

**FACTORS INFLUENCING IMPLEMENTATION OF NON-  
GOVERNMENTAL PARTNERSHIP PROJECTS; A CASE OF SAVE THE  
CHILDREN IN HIGH IMPACT NUTRITION INTERVENTION PROJECT IN  
WAJIR EAST SUB-COUNTY KENYA**

**BY  
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**A Research Project Report Submitted in Partial Fulfillment for the Requirements  
of the Degree of Master of Arts in Project Planning and Management of the  
University of Nairobi**

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## DECLARATION

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## **DEDICATION**

I dedicate this research project report to my dear family, my wife Janet, son Baraka and daughters Lynn and Hope.

## **ACKNOWLEDGEMENT**

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## **ABBREVIATIONS AND ACRONYMS**

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ALDEF</b>	Arid Lands Development Focus
<b>ALNAP</b>	Accountability and Performance in Humanitarian Action
<b>ASAL</b>	Arid and Semi-Arid Land
<b>CEE</b>	Central East European
<b>CIDSE</b>	Consolidated Integrated Development Support Environment
<b>CSOs</b>	Civil Society Organizations
<b>DFID</b>	Department for International Development
<b>EAC</b>	East African Commission
<b>EC</b>	European Commission
<b>ECDPM</b>	European Centre for Development Policy Management
<b>ECDPM</b>	European Centre for Development Policy Management
<b>HIV</b>	Human Immunodeficiency Virus
<b>ICT</b>	Information Technology
<b>INTRAC</b>	International NGO Training and Research Center
<b>MOH</b>	Ministry of Health
<b>NGOs</b>	Non Governmental Organizations
<b>SPSS</b>	Statistical Package for Social Science
<b>TOC</b>	Theory of Constraints
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programmes
<b>UNHCR</b>	United Nations High Commission Refugee
<b>UNICEF</b>	United Nations Children Fund
<b>USAID</b>	United States Agency for International Development
<b>WASDA</b>	Wajir South Development Agency
<b>WTO</b>	World Trade Organization

## **ABSTRACT**

The study sought to address the Factors Influencing Implementation of Non-Governmental Partnership of Save the Children and Ministry of Health project in Wajir East Sub-County, Kenya. The project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. The complex and demanding experience of project implementation has triggered most of the Non Governmental Organizations (NGOs) to adopt and engage partners to assist in project implementation. Nevertheless, a challenge on effective project implementation still exists and more so in a more eminent levels. This therefore prompted this study in order to investigate the partner's financial resources and experience in implementation of such Non Governmental Organizations programmes, partners own capacity to coordinate and organize, partners capacity in accountability and transparency and whether there are internal governance structures of local Civil Society Organizations partners to ensure that they meet relevant standards, a precondition of their being able to legitimately implement projects in Wajir East Sub-County. A descriptive research design was used in the study and census sampling method was used to get the population. The study targeted a population of 298 persons, which included 260 staff from Ministry of Health and 38 staff members from Save the Children project. The study used all staff from Save the Children and Ministry of Health as respondents. Questionnaires were used as data collection instruments. A pilot test was carried out to ensure reliability of the instruments. The collected data was analyzed using Statistical Package for the Social Sciences. A qualitative and quantitative methods were used for data analysis and findings were presented using Tables. The study found that 79% of the respondents believed that Ministry of Health have adequate financial resources and experience to act as a partner on Save the Children project implementation. 68% of the respondents believed that Save the Children offers capacity building for the Ministry of Health. This meant that training and capacity building be done by the Save the Children on behalf of the MoH. The analysis indicated from 84% of the respondents that Ministry of Health has tried to enhance and embrace the accountability and transparency policy. The study found from 90% of the respondents that Ministry of Health has got internal governance structures that guide its operation. The study concluded that there is governance structure that guides the Ministry of Health. The study concludes that financial power and experience as an implementing partner are key to the success of the contract as a partner that the Organizations need to be accountable to many different sets of stakeholders which, separately and collectively, play an integral part in their operations and that the impacts of governance structure in any organization are very high. There is however proper guidance of the governance structure to ensure that the governance does not interfere with the proper management of the NGO or its operations. It is recommended that partners in project implementation be vetted on their financial capability; that NGOs should build the coordination and management of the capacity of their entire organization; that Ministry of Health has get all trained staff on coordination and management; that partners themselves should be tasked with the responsibility of ensuring accountability and transparency, and subject their accounts and books of accounts to both internal and external auditors to sustain accountability and that for the Ministry of Health to work properly as an implementing partner for the Save the Children there need be proper governing structure to guide the operations. The study was of great benefit to the donors, the non-governmental organizations, the project implementation partners and the beneficiaries.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Beresford (2005) reported that globally, the process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers. The project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables.

Thomas, and Fritz, (2006), said that the complex and demanding experience of project implementation among NGOs has triggered most of the NGOs to adopt and engage partners to assist in project implementation. Globally, Partnerships between NGOs based in the 'North' and the 'South' has become a key part of international development processes. Whilst NGOs are drawn to the concept of partnership as an expression of solidarity that goes beyond financial aid, few development concepts have been the subject of such heated debate. Partnerships between NGOs in the North and the South can bring benefits based on their comparative advantages. These are in turn related to their proximity to their respective constituencies.

According to Kovács, and Spens, (2007), when NGOs are designated as Implementing Partner for Non-governmental organizational such as UNDP activities, management responsibility for the entire project including achieving the project outputs lies with the NGO. This arrangement is particularly useful if one NGO can provide the bulk of projects inputs or can undertake the project activities, and has the necessary administrative/accounting capacity to manage the project, and track and report expenditures. The designated NGO generally carries out the project activities directly, but if necessary it may also contract other entities, including other NGOs, to undertake specific activities an arrangement that has brought great impact to the societies.

An example of a partnership between UNICEF and the Assam Branch of the Indian Tea Association has helped to improve the lives of marginalized children and women living in 128 of the state's tea gardens by bringing together workers and tea garden managers to raise awareness and leverage government resources to meet the health,

nutrition and water and sanitation needs of these communities. UNICEF, the UN Global Compact and Save the Children joined forces to develop and roll-out a landmark set of 10 Children's Rights and Business Principles to guide companies on the full range of actions they can take to respect and support children's rights in the workplace, the marketplace and the community (UNICEF Partnership Profiles, 2012). In Indonesia for Example; UNDP's Adaptation Programme currently supports more than 75 countries and is growing. Together with partners, UNDP supports pilot adaptation measures in agriculture and food security, water resources and quality, coastal zone development, public health, natural resource management and climate-related disaster management, while incorporating other cross-cutting issues (i.e. gender, energy, ecosystems). World over, partnerships in project implementations has been key to great success and achievement of specific global goals. Example; A partnership between European Commission (EC), which is a major partner of the UN on the ground in developing countries has trigger great Cooperation which ranges from disarmament to electoral assistance, from capacity-building in the health sector to protection of the environment, from support to child enrolment in school, as well as assistance for refugees and stateless people (INTRAC, 2001).

UNHCR, (2002), reports that a finer global NGO partnership can be exemplified by the partnership between the United Nations High Commissioner for Refugees (UNHCR) and Microsoft which are partnering to use information and communications technology (ICT) to improve UNHCR operations and develop programs to help refugees rebuild their lives, store their data, and access new opportunities through education and connectivity. Together, UNHCR and Microsoft aim to embrace refugees as part of the worldwide community's technology movement and support ICT education and learning in challenging environments. In the partnership, Microsoft supports UNHCR by providing technological expertise, while UNHCR contributes its know-how in addressing challenging refugee issues.

In African scope, the main project implementation that has called for all partners and stakeholders partnership is the vision 2030. Despite the seemingly long time in which the Vision 2030 will be implemented, its realization will depend on the partnership, actions and measures that stakeholders and partners undertake as Government, private sector cooperating partners, civil society and as individuals through short and medium-

term national development plans. These plans will ensure creation of necessary conditions upon which long term objectives and targets can be achieved (Jordan, Lisa, 2005). Besides supporting African governments to achieve, vision 2030 as partners, Non Governmental Organizations (NGOs) in African countries by nature inhabit a world of relationships, whether working in emergency relief or in development in areas such as Sahara, Kalahari Desert or even in rain forest regions of Congo or even conflict zones such as Somalia. Between NGOs and beneficiaries, local NGOs and their northern partners, NGOs and donors, governments, the private sector, relationships are foundational to everything the sector does. Charles, Lauras and Wassenhove, (2010) indicates that it is self evident that the nature and qualities of those relationships significantly determine the benefits that arise from the partnership.

It is also clear that where “partnership” is the label attached to the relationship, it may be an expression of the reality, it may be a genuinely shared aspiration or it may simply deepen the cynicism prevalent in the sector about partnership and participation. The academic interest and NGO debate about the concept of partnership is well documented and this report does not seek to reiterate that debate. Nonetheless, to understand the development of HR management practice in the context of NGO partnerships it is necessary to appreciate the factors affecting the relationship between “partners” and how those influences serve or limit the relationship (CIDSE, 2002).

African development achievements have been attained through a number of partnerships mostly by NGOs. Some of the NGOs that have partnered in African Government and people include Oxfam GB and USAID and UNDP. Oxfam GB works with other African NGO and partners to build a global movement for change to support the actions of poor and marginalized people and communities in order to overcome poverty and suffering more effectively (Tearfund, 2000). The NGO believe that this is more likely to ensure lasting, locally-owned development, and relevant and accountable campaigns and humanitarian interventions. Kazibwe (2000) says that Oxfam GB’s work with others builds on an ever-increasing diversity of relationships. As the range of participants in social change widens from local communities to the private sector, Oxfam GB aims to establish effective and diverse partnerships to bring about change. On the other hand, The U.S. Government has a long history of partnership with the East African Community (EAC).

According to Dawwins (2013), the recent activities and planned interventions by the USAID/EA support of the East African Community's goal of regional integration is one of the partnership projects in Africa. Activities are listed under the priority areas identified in the East African Community's Development Strategy 2011-2016. With USAID partners, the EAC reviewed and updated the Customs Management Act (CMA) to ensure harmonization of customs regulations in compliance with World Trade Organization (WTO) and World Customs Organization (WCO) standards. With USAID support, the EAC Customs Procedures Manual was drafted to harmonize customs procedures across the five EAC Partner States. Going forward USAID will support EAC Partner States to implement Harmonized Customs Procedures.

In Kenya, NGOs can't work without partners due to need for reaching beneficiaries and logistical needs. Nevertheless, the meaning of "partnership" has been diminished by its ever-widening use and abuse. At one end of the spectrum "it may mean nothing more than a public relations term" while at the other "it may mean full-scale reciprocity in critical decision making" and there are all manner of partnerships in between, (Howell, Greg and Koskela, Lauri. 2000). Partnership arrangement is particularly useful if one NGO can provide the bulk of projects inputs or can undertake the project activities, and has the necessary administrative/accounting capacity to manage the project, and track and report expenditures Brehm, (2000). The advantage of this type of arrangement is that the NGO has full control over project operations, and can use its own supply channels for recruitment and procurement, provided that the process does not contravene the principles of the Financial Regulations and Rules of UNDP and are based on "best value for money". NGOs offer the opportunity to enhance the dialogue between the government and the civil society organizations (CSOs) community. The country office must assess the capacity of the NGO to carry out the project (Thomas, and Fritz, 2006). The project document must specify any exceptional support measures required for the NGO to meet UNDP requirements for managing projects. However a challenge comes in when the implementing partner do not deliver as appropriate to the expectation. This leaves question on the factors affecting the successful implementation process (Beresford, 2005).

There have been numerous partnerships between nongovernmental organizations and the government. Example; The UNDP, Government of Kenya plan to spur vision 2030, On January 2014, The United Nations indicated that it will continue to assist the Nongovernmental Partnership Journal, (2014), indicates that the Government of Kenya meet the Millennium Development Goals and spur inclusive economic growth and development across all the 47 counties. This will be achieved through mutual collaboration and implementation of the UN Development Assistance framework for Kenya designed to cover the period 2014 to 2017, and which has been designed to align to Kenya Vision 2030 and its second Medium Term Plan. Another most important NGO in Kenya is CARE international. CARE International is an international humanitarian organization that helps families in poor communities improve their lives and overcome poverty. In Kenya it works in collaboration with the government, partner organizations, and the private sector to reduce poverty at household levels and provide relief in emergencies. Its priorities are refugee and emergency operations, health, livelihoods, water and sanitation, and HIV/AIDS.

A study by Gitonga (2012) found that In Wajir, Save the Children's the main project implementation partners are Wasda, Aldef and Ministry of Health at the county. Oxfam and its partners (WASDA and ALDEF) are working in Wajir implementing various projects including DFID funded programme. Oxfam GB responded to the food crisis by intervening in a couple of projects mainly in the areas of emergency food security and livelihoods, Water, sanitation and hygiene in different regions.

A study by Ochillo (2014) indicated that in 2013 Save the Children embarked on an ambitious global partnership with various partners to share the expertise and resources and focus on three areas namely; more healthcare workers in these regions, Vaccines and medicines and Simple nutritious food in order to make a lasting change for the world's most vulnerable children. (Nancy Aburi, 2014) indicated that the new partnership goes well beyond the traditional charity corporate fundraising model. It touches many areas of our business, in particular using our R&D capabilities to help save children's lives. Specifically, the GlaxoSmithKline (GSK) and Save the Children partnership focuses on: developing child-friendly medicines to reduce child mortality and new-born deaths, widening vaccination coverage to reduce the number of child deaths in the hardest to reach communities, increasing investment in the training, reach



and scope of health workers in the poorest communities to help reduce child mortality and researching new affordable nutritional products to help alleviate malnutrition in children.

## **1.2 Statement of the Problem**

Thomas, and Fritz, (2006) said that NGOs by nature inhabit a world of relationships, whether working in emergency relief or in development. Whether between NGOs and beneficiaries, local NGOs and their northern partners, NGOs and donors, governments, the private sector, relationships are foundational to everything the sector does. It is self evident that the nature and qualities of those relationships significantly determine the benefits that arise from the partnership. It is also clear that where “partnership” is the label attached to the relationship, it may be an expression of the reality, it may be a genuinely shared aspiration or it may simply deepen the cynicism prevalent in the sector about partnership and participation.

However, there is an existing disconnect between the NGOs and the project partners. A case in study is the distribution of medicines that never took place and eventually the medicines expired before their distribution by the selected partner, an issues that was aired on National Television in June 2013. The declaration that partners will be assisting the NGOs in project implementation is a regulation that took place in the last few years. The implementation of the humanitarian projects have since been a big challenge triggering so much bureaucracy between the lines and eventually causing poor distribution of necessary services.

According to a report by Alderson, (2011) In Wajir County, there are numerous project partners and NGOs each handling different projects and even others handling more than one project. NGOs and partners are all distributed throughout Wajir indicating a well segmented region due to its expansiveness, as indicated in Appendix 7 on planned and ongoing activities in Wajir. Nevertheless, challenges of services distribution has never ceased between NGOs and their Partner. Most partners have taken advantage of their presence on the ground and their knowledge of the terrain in Wajir, Knowledge of local people and even local dialect to convince the NGOS that they are the best suited for the distribution of services among the beneficiaries. On award of such project partnership, there has been noted a chain of failures, delays in implementation, poor

access to the beneficiaries and even worst usage of more resources that could have been used to a bigger number of beneficiaries.

There is a need to know what causes such delays and eventual failure to successfully implement the designated projects by the project implementation partners. It is with that view that the study sought to understand,; whether capacity capability affect the implementation of projects, how does non-government organizations prepare for the project implementation tasks, what hinders successful implementation of the projects and how should such challenges be addressed.

### **1.3 Purpose of the Study**

The purpose of the study was to carry out an analysis of the factors influencing successful implementation of non-governmental and government partnership projects. A case of Save the Children in High Impact Nutrition Intervention (HINI) project in Wajir East Sub-County Kenya.

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

The study was guided by the following objectives;

- i. To assess the influence of partners' financial resources on Save the Children project implementation in Wajir East Sub-County, Kenya.
- ii. To analyze the influence of partners capacity to coordinate and organize on Save the Children project implementation in Wajir East Sub-County, Kenya.
- iii. To establish the influence of partners level of accountability and transparency on Save the Children project implementation in Wajir East Sub-County, Kenya.
- iv. To assess the influence of internal governance structures of Ministry of Health on Save the Children project implementation in Wajir East Sub-County, Kenya.

### **1.5 Research Questions**

The study was guided by the following research questions;

- i. To what extent does the influence of partner's financial resources capacity affect Save the Children project implementation in Wajir East Sub-County, Kenya?
- ii. How does partners' capacity to coordinate and organize influence Save the Children project implementation in Wajir East Sub-County, Kenya?

- iii. How does partners accountability and transparency influence Save the Children project implementation in Wajir East Sub-County, Kenya?
- iv. In what ways the influence of internal governance structures of partners influence Save the Children project implementation in Wajir East Sub-County, Kenya?

### **1.6 Significance of the Study**

The study will be benefit to the donors who will decide whether they will continue with the partnership in the project implementation and therefore offer guidelines will benefit from the study. The study will further provide clear understanding of the importance of project partnership and challenges facing the partnership and successful project implementation.

The non-governmental organization will benefit from the study as they will learn the importance of partners in their project implementation. This will help them to know the best partners to engage in the project planning and implementation and also understand the barriers hindering successful project implementation in their work.

The project implementation partners will also understand what causes failure of project implementation, their challenges and the assistance they would need to ease such project implementation schedules. The beneficiaries will benefit from proper delivery of the services after the problem has been solved. This will ease faster achievement of the intended goals, ease speedy development to the communities and achievement of the goals needed within the set time scope or period.

### **1.7 Delimitations of the Study**

The study was carried out at Save the Children projects, Wajir East Sub-County. The study sought to investigate the factors influencing implementation of non-governmental and government partnership projects. The study only concentrated with the Ministry of Health as key partners in the study to ensure there is adequate information concerning the partnership and the Save the Children among other NGOs.

Wajir County is very vast. It's one of the largest counties in Kenya with scattered population. The lifestyle is that of pastoral nomadic, meaning the area residents keep moving from one place to another. Therefore getting the respondents who are the

beneficiaries of the Save the Children to respond on the questions might be an uphill task. The researcher required adequate resources in terms of transportation and assistance from a person who understand the terrain of the region better.

To overcome this challenge, the researcher benefited from the knowledge of the terrain in Wajir, having worked in the area for more than 2 years. This helped the researcher easily locate and reach out to the 16 staff members of District Health Management Team (DHMT) in Wajir County; reach out to 170 community health workers in Wajir County, the targeted 37 nurses in charge of health facilities in Wajir County and 38 Community health extension worker (CHEW) all under Ministry of Health. The researcher being an employee of Save the Children also needed to make arrangement with the NGO to provide him with the 4x4 motor vehicle to reach the respondents. This made the access to the remote areas and coverage of the vast Wajir County more possible.

### **1.8 Limitations of the Study**

The study was limited to descriptive research design. The descriptive research design is one which information is collected without changing the environment or manipulating the information given. The study further was limited to sample size which was derived from the target population. The study was further conducted in a very short time. The study was carried between May 2015 to July 2015.

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

It is assumed that respondents answered the questions honestly and accurately, it is assumed that the sample was representing the population intended. The sample size was representative of the population, and the respondents answered questions correctly and truthfully.

## **1.10 Definitions of Significant Terms**

Some of the significant terms are;

<b>Accountability</b>	Answerability, blameworthiness, liability, and the expectation of account-giving
<b>Beneficiaries</b>	Someone who is eligible to receive distributions from a trust
<b>Capacity</b>	Innate potential for growth, development, or accomplishment
<b>Financial Resources</b>	The investments and funds reported after current assets on a company balance sheet.
<b>Governance</b>	Consists of the set of processes, customs, policies, laws and institutions affecting the way people direct, administer or control a corporation.
<b>Implementation</b>	It is the realization of an application, or execution of a plan
<b>NGO</b>	Non Governmental Organization
<b>Organize</b>	To form as or into a whole consisting of interdependent or coordinated parts, especially for united action
<b>Partners</b>	An arrangement in which parties agree to cooperate to advance their mutual interests
<b>Project</b>	An individual or collaborative enterprise that is carefully planned and designed to achieve a particular aim.
<b>Project Programme</b>	A collaborative enterprise, involving research or design, that is carefully planned to achieve a particular aim
<b>Transparency</b>	Openness, communication, and accountability

## **1.11 Organization of the Study**

Chapter one covers background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitations of the study, assumptions of the study and definitions of significant terms. Chapter Two contains literature review, while Chapter Three gives research methodology. Chapter Four contained data analysis, presentation and interpretation while Chapter Five contains summary of findings, discussion, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter covers literature on project implementation. It also encompasses the relevant theoretical review. The chapter covers theoretical review, Review of Empirical Literature on partner's financial resources, partners own capacity to coordinate and organize, partner's capacity in accountability and transparency and internal governance structures. The study further covered conceptual framework, critique of the existing literature and research gaps.

#### **2.2 Review of Empirical Literature**

NGOs cannot act in isolation without becoming marginalized as the worldwide total in absolute poverty grows. Achieving the requisite scale to combat increases in global poverty requires that they change their manner of delivering services directly and that they reach out to establish working relationships - partnerships - with institutions both in the north and the south to mutually support poverty alleviation actions which reach greater numbers of people and address root causes of poverty. The challenge is to pick a path of change which is sufficiently incremental to be plausible, yet sufficiently rapid to avoid institutional entropy.

##### **2.2.1 Partners Financial Resources**

Strategic partnership implies a longer term relationship, working jointly to realize changes for children and realizing their rights in a country, multi country, region or globally Kaplan, (2000). It might entail substantial common advocacy and campaigning objectives, on-going investment in capacity building, or knowledge partnerships to design, evaluate and scale innovative solutions for children. It goes beyond the normal budget cycles and is not primarily defined by a funding relationship; it continues through a series of programs and interventions over many years. Strategic Partnerships can be formed with Government Ministries, NGOs, UN offices, existing networks of organizations, Alliances and others. Successful institutional work should be organized on all levels: finance, administration, production, and organization.

One of the basic foundations for NGOs is the adoption of systematic financial management. NGOs are nonprofit organizations, Thomas and Kopczak (2005). They base their goals on the services they provided through programs. Thomas, and Fritz, (2006) wrote that once the goals have been agreed upon during the program planning stage, financial management techniques can then be applied to ensure that there are sufficient funds to efficiently fulfill the planned goals. It is also important to follow a set of accounting principles and bookkeeping techniques that are in accordance with international standards. Proper and accurate accounting practices, reflecting the financial condition of an organization, are an efficient tool to manage financial and administrative matters.

William Easterly, (2006) highlights that while the term Partnerships can encompass relations with a wide range of stakeholders, Save the Children's Partnership Principles primarily considers partners with whom they are engaged with in programmes and in advocacy and campaigning for children, rather than funders or donors. These first and foremost constitute Civil Society, Government, Research and Policy Institutions, the Private Sector and Media. Save the Children's partnerships reflects the varied country contexts in which they operate, making contexts crucial in determining the range and profile of partners. Thus, in some settings new social movements presents new opportunities for partnership, while in other places increasingly restrictive legal and regulatory environments may limit our partnership options.

Brehm, (2001), outlined that partners require adequate financial resource and experience to ensure sustained capacity to achieve the project objectives and implementation of the same to the beneficiaries. The golden rule for financial planning and budgeting is to approach it as a strategic process. It is important to understand that the future of the NGO and its capacity to affect the life of the community depends on abilities to secure funding in order to develop projects. The members of the organization should be co-participative in the planning, organizing, and monitoring of the financial resources of the NGO and not only personnel are who are directly in charge, such as the treasurer. As NGOs take on an increasingly prominent role as development assistance implementers and political counter-power, they are under greater scrutiny and pressure to demonstrate that they are using their resources in an efficient, accountable and transparent manner.

Their legitimacy in managing aid financial resources is closely tied to their accountability to their constituency (and the public at large), their adherence to their mission, the transparency of their processes, and their effectiveness in fulfilling their mandate UNHCR (2002). As, in most countries, only rather basic legal requirements for the set up and running of NGOs exist, NGO accountability is primarily enforced through self regulatory mechanisms and internal rules and procedures, which therefore need to be carefully, assessed in terms of their effectiveness in managing corruption risks. This includes looking at the organization's governance structure and standards, independence, integrity policies/codes of conduct, transparency standards, human resource management policies, financial management standards and downward accountability measures (INTRAC, 2001).

Howell, Greg, Koskela, and Lauri (2000) said that Scholars and practitioners around the world have used various words to describe the development conditions of developing countries including underdevelopment and most recently, maldevelopment. The later has been borrowed from the field of medicine and is used to describe a rather dire condition of deficiency in functioning such as; brain malfunction or a malnourished child. Thus, to describe development of mostly Sub-Saharan African countries as maldevelopment is more or less comparing it with a malnourished child.

Quoting the Overseas development institute, Firoze Manji *et al*, (2002), noted that, NGOs since 1992 distributed between 10 and 15% of all aid to developing countries. DFID allocates 8 % of its funds to NGOs, and the US government transfers 40% of its aid programme through NGOs. In the ten years between 2005 and 1994, the British government increased its funding to NGOs by almost 400% to £ 68.7 M. unfortunately, in many post colonial countries real per capita GDP has fallen and welfare gains achieved since independence in areas like food consumption, health and education have reversed. While quoting the UNDP Report, (2001), Firoze Manji and Carl O'Coil, (2002), recorded important and overwhelming statistics. Sub- Saharan Africa as a whole per-capita income dropped by 21%, in real terms between 1981 and 1989. Madagascar and Mali now have per capita incomes of \$ 799 and 753 down from \$ 1,258 and \$ 898 25 years ago. This indicates a good financial support and resource for the NGOs in the African countries including Kenya.



William Easterly, (2006) described that Skilled and sensitive facilitators are required to bring about empowering processes with children and young people and sustainable partnerships with adults in different contexts. Capacity building for facilitators (adults or children) on the following topics is advantageous: child rights, children's participation, citizenship, facilitation skills, use of participatory tools, ethics, participatory action research, good governance, life skills and advocacy. Core capacity building modules should be integrated for all programme staff in organisations seeking to empower children and young people. Capacity building on child rights and participation for parents, teachers, religious leaders, local and national government officials will be necessary to develop sustainable mechanisms for children's empowerment and partnerships with adults Kazibwe, (2000). Adults need to be prepared to make space for girls and boys and to work with children and young people in respectful ways.

### **2.2.2 Partners Capacity to Coordinate and Organize**

According to Tearfund, (2000) a successful project requires having people with the right skills, knowledge and availability to deliver the project and ensure its longer term sustainability. The NGOs also need to make sure that the support functions of their office will be able to take on the additional workload generated by the project. Most projects, however, are not handed a group of people with all the necessary skills and knowledge. Instead, building capacity is about increasing the knowledge and skills of individuals, and strengthening the supporting organizational structures and systems that are needed to effectively deliver their project over the long-term.

Nonprofits, just like businesses, need to focus on building the capacity of their entire organization if they want to maximize their social impact. Both board and staff need to dedicate themselves to raising capacity building to the same level of importance and attention as program development and management – to think early and often about strengthening the organization in lockstep with implementing programs. What propelled many leading nonprofits to new levels of effectiveness was not any single initiative, but rather a deliberate program to enhance its capabilities at all levels, from its strategy to its systems and structure. These efforts in turn improved its ability to deliver against its aspirations (Thomas and Fritz, 2006).

In UNHCR (2002) reported many organizations in the independent sector, especially smaller groups or recently founded institutions, continue to neglect building organizational capacity in favour of developing and deploying programs. At one level, the tendency among nonprofits to favor program makes perfect sense. Most nonprofits are founded by intensely motivated individuals who are promoting a new idea: a different approach, method, or system to address some pressing social need. But other obstacles also face non-profit boards or managers seeking to build capacity. For example, non-profit culture tends to glorify program work over “back-office” functions or even higher-level institutional functions such as strategic planning. (In fact, in many for-profit and non-profit organizations, “planning” is something of a dirty word, as it distracts from important day-to-day activities.) In addition, many non-profit managers are generally sceptical about the relevance of business practices to non-profit organizations.

Another important barrier impeding the ability of nonprofits to engage in capacity building is a dysfunctional funding environment. Every Non Profit manager knows that a majority of donors, both individuals and foundations, like to earmark their contributions to support particular projects or programs. The easiest dollars to raise have always been for “bricks and mortar” capital campaigns, with very tangible products, while the hardest have been for general administrative costs – including efforts to build organizational capacity (ECDPM, 2000).

Donors fear that such contributions will serve only to hire more staff or perpetuate the institution rather than make an impact on the mission. The rise of new forms of funding, particularly venture philanthropy, has begun to lower this barrier, but given the idiosyncrasies of many major donors, it seems unlikely that this perspective will change dramatically any time soon. Nonprofits have also been hampered in their capacity building efforts by a simple lack of knowledge. For inspiration and new ideas in an area such as fundraising, for example, nonprofits can look for guidance to a whole body of literature, the experiences of other organizations, and a robust specialty consulting market. But when it comes to non-profit capacity building, there is no shared conceptual framework or approach that can be applied widely across the sector (Fowler, 2000).

Finally, it may be important to establish a direct linkage between building capacity and increased social impact which should be elusive. In a few cases, the connection is readily apparent. A food bank that improves its inventory management, for example, will deliver more food to more people more quickly. But far more often, it is difficult if not impossible to attribute increased impact to a particular capacity building effort. Capacity is one of those words that mean all things to all people, and nonprofits have approached and interpreted capacity building in many different ways. As a starting point, therefore, the team developed a “Capacity Framework” to provide a common vision and vocabulary for nonprofit capacity (Fowler, 2000b).

### **2.2.3 Accountability and Transparency of Project Partners**

According to Thomas and Fritz, (2006) said that alack of transparency and accountability in the aid system causes three inter-related problems. The first is the ‘efficiency problem’: when aid is opaque and unaccountable, funds are more likely to go astray (through corruption or inefficiency) between donors and the ultimate or intended beneficiaries. The second is the ‘effectiveness problem’: when aid is opaque and unaccountable, it is harder for donors to coordinate their efforts, for recipients to plan ahead and for those affected by aid to suggest ways to improve outcomes. The third is the ‘empowerment problem’: opaque and unaccountable aid reinforces relationships between donors and recipients that are disempowering, and prevents aid recipients from taking control of the development process.

Transparency and accountability are ultimately about relationships: one actor is transparent and accountable to another. The implication of this in the aid context is that action is needed on both the ‘supply’ and ‘demand’ sides– i.e. donors must take action themselves, but need to be held accountable by effective institutions and stakeholders in the countries where they work. This work is unique among the strategic reviews being carried out by the Transparency and Accountability Initiative (T/A Initiative) in that it has direct implications for the way that T/A Initiative donors themselves work; a key conclusion is that essential aspects of the vision of transparent and accountable aid can be delivered only by donors themselves. This is particularly true with respect to transparency: no amount of independent analysis or civil society activism will generate transparency unless donors collect and publish information (Dawwins, 2001).

The financial accountability of many NGOs has been affected by the political environment in which they operate. The political environment in which NGOs operate has changed irrevocably over the past decade. Good intentions and values used to provide a sufficient basis for NGO legitimacy, but there is now increasing pressure on NGOs to provide evidence that they are having a positive impact and are effectively representing those they claim to support Jordan, Lisa, (2005). In recent years, NGOs have gained increasing influence over national and international policy and they are now providing many public services. With growing resources being channeled into the sector, it has become imperative that NGOs, regardless of the sector or country in which they work, are able to demonstrate to whom and for what they are accountable. This article looks at the effectiveness of one increasingly prominent mechanism used by NGOs to achieve greater accountability – self-regulation (Kaplan, 2000).

According to Kovács and Spens, (2007) NGO accountability is a complex issue. Organizations need to be accountable to many different sets of stakeholders which, separately and collectively, play an integral part in their operations: institutional donors provide funding; governments provide legal and regulatory frameworks; supporters provide their money and time; beneficiaries provide the basis for an organization's purpose and moral legitimacy. A further complication is that each of these sets of stakeholders has a very different level of leverage and power over an NGO. As a result, the strength and clarity of their different accountability relationships vary greatly.

The project implementation requires the necessary tools to help the manager or team focus attention on important areas and set differential priorities across different project elements. If it can be demonstrated that a set of factors under the project manager's control can have a significant impact on project implementation success, the project manager will be better able to effectively deal with the many demands created by his job, channelling his energy more efficiently in attempting to successfully implement the project under development (Brehm, 2001). Normally, a project should be a planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations. The process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers (Dawwins, 2000).

The project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager is faced with a difficult job characterized by role overload, frenetic activity, fragmentation, and superficiality. When NGOs are designated as Implementing Partner for UNDP activities, management responsibility for the entire project including achieving the project outputs lies with the NGO (ALNAP, 2008).

The mechanisms for ensuring accountability between institutional donors and NGOs, for example, are generally strong because of contractual obligations and the dependence of NGOs on donor funds. Similarly, governments create the legal and regulatory environment within which NGOs function, so they too have significant leverage to guarantee accountability. Beneficiaries, on the other hand, despite being the reason why most NGOs exist, generally lack the power to make demands of them. Few organizations have institutionalized means for beneficiaries to make their opinions felt, and as a result the accountability relationship with them is often weak. Effectively balancing the needs of these different stakeholders is the crux of being accountable. The problem for most self-regulation initiatives is that the standards they set are not strengthening and clarifying the relationships with these different sets of stakeholders equally (Minear, 2002).

A study by People in Aid (2008) indicated that while setting standards on good internal governance, financial management and reporting is important, it is crucial that the accountability promoted through self regulation systems is not hijacked by a narrow technical understanding of the term. NGO accountability must also be about clarifying and strengthening downward accountability to beneficiaries, who, after all, are the reason why most NGOs exist. Achieving accountability to beneficiaries is thus crucial both to fulfilling an organization's mission and to maintaining its legitimacy. For this reason the issue of beneficiary accountability needs to have a more central position in the standards set through self-regulation initiatives. While in a number of codes beneficiary accountability is not even mentioned, in those where it is, it is often expressed in rather vague terms. For example, the Botswana code notes that NGOs need to 'be accountable for their actions and decisions, not only to donors and governments but also to project beneficiaries'.

#### **2.2.4 Internal Governance Structures**

According to Thomas and Fritz, (2006) Good governance is key to the growth and sustainability of nongovernmental organizations (NGOs). “Effective NGO Governance,” presents methods and techniques for planning and implementing actions to improve an organization’s governance. The basis for NGO governance is usually a country’s legal code, which assigns an internal governance structure depending on the type of NGO under study. More specifically, an organization’s governing body (or bodies) should be identified as required by law in its “basic documents” that is, the act of incorporation, statute, charter, and other government documents. Explicit designation of the governing body by name is important, for it clarifies where fundamental decision-making and oversight responsibilities reside in the organization, An explicit governance structure is the first step toward establishing as Table and predict Table framework for accountability in the NGO. In Central and East European (CEE) several factors can complicate an NGO’s governance structure. GO laws in the region, which are still being refined, are sometimes vague, contradictory, or silent about governance and the responsibilities of boards. Or different kinds of governing bodies may be mentioned in the law with no explanation about their purpose or authority. As a result, legal responsibility can be poorly assigned, and an NGO’s board may have no discernable duty other than to exist at the time of registration (Kazibwe, 2000).

Kaplan, (2000) said that a second complication is the structure of associations and foundations. Many associations in CEE don’t function as true membership organizations they have assumed this form merely for purposes of registration. Although the basic documents may identify the general assembly as the highest governing body, in reality it meets rarely and performs few governance functions. Between annual meetings a separate body, often known as the executive board, may assume a more active governance role, but its duties, too, can be poorly defined. Both the general assembly and executive board, moreover, are often composed of senior staff members and thus differ little from a senior management team. In foundations, similarly, there may be confusion over who actually governs, with the founders themselves retaining certain rights and privileges that are, strictly speaking, of a governance nature. All of these arrangements can leave the true governance function shifting among various groups, adequately performed by none.

Finally, many NGOs in CEE have the dual governance structure that is common in European corporations. In this arrangement there are actually two governing bodies: a supervisory board, which mainly oversees the organization's financial affairs, and a separate body, often known as the management board. This dual structure has the main advantage of integrating governance into the daily life of the organization. But it can pose problems if the management board is composed mostly of staff, as is usually the case. Even though they understand the organization well, the presence of staff members on a governing body blurs the distinction between governance and management and quickly leads to conflict of interest, Dawwins, (2001). The situation is even more problematic if the supervisory board meets only once or twice a year. With such infrequent activity the supervisory board easily grows dormant and neglects its tasks, depriving the NGO of a true internal oversight function. When these complicating factors are present, an NGO should strengthen its governance by clarifying and simplifying the relationships among its leadership entities. Even when the laws are vague, they don't inhibit or forbid good governance, and there is much an organization can do to strengthen its governance structure, starting with its basic documents. Left untended, an ambiguous governance structure can lead to internal conflict or even a breakdown in leadership altogether. A well-crafted governance structure, on the other hand, strengthens accountability and sets the stage for an efficient, well-run organization (Jordan and Lisa, 2005).

Organizational structure provides a backbone upon which all of a company's operational policies and work processes are built. Managerial reporting relationships and the flow of ideas, decisions and information are formally laid out by a company's organizational structure. Structures can be relatively flat or tall; taller structures tend to operate more bureaucratically. No single organizational structure is inherently better than another. Rather, each structure has unique advantages and disadvantages best suited for specific situations. Bureaucratic organizational structures have numerous layers of management, cascading down from senior executives to regional managers to departmental managers, all the way down to shift supervisors who work alongside frontline employees. Due to the many layers of management, decision-making authority has to pass through a larger number of layers than with flatter organizations.

Refund decisions, for example, may have to pass from frontline employees, through shift supervisors, to store managers for a retail outlet in a bureaucratic company (Dawwins, 2001). The structures of NGOs vary considerably. With the improvement in communications, more locally-based groups, referred to as grass-roots organizations or community based organizations, have become active at the national or even the global level. Increasingly this occurs through the formation of coalitions with other NGOs for particular goals, such as was the case in the case of the Bam earthquake for example. A civil society is composed of three sectors: government, the private sector and civil society, excluding businesses Kazibwe, (2000). NGOs are components of social movements within a civil society. In the case of Iran, where civil society is not yet mature, NGOs can have an important role in strengthening the foundations of an emergent civil society. The issue of independence is an important one in the credibility of an NGO.

It is hard for NGOs not to come under any governmental influence. Individual governments do at times try to influence the NGO community in a particular field, by establishing NGOs that promote their policies, Tearfund (2000). This has been recognized by quite common use of the acronym GONGO, to label a government-organized NGO. Also, in more authoritarian societies, NGOs may find it very difficult to act independently and they may not receive acknowledgment from other political actors even when they are acting independently. On the other hand, development and humanitarian relief NGOs need substantial resources, to run their operational programs, so most of them readily accept official funds. It is thus important for the NGO to have transparency in its operations and goals so that its relationship (Kovács, and Spens, 2007).

Good governance has a formal structure and it involves the separation of governance and management. To ensure good governance in the non-profit sector, Non-Governmental Organizations (NGOs) are encouraged to be mission-based organizations; promote the highest professional and ethical standards; exercise responsible resource management and mobilization; and be responsible to the communities they serve (Wyatt, 2004). Ordinarily, NGOs are supposed to be voluntary, non-profit, service and development oriented, autonomous from the government or political parties; have a high degree of motivation and commitment, and some form of



formal registration (Jack, 2001). Studies done by Kim (2008) asserts that in Australia, Hong Kong, Indonesia, the Philippines and Taiwan, NGOs are afforded almost free reign to go about serving their communities as government rarely intervene in setting the standard for internal accountability.

In Africa and specifically in Kenya, the government prepared a policy document to give guidelines on NGO governance in Kenya, the Sessional Paper No. 1 of 2006 on Non-Governmental Organizations. According to GOK (2006) NGOs have their own internal procedures for governance (NGOs are governed by Boards of Directors elected by members (PEN, 2010)), but, the government requires them to operate more transparently particularly in regard to their financial and human resource management systems. The government, through the NGOs Coordination Board, demand reports, strategic plans and audit reports from all NGOs. Moreover, all NGOs are required to work under the auspices of the NGOs Council, an umbrella body mandated to enforce self-regulation in the sector.

### **2.3 Theoretical Framework**

The study will adopt theory of constraint to explain the relationship. There are different theories on project implementation, each identifying own paradigm and concept on project planning and management. The study was guided by Theory of Constraints.

#### **2.3.1 The Theory of Constraints**

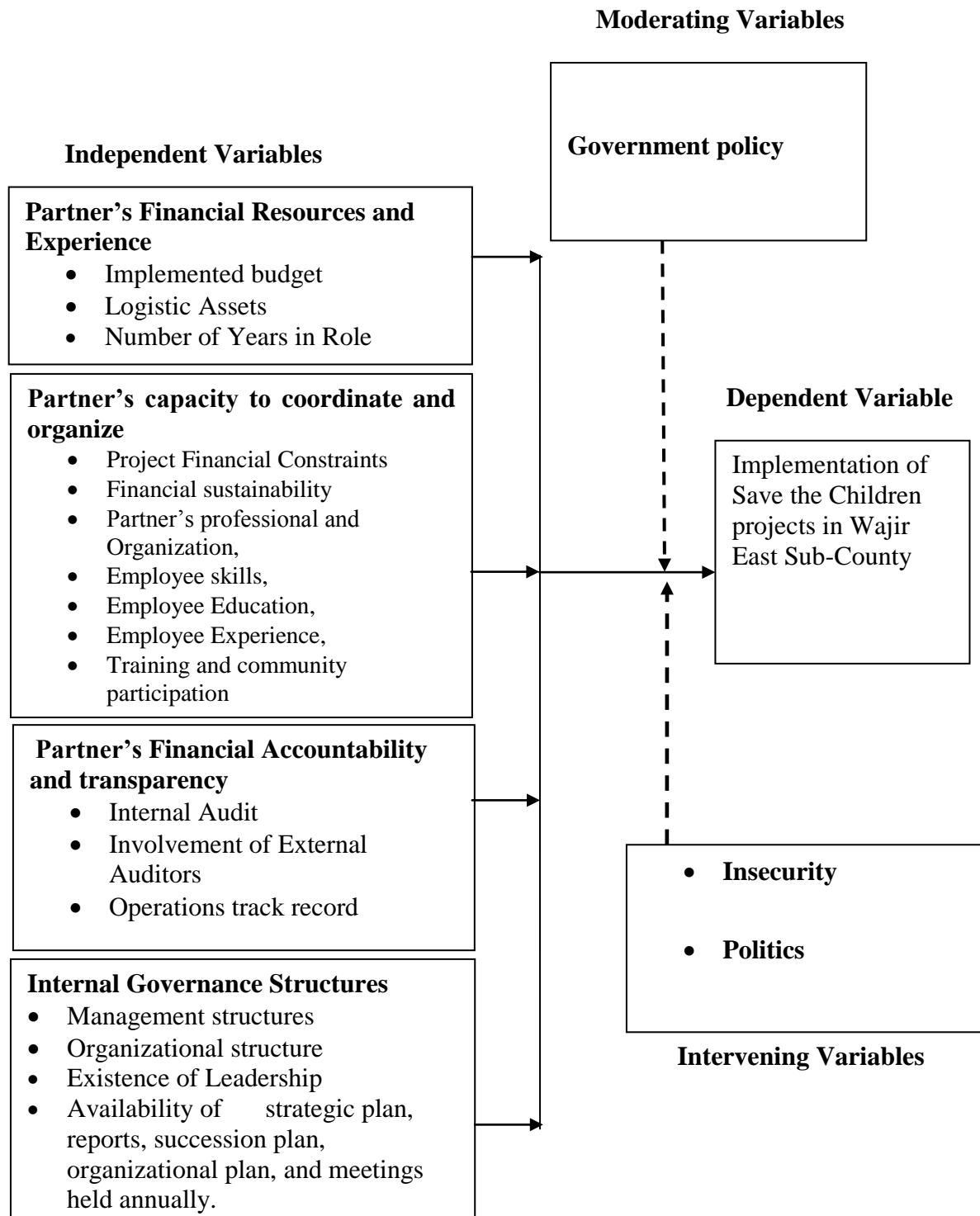
Theory of Constraints (TOC) developed by Eliyahu Goldratt (2005) is a methodology for identifying the most important limiting factor (i.e. constraint) that stands in the way of achieving a goal and then systematically improving that constraint until it is no longer the limiting factor. In Non Governmental Organizations (NGOs), the constraint towards project implementation is often referred to as a bottleneck. The core concept of the Theory of Constraints is that every process has a single constraint and that total process throughput can only be improved when the constraint is improved. A very important corollary to this is that spending time optimizing non-constraints will not provide significant benefits; only improvements to the constraint will further the goal (Successful Project Implementation). Thus, TOC seeks to provide precise and sustained focus on improving the current constraint until it no longer limits throughput, at which point the focus moves to the next constraint.

The underlying power of TOC flows from its ability to generate a tremendously strong focus towards a single goal (Project goal) and to removing the principal impediment (the constraint) to achieving more of that goal. In fact, Goldratt considers focus to be the essence of TOC. The Theory of Constraints takes a scientific approach to improvement. It hypothesizes that every complex system, including NGO project planning processes, consists of multiple linked activities, one of which acts as a constraint upon the entire system (i.e. the constraint activity is the “weakest link in the chain”) Dawwins, (2000). The Theory of Constraints provides a powerful set of tools for helping to achieve that goal, including: The Five Focusing Steps (a methodology for identifying and eliminating constraints) and The Thinking Processes (tools for analysing and resolving problems).

One of the appealing characteristics of the Theory of Constraints is that it inherently prioritizes improvement activities. The top priority is always the current constraint. In environments where there is an urgent need to improve, TOC offers a highly focused methodology for creating rapid improvement.

## 2.4 Conceptual Framework

The conceptual framework of the study (Figure 1) is given below.



**Figure 1: Conceptual Framework**

## **2.5 Research Gaps**

In Wajir East Sub-County, there are numerous project partners and NGOs each handling different projects and even others handling more than one project in different parts of the county. This indicates a well segmented region by social society due to its expansiveness and humanitarian needs. According to KIRA's assessment Wajir County conflict assessment report (August 25, 2014), says that the inter clan clashes between Garre and Degodia communities along the Wajir – Mandera Border has directly affected 10 locations in Tarbaj District. The clashes in Wajir County further affected other areas that are hosting an influx of displaced persons. Following renewed wave of deadly clashes in Gunana in Tarbaj, the County Government, KRCS staff, and partners including Save the Children, Islamic Relief, WASDA, Aldef, amongst others.

Nevertheless, challenges of services distribution has never ceased between NGOs and their Partners. Most partners have taken advantage of their presence on the ground and their knowledge of the terrain in Wajir, knowledge of local people and even local dialect of communication to convince the NGOS that they are the best suited for the distribution of services among the beneficiaries. Even with all such qualifications by partners, there have been noted a chain of failures, delays in implementation, poor access to the beneficiaries and even worst usage of resources that could have been used to a bigger number of beneficiaries. However, not much has been documented or researched on the gap created by this segmentation though.

It is not clear what causes such delays and eventual failure to successfully implement the designated projects by the project implementation partners. It is with that view that the study sought to understand; whether capacity capability affect the implementation of projects, how does non-government organizations prepare for the project implementation tasks, what hinders successful implementation of the projects and how should such challenges be addressed.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter includes the research methodology which was used while conducting the study. Pertinent sections include the research design, target population, sample size, sampling procedure, methods of data collection and data analysis.

#### **3.2 Research Design**

The study used a descriptive survey design. The reason for choosing descriptive survey design is because, a descriptive study is undertaken in order to ascertain and describe the characteristics of the variables of interest in a situation. The goal of descriptive study hence is to describe relevant aspects of the phenomena of interest from an individual organizational, industry oriented or other perspective (Best and Kahn, 2007). The study obtained data and described the views of the respondents with regard to the Factors Influencing Implementation of Non-Governmental Partnership Projects in Wajir East-sub County, Kenya.

Yin, (2008) indicated that the descriptive research design is applicable to the study because; When very little is known about a topic a descriptive design is best suited because it helps gather information into details by investigating how, where, who, what and when aspects of the study. In descriptive research, the research variable is examined as it exists without investigator interference.

#### **3.3 Target Population**

The target population is shown in Table 3.1.

**Table 3.1: Target Population**

<b>Target Groups</b>	<b>Target Population</b>
District Health Management Team	16
Community Health Workers	170
Nurses in Charge	36
Community health extension worker	38
Save the Children staff	38
<b>Total</b>	<b>298</b>

Source: Save the Children (2015).

The study targeted Ministry of Health and Save the Children project in Wajir East-sub County. Save the Children staff currently supporting the MOH to implement High Impact Interventions, such as adoption of the new strategy of indirect nutrition programme implementation. This therefore made the MOH as the best partner suited and positioned to provide proper information concerning the factors influencing implementation of Save the Children projects in Wajir East-sub County.

### 3.4 Sampling Procedure and Sample Size

The study used Census sampling technique of health management team and the whole population as respondents. According to (Kombo and Tromp, 2006), census is the procedure of systematically acquiring and recording information about the members of a given population. It is an attempt to collect data from every member of the population being studied rather than choosing a sample.

According to Fischer in Mugenda and Mugenda (2008), the total sample size can be calculated as follows:

$$N = \frac{Z^2 \times p \times q}{d^2}$$

Where: N = the desired sample size (if the target population is greater than 10,000)

z = the standard normal deviate at the required confidence level

p = the proportion in the target population estimated to have the characteristics being measured

q = 1- p

d = the level of statistical significance set

Since there is no estimate available of the proportion in the target population assumed to have the characteristics of interest, 50% were used as recommended by Fisher *et al* in Mugenda & Mugenda (2008). Therefore, the value of p was 0.05

The sample size was estimated within 95% confidence interval (z =1.96) and a desired accuracy level of 0.05 as follows;

$$N = \frac{(1.96)^2 \times 0.5 \times (1 - 0.5)}{(0.05)^2} = \frac{0.9604}{0.0025} = 384$$

According to Mugenda & Mugenda (2008), when the target population is less than 10,000, the required sample size is smaller. Hence a final sample estimate ( $n_f$ ) was calculated using the following formula:

$$n_f = \frac{n}{1 + n/N}$$

Where:  $n_f$  = the desired sample size (when the population is less than 10,000)

$N$  = the desired sample size (when the population is more than 10,000)

$n$  = the estimate of the population size

Hence the final sample estimate ( $n_f$ ) was:

Where:  $n = 298$

$N = 384$

$$n_f = 298 / 1 + 298 / 384 = 167$$

A total sample size of 167 was considered adequate. The sample was calculated as shown in Table 3.2.

**Table 3.2: Sample size**

Target Groups	Target Population	Percentage in relation to target population	Sample size
District Health Management Team	16	5	8
Community Health Workers	170	57	89
Nurses in Charge	36	12	20
Community health extension worker	38	13	22
Save the Children staff	38	13	22
<b>Total</b>	<b>298</b>	<b>100</b>	<b>167</b>

### 3.5 Methods of Data Collection

Questionnaires and interview schedules were used as methods of data collection.

### **3.5.1 Questionnaires**

The study used structured and semi structured questionnaires for data collection instruments. Questionnaires were used because they helped the researcher to collect large amount of data in large areas within a short time thus saving time for the study (Orodho, 2008). The questionnaires contained both open-ended and closed ended questions which were based on the research questions and objectives of the study. The questionnaires were self-administered to the relevant respondent respectively. Interview schedule was used to collect data from the community health workers.

### **3.5.2 Interview Schedules**

The study further sought to gather information using interview schedules. This was so appropriate so that to get one on one information from the respondents besides the findings of the questionnaires.

### **3.6 Validity of Research Instruments**

A pilot study will be done at the researcher's place of work in Dadaab (Danish Refugee Council) to test the validity of the instruments. A research instrument is valid if it measures what it is supposed to measure (Kombo and Tromp, 2006). According to Orodho (2008), the validity of an instrument is measured by its repeated reviews by experts and field tests. The researcher carried out a pilot study using 10 respondents. This helped to validate the instruments by checking whether there are ambiguous, confusing and poorly prepared items and Questions. The instruments were tested to ascertain their validity and suitability in collecting the required data. The draft questionnaire was given to the supervisor of University of Nairobi who are experts to appraise the items sustainability in the obtaining information according to the research objectives. Experts examine all the items and provide feedback on the questionnaire items which required to be corrected by the researcher in rewriting the correct format of the questions. In the process the researcher established whether the expert's recommendation was used by the researcher to make amendments on the items in the questionnaires.



### **3.7 Reliability of Research Instruments**

Mugenda and Mugenda (2008) explained that reliability is a measure of degree to which a research instrument yields consistent results or data after an accepted number of repeat trials. The split-half technique of measuring the reliability of the research instruments was used to eliminate bias in order to fit within the required goals. From Wajir County, respondents were obtained who provided raw data points to calculate the correlation coefficient between the corresponding data points for the times that questionnaires were administered. Finally, Cronbach's alpha was used to test reliability of the questionnaire. According to Nunnally, (2008) Cronbach's alpha is a statistic. It is generally used as a measure of internal consistency or reliability of a psychometric instrument. In other words, it measures how well a set of variables or items measures a single, one-dimensional latent aspect of individuals.

The value of alpha ( $\alpha$ ) may lie between negative infinity and 1. However only positive values of  $\alpha$  make sense. Generally, alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). Professionally it is insisted on a reliability score of 0.7 or higher in order to use a psychometric instrument.

### **3.8 Methods of Data Analysis**

The data obtained from the structured questions in the questionnaire was coded, classified under different variables and entries made into Statistical Package for Social Sciences (Version 21). Similarly, responses from unstructured questions on respondents opinion on factors influencing implementation of non-governmental and government partnership projects was written in a separate sheet and organized in themes and thematic content analysis used to answer research questions. Descriptive analysis was used to analyze the primary data of quantitative nature (structured questions) and qualitative nature (None structured questions). Descriptive statistics such as frequencies and percentages and augmented with measures of central tendency (means) and dispersion (standard deviation) was used.

### **3.9 Ethical Issues**

The researcher used an introductory letter from University of Nairobi which acted as prove to the respondents that the research is meant for academic purposes. This is because some of the respondents feared that the information given could be used against them. Qualitative data was analyzed through interpretation of the findings, mainly generated from questions that were presented through the open ended questions and oral interviews. These were presented in tables and narrative presentation.

The data collected was edited for accuracy, uniformity, consistency and completeness. The researcher personally ensured that the information given by respondents is kept confidential. Since some of the top managers do not allow their employees to interact with outsiders in the organization in fear of giving out the organizational secrets, the researcher first talked to the top management in Ministry of Health to enlightened them on the importance of this research and ensured that they understand that the research is not meant to for any negative reason.

### 3.10 Operationalization of Variables

The operationalization of variables is as shown in Table 3.3.

**Table 3.3: Operationalization of Variables**

<b>Objective</b>	<b>Independent Variables</b>	<b>Indicators</b>	<b>Measurement</b>	<b>Measurement scale</b>	<b>Tools of analysis</b>	<b>Types of analysis</b>
<b>Partners Financial Resources and Experience</b>	Partners Financial Resources	Logistic assets	Visible assets	Ratio	Percentage	Descriptive
		Number of years doing the same roles	NGO Date of registration	Ratio	Means	Descriptive
<b>Partners Coordination and Organization</b>	Partners Coordinate and Organization	Employee Skills	Efficiency at work	Ratio	Means	Quantitative
		Employee Education level	Certifications	Ratio		Quantitative
		Experience among employees	Effectiveness in delivery of Service	Ratio	Means	Descriptive
<b>Partners Accountability</b>	Partners Accountability and Transparency	Audit department	Audit reports	Ratio	Means	Descriptive
		Involvement of external auditors	External audit report	Ratio	Means	Descriptive
		Scandal free operation track record	Partner Clean bill of health	Percent	Percentage	Qualitative
<b>Internal Governance Structures</b>	Internal Governance Structures	Management structures	Existence of organizational structure	Ratio	Mean	Quantitative
		Hierarchy of command	Defined Levels of management	Percent	Percentage	Quantitative
		Existence of Leadership plan	Existence of succession plan	Ratio	Percentage	Descriptive
	<b>Dependent Variable</b>					Descriptive
	Implementation of Save the Children projects	Policy Formulations	Project Sustainability	Ratio	Percentage Mean	Descriptive

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This chapter presents data analysis, presentation and interpretation. Information in this chapter is divided into two sections. The first section details the general information on the respondents while the second section deals with findings on the objectives of the study.

#### **4.2 Response Rate**

Data collection was conducted through the use of questionnaires and interview schedules to understand the factors influencing implementation of non-governmental partnership projects, a case of Save the Children and Ministry of Health project in Wajir East Sub-County Kenya. The study targeted District Health Management Team, Community Health Workers, Nurses in Charge, Community health extension worker and Save the Children staff. Various questions relevant and related to the topic of research were asked to the respondents. The study sampled 167 respondents. From the sampled 167 respondents, the researcher managed to get back feedback from 146 respondents which is a response rate of 87%. This was deemed adequate to be relied as enough response rates because according to Mugenda and Mugenda (2010) a 50% response rate should be accepted as adequate, 60% response rate should be accepted as good and 70% response rate should be accepted as very good. Determining the response rate from this assertion, the study managed to get a response rate of 87% which is very good. This was adequate response rate to offer credible and reliable information about factors influencing implementation of non-governmental partnership projects, a case of Save the Children and Ministry of Health project in Wajir East Sub-County Kenya.

#### **4.3 General Information**

The study sought to get general information about the respondents to authenticate their level of knowledge about the topic under study, the years of experience, and the education level and job positions. This helped to achieve the main purpose of the study and an understanding whether the study was based on the group of respondents suitable and knowledgeable about the topic.

### 4.3.1 Respondents Gender Distribution

The objective sought to determine gender disparity of the respondents in the Ministry of Health and Save the Children all combined in the project partner of Save the Children East Wajir. The findings are shown on Table 4.1.

**Table 4.1: Respondents Gender Distribution**

Gender	Frequency	Percentage
Male	102	70
Female	44	30
<b>Total</b>	<b>146</b>	<b>100</b>

The study found that majority of the respondents were male while female were the minority. According to the study, 70% of the respondents were male respondents, while 30% were female respondents. The study had majority male respondents. This was probably because the location of the case study was far in the remote areas of Wajir where the NGOs had their offices and the majority employees are male.

### 4.3.2 Respondents Age Distribution

The study sought to analyze age distribution among the respondents in Ministry of Health and Save the Children. The findings are shown on Table 4.2.

**Table 4.2: Respondents Age Distribution**

Age of the respondents	Frequency	Percentage
Below 30 Years	22	15
30 – 39 Years	46	32
40 – 49 Years	38	26
50 Years and above	40	27
<b>Total</b>	<b>146</b>	<b>100</b>

The respondents filled the questionnaire on age to determine age disparity of the respondents. The study found that 15% of the respondents were below 30 years of age, 32% had 30-39 years of age while 26% had 40-49 years of age. Finally the study found that 27% had 50 years and above. The study finding indicates that majority of the respondents were between an age bracket of 30-39 years old which is the average years at which most people have settled down in their careers and have got expansive experience on their areas of

specialization. The age of the respondent also helped to understand the balance of different age sets and whether there are varied age sets to help bring a health interaction in the work place, indicating that even younger age sets could have good experience as impacted by elder age sets.

### 4.3.3 Respondents Highest Professional Qualification

The study further sought to know the respondents highest professional qualifications. The findings are shown on Table 4.3.

**Table 4.3: Respondents Highest Professional Qualification**

<b>Highest Professional Qualification</b>	<b>Frequency</b>	<b>Percentage</b>
Masters	6	4
Degree	40	27
Diploma	36	25
Tertiary Education	28	19
KCSE Certificate	14	10
Others	22	15
<b>Total</b>	<b>146</b>	<b>100</b>

The study sought to determine the highest professional qualification to help identify the respondent's level of education which would imply their potential ability to understand the questions and respond appropriately. The study found that 4% of the respondents working for the Ministry of Health had master's level of education, degree level is 27%, and diploma level had 25% while tertiary education holders were 19%. The study further found that those with KCSE certificates were 10% and those with other qualifications were 15%. The study found that majority of the respondents had Undergraduate degree level of education. The study can therefore confirm from the majority of the respondents, that Ministry of Health in major east county has got majority of the respondents' degree education level as degree.

## **PART ONE: Responses from Ministry of Health**

### **4.3.4 Respondents Job Positions**

The findings are shown on Table 4.4.

**Table 4.4: Respondents Job Positions**

<b>Job positions</b>	<b>Frequency</b>	<b>Percentage</b>
District Health Management Team (DHMT) Staff	8	6
Community Health Worker	76	61
Nurse in Charge of health facility	18	15
Community Health Extension Worker	22	18
<b>Total</b>	<b>124</b>	<b>100</b>

The study sort to find out the job position for each of the respondents. According to the study there were 6 District Health Management Team (DHMT) Staff, 61 Community Health Worker, 15 Nurse in Charge of health facility and 18 Community Health Extension Worker. The study found that community health worker were the majority respondents from Ministry of Health. This was key because, the community healthy workers in Wajir are the majority in the Ministry of Health to assist in covering all the home stead spreading the health word.

### **4.4 Financial Resources and Experience**

The study sought to access the influence of partner's financial resources on Save the Children Project Implementation.

#### **4.4.1 Whether Ministry of Health has Financial Resources and Experience**

The study sought to analyze whether Ministry of Health have adequate financial resources and experience to act as a partner on Save the Children project implementation. The findings are shown on Table 4.5.

**Table 4.5: Whether Ministry of Health has Financial Resources and Experience**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	98	79
No	26	21
<b>Total</b>	<b>124</b>	<b>100</b>

The study found that 79% of the respondents believed that Ministry of Health have adequate financial resources and experience to act as a partner on Save the Children project implementation. While 21% believed that Ministry of Health has adequate financial resources and experience to act as a partner on Save the Children project implementation. The study finds that financial muscles are key to the project implementation because they help to run the programmed properly without the need to outsource. This agrees with Brehm, (2001), that partners require adequate financial resource and experience to ensure sustained capacity to achieve the project objectives and implementation of the same to the beneficiaries. The study sampled 167 respondents. From the sampled 167 respondents, the researcher managed to get back feedback from 146 respondents which is a response rate of 87%. The study found that 79% of the respondents believed that Ministry of Health have adequate financial resources and experience to act as a partner on Save the Children project implementation.

#### **4.4.2 Projects Implemented by Ministry of Health as a partner**

The study sought to understand the number of projects each respondent has been involved into implantation level by the Ministry of Health as an implementing partner. The findings are shown on Table 4.6.

**Table 4.6: Projects Implemented by Ministry of Health as a partner**

<b>Job positions</b>	<b>Frequency</b>	<b>Percentage</b>
1-3 projects	46	37
4-6 projects	34	27
7-10 projects	18	15
Above 10 projects	26	21
<b>Total</b>	<b>124</b>	<b>100</b>

The study found that 37% of the Ministry of Health team has participated in 1-3 projects, 27% have participated in 4-6 projects, and 15% of the team has participated in 7-10 projects and 21% over 10 projects. This implies that most of the Ministry of Health staff members who were the respondents had wide experience as the Ministry of Health activities as the implementing partner. The study can further indicate that the respondent's have a strong basis of the analysis' skills as partners to the NGOs. The analysis indicates that most of the respondents had wide experience and knowledge about the NGO projects and this indicates



that there are high knowledgeable respondents about the working and the operation of the project as operated by the non government organizations.

#### 4.4.3 Responses on Financial Resources and Experience of Ministry of Health

The findings are shown on Table 4.7.

**Table 4.7: Financial Resources and Experience of Ministry of Health**

	Agree Strongly 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5	Mean	std dev
Percentages							
Ministry of Health (MoH)							
got experience in							
partnerships	72%	22%	3%	0%	0%	1.28	0.51
MoH do have financial							
constraints	64%	22%	11%	0%	3%	1.56	1.00
The relationship between							
NGO and MoH has lasted							
for more than 10 years	30%	33%	10%	21%	6%	3.42	1.91
It is easier to reach the							
beneficiaries by using							
partners	50%	31%	19%	0%	0%	1.69	0.79
The MoH does not fit as							
project implementation							
partner	0%	0%	0%	0%	100%	-2.81	1.28
There is increased							
efficiency due to							
partnership intervention	50%	33%	8%	8%	0%	1.75	0.94
The Ministry health is key							
pillar of implementation in							
Wajir county	75%	25%	0%	0%	0%	1.25	0.44

The study found that 72% of the respondents agreed with the statements about the factors relating to financial resources and experience of Ministry of Health. The study found that Ministry of Health (MoH) got experience in partnerships which were shown by a mean of (1.28). Further it was indicated that Ministry of Health do have financial constraints which were agreeable as shown by a mean of (1.56).

Concerning the effects of the relationship between NGO and Ministry of Health has lasted for more than 10 years, the study agreed with a strong mean of (3.42). The study found from the respondents that it is easier to reach the beneficiaries by using partners Mean of (1.69) and that The Ministry of Health does not fit as project implementation partner who was rejected with negative mean of -2.81. The study further found that respondents strongly agreed that there is increased efficiency due to partnership intervention shown by a mean of (1.75) and finally it was strongly agreed that the Ministry health is key pillar of implementation in Wajir County on matters of health as shown by a mean of (1.25).

The study found that there was a strong agreement on many of the aspects that supported the MoH on its mandate as the partner with Save the Children. The study further found that financial power and experience as an implementing partner are key to the success of the contract as a partner. The knowledge about who to implement the mandate and the capacity to achieve such goals are critical to the success of the partnership with NGOs as implementing partners.

#### **4.5 Capacity to Coordinate and Organize**

The study sought to find out partners capacity to coordinate and organize on Save Children project implementation.

##### **4.5.1 Trained Staff on Management and Project Implementation**

The study sought to know how many trained staff on management and project implementation, does Ministry of Health has. The findings are shown on Table 4.8.

**Table 4.8: Trained Staff on Management and Project Implementation**

<b>Job positions</b>	<b>Frequency</b>	<b>Percentage</b>
All of them	34	27
1-5	26	21
6-10	36	29
Above 11	28	23
<b>Total</b>	<b>124</b>	<b>100</b>

The study on the number of the trained staff of Ministry of Health concerning project implementation, the study found from 27% of the respondents' that all of them were trained, 21% felt that 1-5 of them were trained, 29% indicated its 6-10 who were trained and 23% indicated that above 10 staff were trained on project implementation.

From the analysis it was clear that there was no consensus on the number of trained staff about the project implementation by Ministry of Health as the implementing partner. The study can therefore authentic independently that the training is not done systematically for everyone to be fully trained as supposed. Nevertheless, the study found that training of very key to the successful implementation of the projects by the Ministry of Health. The study found that respondents who were well trained enhanced the successful implementation of the Ministry of Health projects with more each and performed more powerfully those non trained staff members.

#### **4.5.2 Whether Save the Children carry out capacity building on MoH employees**

The study sought to identify whether Save the Children carries out capacity building for the Ministry of Health employees to ensure they understand the mandate and directives to the project implementation as partners. The findings are shown on Table 4.9.

**Table 4.9: Capacity building on Ministry of Health Employees**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	84	68
No	40	32
<b>Total</b>	<b>124</b>	<b>100</b>

The study found that 68% of the respondents believed that Save the Children offers capacity building for the Ministry of Health while 32% of the respondent felt that there is no training and capacity building that is done by the Save the Children to the Ministry of Health. The analysis can therefore conclude that there is some training and capacity building that is done by the same the children on behalf of the Ministry of Health to ensure that employees understand the mandate given by the Save the Children to the MoH as the implementing partner.

### 4.5.3 Ministry of Health Capacity to Coordinate and Organize

The study sought to analyze the effects of Ministry of Health capacity to coordinate and organize and whether the Ministry has got the necessary capacity and manpower to implement the goals given. The findings are shown on Table 4.10.

**Table 4.10: Ministry of Health Capacity to Coordinate and Organize**

	Agree Strongly	Agree	Neutral	Disagree	Strongly Disagree		
	1	2	3	4	5	Mean	standard deviation
	Percentages						
Ministry of Health has got all trained staff on coordination and management	69%	28%	3%	0%	0%	1.33	0.53
The Ministry has got human resource capacity to take up any partnership project	86%	14%	0%	0%	0%	1.14	0.35
The Ministry lacks funds to manage big projects	0%	0%	0%	83%	17%	0.17	0.38
The Ministry has failed in some project delivery in the past	69%	14%	11%	3%	3%	1.56	1.00
Some partners have withdrawn from their partnership with MoH	67%	0%	14%	11%	8%	1.94	1.43
MoH offers further training abroad and locally	75%	11%	6%	3%	6%	1.53	1.11

The study found that from respondents they strongly agree that Ministry of Health has got all trained staff on coordination and management which is further shown with a mean of 1.33, the study further found that respondents strongly agreed that the Ministry has got human resource capacity to take up any partnership project (mean of 1.14).

The human resource capital is key to sustaining a successful project implementation through skills, experience and professionalism which the Ministry was strongly found to exhibit. The study also found that it was disagreed that the Ministry lacks funds to management big

projects (mean of 0.17) This is because the government can finance the MoH to take up even bigger projects but also a fact that is inhibited by the long bureaucracies in the government chain of command. The study found that respondent strongly agreed that the Ministry has failed in some project delivery in the past (mean of 1.56) and that Some partners have withdrawn from their partnership with MoH (mean of 1.94) as a result of the same challenges which have not yet been addressed. Nevertheless, the study strongly agreed that MoH offers further training abroad and locally (1.53) indicating strong agreement that there is good intentions and directions the MoH as a partner but needs more improvement to enhance partnership satisfaction among the mother NGOs they work with.

## 4.6 Accountability and Transparency

The study sought to access the influence of partner's level of accountability and transparency on Save the Children project implementation.

### 4.6.1 Accountability and Transparency Policy

The study sought to know if the organization has accountability and transparency policy. The findings are shown on Table 4.11.

**Table 4.11: Accountability and Transparency Policy**

Responses	Frequency	Percentage
Yes	104	84
No	20	16
<b>Total</b>	<b>124</b>	<b>100</b>

To answer to the question of accountability and transparency policy among the Save the Children partners to whom the Ministry of Health is a party to, the study found that 84% of the respondents believed that Ministry of Health has tried to enhance and embrace the accountability and transparency policy in the implementation of the Save the Children projects while 16% indicated that there is not accountability nor transparency in the implementation of the Save the Children projects by the MoH. Taking the majority stand in the analysis the study can confirm that there is high transparency and accountability in the Ministry of Health running of the Save the Children projects in Wajir East.

#### 4.6.2 Organizational Financial Account Analysis

The study sought to find out who analyzes the organizational books of account at the end of each financial year. The findings are shown on Table 4.12.

**Table 4.12: Organizational Financial Account Analysis**

Responses	Frequency	Percentage
Self	2	2
Internal Auditors	24	19
Both internal and external auditors	98	79
None	0	0
<b>Total</b>	<b>124</b>	<b>100</b>

To ensure prudence in the management of the finances and the books of account, the study sought to understand who analyzes the Ministry for finance and the Save the Children books of finance to ensure that the partnership runs according to the needed threshold of transparency and accountability. The respondent has various views on who does the bookkeeping. According to the study, 2% of the respondents indicated that MoH and Save the Children does their analysis of the books of account by themselves, 19% of the respondents indicated that they usually do the analysis by the internal auditors while 79% indicated that the books of account for the partnership between MoH and Save the Children are done by the internal and external auditors.

#### 4.6.3 Importance of Accountability and Transparency of NGO Project Implementation Partner

The study looked into the importance of accountability and tested it over different statement to identify what the respondent felt about various statements in relation to the accountability and transparency. The findings are shown on Table 4.13.

**Table 4.13: Importance of Accountability and Transparency**

	Very Important 1	Important 2	Fair 3	Less Important 4	Not Important 5		
	Percentages					Mean	std dev
Financial transaction should be audited by eternal auditors	72%	22%	3%	0%	0%	1.28	0.51
There should be a clear track record on accountability	64%	22%	11%	0%	3%	1.56	1.00
Accountability starts with leaders	30%	33%	10%	21%	6%	3.42	1.91
Transparency should be key litmus test for NGO partners before given jobs	50%	31%	19%	0%	0%	1.69	0.79
The MoH should develop and accountability and transparency policy to govern their staff	48%	25%	6%	10%	11%	2.81	1.28
The existence of frequent training by Save the Children to MoH staff can help improve accountability and transparency	50%	33%	8%	8%	0%	1.75	0.94

The study strongly agreed with all the statement on the transparency and accountability with respondent indicating that financial transaction should be audited by eternal auditors (Mean 1.28), There should be a clear track record on accountability (Mean 1.56), Accountability starts with leaders (Mean 3.42), Transparency should be key litmus test for NGO partners before given jobs (Mean 1.69) , The Ministry of Health should develop and accountability and transparency policy to govern their staff (Mean 2.81) and that the existence of frequent training by Save the Children to MoH staff can help improve accountability and transparency (Mean 1.75). The implication is that there is strong and clear direction on how organizations can achieve their transparency and accountability for the tasks given to implement without any gray areas. Besides, there is need to enhance accountability, good governance and prudence in management of NGOs.

## 4.7 Internal Governance Structures

The study sought to find out whether Ministry of Health has internal governance structures that guide the implementation or partnership with the Save the Children as an implementing partner.

### 4.7.1 Ministry of Health Internal Governance Structures

The findings are shown on Table 4.14.

**Table 4.14: Whether Ministry of Health have internal governance structures**

Responses	Frequency	Percentage
Yes	112	90
No	12	10
<b>Total</b>	<b>124</b>	<b>100</b>

The key to the development of the proper running organization are the structures developed to govern the operations of such an organization. For the Ministry of Health to work properly as an implementing partner for the Save the Children there need be proper governing structure to guide the operations. That study therefore sought to understand if the MoH have any governing structures that guide the operations as an implementing partner.

The study found from 90% of the respondents that Ministry of Health has got internal governance structures that guide its operation while 10% of the respondents felt that there are no internal governing structures. The study can thus conclude that there is governance structure that guides the Ministry of Health. Governance structures are critical to the development and achievement of the organizational goals.

### 4.7.2 Effects of governance structure on achievement of project implementation partners

The analysis sought to understand how important the effects of governance structure on achievement of project implementation partners. The findings are shown on Table 4.15.



**Table 4.15: Effects of Governance Structure**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Very high impact	48	39
High Impact	34	27
Fair Impact	22	18
Less Impact	18	15
No Impact	2	2
<b>Total</b>	<b>124</b>	<b>100</b>

The study indicated that effects of governance structures have got very high impact as indicated by 39% of the respondents, 27% of the respondents indicated that the effects are high while 18% indicated that the impacts are fair. The study found from 15% of the respondents that the impacts of governance structure are less while 2% indicated that there are no impacts. The analysis can therefore conclude that the impacts of governance structure in any organization are very high. There is however proper guidance of the governance structure to ensure that the governance does not interfere with the proper management of the NGO or its operations. Everything should be in line with the other.

## **PART TWO: Questionnaire Responses From Save the Children**

### **4.8 Financial Resources**

#### **4.8.1 Financial resources determine the viability of a Save the Children partner**

The study sought to understand if financial resources determine the viability of a Save the Children partner in selection of project implementation. The findings are shown on Table 4.16.

**Table 4.16: Whether Financial Resources Determine the Viability of Partner**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	18	82
No	2	9
<b>Total</b>	<b>22</b>	<b>100</b>

The analysis found from 82% of the respondents that financial resources determine the viability of partner while 9% of the respondents indicated that there is no relationship between observing the financial capacity of the persons and their capacity to be viable an implementing partner. The analysis can conclude from the highest number of respondents that the NGOs usually confirms the financial history and capacity of the organization before enshrining them with the duties of implementing some of their projects. However there is need to take ethical consideration when making the finances or determine the partners through financial capabilities.

#### **4.8.2 The financial capability of the current partners with Save the Children**

The study sought to analyze the financial capacity and capability of the current partners in the Save the Children projects, the findings are shown on Table 4.17.

**Table 4.17: The financial capability of the current partners with Save the Children**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Very High	10	45
High	6	27
Fair	4	18
Low	1	5
Very Low	1	5
<b>Total</b>	<b>22</b>	<b>100</b>

The study found that study indicated that the financial capability of the current partners with Save the Children is very high as indicated by 45% of the respondents, 27% indicated the financial capability of the current partners with Save the Children as high while 18% indicated the financial capability of the current partners with Save the Children as fair. However, 5% felt that the financial capability of the current partners with Save the Children low and very low independently and respectively. The analysis can therefore confirm that the financial capability of the current partners with Save the Children is very high as rated from the highest number of the respondents (45%). The can mean that the Save the Children ensures that the implementing partners are well capable of putting the right foot forward with their own financial strengths.

## 4.9 Capacity to Coordinate and Organize

The study analyzed the capability of the partners and their ability to coordinate and organize the projects given and tasks given. The findings are shown on Table 4.18.

### 4.9.1 Save the Children partners have capacity to coordinate and organize

**Table 4.18: Save the Children partners have capacity to coordinate and organize**

Responses	Frequency	Percentage
Yes	18	82
No	2	9
<b>Total</b>	<b>22</b>	<b>100</b>

The analysis on whether Save the Children partners have capacity to coordinate and organize the study found from 82% of the respondents indicated that Save the Children partners have capacity to coordinate and organize while 9% indicated that the partner do not have Save the Children partners have capacity to coordinate and organize. From the highest number of respondents; the study analysis indicates that Save the Children partners have capacity to coordinate and organize.

### 4.9.2 Importance of partner's capacity with Labour Skills in project coordination

The findings are shown on Table 4.19.

**Table 4.19: Importance of partner's capacity with Labour Skills in project coordination**

Responses	Frequency	Percentage
Very Important	10	45
Important	6	27
Fairly Important	4	18
Less Important	1	5
Not important	1	5
<b>Total</b>	<b>22</b>	<b>100</b>

The analysis found from 45% of the respondents that of partner's capacity with Labour Skills in project coordination is very important, 27% indicated that partner's capacity with Labour Skills in project coordination is important while 18% indicated it's fairly important. Nevertheless the study found from 5% that the partner's capacity with Labour Skills in project coordination is less important and not important respectively and independently. The finding

can therefore confirm from the highest number of respondents that partner's capacity with Labour Skills in project coordination is very important.

#### **4.10 Accountability and Transparency**

When it comes to project management and the partners are required to be as accountable and transparent as possible.

##### **4.10.1 Save the Children experience any accountability of transparency problems**

The study sought to analyze whether Save the Children has faced any accountability problems either in its internal operation or through partners. The findings are shown on Table 4.20.

**Table 4.20: Save the Children experience any accountability of transparency problems**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	20	91
No	2	9
<b>Total</b>	<b>22</b>	<b>100</b>

Concerning the evaluation on whether Save the Children experience any accountability of transparency problems, the study found from 91% that Yes Save the Children experience accountability of transparency problems while 9% indicated that the NGO has never encountered any accountability of transparency problems. The highest number of respondents indicates that Save the Children experience accountability of transparency problems. However, the extent of lack of availability of transparency is a matter of how much the organization has set its transparency thresholds. It is a matter that relates to other factors such as relationship between the organization and other factors.

##### **4.10.2 The level of accountability and transparency with Save the Children partners**

The study sought to understand the levels at which Save the Children are believed to have its thresholds of accountability by its staff members. The findings are shown on Table 4.21.

**Table 4.21: The level of accountability and transparency with Save the Children partners**

Responses	Frequency	Percentage
Very Accountable	5	23
Transparent	9	41
Corrupt	4	18
Not Measurable	2	9
Not Concealable	2	9
<b>Total</b>	<b>22</b>	<b>100</b>

According to the analysis the study found from 23% of the respondent that the levels of accountability at Save the Children are very high as in the NGO is very accountable, 41% of the respondent indicate that the NGO is transparent, 18% indicated that Save the Children is corrupt while 9% indicated that the NGO is not capable of being measurable in terms of transparency and another 9% indicated that it's not possible to conceal such facts. From the analysis, it can be deemed that Save the Children is Transparent as provided by 41% of the respondents.

#### **4.11 Internal Governance Structures**

##### **4.11.1 Internal Governance Structures In Save the Children**

The study sought to understand whether Save the Children have any internal governance structures to govern its operation with its partners; The findings are shown on Table 4.22.

**Table 4.22: Internal Governance Structures In Save the Children**

Responses	Frequency	Percentage
Yes	16	73
No	6	27
<b>Total</b>	<b>22</b>	<b>100</b>

The importance of internal governance is very critical to both NGOs and Public organizations and businesses. The study sought to understand whether Save the Children have any internal governance structure, the study found from 73% of the respondents that Save the Children have internal governance structures to govern its operation with its partners however, 27%

indicated that Save the Children do not have any internal governance structures to govern its operation with its partners.

#### 4.11.2 Effectiveness of internal governance structures of Save the Children

The study sought to determine the effectiveness of internal governance structures of Save the Children in the pursuit of successful project implementation with partners. The findings are shown on Table 4.23.

**Table 4.23: Effectiveness of internal governance structures of Save the Children**

Responses	Frequency	Percentage
Very Effective	8	36
Effective	5	23
Fairly effective	4	18
Less Effective	3	14
Not effective	2	9
<b>Total</b>	<b>22</b>	<b>100</b>

The study found from 36% of the respondents that effectiveness of internal governance structures of Save the Children in the pursuit of successful project implementation with partners is very effective, 23% of the respondents indicated that its effective, 18% indicated its fairly effective while 14% indicated its less effective while 9% indicated its not effective. The findings show that the effects of internal governance structures of Save the Children in the pursuit of successful project implementation with partners are very effective. According to (Jack, 2001) Ordinarily, NGOs are supposed to be voluntary, non-profit, service and development oriented, autonomous from the government or political parties; have a high degree of motivation and commitment, and some form of formal registration. Studies done by Kim (2008) asserts that in Australia, Hong Kong, Indonesia, the Philippines and Taiwan, NGOs are afforded almost free reign to go about serving their communities as government rarely intervene in setting the standard for internal accountability.

#### 4.12 Summary of Regression model

Regression analysis was used to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. In restricted circumstances, regression analysis can be used to infer causal relationships between the

independent and dependent variables. To derive the relationships of the independent and dependent variables on the study, the regression model was used. The findings were as shown on Table 4.24.

**Table 4.24: Summary of Regression Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df <sub>1</sub>	df <sub>2</sub>	Sig. F Change
1	0.836 <sup>a</sup>	0.698	0.684	0.45345	0.698	50.355	4	87	0.000

a. Predictors: (Constant), Financial Resources and Experience, Capacity to Coordinate and Organize, Accountability and Transparency, Internal Governance Structures

From the Table the significance of F (.000) is below .05 which indicates that the model is within the 95% significance level. The value of R squared at .836 indicates that 83.6% of the variations in Implementation of Non-Governmental Partnership Projects are related to the predictors (Financial Resources and Experience, Capacity to Coordinate and Organize, Accountability and Transparency, Internal Governance Structures). Only 16.4% of variations in Implementation of Non-Governmental Partnership Projects are not accounted for by change in the independent variables in the model. The whole model has a coefficient of correlation (R) as 0.698 which is a strong positive correlation between predictor variables and the decedent variables. This indicated that changes in the predictor variable would be very closely associated with changes in the levels of Implementation of Non-Governmental Partnership Projects in the same direction.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary of the findings, discussions, conclusions and recommendations that reflect answers to the raised research questions and suggestions for further research. The purpose of the study was to analyze the factors which influence implementation of non-governmental partnership projects, with focus to Save the Children and Ministry of Health project in Wajir East Sub-County Kenya.

#### **5.2 Summary of the Findings**

The study made the following summary;

##### **5.2.1 Partners' Financial Resources**

The study had a response rate of 87% which was a very adequate response rate to give credible information about the topic understudy. The study found that 79% of the respondents believed that Ministry of Health have adequate financial resources and experience to act as a partner on Save the Children project implementation. The study finds that financial capabilities are key to the project implementation because they help to run the programmed properly without the need to outsource. This agrees with Brehm, (2001), that partners require adequate financial resource and experience to ensure sustained capacity to achieve the project objectives and implementation of the same to the beneficiaries.

##### **5.2.2 Partners Capacity to Coordinate and Organize**

According to the findings, 68% of the respondents believed that Save the Children offers capacity building for the Ministry of Health. This meant that there is some training and capacity building that is done by the Save the Children on behalf of the MoH to ensure that employees understand the mandate given by the Save the Children to the MoH as the implementing partner. The importance of capacity building is key to understanding the factors that hinder individuals, organizations and programs from achieving their intended mission and vision and in aid organizations, these helps to achieve greater impact to the beneficiaries. This agrees with UNHCR (2002) that Support for capacity building aims to



improve aid beneficiaries' performance over the long term – their ability to achieve goals and adapt to a changing environment.

### **5.2.3 Partners Level of Accountability and Transparency**

The study indicated that 84% of the respondents believed that Ministry of Health has tried to enhance and embrace the accountability and transparency policy in the implementation of Save the Children projects. The study indicated that lack of transparency to the government institution like Ministry of Health and more so as a implementing partner of the international NGO like Save the Children can be detrimental to the achievement of any goals by the organization and by the NGO its self. This agrees with Thomas and Fritz, (2006) who says that lack of transparency and accountability in the aid system causes (at least) three inter-related problems.

### **5.2.4 Internal Governance structures of Ministry of Health**

The study found from 90% of the respondents that Ministry of Health has got internal governance structures that guide its operation while 10% of the respondents felt that there are no internal governing structures. The study can thus conclude that there is governance structure that guides the Ministry of Health. Governance structures are critical to the development and achievement of the organizational goals. This agrees with a study by Thomas and Fritz, (2006) that good governance is key to the growth and sustainability of nongovernmental organizations (NGOs). "Effective NGO Governance," presents methods and techniques for planning and implementing actions to improve an organization's governance. The basis for NGO governance is usually a country's legal code, which assigns an internal governance structure depending on the type of NGO under study.

## **5.3 Discussion**

The following discussion was made from the research;

### **5.3.1 Partners Financial Resources and Experience**

The study finds that financial resources are vital to the project implementation because the financial capacity help to run the programme properly without the need to outsource. This was backed up by Brehm, (2001), that partners require adequate financial resource and experience to ensure sustained capacity to achieve the project objectives and implementation

of the same to the beneficiaries. The golden rule for financial planning and budgeting is to approach it as a strategic process.

The financial capabilities further act as indicators to the parent NGOs that the partners have the capability, capacity and power to accomplish the tasks successfully as mandated. The study on respondents gender distribution agreed with study made by World Labour Organization (WLO) (2010) which indicated that women make up about 42% of the estimated global paid working population while Men make up to the remaining 58%. This indicates that men are majority in paid working population a fact that greatly correlates with the findings on the study. This further agrees with Nisbett, (2006) that a workforce composed of different age demographics creates an environment where each generation brings different skills and talents to the Table while More mature professionals often have exceptional interpersonal skills and perform well in environments where traditional in-person communication is used. This diverse range of skills sets can offer an advantage to a company that caters to a multi-generational demographic.

### **5.3.2 Partners Coordination and Organization**

The study found from respondents that the training is not done systematically for everyone to be fully trained as required. Nevertheless, the study found that training of staff members as very key to the successful implementation of the projects by the MOH. The study found that respondents who were well trained enhanced the successful implementation of the MoH projects with more of the trained performing better those non trained staff members. On partners capacity to coordinate and organize the study agrees with Firoze Manji *et al*, (2002), Training presents a prime opportunity to expand the knowledge base of all employees, but many employers find the development opportunities expensive. Employees also miss out on work time while attending training sessions, which may delay the completion of projects. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment.

On capacity building of Ministry of Health employees the study found capacity building is key to understanding the factors that hinder individuals, organizations and programs from achieving their intended mission and vision and in a aid organizations, these helps to achieve greater impact to the beneficiaries.

This agrees with UNHCR (2002) that Support for capacity building aims to improve aid beneficiaries' performance over the long term – their ability to achieve goals and adapt to a changing environment. Capacity-building efforts consider three interdependent dimensions: individual skill sets, working modes within the target organization(s), and traits of the operating environment. The study on Ministry of Health capacity to coordinate and organize found out that there is a great relationship among the MoH and the partnership NGO but more needed be done to enhance the success of the goals set to be achieved by such partners and MoH. William Easterly, (2006) highlights that while the term Partnerships can encompass relations with a wide range of stakeholders, Save the Children's Partnership Principles primarily considers partners with whom they are engaged with in programmes and in advocacy and campaigning for children, rather than funders or donors. On financial resources determining the viability of Save the Children Partner the finding agrees with the results of the findings according to Tearfund, (2000) that a successful project requires having people with the right skills, knowledge and availability to deliver the project and ensure its longer term sustainability. The NGOs also need to make sure that the support functions of their office will be able to take on the additional workload generated by the project.

### **5.3.3 Partners Accountability**

The study indicated that lack of transparency to the government institution like Ministry of Health and more so as an implementing partner of the international NGOs like Save the Children can be detrimental to the achievement of any goals by the organization and by the NGO its self. The respondent had various views on who does the bookkeeping. According to the study, respondents indicated that MoH and Save the Children does their analysis of the books of account by themselves, others indicated that usually the analysis is done by the internal auditors while others indicated that the books of account for the partnership between MoH and Save the Children are done by the internal and external auditors.

This agrees with Thomas and Fritz, (2006) says that a lack of transparency and accountability in the aid system causes (at least) three inter-related problems. The first is the 'efficiency problem': when aid is opaque and unaccountable, funds are more likely to go astray (through corruption or inefficiency) between donors and the ultimate or intended beneficiaries. The second is the 'effectiveness problem': when aid is opaque and unaccountable, it is harder for donors to coordinate their efforts, for recipients to plan ahead and for those affected by aid to suggest ways to improve outcomes. The third is the 'empowerment problem': opaque and

unaccountable aid reinforces relationships between donors and recipients that are disempowering, and prevents aid recipients from taking control of the development process. It is concluded from the study that majority of the respondents that to ensure accountability and transparency, the MoH and Save the Children partnership project are audited by both internal and external auditors.

Nevertheless, the accountability and transparency of NGOs and partnership projects should be handled with a lot of care. This is because different NGOs are organised and observed by different stakeholder who observe and interpret accountability and transparency in various different ways. Therefore NGOs and implementing partners should ensure their accountability and transparency can be felt and satisfactorily be understood and meaningful to each stakeholder. This finding agrees with Kovács and Spens, (2007) that NGO accountability is a complex issue. Organizations need to be accountable to many different sets of stakeholders which, separately and collectively, play an integral part in their operations: institutional donors provide funding; governments provide legal and regulatory frameworks; supporters provide their money and time; beneficiaries provide the basis for an organization's purpose and moral legitimacy. A further complication is that each of these sets of stakeholders has a very different level of leverage and power over an NGO.

As a result, the strength and clarity of their different accountability relationships vary greatly. On importance of accountability and transparency of NGO Project Implementation Partner the finding agrees with A study by People in Aid (2008) which indicated that while setting standards on good internal governance, financial management and reporting is important, it is crucial that the accountability promoted through self regulation systems is not hijacked by a narrow technical understanding of the term. NGO accountability must also be about clarifying and strengthening downward accountability to beneficiaries, who, after all, are the reason why most NGOs exist.

The study findings also this relates to the findings by (Dawwins, 2001) Transparency and accountability are ultimately about relationships: one actor is transparent and accountable to another. The implication of this in the aid context is that action is needed on both the 'supply' and 'demand' sides– i.e. donors must take action themselves, but need to be held accountable by effective institutions and stakeholders in the countries where they work.

The study indicated that some international NGOs some genuine and transparent with genuine agendas and are capable of bringing change to the society. This however relates to the study by Jordan, Lisa, (2005) that the financial accountability of many NGOs has been affected by the political environment in which they operate. The political environment in which NGOs operate has changed irrevocably over the past decade. Good intentions and values used to provide a sufficient basis for NGO legitimacy, but there is now increasing pressure on NGOs to provide evidence that they are having a positive impact and are effectively representing those they claim to support.

#### **5.3.4 Internal Governance Structures**

That study therefore sought to understand if the MoH have any governing structures that guide the operations as an implementing partner. The study found from respondents that Ministry of Health has got internal governance structures that guide its operation while the respondents felt that there are no internal governing structures. The study can thus conclude that there is governance structure that guides the Ministry of Health. Governance structures are critical to the development and achievement of the organizational goals. Further the study agrees with a study by Thomas and Fritz, (2006) that Good governance is key to the growth and sustainability of nongovernmental organizations (NGOs). “Effective NGO Governance,” presents methods and techniques for planning and implementing actions to improve an organization’s governance. The basis for NGO governance is usually a country’s legal code, which assigns an internal governance structure depending on the type of NGO under study.

In addition this finding agrees with a study by (Wyatt, 2004) that good governance has a formal structure and it involves the separation of governance and management. To ensure good governance in the non-profit sector, Non-Governmental Organizations (NGOs) are encouraged to be mission-based organizations; promote the highest professional and ethical standards; exercise responsible resource management and mobilization; and be responsible to the communities they serve. The study confirms that there is proper integral importance’s that affect the Save the Children in its internal governance structures to govern its operation with its partners.

## **5.4 Conclusion**

It is concluded from this research project that financial power and experience as an implementing partner are key to the success of the contract as a partner. It is concluded from this research project that partners need to be financially capable to ensure that the projects they are given to implement are successfully implemented to the later.

It is concluded from the study that there exists a great relationship among the Ministry of Health and the Save the Children but more need be done to enhance the success of the goals set to be achieved by such partners and MoH. Another conclusion from the research project that while Partnerships can encompass relations with a wide range of stakeholders, Save the Children's Partnership Principles primarily considers partners with whom they are engaged with in programmes and in advocacy and campaigning for children, rather than funders or donors.

Concerning accountability and transparency, it is concluded from this research project that the Organizations need to be accountable to many different sets of stakeholders which, separately and collectively, play an integral part in their operations: institutional donors provide funding; governments provide legal and regulatory frameworks; supporters provide their money and time; beneficiaries provide the basis for an organization's purpose and moral legitimacy. A further complication is that each of these sets of stakeholders has a very different level of leverage and power over an NGO. Lastly, it is concluded from this research that the impacts of governance structure in any organization are very high. There is however a proper guidance of the governance structure to ensure that the governance does not interfere with the proper management of the NGO or its operations.

## **5.5 Recommendations**

The following recommendations were made from the research;

### **Partners Financial Resources and Experience**

It is recommended from this research that partners in project implementation be vetted on their financial capability before given a chance to join the NGOs as partners. Since most partners accept huge projects for implementation without proper skills and capacity. It is recommended from the study that financial capacity which could be used to acquire skilled

human labour and other necessary factors should be given the first consideration during the award of the project for implementation.

### **Partners Coordination and Organization**

It is also recommended from the research that NGOs should build coordination and management capacity of their entire organization if they want to maximize their social impact. It is recommended that both board and staff should dedicate themselves to capacity building, putting the same level of importance and attention as program development and management staff.

It is recommended from the research that Ministry of Health should ensure all staff members are trained about coordination and management. It was noted that human resource capital is key to sustaining a successful project implementation through skills, experience and professionalism which the Ministry was strongly found to exhibit. It is recommended from the study that government should finance the MoH to take up even bigger projects as partner to save the health and status of the affected societies.

### **Partners Accountability**

It is recommended that partners themselves should be tasked with the responsibility of ensuring accountability and transparency and subject their accounts and books of accounts to both internal and external auditors to sustain accountability. The research advocated and recommended for the highest level of accountability in the partner relations with the NGOs. It is further recommended from this research that MoH should enhance and embrace the accountability and transparency policy in the implementation of the Save the Children projects to make the running of the project much easier and not impose the government demands on the NGOs. To ensure accountability it is recommended that both copartners and NGOs should subject their books of account to internal and external auditors for the stakeholders to see what happened in the organizations in order to ensure accountability.

### **Internal Governance Structures**

It is recommended from this research that the Ministry of Health should work properly as an implementing partner for the Save the Children. That the Ministry of Health should adopt proper governing structure to guide their partnership operations. To ensure good governance in the non-profit sector, Non-Governmental Organizations (NGOs) should be encouraged to

promote highest professional and ethical standards; exercise responsible resource management and mobilization; and be responsible to the communities they serve. It is recommended from the study that all staff members should be trained about project planning and management. The importance of capacity building is key to understanding the factors that hinder individuals, organizations and programs from achieving their intended mission and vision, these helps to achieve greater impact to the beneficiaries.

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

The study did not exhaust the factors which influence implementation of Non-Governmental Partnership Projects. There are many factors that affect the Influence of Implementation of Non-Governmental Partnership Projects and therefore it is envisaged that future scholars and researchers will investigate the effects of factors such as politics, climate change, lack of donors, government policies among others.

The future scholars should also investigate the relationship between partners and NGOS on set rules by the United Nations about partners. This will help in understanding how partners work with NGOs and whether there is any relevance of partner or they are just other channels to get more money from donors. It is suggested that more research should be carried out on the relationship between corporate mission of partners and whether they are in line with the NGOs in which they are partnering. This will assist in understanding how corporate leadership and mission statements affect the relations at which the organizations align themselves.



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## **APPENDICES**

### **APPENDIX 1: INTRODUCTION LETTER**

**FOR SAVE THE CHILDREN AND MINISTRY OF HEALTH STAFF**

Edwin Mugoha  
Save the Children  
Wajir Field Office  
Phone; 0727947009

Sir/Madam,

#### **RE: REQUEST TO UNDERTAKE ACADEMIC RESEARCH AT YOUR INSTITUTION**

I am currently undertaking a Degree of Master of Arts in Project Planning and Management of the University of Nairobi and one of the Requirements for completing the course is to undertake a research project within the relevant field. It is through this requirement that I am humbly requesting your good office to consider me and grant me an opportunity to collect data from Save the Children and Ministry of Health as a partner in project implementation. My research topic is: Factors Influencing Implementation of Non-Governmental Partnership Projects.

Your Consideration for my request will be appreciated. The information gathered will be handled with high confidentiality to uphold your organizational operations.

Thank you for your continued support. Attached please find the questionnaires that I intend to use in data collection.

Yours Faithfully,

**EDWIN A. C. MUGOHA**

**L50/62241/2013**

## APPENDIX 2: QUESTIONNAIRE FOR MINISTRY OF HEALTH STAFF

You are requested to respond to each question truthfully. Please do not write your name anywhere on this questionnaire. Respond by putting a tick (✓) in the box next to your correct answer and fill the blank spaces

### SECTION A

#### RESPONDENT'S BACKGROUND

##### 1 Gender

Male ☐

Female ☐

##### 2. Age in years

Below 30 ☐

30 – 39 ☐

40 – 49 ☐

50 and Above ☐

##### 3. What is your Highest Qualification?

Masters ☐

Degree ☐

Diploma ☐

Tertiary Education ☐

KCSE Certificate ☐

Others (specify) ☐ .....

##### 4. What is your Job Position?

Job positions	Response
District Health Management Team (DHMT) Staff	
Community Health Worker	
Nurse in Charge of health facility	
Community Health Extension Worker	

## SECTION B

### PART 1: FINANCIAL RESOURCES AND EXPERIENCE

5. Does Ministry of Health have adequate financial resources and experience to act as a partner on Save the Children project implementation?

Yes [   ]

No [   ]

6. Currently how many projects is the Ministry of Health implementing as a partner?

1-3 projects [   ]

4-6 projects [   ]

7-10 projects [   ]

Above 10 projects [   ]

7. What are the factors that affect the Ministry of Health as an implementing partner in Wajir East Sub-County?

.....

.....

.....

8. To what extent would you rate the following factors relating to financial resources and experience of Ministry of Health?

**Degree of effects Key: Strongly Agree; 2 – Agree; 3 – Don't know; 4 – Disagree; 5 – Strongly Disagree;**

	1	2	3	4	5
Ministry of Health (MoH) got experience in partnerships					
MoH do have financial constraints					
The relationship between NGO and MoH has lasted for more than 10 years					
It is easier to reach the beneficiaries by using partners					
The MoH does not fit as project implementation partner					
There is increased efficiency due to partnership intervention					
The Ministry health is key pillar of implementation in wajir county					

## PART II: CAPACITY TO COORDINATE AND ORGANIZE

9. How many trained staff on management and project implementation, does your organization have?

All of them [ ]

1-5 [ ]

6-10 [ ]

Above 11 [ ]

10. What strategies are in place to Ministry of Health capacity to coordinate and organize as a project implementation partner?

.....

.....

.....

11. Does Save the Children carry out capacity building on MOH employees?

Yes [ ]

No [ ]

12. To what extent would you agree with the following statements on Ministry of Health capacity to coordinate and organize?

**Remarks Key: 1 – Strongly Agree; 2 – Agree; 3 – Don't know; 4 – Disagree; 5 – Strongly Disagree;**

	1	2	3	4	5
Ministry of Health has got all trained staff on coordination and management					
The Ministry has got human resource capacity to take up any partnership project					
The Ministry lacks funds to management big projects					
The Ministry has failed in some project delivery in the past					
Some partners have withdrawn from their partnership with MoH					
MoH offers further training abroad and locally					



### PART III: ACCOUNTABILITY AND TRANSPARENCY

13. Does your organization have accountability and transparency policy?

Yes [   ]

No [   ]

14. What are the strategies used by MOH to ensure their employee remaining accountable and transparent?

.....  
.....

15. Who investigates your books of account at the end of each financial year?

Self [   ]

Internal Auditors [   ]

Both internal and external auditors [   ]

None [   ]

16. To what extent would you rate the importance of the following statements concerning accountability and transparency of Ngo project implementation partner?

**Remarks Key: 1 – Very Important; 2 – Important; 3 – fair; 4 – Less Important; 5 – Not Important;**

	1	2	3	4	5
Financial transaction should be audited by external auditors					
There should be a clear track record on accountability					
Accountability starts with leaders					
Transparency should be key litmus test for NGO partners before given jobs					
The MoH should develop and accountability and transparency policy to govern their staff					
The existence of frequent training by Save the Children to MoH staff can help improve accountability and transparency					

#### **PART IV: INTERNAL GOVERNANCE STRUCTURES**

17. Does Ministry of Health have internal governance structures?

Yes [   ]

No [   ]

Explain.....  
.....

18. How important would you rate the effects of governance structure on achievement of project implementation partners?

Very high impact      [   ]

High Impact            [   ]

Fair Impact            [   ]

Les Impact             [   ]

No Impact              [   ]

19. What should be done to ensure internal governance structures of the NGO partners are strong enough to management the future partnership sustainability?

.....  
.....

20. What are the inherent pitfalls that fail the NGO partners in the quest to achieve the goals in project implementation processes?

.....  
.....

21. What strategies should be taken up by the NGOs and their implementation partners to ensure, efficiency and effective project implementation processes?

.....  
.....

**Thank you for your cooperation**

## APPENDIX 3: QUESTIONNAIRE FOR SAVE THE CHILDREN

### SECTION A

#### RESPONDENT'S BACKGROUND

1. Gender

Male [ ]

Female [ ]

2. Age in years

Below 30 [ ]

30 – 39 [ ]

40 – 49 [ ]

50 and Above [ ]

3. What is your Highest Professional Qualification?

Masters [ ]

Degree [ ]

Diploma [ ]

Tertiary Education [ ]

KCSE Certificate [ ]

Others (specify) [ ].....

### SECTION B

#### FINANCIAL RESOURCES

4. Do financial resources determine the viability of a Save the Children partner in selection of project implementation?

Yes [ ]

No [ ]

5. How would you rate the financial capability of the current partners with Save the Children?

Very High [ ]

High [ ]

Fair [ ]

Low [ ]

Very Low [ ]

6. What is the measure of financial resource capacity used by the Save the Children to determine a capable partner to be recruited for their project implementation?

.....  
.....

### **CAPACITY TO COORDINATE AND ORGANIZE**

7. Does Save the Children partners have capacity to coordinate and organize the existing projects?

Yes [ ]

No [ ]

8. How important is the partner's capacity with labour skills in project coordination and organization?

Very Important [ ]

Important [ ]

Fairly Important [ ]

Less Important [ ]

Not important [ ]

9. What is the procedure undertaken by Save the Children to ensure that their partners have got the capacity to coordinate and organize a successful project implementation process?

.....  
.....

### **ACCOUNTABILITY AND TRANSPARENCY**

10. Does Save the Children experience any accountability of transparency problems with its current partners?

Yes [ ]

No [ ]

11. How would you rate the level of accountability and transparency with Save the Children partners?

Very accountable [ ]

Transparent [ ]

Corrupt [ ]

Not measurable [ ]

Not concealable [ ]

12. What measures has Save the Children taken to ensure accountability and transparency among its current partners?

.....  
.....

### **INTERNAL GOVERNANCE STRUCTURES**

13. Does Save the Children have any internal governance structures to govern its operation with its partners?

Yes [   ]

No [   ]

14. How effective would you rate the internal governance structures of Save the Children in the pursuit of successful project implementation with partners?

Very effective            [   ]

Effective                [   ]

Fairly effective        [   ]

Less Effective         [   ]

Not effective           [   ]

15. What should be done to enhance successful project implementation with the partners in Save the Children Wajir East Sub-County, Kenya?

.....

## **APPENDIX 4: FOCUS GROUPS DISCUSSION**

### **1. PARTNERS FINANCIAL RESOURCES AND EXPERIENCE**

- a) What are the factors that affect the Ministry of Health as an implementing partner in Wajir East Sub-County?

.....  
.....

- b) What is the measure of financial resource capacity used by the Save the Children to determine a capable partner to be recruited for their project implementation?

.....  
.....

### **2. PARTNERS COORDINATION AND ORGANIZATION**

- a) What strategies are in place to Ministry of Health capacity to coordinate and organize as a project implementation partner?.....

.....

- b) What is the procedure undertaken by Save the Children to ensure that their partners have got the capacity to coordinate and organize a successful project implementation process? .....

.....

### **3. PARTNERS ACCOUNTABILITY**

- a) What are the strategies used by MOH to ensure their employee remaining accountable and transparent?.....

.....  
What measures has Save the Children taken to ensure accountability and transparency among its current partners? .....

.....

### **4. INTERNAL GOVERNANCE STRUCTURES**

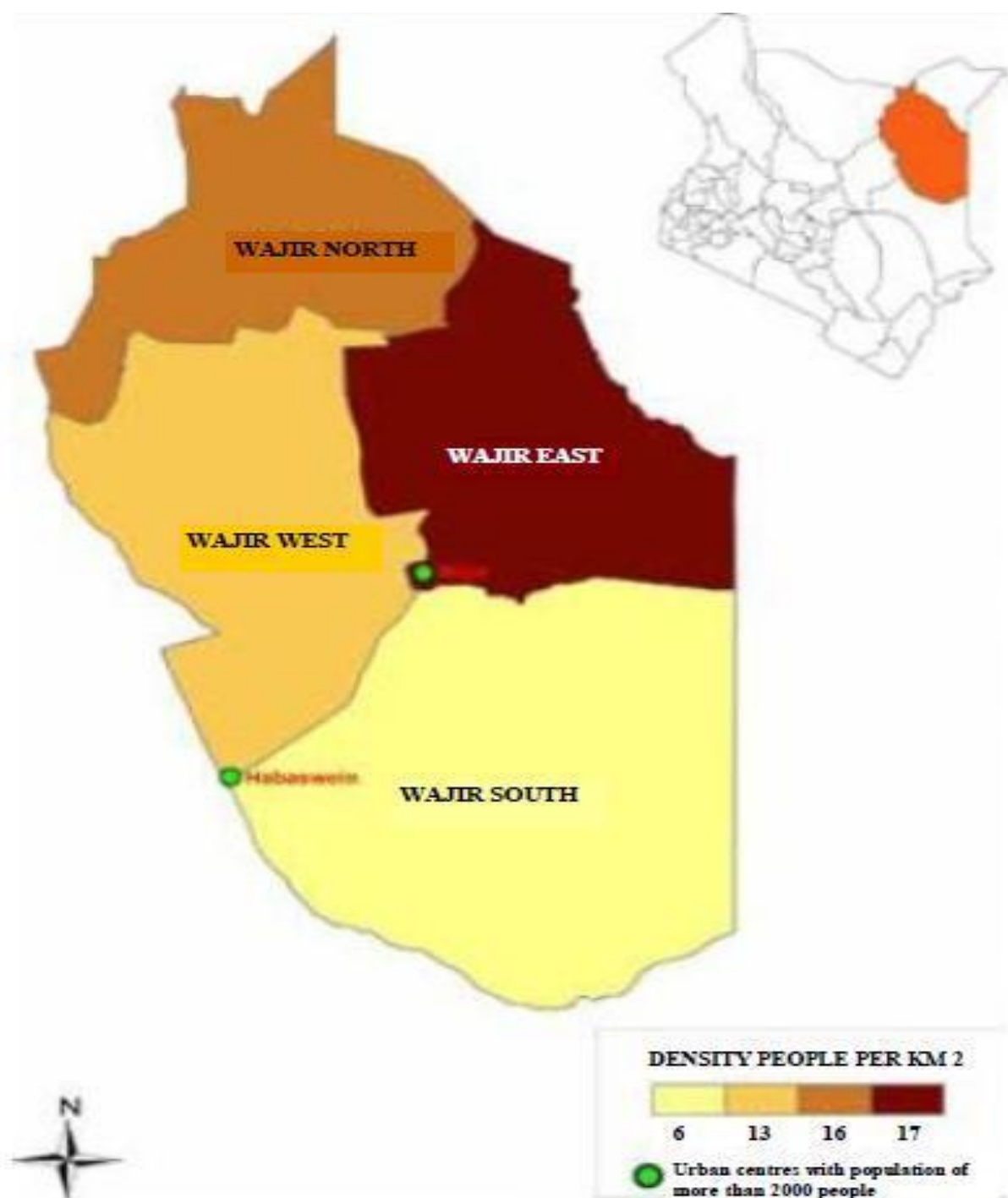
- a) What should be done to ensure internal governance structures of the NGO partners are strong enough to management the future partnership sustainability?

.....

- b) What should be done to enhance successful project implementation with the partners in Save the Children Wajir East Sub-County, Kenya?

.....

## APPENDIX 5: MAP OF WAJIR COUNTY



## APPENDIX 6: PLANNED AND ONGOING ACTIVITIES IN WAJIR

