Research methodology for the business and administrative sciences*, International Thompson, Johannesburg.

Lachapelle (2005). *Sustainability reporting: A comparative study of NGOs  
And MNCs. Corporate Social Responsibility and Environmental  
Planning*, Gaborone

Mugenda, Olive M and Abel G. Mugenda. (1999). *Research Methods: Quantitative and  
Qualitative Approaches*. African Centre for Technology Studies Press,  
Nairobi.

Mugenda O.M and Mugenda, A.G. (1999). *Research Methods: Quantitative and  
Qualitative Approaches*, ACTS Press, Nairobi.

McGregor, D and Cutcher-Gershenfeld, J. (2006), *Human Resource Management:  
Gaining Competitive Advantage*,  
3rd ed. Boston, McGraw-Hill

Margaret Heffernan. (2011). "Feasibility, acceptability, effectiveness and cost of models  
Of integrating counselling and testing for HIV within family planning services in Kenya,"  
*Frontiers Final Report*. Population Council, Washington DC.

Pombox (2008). *Management in the theory: a critical assessment of Robert Chambers' Poverty  
in Uganda*, Ministry of Finance, Planning and Economic development "*Representations  
in Rural Development*" in Cooke, B. Kothari and U, London Press.

Robbin M. (2003). *The Research Process*. [www.ryerson.ca](http://www.ryerson.ca) Accessed

Slim, C., L. Simpson and L. Wood (2002). „Still Left Out in the Cold: Problematizing

*Strategies for Good Policy and Practice. Geneva. The role of NGOs and CBOs. Policy Series 13, Chatham, UK.*

Smith, A., Whittaker, J. (2009), Management development in SMEs: what needs to be done? *Journal of Small Business and Enterprise Development*, Vol. 5 No.2, Pp.176-85.

Schiller, B.R (2002) *Essentials of management of projects*, 4th ed. Boston: McGraw-Hill

Steve W. (2006). Changing roles of NGOs in the State of the art. INGO 'Legitimacy Deficit'. *Political Studies Review* 3 175-192.

Tingle, H and Williamson, L. (2009). *Feasibility studies*. University of Kentucky, Kentucky  
[https:// University of Michigan Press, Ann Arbor.](https://www.press.uchicago.edu/ucpress/9780226741111)

Ubeku, A. K. (1984). *Personnel Management in Nigeria* London: Macmillan Publishing Co. Pg. 270.

Wladimir Klitschko (2012). Assessing Leadership Style: A Trait Analysis. In *The Psychological Assessment of Project beneficiaries*, edited by Jerrold M. Post,

Wydick M. (2013). NGOs and Development Science: The scope for partnerships in Charity and development (Final report for DFID 1997), unpublished NRI.

Wolf (2014). "Operations research to improve financial sustainability in NGOs," *frontiers Final Report*, Population Council Washington, DC.

Young, R (1995). *Research Methodology: A step by step guide for beginners*, Sage, Thousand, Oaks.

Zaccarelli, H. E. (1997) *Improving Employee Performance: Effective Training Strategies and Techniques*. London: Kogan Page 19

### 7.1 APPENDIX I: Questionnaire for Patrons

As part of my MA research thesis at the University of Nairobi, I am conducting a study on the determinants of implementation of programs in Non-governmental organizations in Kenya, a Case of Compassion International. I will appreciate if you respond to this questionnaire. Any information obtained in connection with this study that can be identified with you will remain confidential.

#### Demographic Characteristics

Gender .....

Age.....

How long have you served in this project?

How do you respond to the following statements?

Please respond appropriately to the statements below;

	Statement	Less than 5	More than 5	Undecided
	In a scale of 1 to 10, rate the support you have received from stakeholders pertaining to the running of the project.			
		YES	NO	UNDECIDED
	Would you say that the involvement of stakeholders affects the implementation of your programs?			

### 7.2 APPENDIX II: Interview Guide for Project Directors

As part of my MA research thesis at the University of Nairobi, I am conducting a study on the determinants of implementation of programs in Non-governmental organizations in Kenya, a case of Compassion International. I will appreciate if you respond to this interview Schedule. Any information obtained in connection with this study that can be identified with you will remain confidential.

**Demographic Characteristics**

Gender .....

Age.....

Length of Service.....

Please indicate if you agree or disagree with the statements below;

	Statement	Agree	Disagree	Undecided
A	You as a Child development worker are contented with your Salaries			
C	Your salary affects how you implement your programs			

	Statement	Agree	Disagree	Undecided
A	Your working space in the office is sufficient for maximum delivery			
B	You have enough facilities to perform to your level best			
C	Your work environment affects the successful implementation of your programs			

	Statement	Agree	Disagree	Undecided
A	You have considered working in the project permanently			
C	There is a relationship between staff turnover and the implementation of your programs			

**7.3 APPENDIX III: Questionnaire for Caregivers**

As part of my MA research thesis at the University of Nairobi, I am conducting a study on the determinants of implementation of programs in Non-governmental organizations, a Case of Compassion International. I will appreciate if you respond to this questionnaire. Any information obtained in connection with this study that can be identified with you will remain confidential.

**Demographic Characteristics**

Name ..... Gender ..... Age.....

Marital status.....Married/single/divorced/separated/ widowed

Please respond appropriately to the statements below;

	Statement	Agree	Disagree	Undecided
A	The sponsors’ intention is to initiate your children into devil worship			
B	Your child is better off without Compassion Sponsorship			
C	If you had the ability to meet your child’s needs you would withdraw your child from Compassion’s sponsorship			

	Statement	Agree	Disagree	Undecided
A	Without the sponsorship of compassion, your child wouldn’t survive			
B	Do you agree that your attitude towards compassion influences the implementation of its programs?			

**7.4 APPENDIX IV: Interview Guide for Patrons**

As part of my MA research thesis at the University of Nairobi, I am conducting a study on the determinants of implementation of programs in Non-governmental organizations in Kenya, a case of Compassion International. I will appreciate if you respond to this interview Schedule. Any information obtained in connection with this study that can be identified with you will remain confidential.

**Demographic Characteristics**

Name .....Gender ..... Age.....

Length Of service at your Church.....

How do you respond to the following statements?

	Statement	Agree	Disagree	Undecided
A	You consider The Compassion Program a department of your church just like any other.			
B	You dedicate your time at least three times per week to supervise the project workers			
C	Do you agree that local ownership affects the successful implementation of Compassion programs?			

	Statement	Agree	Disagree	Undecided
A	Your Church members are fully aware that the Project belongs to them and not Compassion International			
B	Your Church members volunteer themselves to work in the Compassion Project			

	Statement	Agree	Disagree	Undecided
A	The church invests equal time and money in the Compassion project as other church departments			
B	The Church finds the Compassion project of equal importance just like the other church departments			