

**EMPLOYEE PERFORMANCE IMPROVEMENT STRATEGIES AMONG
FAITH-BASED HUMANITARIAN ORGANIZATIONS IN KENYA**

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DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

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

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DEDICATION

I dedicate this work to my entire family, for their encouragement and support during this course; to my colleagues, classmates and friends who throughout the course kept on inspiring me and giving me moral support; and to my mother and father whose wise guidance and upbringing inspired me a lot.

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ABSTRACT

Performance measurement is critical to achieving a firm's objectives, translating strategy into action and monitoring progress. If an organization aims to improve the employee's performance, the results got from measuring the performance should be analysed and dealt with. After analysing the performance, setting a diagnosis, evaluating the performance and giving feedback to the employee, a solution for the improvement should be found. The purpose of this study was to establish the various employee performance improvement strategies adopted by the faith-based humanitarian organizations in Kenya as part of their performance management process. The study adopted a descriptive survey design. The population of the study consisted of sixty (60) faith based humanitarian organizations actively functioning in Kenya with the heads of various functional departments being the main respondents. The findings of the study were that many faith based organizations had good career development and emphasized on succession planning, clear job descriptions, performance improvement plans, both monetary and non-monetary rewards to employees, proper understanding of the job expectations motivated by their faith to serve humanity, planned trainings and staff development and good employee involvement in performance management process and decision making. Good open communication between top management and other employees was noted. The findings therefore concluded that the already adopted strategies and employees' Christian faith have enabled the organizations to achieve employees' commitment. It is recommended that faith based humanitarian organizations can improve employees performance more by giving good salaries and monetary rewards, adopting flexible working hours, having job rotations, delegating authorities, giving prompt performance feedback after performance appraisals and emphasizing on the on-job coaching and mentoring. Adoption of these strategies will further improve the employee performance and eventually achieve the desired outcomes of the various organizational interventions. Further research may seek to establish the effectiveness of each employee performance improvement strategy adopted by these faith based organizations. There is also need to undertake similar studies in other non-governmental organizations to establish the employee performance improvement strategies being adopted.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. It is owned and driven by line management, (Armstrong, 2009). Performance improvement goals define what needs to be done to achieve better results. They may be expressed in a performance improvement plan that specifies what actions need to be taken by role holders and their managers.

A performance improvement plan is a formal process used by supervisors to help employees improve performance or modify behavior. The performance improvement plan, as it is sometimes called, identifies performance and/or behavioral issues that need to be corrected and creates a written plan of action to guide the improvement and/or corrective action. High employee involvement practices encourage a much greater level of trust and communication between employers and employees through involving them more in the organization. High involvement is in turn accompanied by a high degree of empowerment and the exercise of discretion among the workforce.

Buchner (2007) has identified three theories underpinning performance management. Goal theory developed by Latham and Locke (1979), underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed. Control theory focuses attention on feedback as means of shaping behavior. As people receive feedback on the behavior, they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome the discrepancy. Social cognitive theory developed by Bandura (1986), is based on his central concept of self-efficacy. This suggests that what people believe they can or cannot do powerfully impacts on their performance.

In Kenya, Faith Based Organizations provide humanitarian relief using a well-coordinated approach working together with governments and organizations to effectively deliver support to affected people. They are motivated by a distinctive set of values. They have particular modes of operation and hold a unique place within communities and the larger society (Berger 2003; Hefferan 2007).

1.1.1 Concept of Strategy

Strategy is the approach selected to achieve defined goals in future. It is the determination of the long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals (Chandler, 1962). Strategy is the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations. (Johnson and Scholes, 2012).

Strategies exist at several levels in any organization - ranging from the overall business (or group of businesses) through to individuals working in it and can be categorized as corporate strategy, business unit strategy and operational strategy. Strategy operates at different levels of organization: corporate level, business level and functional level. At the corporate level, strategies are formulated according to organization wise policies. These are value oriented, conceptual and less concrete than decisions at the other two levels. These are characterized by greater risk, cost and profit potential as well as flexibility. Mostly, corporate level strategies are futuristic, innovative and pervasive in nature. They occupy the highest level of strategic decision making and cover the actions dealing with the objectives of the organization and they include acquisition strategies, diversification, structural redesigning and others.

Business level strategies are formulated by each strategic business unit to make best use of its resources given the environment it faces. Business level strategy is a comprehensive plan providing objectives for strategic business units, allocation of resources among

functional areas and coordination between them for achievement of corporate level objectives. These strategies operate within the overall organizational strategies.

Functional Level Strategy relates to single functional operation and the activities involved therein. This level is at the operating end of the organization. The decisions at this level within the organization are described as tactical. These strategies are concerned with how different functions of the enterprise like marketing, finance, manufacturing, etc contribute to the strategy of other levels. Functional strategy deals with a relatively restricted plan providing objectives for specific function, allocation of resources among different operations within the functional area and coordination between them for achievement of strategic business unit and corporate level objectives. Employee performance improvement is a functional strategy.

1.1.2 Employee Performance Management

The concept of performance management has developed over the past two decades as a strategic, integrated process, which incorporates goal setting, performance appraisal and development into a unified and coherent framework with the specific aim of aligning individual performance goals with the organization's wider objectives (Dessler, 2005; Williams, 2002). Consequently, it is concerned with; how people work, how they are managed and developed to improve their performance, and ultimately how to maximize their contribution to the organization. It is underpinned by the notion that sustained organizational success will be achieved through a strategic and integrated approach to improving the performance and developing the capabilities of individuals and wider teams (Armstrong and Baron, 2005). Although competitive pressures have been the driving force in the increased interest in performance management, organizations have also used these processes to support or drive culture change and to shift the emphasis to individual performance and self-development (Fletcher and Perry, 2001).

Having an efficient performance management process and tools is essential for employee motivation for high performance yet this is not an adequate condition for effective performance management. The most vital issue with any performance management system is how seriously it is taken and how devotedly it is used by managers and employees. (Pulakos

2009, 103) Performance management is all about perfection, synchronizing, upgrading to create value for and from customer with the result of economic value creation to stockholders and owners. The extent of performance management is apparently very broad, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance. (Cokins 2009, 9) The effective management of performance requires a solid understanding of the performance domain. That is, understanding the duty areas and tasks that are part of the job description within a company or organization.

Performance management may be defined as a formal and systematic process, by means of which the job-relevant strengths and weaknesses of employees are identified, observed, measured, recorded and developed. Performance management provides the opportunity for the organization to evaluate and take stock of its human resources. It also provides information so that important decisions can be taken and gives feedback for further development of staff (Doris, 1994). It gives management the opportunity for communication with staff, to clarify expectations and to take part in the development of each staff member. For the employer, it gives the opportunity to discuss with employees their performance and career goals for the future (Doris, 1994).

1.1.3 Employee Performance Improvement Strategies

Performance improvement theory results in powerful and practical principles and models to help practitioners identify and solve performance problems. As stated by Cardy and Leonard (2011), “Improving performance is, or at least should be, the goal of performance management.” The authors are absolutely right, performance does not improve by only looking at the past performance. If an organization aims to improve the employee’s performance, the results got from measuring the performance should be analysed and dealt with. After analysing the performance, setting a diagnosis, evaluating the performance and giving feedback to the employee, a solution for the improvement should be found.

The more accurate the diagnosis is, the easier it is to improve the performance. Once the cause of the performance has been identified, it is easier to find a solution since the problem source has been discovered and one can focus on a certain area when searching for

a way to improve the performance. Cardy and Leonard (2011) have come up with a formula which states that performance is built up on three factors: ability, motivation and system. Performance can be a result of either the person or the system or both. Once the manager knows what the problem source is, it is easier for him or her to look for a solution. If a manager discovers that the cause of the performance is the poor equipment, he or she knows that new and better equipment must be bought. If the performance cause lies within the person or cannot be seen clearly, the supervisor should go back to the first step of influencing factors where an answer might be found.

1.1.4 Faith Based Organizations in Kenya

Faith-based organizations have long played a role in international development, and are increasingly involved in environmental sustainability initiatives. They not only express the moral values of millions of their faithful but also provide some of the most dependable support systems for millions of people in the developing world. In Kenya, for example, 30 percent of all health-care services are provided by Christian hospitals. Faith-based organizations have been engaged in a wide range of services—as broad in scale as those delivered by secular counterparts. They range from education and health to financial assistance and in-kind support to the poor, as well as humanitarian relief in crises and less conventional forms of services such as legal aid. The scale of Faith Based Organizations service provision varies from one context to another. According to a report of the United States Agency for International Development quoted by the United Nations Population Fund, Faith Based Organizations account for 50 per cent of health service provision in the Democratic Republic of the Congo, 40 per cent in Kenya and Lesotho, and 55 per cent in Uganda. With respect to poverty alleviation, Faith Based Organization's work has ranged from charity founded on religious precepts, such as care for widows and orphans, to large poverty alleviation programmes founded on comprehensive development, similar to the work of secular development organizations. As a result, entrepreneurial churches are able to tackle whole neighbourhoods and a plethora of issues within them—education, business

development, housing, commercial development, job training, crime and safety, and so on (Day 2001:194, cited in Kemper and Adkins 2005).

A good percentage aid passes through Faith Based Organizations to reach communities in need of humanitarian support. This aid is mostly from private donations. Some Faith Based Organizations apply different policies on how much government support they can receive, and so can add government aid to private donations. It seems clear that there is an inevitable and expected role for Faith Based Organizations to play in providing relief. Faith Based Organizations provide humanitarian relief using a well-coordinated approach working together with governments and organizations to effectively deliver support to affected people. They entirely depends on grants from donors which requires reports to show projects' outcomes. These outcomes can only be achieve by emphasizing on employee performance. Some of the most active Faith Based Organizations in Kenya are World Vision, World Relief, World Concern, Samaritan's Purse, Mercy Corps, Lutheran World Federation, Jesuit Refugee Service, Islamic Relief Worldwide, International Medical Corps, Concern Worldwide, Cordaid, Christian Health Association of Kenya, Catholic Relief Services, Food for the Hungry, Cafod, Caritas Internationalis, e.t.c

1.2 Research Problem

The success or failure of any organization depends greatly on the type of human resources it has (Mabonga: 2000). Human resources translate all other resources in an organization into visible products (Mabonga: 2000). It is important that organizations pay extra attention to their workers in order to attain optimum efficiency and effectiveness at the workplace. Employers take specific measures to facilitate employee performance growth over time. Employee performance improvement strategies are intended to ensure optimal performance and enforce productivity of employees and organization at large.

In recent years, employee development programs have shrunk or disappeared altogether. Faith Based Organizations that used to be considered industry leaders are suffering with the fallout of a disgruntled and disillusioned workforce. Many top performers are leaving or

are planning to leave their workplace, and even if they stay, their engagement has dwindled, making them less effective for the organization. With a workforce that includes more generations than ever before and workers whose learning styles match their generational diversity, organizations have an even bigger challenge in helping less seasoned workers increase their professional presence in an increasingly casual world, support emerging and experienced managers in communicating performance, and help all employees become more effective in the workplace.

A number of studies have been done on employee performance management. Brigid (2013) studied employee perception of performance improvement programs in Kenya Commercial Bank Limited, Nairobi. The study concluded that the performance improvement programs affect employees' performance to a great extent and that coaching helps in promoting and stimulating the learning and development of employee at the bank as well as helping individual employee realize their own potential and improve their performance. Mwamburi (2012) studied managers' perception of the effect of training on performance and the findings indicated that managers agreed that their perception of the trainings they undergo do influence their individual performance. A study by Nassazi (2003) on effects of training on employee performance found that employees require constant training and development programs to keep them updated with their skills as well as the company developments, for example, technological and customer related developments to improve their performance. Archana (2013) carried out research on employee development and its effect on their performance and concluded that there is a direct relationship between Employee Development and Employee Performance. She observed that when employees are more developed, they would become more satisfied with the job, more committed with the job and the performance would be increased. She found out that out that coaching is an important activity for the employee development and organizations can solve personal problems of the employees by providing coaching. Her study further found that when problems are resolved, this lead to increase in organizational performance as employees would be able to achieve organizational goals. This study therefore seeks to examine: What strategies are adopted by Faith Based Humanitarian Organizations in Kenya for employee performance improvement? No similar study has been done.

1.3 Research Objective

To establish the employee performance improvement strategies adopted by Faith based humanitarian organizations in Kenya.

1.4 Value of the Study

This study will be useful to the HR practitioners and other managers as they will be able to identify the most effective strategies for employee performance improvement. This will help the faith-based organizations in formulating responsive HR policies that will enable them improve their performance.

The study will add value to the existing global knowledge on employee performance improvement and will provide the impetus for further research. It can be used as a source of reference by other researchers who intend to pursue studies on related topics. The findings of this study will act as a springboard for future researchers who may wish to conduct further studies on the area of employee performance improvement.

It is anticipated that the research will play a vital role in helping Faith based organizations as well as other organizations to adopt implement the best approaches to performance improvement. In this way, they will be able to achieve various outcomes which will strengthen their relationships with donors as well as expanding their new donor portfolio.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of relevant literature on employee performance management and strives to outline the research gap that do exist on the subject. The chapter covers the theories on performance management and presents the conceptual framework/model for performance improvement.

2.2 Theoretical Foundations of the Study

There is a vast array of relevant motivational theories that can be utilized in the improvement of performance management. However, managers are apt to the more traditional and sometimes to those theories that have patently weak connections to the distinctiveness of an organization, like the Maslow's hierarchy of needs. Among the modern motivation theories worthy of consideration are: Expectancy Theory (Guest, 1997), Justice Theory (Latham et.al, 2005), Self-Determination Theory (Ryan and Deci, 2000). Donovan (2001) identified Equity Theory, Expectancy Theory, Cognitive Evaluation Theory, Goal Setting Theory, Control Theory, and Social Cognitive Theory as those that have received the most attention recently.

2.2.1 Goal-Setting Theory

Goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves it will result in achievement of the performance management system aims (Salaman et al, 2005).

Locke and Latham provide a well-developed goal-setting theory of motivation. The theory emphasizes the important relationship between goals and performance. Research supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance. Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2002). Nearly every modern organization has some form of goal setting in operation. Programs such as management by objectives (MBO), high-performance work practices, management information systems, benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals.

Furthermore, goal setting is the underlying explanation for all major theories of work motivation—whether that be Vroom’s (1994) theory, Maslow’s (1970) or Herzberg’s (2009) motivation theories, Bandura’s (1986) social cognitive theory, or operant-based behaviorism (Skinner, 1979). Managers widely accept goal setting as a means to improve and sustain performance (DuBrin, 2012). Based on hundreds of studies, the major finding of goal setting is that individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all. At the same time, however, the individuals must have sufficient ability, accept the goals, and receive feedback related to performance (Latham, 2003). Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished. It makes a solid case for the use of difficult and specific goals to create the strong situations necessary for substantial achievement (Locke and Latham, 2002). They pointed out that performer’s participation heightens the importance of the goal, thereby strengthening goal commitment.

2.2.2 Expectancy Theory

Expectancy theory proposes that an individual will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what

they expect the result of that selected behavior will be. In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave.

Expectancy theory is about the mental processes regarding choice, or choosing. It explains the processes that an individual undergoes to make choices. In the study of organizational behavior, expectancy theory is a motivation theory first proposed by Vroom of the Yale School of Management. This theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients.

Vroom (1964) defines motivation as a process governing choices among alternative forms of voluntary activities, a process controlled by the individual. The individual makes choices based on estimates of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results. Motivation is a product of the individual's expectancy that a certain effort will lead to the intended performance, the instrumentality of this performance to achieving a certain result, and the desirability of this result for the individual, known as valence. Expectancy theory had been proposed by Vroom (1964). This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman et al, 2005).

Expectancy theory is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other words,

people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards. Vroom (1964) was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler (1968) and others (Pinder, 1987).

Expectancy theory is based on four assumptions (Vroom, 1964). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence).

The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward (valence), the assessment that the likelihood that the effort will lead to expected performance (expectancy) and the belief that the performance will lead to reward (instrumentality). In short, valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job.

Instrumentality is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of relationship between performance and outcomes.

2.2.3 Social Cognitive Theory

Social Cognitive Theory is a learning theory based on the ideas that people learn by observing others. These learned behaviours can be central to one's personality. While social psychologists agree that environment in which one grows up contributes to behaviour, the individual person (and therefore cognition) is just as important. People learn by observing others, with the environment, behavior, and cognition all as the chief factors in influencing development in a reciprocal triadic relationship. For example, each behavior witnessed can change a person's way of thinking (cognition). Similarly, the environment one is raised in may influence later behaviors, just as a father's mindset (also cognition) will determine the environment in which his children are raised. There are five core concepts associated with the social cognitive theory framework. These core concepts are observational learning/modeling, outcome expectations, self-efficacy, goal setting and self-regulation. It is important to note that learning can occur without a change in behavior. According to J.E. Ormrod's general principles of social learning, while a visible change in behavior is the most common proof of learning, it is not absolutely necessary. Social learning theorists say that because people can learn through observation alone, their learning may not necessarily be shown in their performance.

Motivation is influenced by interaction of three elements: work environment itself, what the performer thinks, and what the performer does (Bandura, 1986). Strong performance requires positive self-beliefs of efficacy in addition to appropriate skills and abilities. Self-efficacy influenced computing performance through positive influences about ability and learning by observation (Compeau & Higgins, 1995). Model affect, anxiety, and usage measured personal outcome expectations and behavior toward the use of technology. Performance outcomes influenced affect and use (Compeau et al., 1999). Emphasize the means by which individuals exercise personal agency and extra-personal factors in career development. Learning experiences about career interests are mediated by self-efficacy (Lent et al., 1994). Individual's success or failure in past experiences can be indexed in social cognitive theory by the psychological construct self-efficacy. Result shows that self-efficacy is an important factor in Web search accuracy (Kuo et al., 2004). Model complex managerial decision making to test causal structure. Prior performance influences

managers' perceived self-efficacy and personal goals, which influence analytic strategies and subsequent performance (Wood et al., 1989).

2.3 Employee Performance Management

Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce. The concept of performance management has gained strong attention to improve results in the midst of challenging economic conditions. Many organizations instead of waiting for external improvements such as market growth and technological advances, they looked into their internal capabilities for performance and productivity gains.

Performance management has been defined as management's systematic application of processes aimed at optimizing performance in an organization (Warren, 1982). There is an emphasis on process that somewhat carries a negative connotation in the performer's perspective – something done to people. While a more progressive definition was given by Weiss and Hartle (1997): 'A process for establishing a shared understanding about what is to be achieved, and how it is to be achieved, and an approach to managing people that increases the probability of achieving success' (p. 3), this definition continues to represent a top-down orientation. Performers and their immediate supervisors tend to think performance management is in compliance of something that is required or forced. Likewise, employees do not look at it as helpful or valued element of their job (Coens and Jenkins, 2000).

Traditionally, performance management is viewed to be the responsibility of immediate supervisor (e.g., Barnes-Farrell, 2001; Cardy and Dobbins, 1994; Latham and Wexley, 1994). However, with the presence of different organizational challenges such

decentralized workforces, enlarged spans of control, lack of direct experience, evolving performer expectations, etc., caused supervisors not to be effective managers of others' performance. In addition, the tendency of managers never having held one or more of the positions that report to them. Without the expertise, knowledge, and understanding that come with having performed the work, the credibility of feedback is suspect (Coens and Jenkins, 2000). Finally, many of the modern employees now expect to be more involved in determining the performance management that affects them (Mohrman et al., 1989).

Moreover, with the sizeable investment of many organizations for performance management it does not appear that there is a clear evidence of theoretical research supporting organizations manages performance. Despite the availability of relevant and advance models especially work motivation; performance management is described in process terms (e.g. Grote, 1996; Swan, 1991) wherein it starts from objective setting, through formal appraisal, to the start of the next cycle.

2.4 Strategies for Employee Performance Improvement

These are interventions adopted to improve the performance of employees. They include employee development, rewards, modifying the job description and involving employees. Employee development involves planning and career development, employee training, coaching and mentoring and performance feedback. According to Armstrong (2006), a career is a profession, lifelong sequence of jobs, sequence of position occupied by a person during the course of a lifetime. Career development involves managing your career either within or between organizations. It also includes learning new skills, and making improvements to help in your career. Career planning involves matching an individual's careers aspirations with opportunities available in an organization. Career pathing is the sequencing of the specific jobs that are associated with those opportunities. For success, the individual and the organization must assume an equal share of responsibility for it. Career planning is the systematic process by which one selects career goals and the path to these goals and from organization's point of view, it means helping employees.

Employees should be rewarded fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of organizational strategic goals. Rewards can be direct through financial payments in the form of wages, salaries, and incentives, commissions and bonus or indirect through legally required programmes e.g. social security, workers compensation and discretionary programmes (e.g. medical cover, paid time off). This can also be by profit sharing where at the end of financial year the organization can share its profits in form of 13th salary or any agreed manner, recognizing the employee performance by word of appreciation and creating good organizational environment.

Employee performance can also be improved through job rotation where employees are moved between two or more jobs in a planned manner. The objective is to expose the employees to different experiences and wider variety of skills to enhance job satisfaction and to cross-train them. Employees are also motivated to perform by giving them more responsibilities and variety in their jobs. Flexible work hours to enable staff to balance their work life with other personal life for example family. This eliminates problems such as stress, depression or fatigue, which might affect their work performance. Employees can be involved in setting their own objectives with the supervisor. Supervisor should also delegate duties and authority as appropriate enhancing employee responsibility and encourage teamwork.

The strategic performance management process consists of various sub-processes: strategy development, budgeting/target setting, forecasting, performance measurement, performance review and incentive compensation. These integrated sub-processes create the performance driven behavior of employees that is needed to become and stay world-class. The strategy development process results in clear strategic objectives and action plans for measurable performance improvement. These are based on a thorough understanding of the key value drivers that are aimed at achieving a competitive advantage. The budget/target setting process results in clear operational action plans for improving the key value drivers, for committing resources, and for setting financial targets for the coming year.

Business issues that drive organizations to improve the budgeting/target setting process are the low reliability of the budget data and the too high level of detail of the budget. During the forecasting process organizational members execute the activities that have to lead to the desired results. Regular forecasts are made to predict whether the organization is still on track or whether corrective and/or predictive actions are needed to solve current or predicted problems.

The performance measurement process collects, processes (including consolidation), and distributes data and to allow an effective execution of the other sub-processes. The information is represented in the form of critical success factors and key performance indicators. A business issue that drives organizations to improve the performance measurement process is the low quality of management information and management reports. The performance review process periodically reviews actual performance, targets, and forecasts in order to ensure that timely preventive and corrective action is taken to keep the company on track. Performance review meetings generally take place on a regular basis rather than as an exception when there really is a problem. Incentive compensation links strategic and operational actions for key value drivers, in a balanced way with compensation and benefits policies. The main business issue that drives organizations to improve the incentive compensation sub-process is that this process is not sufficiently aligned with the other sub-processes; therefore it does not reward the right performance-driven behavior of organizational members. Organizations that have implemented a performance management system, and are using it, perform both financially and non-financially better than organizations that are less performance management driven.

It is a commonly held belief that people are always able to distinguish right from wrong and that people lack proper motivation when they act carelessly or without clear judgment. This is a faulty assumption. Error-prone tasks and work environments are usually created by latent organizational weaknesses. These are undetected deficiencies in organizational processes or values or equipment flaws that create workplace conditions that provoke error (error precursors) or degrade the integrity of controls (flawed controls). Undetected organizational deficiencies plague human performance. Workplaces and organizations are

easier to manage than the minds of individuals workers. You cannot change the human condition, but you can change the conditions under which people work (Armstrong, 2005).

Managers should aggressively identify and correct vulnerabilities with controls at the earliest opportunity. “Managing” is the ongoing act of planning, directing, or controlling activities and resources toward accomplishing or achieving a purpose. Because significant events are few in number, less information is available about the presence of flawed controls and controls. This means that performance information has to be gathered from other sources. Luckily, these sources are preexisting and are known to managers, supervisors, and staff. Performance improvement involves three primary activities. Performance monitoring – activities that assess current performance, identifying gaps between current and desired levels of performance or results. Analyzing, identifying, and planning solutions – activities that determine actions needed to close the gaps. Implementing solutions – the collective activities that result in applying the chosen solutions and verifying their effectiveness to close the gaps.

An important part of the theoretical and empirical research in this field aim to show that human resource strategies is a differentiating factor in business activity, but also provides a competitive advantage in the market (Grund and Sliwka, 2009: 2050; Koning, 2004: 3). In contrast, the number of articles and studies that establish a clear link between human resource strategies and performance improvement at the individual level (among employees) are lower, especially in Romania. The continuous development of human resources involves identifying and capitalizing opportunities of lifelong learning to form a stock of valuable and competitive human capital and better use workforce. (Oniciuc, 2005: 37). Human resource development should be a coherent process oriented to facilitate personal and professional development of employees, enhancing creatively the results of their work. This leads on the one hand to improve the performance of human resources, thus having an effect on growth company’s performance, and secondly to increase workforce capacity to adapt to the requirements/needs of the market, thereby increasing the chances of finding a new job in terms of restructuring or changes in the organization.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, the population of study, data collection and data analysis.

3.2 Research Design

The study adopted the descriptive survey research design. This design was found appropriate because the units of analysis are many and they were investigated independently.

3.3 Population of Study

The population of this study was sixty (60) active faith based humanitarian organizations in Kenya (Registrar of Societies, July 2014). All the organizations were investigated.

3.4 Data Collection

The data was collected from the primary sources for the purpose of establishing the strategies adopted by sixty (60) Faith based humanitarian organizations in Kenya. A semi-structured questionnaire was used to collect the data. The questionnaire was divided into two parts. Part one contained demographic characteristics of the respondents and part two the various performance improvement strategies that are being used. A five point Likert scale was used to determine the degree to which various strategies were being used. The target respondents were directors or managers who head various departments such as finance, information technology, communications, operations, human resources and programs. The questionnaire was administered using the drop and pick later method.

3.5 Data Analysis

The primary data collected was checked to ensure completeness. Descriptive statistics such as mean and frequencies were used to analyze the quantitative data while content analysis was used to analyze responses to open ended questions. Content analysis technique does not restrict respondents on answers and therefore has the potential of generating information that is more detailed. Tables, graphs and charts were used to present the findings. In order to make study findings easier to understand, findings were illustrated using tables and figures.

CHAPTER 4: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter gives the findings of the study. It covers the response rate and the employee performance improvement strategies adopted by faith based humanitarian organizations in Kenya.

4.2 Response Rate

The population of the study consisted of sixty (60) faith based humanitarian organizations actively functioning in Kenya. The responses were received from 240 heads of departments from 48 faith-based humanitarian organizations. This is 80% response rate which was considered adequate to generate relative conclusion from the study.

4.3 Demographic Characteristics of the Respondents

4.3.1 Position held by the Respondents

46.3% of the respondents were managers, 23.7% were directors, 17.9% were coordinators and 12.1% were officers as shown on the Table 4.1. Director positions were mainly from large faith based organizations awhile the officer position were from smaller faith based humanitarian organizations.

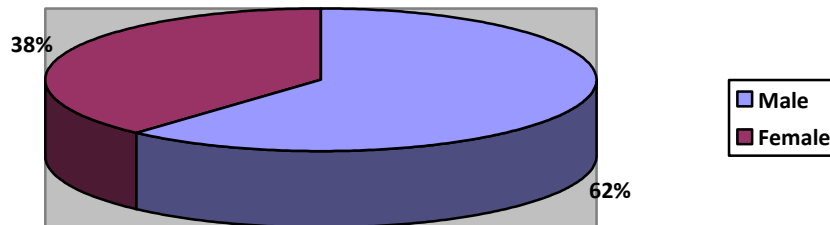
Table 4.1: Position held by the Respondents

Title	Frequency
Director	57
Manager	111
Coordinator	43
Officer	29
Total	240

4.3.2 Gender of the Respondents

62% of the respondents were male while 38% percentage of the respondents was female as shown on the figure below. This demonstrates that males dominate managerial positions in the faith based humanitarian organizations.

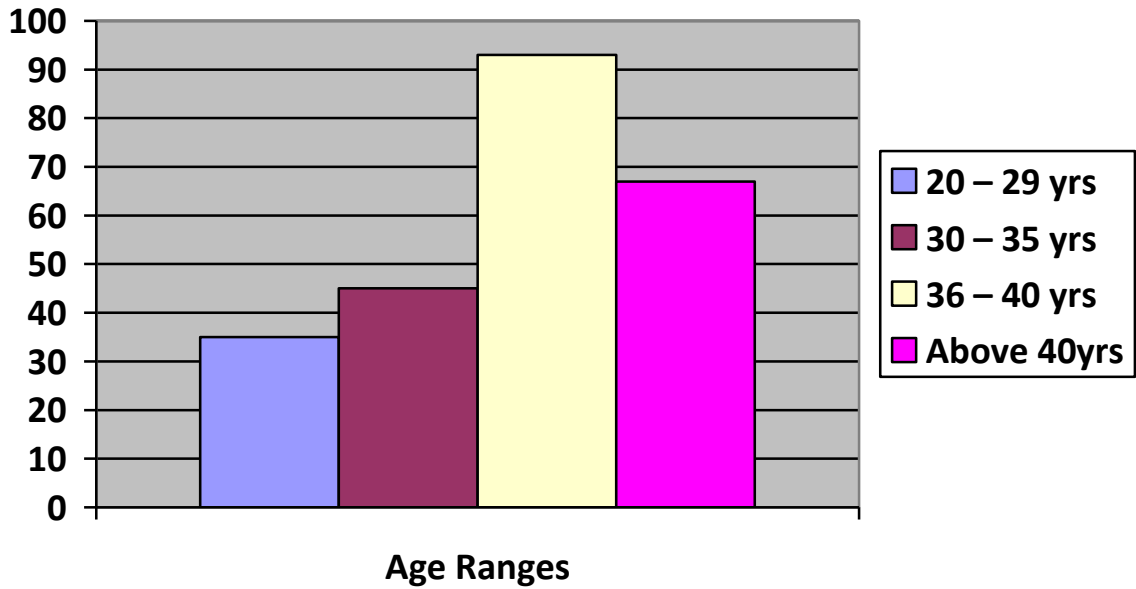
Figure 4.2: Gender of the Respondents



4.3.3 Age of Respondents

7.1% of the respondents were aged between 20 to 29 years. 14.3% of the respondents were aged between 30 to 35 years, 48.6% of the respondents were aged between 36 to 40 and 30% of the respondents were aged above 40 years.

Figure 4.3: Age Bracket of the Respondents



4.3.4 Length of Service of the Respondents in the Organization

The findings showed that 44.3% had served for less than five years, 34.3% had served between five and ten years, 14.6% had served between eleven and fifteen years and 7.8% had served for more than fifteen years. The findings indicated that majority of the managers who have served for long in the organization understands more on the performance improvement strategies. However, a few had worked for less than five years.

Figure 4.4: Length of Service of the Respondents



4.4 Performance Improvement Strategies adopted by the Faith Based Humanitarian Organizations in Kenya

4.4.1 Performance Targets

The responses indicated that all the faith based organizations studied have targets and set objectives for all their employees. These targets form the basis for appraisals. 87% of the faith based humanitarian organizations set the targets immediately after employment and those targets are revised after probation period. This supports Locke & Latham (2002) statement that goals have a pervasive influence on employee behavior and performance in organizations and management practice.

4.4.2 Measures Taken to Handle Different Levels of Performance by Employees

The findings indicated that 93% of faith-based organizations appreciate excellent performers by recognizing and promoting them and including them in the succession planning. This supports the fact that recognition is part of non-monetary rewards that motivate employees to improve performance. 7% of the faith based humanitarian organizations enhance excellent performers' jobs and enable them to work in different departments to diversify their skills and to avoid boredom. All organizations indicated that

they encourage the average performers to work harder to become excellent and train them on the weak areas identified. 96% of faith based organizations have invested heavily in training of staff and more specifically the average and weak performers. However, respondents from programs departments indicated that feedback is given to average performers but it is not as timely as required. 89% of the organizations reset the targets of the weak performers and try to identify their potentials while only a few terminate them.

4.4.3 Rewards for Excellent Performers and Average Performers

The study revealed that different rewards are given to different categories of performers. 83% of the faith based organizational promote excellent performers to take up new key positions in the organization, giving them annual employee awards, praising them and increasing employees' salary based on their performance. This supports the fact that rewards are directly linked to performance and employees only put efforts while they are expecting to be rewarded. It also supports earlier research suggestions that reward system can influence the company's success by motivating, energizing and directing behavior, attracting and retaining qualified high performing workers. The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward, the assessment that the likelihood that the effort will lead to expected performance and the belief that the performance will lead to reward (Vroom (1964). 86% of the respondents indicated that monetary rewards given are not at the same level with ones given by non-faith based organizations. This contradicts with the literature that states that employees should be rewarded fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of organizational strategic goals. 17% of faith-based organizations, have team based or departmental awards aimed to make average performers feel like winners and appreciated.

4.4.4 Sanctions Applied to Weak Performers

The respondents indicated that only 9% of faith based organizations studied terminate their employees based on performance. Weak performers are put into various training programs and encouraged to put more effort in their work. Their performance targets and objectives are revised and explained to them so that they clearly understand. 82% of faith based organizations put the weak performers under close supervision to ensure they improve their performance. This supports the findings of a study by Nassazi (2003) on effects of training on employee performance that employees require constant training and development programs to keep them updated with their skills as well as the company developments, for example, technological and customer related developments to improve their performance.

4.4.5 Interventions Adopted to Motivate Employees to Improve Performance

The study indicated that the faith based humanitarian organizations motivate their employees by having holidays based on the Christian calendars, teambuilding, encouraging social networking and staff welfare forums in the work place, having annual salary increment for everyone, creating good working environment, both physical and spiritual nourishment and having well-structured and planned training throughout the year. 11.7% of the organizations also provide food and drinks to their employees. This reduces the time wasted by employees to look for food and motivates them to improve performance. This supports the fact that a motivating atmosphere and work environment may become the number one motivator for your employees. The respondents confirmed that employees are motivated by having well defined job descriptions and the freedom to set their own goals and objectives. Respondents from few organizations indicated they have flexible working hours that enable staff to do their duties and attend to other roles outside work. The findings indicated in 78% of the faith based humanitarian organizations, top management is interested in employee performance by supporting various performance improvement strategies. Employees in 77% of the organizations are involved in setting their own objectives and targets. This supports the Weiss and Hartle (2002) definition of performance management as a process of establishing a shared understanding about what is to be

achieved and how it is to be achieved. Responses from 68% of the faith based humanitarian organizations indicated that both probationary and annual appraisals are participatory and feedback is shared with employees. This confirms the control theory (Buchner 2007) which focuses on feedback as a means of shaping behavior and states that as people receive feedback on their behavior they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome the discrepancy. Responses indicated that employees from 89% of the organizations had well-defined job descriptions with clear expectations. The findings also supports the job characteristics model of Hackman and Oldham (1974) which emphasized the importance of the core job dimensions: skill variety, task identity, task significance, autonomy and feedback as motivators. 78% of the respondents indicated that salary increments are directly tied to employee performance. 87.3% of the organizations identify employees' training needs during performance appraisals which are incorporated into the training plans.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of the key findings from the study, conclusions, the limitation of the study, recommendation as well as the suggestions for further research.

5.2 Summary

According to the findings, the respondents gave the various performance improvement strategies adopted by their respective organizations. The strategies identified during the study includes, staff training and development, staff induction of the new employees, engaging employees in setting up targets and objectives and during appraisals, proving non-monetary rewards and recognition, creating good social and working environment, succession planning, work-life balance, good communication between employees and managers and use of performance improvement plans.

The study established that top management of faith based organization is highly concerned with the employee performance by approving the budgets for the external trainings to employees and having staff development fund to support formal courses taken by employees.

The study established that termination of contracts of weak performers is used after all other strategies have failed. Staff who lack appropriate skills are trained in order to improve their performance. Weak performers are put under performance improvement plans and their performance closely monitored before any action is taken against them.

5.3 Conclusion

Based on the above findings, it can be concluded that all faith based humanitarian organizations adopt staff training and staff development, engage employees in both setting

performance targets and motivate staff using non-monetary rewards. Strategies such as mentoring, coaching and job rotations are rarely used.

5.4 Limitations of the Study

The study relied on heads of departments alone thereby excluding inputs from other sections of the organizations.

5.5 Recommendation

There is need to adopt other strategies such as job rotation to enable excellent performers to work in different areas to avoid boredom. Managers should delegate authority to employees and improve on avenues of involvement as way of motivating improved performance. Faith based organization should adopt flexible working hours to enable staff to balance between work and personal life. There is need to give timely performance feedback and discuss with the employees on their weaknesses. Field managers should create time to discuss performance issues with the staff on an ongoing process. Proper mentoring and coaching should be emphasized since most the managers have the skills and expertise they can extend to their staff.

5.6 Suggestions for Further Research

Further research may seek to establish the effectiveness of each employee performance improvement strategy adopted by the faith based organizations. There is also need to undertake similar studies in other non-governmental organizations to establish if the same strategies are being adopted and what can the two learn from each other and incorporate in their performance management strategy as a whole.

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APPENDICES

APPENDIX I: Questionnaire

Section 1: Demographic Data

1. Name of the organization.....

2. Department.....

3. Position held by the Respondent:

Director [] Coordinator [] Manager []

Officer [] Other [] (Specify).....

4. Age

20-29 Years []

30-35 Years []

36-40 Years []

40 Years and above []

5. Sex: Male [] Female []

6. How many years you have been working in this organization?

0-5 Years []

5-10 Years []

10-15 Years []

More than 15 Years []

Section 2: Employee Performance Improvement Strategies

1. Are employees given performance targets? Yes [] No []

If Yes, Describe the nature of targets allocated to employees

.....
.....
.....
.....
.....

2. Describe the time frame for the targets

.....
.....
.....
.....
.....

3. What is the level of employee involvement in target and objectives setting?

.....
.....
.....
.....

.....

4. What measures are taken by the organization to handle:

Weak performers (fall below targets)

.....
.....
.....
.....

Average performers (don't meet targets)

.....
.....
.....
.....

Excellent performers (exceed targets)

.....
.....
.....
.....

5. What kind of rewards are given for:

Excellent performance

.....
.....
.....
.....

Average performance

.....

.....

.....

.....

6. What sanctions are applied to weak performers?

.....

.....

.....

.....

.....

7. What interventions have been adopted by the organization to motivate employees?

.....

.....

.....

.....

.....

Indicate the extent to which you agree with the following statements in your organization regarding employee performance management in the organization. (Put a tick on the appropriate box) 1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strong Disagree)

No.	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1.	Top Management is highly interested in employee performance and output					
2.	Employees are highly involved in setting up their own objectives					
3.	Both probationary and annual appraisals are participatory and feedback is shared with employees					
4.	Each employee has a well-defined job description with clear expectations					
5.	Annual salary increments are directly tied to employee performance					
6.	Staff are mainly trained					

	on the needs identified during performance appraisal					
7.	All new staff are inducted during the first one month of employment					
8.	All poor performers are taken through performance improvement plan closely monitored and coached by the line managers					

Thank you for your time.

APPENDIX II: List of Faith Based Humanitarian Organizations in Kenya

	ORGANISATION NAME	ACRONYM	WEB ADDRESS
1.	AIDS Care Education and Training	ACET	www.acet-international.org
2.	Action by Churches Together	ACT	www.act-intl.org
3.	Adventist Development and Relief Agency	ADRA	www.adra.org
4.	African Jesuit AIDS Network	AJAN	www.jesuitaids.net
5.	African Network of Religious Leaders Living	ANARELA	www.anerela.org
6.	Aga Khan Development Foundation	AKDF	www.akdn.org
7.	All African Conference of Churches	AACC	www.aacc-
8.	Anglican Communion	AC	www.anglicancommunion.org
9.	Caritas International	CARITAS	www.caritas.org
10.	Catholic Agency for Overseas Development	CAFOD	www.cafod.org.uk
11.	Catholic Medical Missions Board	CMMB	www.cmmb.org
12.	Catholic Relief Services	CRS	www.catholicrelief.org
13.	Christian AID	CA	www.christian-aid.org.uk
14.	Christian AIDS Bureau of Southern Africa	CABSA	www.cabsa.co.za/newsite/inde
15.	Christian HIV/AIDS Alliance	CHAA	www.chaa.info
16.	Christian Health Association of Kenya	CHAK	
17.	Christian Health Association Platform (in	CHA	
18.	Christian Relief and Development Agency	CRDA	
19.	Church Mission Society	CMS	http://www.cms-uk.org
20.	Church of Sweden AID		www.svenskakyrkan.se
21.	Church World Service	CWS	www.churchworldservice.org
22.	DanChurchAid		www.danchurchaid.org
23.	Ecumenical HIV/AIDS Initiative in Africa	EHAIA	www.wccco.org/wcc/what/m
24.	Ecumenical Pharmaceutical Network	EPN	www.epnetwork.org/en/access
25.	Emmanuel Healthcare	EMMS	www.emms.org/about/index.p
26.	Federation of Islamic Medical Associations	FIMA	www.fimaweb.net/main/index
27.	German Institute for Medical Mission	DIFAEM	www.difaem.de
28.	Global AIDS Interfaith Alliance	GAIA	www.thegaia.org
29.	IMA World Health	IMA	www.interchurch.org
30.	Inter-Church Organisation for Development	ICCO	www.icco.nl

31	International Dispensary Association	IDA	www.idafoundation.org
32	Islamic Relief Worldwide	IR	www.islamic-relief.com
33	Lutheran World Federation	LWF	www.lutheranworld.org
34	Medical Assistance Program, International	MAP	www.map.org
35	Medicus Mundi International	MMI	www.medicusmundi.org
36	Mildmay International		www.mildmay.org.uk
37	Mothers' Union	MU	www.themothersunion.org
38	Norwegian Church Aid	NCA	//english.nca.no
39	Pan African Christian HIV/AIDS Network	PACANet	www.pacanet.net
40	Pan African Christian Women Alliance	PACWA	
41	Presbyterian Church USA – International Health Ministries	PC USA -	
42	Salvation Army: International	SA	www1.salvationarmy.org/ihq/
43	Samaritan's Purse	SP	www.samaritanspurse.org
44	Secours Catholique	SC	www.secours-
45	Serving in Mission	SIM	www.sim.org
46	Swedish Evangelical Mission	SEM	www.efs.nu
47	Tearfund		www.tearfund.org
48	The Episcopal Relief and Development	ECUSA	www.er-d.org
49	United Evangelical Mission	UEM	www.vemission.org
50	United Methodist Committee on Relief	UMCR	//new.gbgm-umc.org/umcor
51	United Society for the Propagation of the	USPG	www.uspg.org.uk
52	World Conference of Religions for Peace	WCRP	www.wcrp.org
53	World Council of Churches	WCC	www.wcc-coe.org
54	World Faiths Development Dialogue, The	WFDD	www.wfdd.org.uk
55	World Federation of Catholic Medical	FIAMC	www.fiamc.org
56	World Hope International	WHI	www.worldhope.org/countries
57	World Relief	WR	www.wr.org
58	World Vision	WV	www.wvi.org
59	Young Men's Christian Association	YMCA	www.ymca.int
60	Young Women's Christian Association	YWCA	www.worldywca.org