

**THE INFLUENCE OF NON GOVERNMENTAL
ORGANIZATIONS PROJECTS ON COMMUNITY
EMPOWERMENT IN RUIRU CONSTITUENCY, KIAMBU
COUNTY, KENYA**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT FOR
THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT**

UNIVERSITY OF NAIROBI

2015

DECLARATION

This research project report is my original work and has not been presented for any award in any other university.

Signed Date

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

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DEDICATION

I dedicate this research project report to my husband Mr Paul Karigu for his understanding and support during my period of study. You are a constant source of inspiration; you gave me the drive and discipline to tackle any task with enthusiasm and determination.

ACKNOWLEDGEMENT

I acknowledge with gratitude my supervisor Mr Augustine Mwangi in the preparation of this research project report, whose support, guidance, critique, advice as well as academic experience have been invaluable and enabled me to complete this research project report.

To the various lecturers at the University of Nairobi, Department of Extra Mural Studies who taught me, I am very thankful. I thank them for their skilful ways in which they devotedly taught and supported me throughout my course work. They knowingly and unknowingly led me to an understanding of some of the more subtle challenges to our ability to thrive. I cannot forget my class mates and study groups in the Masters class who have been a source of inspiration throughout my study and for assisting me in sourcing for information and materials for this research project report. They played such an important role along the journey as we mutually engaged in making sense of the various challenges we faced and provided encouragement to each other at those times when it seemed impossible to continue.

Special thanks to Mr James Mbarire of Macheo, Ms Caroline of Resource Oriented Development Initiatives (RODI), Mr Wycliffe Edgar of Youth Intercommunity and Mr Titus Muhihu for their assistance in Data Collection of which this research would not have been possible without their help.

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LIST OF ACRONYMS

CBPs:	Community Based Programmes
DFID:	Department for International Development
IFAD:	International Fund for Agricultural Development
MDG:	Millennium Development Goals
MSCBP:	Multi-Sector Capacity Building Programme
NGOs:	Non-Governmental Organizations
RSP:	Rural Support Programme
SAPS:	Structural Adjustment Programmes
UNDP:	United Nation Development Programme

ABSTRACT

The effective engagement of an NGO in community empowerment entails organisational orientation in terms of its vision, principles, goals, strategies and its activity components. Most research studies done on NGOs in Kenya tend to focus more on the outcomes of programmes, rather than on organizational processes, this report looked at the influence of NGOs in enhancing community empowerment in Ruiru Constituency, Kiambu County. The objectives of this research were the NGO's capacity building programmes, Social Mobilization approaches, Project Sustainability mechanisms and Service delivery methods. The study was based on the Empowerment theory and the six I's of community Development theory. The research design used was descriptive with a target population of 144 community representatives and 45 project management team. The sample size for this study derived from Krejcie and Morgan Table was 124 respondents for community representatives and 43 respondents for project management team and the sampling technique was purposive sampling. The study used questionnaires as instruments to collect data and were distributed to both office based and field based staff and the community representatives. Content validity and Internal Consistency Reliability Test were used to determine the accuracy of the questionnaires. The return rate was 79.03% from community representatives and 95.35% from the project management team. It was noted that the majority of the respondents were female. By use of the Internal Consistency Reliability Test, the score was above 0.7 for all the four objectives measured, thus deemed acceptable and to establish validity, content validity was used and the questionnaire were found to be valid. Content analysis was used to analyze the qualitative data and the findings were presented in a prose form. Quantitative data was analyzed using descriptive statistics including frequency, percentages, standard deviations and pearson product moment correlation. The findings were that the four objectives Capacity building, Social Mobilization, Project Sustainability and Service Delivery showed some positive correlation. This means there was significant influence with Community Empowerment, however Project Sustainability was seen to be the most influential and Capacity Building the least. The Recommendations were that the management of the NGOs should consider recruiting more staff with skills and competence, should improve on community involvement through project acceptance and ownership in a community, ensure employee satisfaction through appropriate financial rewards and improve on use of information technology that will assist on documentation and communication amongst various teams.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

There is a current view that NGOs constitute a viable alternative to government as channels of development assistance, particularly in developing countries. According to International Institute for Sustainable Development (2013), though some NGOs will prefer to remain at a distance, by monitoring, publicizing, and criticizing in cases where companies fail to take seriously their impacts upon the wider community, many others are showing a willingness to devote some of their energy and resources to working alongside business, in order to address corporate social responsibility.

Over the past two decades NGOs have become a force to be reckoned with. Although there has been a severe government backlash against civil society organizations and civic activism in a number of countries, ranging from Russia to Zimbabwe, there can be little doubt that overall these organizations have an increasingly substantial impact around the globe, with increasingly large amounts of resources at their disposal and increasingly high levels of trust among the public. At the same time, NGOs face growing scrutiny and pressure from the media, regulators, companies and each other to better account for both the impact and integrity of their own activities. Nelson (2007)

In India, for example, the NGOs have developed a relationship with the government which serves as both the regulator and supporter. The main development approach for NGOs working with local communities that has emerged over the past 30 years is through Self Help Groups (SHG) which has being effective in women empowerment and poverty eradication. Kilby (2011)

The 2006 *Edelman Trust Barometer*, which tracks the attitudes of nearly 2000 opinion leaders in 11 countries around the world, concluded that trust in Non-governmental Organizations which have been the most trusted institution in Europe during the six years that the survey has been conducted has steadily increased in U.S (from 36% in 2001 to 54% in 2006). NGOs are the most trusted institution in every market except Japan and Brazil. The widespread rise in trust of NGOs

has now extended to Asia, especially in China where ratings went from 36% to 60% in the last 12 months.

At the Rio+20 Conference (United Nations Conference on Sustainable Development), held in June 2012 in Rio de Janeiro, Brazil, it was showcased that in Asia, there are numerous NGOs that have been committed in the local sustainable development through taking the formal, non-formal and informal educational approach for the local community empowerment. There is a quest towards achieving the real essence of sustainable development at the community level and acknowledging the key role the local NGOs often plays in facilitating the local empowerment process.

Other areas of NGO activity associated with South Asia, such as credit and savings, have been derived from local self-help traditions, such as rotating credit groups in which households pool resources into a central fund and then take turns in borrowing and repaying. The rise of the Grameen Bank in Bangladesh has been a home-grown solution to problems of poor people's lack of access to credit, helping to spawn a global microfinance movement through its distinctive group-based approach to smallscale lending (Lewis, 2007).

A wealth of local associational third sector activity also underpins many African societies, such as the hometown associations common in countries such as Nigeria. These organizations mediate resources and relationships between local communities and global labour markets and educational opportunities. The well-documented "harambee" self-help movement in Kenya was a system based on kinship and neighbourhood ties, and was incorporated by President Kenyatta as part of a modernization campaign to build a new infrastructure after Independence.

The roots of NGOs in Kenya may be traced to philanthropy mainly in the colonial times. During this early period, the activities of NGOs largely focused on welfare. These activities later changed and developed to cover not only provision of services but also political action and advocacy, hence a change of focus from welfare organizations to specialized concerns and awareness raising initiatives. (Dr Kameri-Mbote P, 2000). According to Kenya Community Development Foundation, KCDF, there are approximately 4000 nonprofit organizations

operating in Kenya today. These organizations make a significant contribution in response to the development and service delivery challenges facing the country.

The work undertaken by NGOs is wide-ranging but NGO roles can be usefully analyzed as having three main components: implementer, catalyst, and partner (Lewis,2007). The implementer role is concerned with the mobilization of resources to provide goods and services to people who need them. Service delivery is carried out by NGOs across a wide range of fields such as healthcare, microfinance, agricultural extension, emergency relief, and human rights.

This role has increased as NGOs have been increasingly “contracted” by governments and donors with governance reform and privatization policies to carry out specific tasks in return for payment; it has also become more prominent as NGOs are increasingly responding to man-made emergencies or natural disasters with humanitarian assistance. The catalyst role can be defined as an NGO’s ability to inspire, facilitate or contribute to improved thinking and action to promote social transformation. This effort may be directed towards individuals or groups in local communities, or among other actors in development such as government, business or donors. It may include grassroots organizing and group formation, gender and empowerment work, lobbying and advocacy work, and attempts to influence wider policy processes through innovation, and policy entrepreneurship.

Empowerment is a multidisciplinary term in that it was acknowledged in sociology, psychology, economics, management, health, and politics and in many other disciplines (Ledwith & Ledwith, 2005; Shucksmith & Philip, 2000). Secondly, there are three levels of empowerment as identified by scholars, i.e. Individual empowerment, group empowerment and community empowerment (Hasnain, 2003). Empowerment always permeates other phenomena, therefore by definition it is a social process. In various disciplines, empowerment has been identified both as a procedure and a product. Finally, empowerment is an outcome that can be estimated and improved over the time (Perkins et al., 2007).

Community empowerment thus refers to the process of enabling communities to increase control over their lives. It is more than the involvement, participation or engagement of communities. It implies community ownership and action that explicitly aims at social and political change Fitzgibbon (2012).

1.2 Statement of the Problem

The operations of NGOs in Kenya and other countries are hampered by many factors. The operational environment of NGOs determines the effectiveness of programmes and projects undertaken which impinge on NGOs performance and output (Dr Kameri-Mbote P, 2000). Some of the constraints that NGOs face are lack of Autonomy, Government Interference, absence of internal democratic institutions in NGO management and financial resources.

According to Easterly and Tobias (2008), nongovernmental organizations as well as donors involved in their development agenda face enormous obstacles in repairing the social and economic fabric of the communities. These organizations cannot solve the major problems in the communities on their own, but they provide the essential building blocks for doing so.

Ruiru is a town in Kiambu county, located within 3 kilometers of Nairobi's city boundary. It's connected by both rail and road, the main road being Thika Super highway (Kenya County Fact Sheet, 2009). According to the Kiambu County Integrated Development Plan, 2013-2017, some of the key challenges currently faced include Urban Sprawl, high crime rates, inadequate community and infrastructure services and poor coordination among relevant government authorities and NGO's. Thus there is an urgent need to look at development from a perspective that integrates physical, economic, social, cultural and environmental aspects.

This study therefore aimed at looking at how NGO's influence community empowerment in Ruiru.

1.3 Purpose of Study

The purpose of this research was to investigate the influence of NGO funded projects on community empowerment in Ruiru Constituency, Kiambu County.

1.4 Specific Objectives

The specific objectives of this study were therefore:

- i. To determine how NGO's capacity building programmes influence community empowerment in Ruiru.

- ii. To find out how NGO's project sustainability mechanisms influence community empowerment in Ruiru.
- iii. To establish how NGO's social mobilization approaches influence community empowerment in Ruiru.
- iv. To determine how NGO's service delivery methods influence community empowerment in Ruiru.

1.5 Research Questions

The study sought to answer the following specific questions:

- i. How do NGO's capacity building programmes influence community empowerment in Ruiru?
- ii. How do NGO's project sustainability mechanisms influence community empowerment in Ruiru?
- iii. How do NGO's social mobilization approaches influence community empowerment in Ruiru?
- iv. How do NGO's service delivery methods influence community empowerment in Ruiru?

1.6 Significance of the Study

The following may find the result of this study very useful:

Non-Governmental Organizations or donors may benefit from the study on the effective approaches donor funded projects may use to influence community empowerment. This study provides information on how the organizations can improve on capacity building, service delivery, social mobilization and project sustainability so as to enhance community empowerment.

To the national government, county governments and policymakers, the study provides information on how NGO funded projects influence community empowerment that can be used to formulate policies to improve the performance of projects. The policymakers can also use the findings of this study to formulate policies to enhance project sustainability.

To researchers, this study may add more information to the body of knowledge on the influence of donor funded projects on community empowerment. In addition, the study provides a basis upon which further studies can be conducted on NGO funded projects and community empowerment.

1.7 Delimitations of the Study

The study was limited to the community in Ruiru Constituency, Kiambu County. The study focused on key identified NGOs that was addressed under each specific objective. They include Youth Intercommunity Network, Macheo Family Empowerment Programme and Resources Oriented Development Initiatives (RODI). The NGOs chosen were due to their relative importance in investigating the influence of NGO projects on community empowerment in Ruiru Constituency.

1.8 Limitations of the Study

Since the study was done at a single point in time, it was difficult to measure changes in the area of study unless two or more surveys are done. A lot of time was spent on lengthy discussions as some of the questions required some explanations. Certain answer options could have been interpreted differently by respondents.

1.9 Assumptions of the Study

The study was carried out with the assumption that the respondents were objective and they gave correct answers. Secondly, the respondents' views were critical with regard to community empowerment by NGO projects. Thirdly, if there are moderating factors, their impact on the study findings was negligible.

1.10 Definition of Significant Terms

Capacity building	It is the process by which individuals, groups, and organizations increase their abilities to: perform core functions, solve problems, define and achieve objectives; and understand and deal with their development needs in a broad context and in a sustainable manner.
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Community capability index:	speaks to ability to be confident, inclusive, organized, co- operative and influential.
Community empowerment:	It is the progressive ability of a community through external assistance to advance in skills development and in the quality of services provided across social, cultural, political and economic indicators of development.
Donor funded projects:	Projects sponsored by purely external donations (normally provided by international aid agencies through local organizations as intermediaries), excluding those supported by locally generated resources including resources from government.
Project sustainability:	It is the ability of donor aided programmes to create systems that continue to connect and impact on the beneficiaries even after the programmes are wound up
Service Delivery:	speaks to the use of information technology and use of local human resources in provision of services
Social Mobilization:	It means transforming target populations from being recipients of benefits to being active participants in development processes

1.11 Organization of the Study

This report is organized in five chapters; chapter one presents an introduction into the study. The chapter begins with the background of the study, followed by statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations, assumptions, and definitions of significant terms. Chapter two focuses on literature review, which is discussed as follows; review of variables, community empowerment, theoretical framework, conceptual framework and summary of literature review. Chapter three describes the research methodology that was used in the study, it is divided into the following topics; research design, target population, sampling technique and sample size, research instruments, validity of research instruments, reliability of research instruments, data collection procedure and data analysis. Chapter four focuses on data analysis and interpretation. Chapter five is the last and final chapter and presents the summary of research findings, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains literature reviews pertaining to the study guided by the objectives of the study in order to have an overall understanding of the influence of Non-Governmental Organizations funded projects on community empowerment. It is vital as it determines the information that link the current study with past studies and what future studies will still need to explore so as to improve knowledge. The conceptual framework is analyzed in relation to past studies done in the area and critical issues concerning the study are also discussed.

2.2 Capacity building and Community Empowerment

The achievement of Millennium Development Goals (MDGs) and other international and national development targets in developing countries hinges in capacities of individuals, organizations and societies to transform in order to reach their designed objectives. Easterly and Tobias (2008). United Nation Development Programme (UNDP) defines capacity building as the ability to perform functions effectively, efficiently and sustainably.

NGOs, through capacity building, develop community capacities such as ability, skill and knowledge of mobilizing resources, planning and evaluating community initiation and solving problems to gain the mastery over their lives. It also motivates the community to participate in the projects and help them to improve quality of their lives. Participants are expected to coordinate meetings, plan community activities, and be practical in community initiatives. In this way, NGOs contributes towards sustainable community development. Kamla Raj (2010).

A link to empowerment is frequently cited as one of the reasons for and outcomes of community capacity building. Empowerment is discussed at the level of individual empowerment (changes in skills, knowledge, consciousness and awareness, hope, action and beliefs in abilities to affect change) and changes in wider social structures and processes that result in increased resources and opportunities. Verity (2007).

Low et al. (2001) identified five major dimensions of community capacity-building for community-based project management. These dimensions are community leadership, knowledge-building, community networking, valuing community and supporting information. Valuing community refers to understanding local communities and involving them in developmental activities. The availability of supporting, reliable and timely information assists the community in taking advantage of available opportunities.

A study done on Western based NGO's focused on helping work towards achieving increased overall quantity and quality of education throughout the world.

The study revealed that there are not enough resources to enact these small scale programmes in every needy area, scaling up would have to be done by the government. Many of these NGO's are operating under tight budgets with inconsistent funding over the years. While most of the programmes aim at working with communities to build their capacity to provide services, these communities do not have the capacity to enact them on their own. NGOs should make sure that they incorporate quality assessments into their programming. Rosetta Avolio (2010).

While the importance of capacity building is widely acknowledged, more attention needs to be drawn to the identification and implementation of effective capacity building approaches. The ultimate goal of capacity building is to sustain a process of individual and organizational change and to enable organizations, groups and individuals to achieve their development objectives. Any capacity building activity needs to be carefully designed so that it contributes to this goal. In this process, it is essential that the needs of the beneficiaries as well as the already existing capacities in a country are carefully assessed and that the specific capacity building objectives are clarified. Indicators reflecting the success or failure of capacity building programmes also need to be adjusted. For example, training courses on a subject have been integrated into the national training and education system, budget for the mid-term delivery of the course has been secured externally or internally, a local institution is running a capacity building programmes with local trainers on a regular basis (UNEP, 2006).

In Rwanda, as noted by Kobe and Sulaiman (2015) the government by 2005 had realized that capacity entailed more than training and to be comprehensively addressed using a multi-sector and multi-dimensional approach. The same study reports that one fundamental developmental

change agenda that the Rwandan government undertook was the establishment of a Multi-Sector Capacity Building Programme (MSCBP). This programme was designed to guide capacity initiatives in the public, private and other organizations in order to make them more effective, efficient and transparent in the implementation of their development projects.

2.3 Service delivery and Community Empowerment

Service delivery in this context would mean improving the connections between people and services in order to improve outcomes for individuals, families, communities and societies (Leigh, 2008).

Non-governmental organizations as well as donors have for more than two decades been offering affordable or free health care services, water provision and even power provision. A study conducted by the Economist Intelligence Unit (2013) revealed that donors play a major role in ensuring access to clean water and sanitation, battling ongoing communicable diseases and stemming the tide of preventable deaths that still dominate the healthcare agenda in many developing countries.

Terrapon-Pfaff et al. (2014) conducted a study on the impacts of small-scale renewable energy projects in developing countries. They argue that access to sustainable and affordable energy services is a crucial factor in reducing poverty in developing countries. In particular, small-scale and community-based renewable energy projects are recognized as important forms of development assistance for reaching the energy poor.

According to the national NGO policy, 2010, coordinated by the Office of Prime Minister, Government of Uganda, the contribution of NGOs in the areas of service delivery, advocacy, democracy and good governance as well as community empowerment is beyond debate. However, the process of NGO sector development, methods of work and the impact of NGO programme activities, among other issues, have continued to generate varied and sometimes contradictory views and experiences.

A survey of 258 NGOs was conducted from a population frame of 2588 NGOs operating in Nairobi District under the Youth, Relief, Micro-Finance, Welfare and Health sectors and observations from the study found for example that the trend of outsourcing and performance

contracting has led to a great control of environmental resources. NGOs can now outsource a critical service or product and be very much in control of that service as opposed to that service or product controlling the NGO. The study also found that assuming that all resources come from the external is not practical for example, some NGOs indicated that when financial resources are in short supply from let's say donors, the NGOs develop contingency plans to get other funds in order to have an uninterrupted schedule of activities. Another notable point was that resources could be abundant but an NGO still lacks the will to complete or successfully implement strategies. (Abok, Waititu, Ogutu, & Ragui, 2013). Although the study has found resources to be very significant in the implementation of strategies, further research has to be engaged to strengthen the scholarly findings as well as an exploration into the human resource factor in the NGO sector.

2.4 Social mobilization and Community Empowerment

Social mobilization lies at the heart of the Rural Support Programme (RSP) approach. It is based on the premise that people's potential can best be harnessed through mobilizing their own initiative and that this especially true for poor people. Development is also recognized as an ongoing process rather than a one-time transition. When the RSP movement began in the early 1980s, it was conceived as a clear departure from the approach to rural development when widely practiced, in which a carefully planned and uniform set of interventions, or 'blue print', was applied to all communities. Instead, the RSP approach called for starting from what organized communities invest some of their own resources in order to become eligible for benefits from an RSP, such as improved access to services (Andrews, 2009).

Social mobilization focused on the household on the household, bringing households with common interests together into an organization where each one could potentially have a voice. It encouraged participation at a modest local level, in contrast to the representation through elected government systems. The point was not only to increase the assets of poor people and improve their access to services, but also to promote strategic empowerment, getting people effectively involved in making decisions that affected their lives. Practical benefits became the means to more important strategic gains (Nunnenkamp, Weingarth & Weisser, 2009).

RSPs did not set out to do things for the poor people. Rather, it was expected that people would do things for themselves, making optimum use of whatever assets they had. Particular emphasis was placed on promoting collective action, building human capital by training people in leadership, management, and vocational skills, and increasing financial capital by encouraging people to save money (Fred-Mensah, 2004).

The principles and practices of social mobilization remain the same in the implementation of donor-funded/NGOs projects, or responding to disasters. These principles include establishing mutual trust; understanding that there are mutual rights and responsibilities related to accountability and transparency; observing the principle of benefitting the community at large, rather than individuals, and ensuring that the poorest and most vulnerable people are included in the programming (Szent-Ivanyi & Tetenyi, 2013).

According to Kabeer and Sulaiman (2015), the Livelihood Enhancement projects are designed to enable people who are among the poor in their communities to establish and develop viable enterprises. These projects are efforts to put new ideas into practice – i.e. reaching and supporting the very poor and vulnerable by giving them assets, information and training – they require specialized social mobilization skills. Many of the intended beneficiaries are most of the times not literate, are entering the market for the first time, have little work experience, and/or are working on the margins of the business world for meager returns.

In Nepal, social mobilization has increased general awareness levels in villages, thereby moving the balance of power from elites to the general body of members. Raising awareness of the rights and responsibilities of users is crucial and helps to build social capital and the necessary knowledge and skills for the collective action. Ideally, this implies repeated discussions with local people at open meetings, down to hamlet level, as well as local leadership of the process. In practice, these are often rushed or avoided altogether, with field staff simply paying a brief to village elites. On the other hand, in a very small number of cases, funding resources, commitment of staff and local motivation all come together and lead to successful awareness-raising (Borghesi et al, 2007).

Studies assessing the impact that social mobilization/political empowerment initiatives led by NGOs have had on the gender dynamics of every-day expression of citizenship at community level in Kenya and Bangladesh shows that a particular type of social disadvantage, namely

gender inequality, can be overcome to a great degree, through the initiatives of organized civil society. The social disadvantage that women start out with does begin to diminish with their participation in initiatives intended to foster active citizenship at the grassroots level. Dominant discourses on gender and citizenship have tended to focus on structural constraints on women's exercise of citizenship rights, as manifested in laws, policies and design of public institutions. (Musembi & Mahmud, 2011).

2.5 Project Sustainability and Community Empowerment

Project sustainability is a major challenge in many developing countries. Large numbers of projects implemented at huge costs often tend to experience difficulties with sustainability. All major donors, such as the World Bank (2012), the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter. According to several recently conducted studies, while the trend with implementation is showing significant improvement, the trend with post implementation, sustainability is rather disappointing - increasingly, fewer projects are being sustained (Ledwith & Ledwith, 2005).

Sustainability is not only one of the principles of engagement central to IFAD's identity and role, but also a critical challenge for all international development agencies. While there have been significant improvements in the sustainability of IFAD operations, especially over the past two years, this issue remains a major challenge. A multiphase research process was undertaken to provide guidance on sustainability, with the ultimate aim of ensuring the lasting development impact of IFAD-funded operations in the Asia and the Pacific region. Studies indicate that there is still need to consider the quality of implementation support, the establishment of institutional relationships, and fiduciary aspects such as procurement review and loan contract administration, future supervisory missions should give special consideration to various aspects of programme design and M&E that are likely to have a direct influence on project sustainability. This can be done through supporting this process by ensuring that data on sustainability captured by M&E systems are reflected in subsequent project appraisal and design activities. Supporting this cycle of learning and programme adaptation also requires a commitment to the dissemination of best practices and lessons learned (Tango International, 2009).

2.6 Theoretical Framework

This study is anchored on the Empowerment Theory and the six I's of community development theory. According to Ledwith and Ledwith (2005) empowerment refers to the process of gaining influence over events and outcomes of importance. This process may unfold at multiple and interconnected levels, including the individual, group or organization and community. Ledwith (2005) describes community empowerment as the process of gaining influence over conditions that matter to people who share neighborhoods, workplaces, experiences, or concerns. He indicates that empowerment is more than providing the resources for one to help them out of poverty; it is the act of providing the necessary tools to shape the whole person and promote a critical way of thinking and consciousness. Empowerment can be attained through working together and forming a collective state of consciousness that promotes and encourages change.

Empowerment assumes a beneficiary-focus as opposed to organization-focus. It seeks to enhance local capacities for influencing conditions that facilitate business and development, giving and receiving support, contributing to the capacity of community partnerships while learning from them (Mugisha & Borisova, 2010). Where community is effectively enhanced, empowerment is increasingly a greater reality. It has been noted that rural communities draw upon traditional rural strengths – strong mutual knowledge, sense of community and social cohesion. Social networks are denser in rural, as compared with urban settings, with resulting outcomes of high levels of trust and active civic participation – key components of the social capital associated with social enterprise development. The existence of Codependence, reciprocity and collective activity would also imply rural areas appear to represent a perfect nurturing ground for successful social enterprises.

In community partnerships, individual leaders and the group as a whole may differ with respect to their experience and competence. The Empowerment Theory and other studies have identified effective leadership as a facilitator of coalition action and sustainability. Leadership can consist of one or both of the following: the member organizations of a 3 coalition, and the individual leaders within a coalition. Research suggests that the convening or “lead” agency must have organizational capacity, commitment, and vision, among other characteristics to build an effective coalition. In addition, leadership of individual staff members in the member

organizations is also critical. Coalitions and partnerships with action-oriented leadership, competent and committed leaders are most effective. Hasnain (2003) found that partnerships with effective or ethical leadership were more likely to be perceived by their memberships as effective in achieving their goals. Fred-Mensah (2004) found that coalition leaders from diverse cultural groups, especially those that reflect the community, are more successful in obtaining community buy-in for coalition activities.

Initially developed by Kamhi and Thompson (1997) and then improved by Minor and Schroeder (1998), the six I's of community development assert that floors move through stages of community development. This innovative theory to practice model states that an authentic community describes one model of a healthy, or true, community. According to this model numerous elements are involved in fostering a sense of authentic community. The most fundamental components include similar interests, common purpose, peer influence, social interaction, stability, and self-determination. Also, community is nurtured when members collaborate to create their own standards and commit themselves to maintaining satisfactory interactions among members through personal contact, not through rules and regulations.

Authentic communities are present when the group exhibits the six I's: Introduction, Interaction, Involvement, Influence, Investment, and Identity.

2.7 Conceptual Framework

A conceptual framework is an explanation of the relationships between the variables identified in the study as shown in Figure 2.1. The purpose of the conceptual framework is to clarify concepts and propose relationships among the concepts in the study, provide a context for interpreting the study findings, explain observations and to encourage theory development that is useful in practice.

Independent Variable

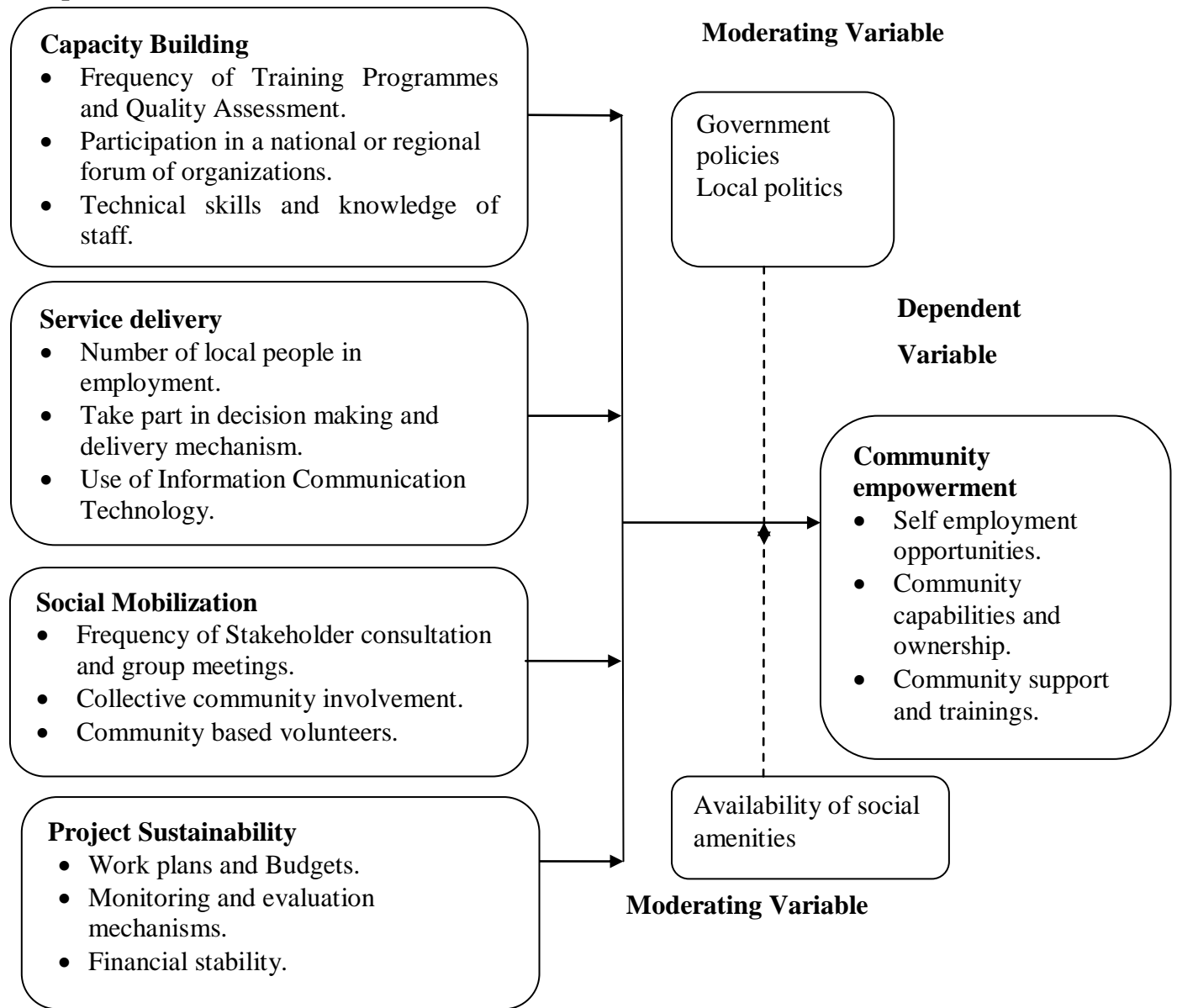


Figure 2. 1: Conceptual Framework

2.8 Research Gap

Previous studies have concentrated on the Capacity Building, Project sustainability, Social mobilization and Service delivery each at a time. This study will investigate the influence of NGO projects on community empowerment in Ruiru Constituency, Kiambu County.

Table 2.0: Research Gap

Variable	Sources of literature	Findings	Research Gap
Capacity Building	Rosetta Avolio-Toly (2010). Successful Models of Non Governmental Organizations in Consultative Status: Best practices in Education.	Work towards achieving increased overall quantity and quality of education throughout the world reveals that there are not enough resources to enact these small scale programs in every needy area.	How NGO's capacity building programs influence community empowerment in Ruiru.
Project sustainability	Tango International (2009) Sustainability of rural development projects, best practises and lessons learned by IFAD in Asia.	Studies indicate that there is still need to consider the quality of implementation support, the establishment of institutional relationships, and fiduciary aspects. This can be done through supporting this process by ensuring that data on sustainability captured by M&E systems are reflected in subsequent project appraisal and design activities.	How NGO's project sustainability mechanisms influence community empowerment in Ruiru.
Social mobilization	Simeen Mahmud and Celestine Nyamu Musembi (2011) Gender and Citizenship at the Grassroots: Assessing the Effect of NGO Initiatives in Social Mobilization and Political Empowerment in Kenya and Bangladesh.	Studies assessing the impact that social mobilization/political empowerment initiatives led by NGOs have had on the gender dynamics of everyday expression of citizenship at community level in Kenya and Bangladesh shows that a particular type of social disadvantage, namely gender inequality, can be overcome to a great degree, through the initiatives of organized civil society.	How NGO's social mobilization approaches influence community empowerment in Ruiru.

Service delivery	National NGO Policy (2010), Office of Prime Minister, Government of Uganda. Abok Alice, Anthony Waititu, Martin Ogutu, Mary Ragui (2013), A resource –dependency perspective on the implementation of strategic plans in Non Governmental Organizations in Kenya.	The process of NGO sector development, methods of work and the impact of NGO program activities, among other issues, have continued to generate varied and sometimes contradictory views and experiences. The study found resources to be very significant in the implementation of strategies though further research has to be engaged to strengthen the scholarly findings as well as an exploration into the human resource factor in the NGO sector.	How NGO’s service delivery methods influence community empowerment in Ruiru.
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2.9 Summary of Literature Review

The literature that has been reviewed from the different researchers and authors all link up to the fact that the support that donors offer to communities is very vital in empowering the communities as a whole. NGO projects influence service delivery, capacity building, social mobilization and project sustainability. The achievement of millennium development goals as well as national and international targets is hinged on community empowerment. Capacity Building enhances individual competency and skills to engage in more positive development and poverty reduction. NGO projects have brought about affordable healthcare services, water provision, power provision and much more benefits in terms of service delivery. Social mobilization enhances mutual trust, understanding that there are mutual rights and responsibilities related to accountability and transparency and observing the principle of benefitting the community at large, rather than individuals. Lastly project sustainability highly influences community empowerment. The community fosters cooperation in CBPs. Cooperation is a social order. Cooperation is one of the techniques in community development. This brings about project sustainability which in turn enhances community empowerment even at the end of the project.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology and covers research design, population, sampling procedure, data collection tools and data analysis techniques. All these will be employed in efforts to realize the research objectives. They were carefully chosen to ensure accuracy, reliability and to get the desired results.

3.2 Research Design

According to Creswell (2006) research design is a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. This study used descriptive research design. According to Bryman (2003) descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection. It often uses visual aids such as graphs and charts to aid the reader in understanding the data distribution. In addition, descriptive statistics such as frequencies and percentages are very important in reducing the data to manageable form. When in-depth, narrative descriptions of small numbers of cases are involved, the research uses description as a tool to organize data into patterns that emerge during analysis. Descriptive research can be either quantitative or qualitative. This study made use of both qualitative and quantitative data.

3.3 Target Population

Target population refers to all the members of a real or hypothetical set of people, events or subjects to which a researcher wishes to generalize the results of the study (Kothari, 2004). Target population in statistics is the specific population about which information is desired. A population is a well-defined or set of people, services, elements, events, a group of things or households that are being investigated (Cooper & Schindler, 2006). The population of this study was the management and community representatives of three NGO funded projects in Ruiru Constituency and was based on the target households the particular NGO reaches in their

programs/projects. The data was obtained from the records detailing the projects/programs in the respective NGO head offices.

Table 3. 1: Target Population

Project	Target Population	
	Community representatives	Project management
Youth Intercommunity Network	30	10
Macheo Family Empowerment programme	54	20
Resources Oriented Development Initiatives (RODI)	60	15
Total	144	45

3.4 Sampling Procedure and Sample size

The sample size for the study was derived from the Krejcie and Morgan Table (1970). The total number of sample size was 124 community representatives and 43 respondents from the project management team. This was the sum derived from each sample size of the three projects using the Table. Purposive sampling was then used where the researcher through the assistance of the NGO Coordinator used their expert judgment to select participants that are representative of the population.

Table 3. 2: Sample Size

Project	Target Population		Sample Size	
	Community representatives	Project management	Community representatives	Project management
Youth Intercommunity Network	30	10	28	10
Macheo Family Empowerment programme	54	20	44	19
Resources Oriented Development Initiatives	60	15	52	14

(RODI)

Total

144

45

124

43

3.5 Methods of Data Collection

This study made use of primary data. Primary data is the data collected directly from actual experience free from processing or any other type of manipulation. Semi structured questionnaires were used in this research study to collect primary data. The questionnaire comprised both open and closed ended questions that had Nominal and Likert measurement scale. Kothari (2004) argues that the use of a questionnaire is a cheap method to obtaining information, particularly from a large group of respondents and it also permits for anonymity. Furthermore, questionnaires were applied in this study as they were very efficient in terms of time, finances and energy.

There were two questionnaires. The first questionnaire comprised five sections. The first section had background information. Section two to five had questions on each of the independent variables of this study. The second questionnaire comprised of questions measuring the dependent variable (community empowerment).

3.5.1 Validity of the Instrument

According to Creswell (2006) validity is the extent to which results acquired from process of analysis of the data actually embodies the phenomenon under study. In this study, content validity also referred to as logical validity was used which sought to determine how accurate the questionnaire tapped into the various aspects of the specific construct in question. This was measured by providing the questionnaire to the subject matter experts for feedback and relying on their knowledge as they were familiar with the construct being measured. From the feedback received, it was determined that the questions were effectively measuring the construct and thus the instrument was valid.

3.5.2 Reliability of the Instrument

The reliability of a research instrument enhances its ability to measure consistently what is intended (Babbie, 2002). In this study, four constructs were studied and to showcase how well the different items complement each other in their measurement of the same construct, using

SPSS Version 21, Internal Consistency Reliability tests were carried out and measured with Cronbach’s alpha, a statistic calculated from the pairwise correlations between items. The results were as per Table below.

Table 3.3: Cronbach’s Alpha Values

Construct	Cronbach’s Alpha
Project sustainability	0.888
Capacity building	0.841
Service delivery	0.713
Social mobilization	0.862
Community empowerment	0.845

From the findings, the construct 'project sustainability' had a Cronbach’s reliability alpha of 0.888, 'capacity building' had an Cronbach’s reliability alpha of 0.841, 'social mobilization' had a Cronbach’s reliability alpha of 0.862 and 'community empowerment' had Cronbach’s reliability alpha of 0.845 meaning the Internal Consistency was good. However, service delivery' had a Cronbach’s reliability alpha of 0.713 implying that the Internal Consistency was acceptable. The research instrument (questionnaire) was therefore sufficiently reliable.

3.6 Data Analysis Techniques

The data analysis process entails the process of packaging the collected data putting in order and structuring its major elements in a way that the results can be easily and efficiently communicated (Greener, 2008). Data analysis in this study was both quantitative and qualitative. Quantitative data was analyzed by use of the statistical package for social sciences (SPSS version 21). Preceding the analysis, a codebook for the different quantitative variables was prepared on the basis of the numbering structure of the questionnaires. All the questionnaires were numbered prior to data collection to make the referencing easier. All the quantitative variables were chronologically set to make sure that the accurate code is filled for each variable. By making use of the coded variable number and the questionnaire number, it was simple to discover and correct mistakes made during data entry. Data cleaning then came after where required.

After confirming that all data filled in is accurate, descriptive statistics was utilized to analyze quantitative data. Descriptive statistics included frequency distribution, percentages, mean and Standard deviation. The findings were then represented in Tables. Descriptive statistics help the researcher to significantly explain the distribution of measurements and to also explain, organize and review data (Bryman, 2003). Content analysis was used for qualitative data, that is, data collected from open ended questions. The results were then presented in a prose form.

Additionally, correlation analysis was used to establish whether there is a relationship between the dependent and the independent variables. The study applied a 95% confidence level. A 95% confidence interval indicates a significance level of 0.05. This implies that for an independent variable to have a significant consequence on the dependent variable, the p-value ought to be below the significance level (0.05).

3.7 Operational definition of variables

Table 3. 4: Operational definition of variables

Objective	Independent variable	Indicators	Tools for data collection	Measurement scale	Type of analysis
To determine how NGO's capacity building programmes influence community empowerment in Ruiru.	Capacity building	<ul style="list-style-type: none"> • Training Programmes and Quality Assessment. • Participation in a national or regional forum of organizations. • Technical skills and knowledge of staff. 	Questionnaire	Nominal	Frequencies Percentages
To find out how NGO's project sustainability mechanisms influence community empowerment in Ruiru	Project sustainability	<ul style="list-style-type: none"> • Work plans and Budgets. • Monitoring and evaluation mechanisms. • Financial stability. 	Questionnaire	Nominal	Frequencies Percentages
To establish how NGO's social mobilization approaches influence	Social mobilization	<ul style="list-style-type: none"> • Stakeholder consultation and group 	Questionnaire	Nominal	Frequencies Percentages

community empowerment in Ruiru		<p>meetings.</p> <ul style="list-style-type: none"> • Collective community involvement. • Community based volunteers. 			
To determine how NGO's service delivery methods influence community empowerment in Ruiru.	Service delivery	<ul style="list-style-type: none"> • Using local human resources. • Take part in decision making and delivery mechanism. • Use of Information Communication Technology. 	Questionnaire	Nominal	Frequencies Percentages
	Dependent Variable				
	Community Empowerment	<ul style="list-style-type: none"> • Self employment opportunities and income scale. • Community capability and ownership. • Community support and trainings. 	Questionnaire	Likert Nominal	Mean Standard deviation Correlation

3.8 Ethical Considerations

The researcher ensured privacy and confidentiality of the respondents. Consent was also first sought from the respondents and they were not coerced into participating in filling the questionnaire, they therefore had the freedom to choose either to participate or not. The researcher also obtained a letter of data collection from the University of Nairobi.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter comprises of data analysis, presentation, interpretation and discussion of the findings. The purpose of this study was to investigate the influence of NGO funded projects on community empowerment in Ruiru Constituency, Kiambu County. The study also sought to determine how NGO's capacity building programmes, NGO's project sustainability mechanisms, NGO's social mobilization approaches and NGO's service delivery methods influence community empowerment in Ruiru. The findings were presented in Tables.

4.2 The Response Rate

The sample size of this study was 124 community representatives and 43 respondents from the project management team, out of which 98 community representatives and 41 staff in the project management team filled and returned their questionnaires. This gave a response rate of 79.03% for community representatives and 95.35% for project management team. According to Cooper and Schindler (2006) any response of 50% and above is adequate for analysis.

4.3 Demographic Information

As part of their demographic information, the study sought to establish the respondents' gender, age group, work involved in the NGO and the duration of time the NGO had operated in the area.

4.3.1 Gender of the Respondents

The respondents were requested to indicate their gender. The results were as presented in Table 4.1.

Table 4.1: Gender of the Respondents

	Community Representative		NGO Project Management	
	Frequency	Percent	Frequency	Percent
Male	34	34.7	14	34.1
Female	64	65.3	27	65.9
Total	98	100	41	100

According to the findings, amongst the community representatives, 65.3% were female and 34.7% male. From the NGO Project Management team, 65.9% were female whereas 34.1% were male. An indicator that majority of the respondents were female.

4.3.2 Respondents' Age Group

The respondents were also requested to indicate their age group. The results were as shown in Table 4.2.

Table 4.2: Respondents' Age Group

	Community Representative		NGO Project Management	
	Frequency	Percent	Frequency	Percent
18-30 Years	34	34.7	25	61
31-40 Years	49	50	10	24.4
41-50 Years	15	15.3	6	14.6
Total	98	100	41	100

From the findings, 50% of the respondents from the community indicated that they were aged between 31 and 40 years, 34.7% indicated that they were aged between 18 and 30 years and 15.3% indicated that they were aged between 41 and 50 years. For the NGO Project

Management staff, majority at 61.0% were between 18 to 30 years, with the others at 39% were aged more than 31 years.

4.3.3 Work Involved in the NGO

The respondents were also asked to indicate the work involved in their NGOs by classification and type. The results were as indicated in Table 4.3.

Table 4.3: Work Involved in the NGO

		Frequency	Percent
By Orientation	Service orientation	10	24.4
	Charity orientation	08	19.5
	Participatory orientation	07	17.1
	Empowering orientation	16	39.0
	Total	41	100.0
By type	Community based organizations (CBO)	28	68.3
	National NGO	13	31.7
	Total	41	100.0

As indicated in Table 4.4, 17.1% of the respondents indicated that their NGO was participatory oriented, 39.0% indicated empowering oriented, 19.5% indicated charity oriented and 24.4% indicated service oriented. This shows that most of the NGOs involved in this study were empowering oriented.

4.3.4 Duration the NGO has been in the Area

The respondents were asked to indicate the duration of time the NGO had been operating in the area. The results were as shown in Table 4.4.

Table 4.4: Duration the NGO has been in the Area

	Frequency	Percent
6-12 Months	10	24.4
More than 2 Years	31	75.6
Total	41	100.0

According to the findings, most of the respondents indicated that their NGO had been operating in the area for more than 2 years while 24.4% indicated for between 6 and 12 months.

4.4 Capacity Building

The first objective of this study was to determine how NGO's capacity building programmes influence community empowerment in Ruiru.

4.4.1 Trainings/Programmes Conducted in the Community

The respondents were asked to indicate whether training/programmes were conducted in the community. The results were as indicated in Table 4.5.

Table 4.5: Trainings/Programmes Conducted in the Community

	Frequency	Percent
Yes	14	34.0
Sometimes	19	46.0
No	08	20.0
Total	41	100.0

From the findings, 46% of the respondents indicated that sometimes training/programmes were conducted in the community, 34% indicated that training/programmes were conducted in the community while 20% disagreed. From these findings we can deduce that training/programmes were sometimes conducted in the community.

4.4.2 Frequency of Trainings/Programmes

From the respondents who indicated that training/programmes were conducted or sometimes conducted in the community, the study also sought to find out how often they were conducted. The results were as indicated in Table 4.6

Table 4.6: Frequency of Trainings/Programmes

	Frequency	Percent
Weekly	08	20.0
Quarterly	13	32.0
Yearly	20	49.0
Total	41	100.0

From the findings, 20% of the respondents indicated that the training programmes were conducted on weekly basis, 32.0% indicated on quarterly basis and 49.0% on yearly basis. This shows that the NGOs mostly conducts training and programmes annually.

4.4.3 Trainings/Outreach Programmes Done Quality

The respondents were asked to indicate whether the trainings/outreach programmes were done quality checks regularly to reflect the needs of the community. The results were as indicated in Table 4.7.

Table 4.7: Trainings/Outreach Programmes Done Quality

	Frequency	Percent
Yes	13	32.0
Sometimes	21	51.0
No	07	17.0
Total	41	100.0

According to the findings, 32.0% indicated that the trainings/outreach programmes were done quality checks regularly to reflect the needs of the community, 51.0% indicated that they were sometimes done and 17.0% indicated that they were not done. This shows that the

trainings/outreach programmes were sometimes done quality checks to reflect the needs of the community.

4.4.4 NGO Participation in National or Regional Forum

The respondents were asked to indicate whether the NGOs had participated in national or regional forum of organization at least once a year. The findings were as indicated in Table 4.8

Table 4.8: NGO Participation in National or Regional Forum

	Frequency	Percent
Yes	41	100.0
No	0	0.0
Total	41	100.0

From the findings, all the respondents (100%) indicated that their NGOs had participated in national or regional forum of organization at least once a year. This clearly shows that the NGOs had participated in national or regional forum of organization at least once a year.

4.4.5 Sufficiency of Technical Skills and Knowledge

The respondents were asked to indicate whether front line staff had sufficient technical skills and knowledge to work effectively with clients and beneficiaries. The findings were as shown in Table 4.9

Table 4.9: Sufficiency of Technical Skills and Knowledge

	Frequency	Percent
Yes	12	29.3
No	29	70.7
Total	41	100.0

From the findings, 29.3% of respondents indicated that the front line staffs in their NGOs have sufficient technical skills and knowledge to work effectively with clients and beneficiaries, however 70.7% thought more still needs to be done to equip the staff with the required skills.

From these findings we can deduce that front line staffs in NGOs are yet to have sufficient technical skills and knowledge to work effectively with clients and beneficiaries.

4.4.6 Exposure to New Methods and Approaches

The respondents were also asked to indicate whether they were exposed to new methods and approaches through conferences and external trainings, induction, continued training and support. The findings were as shown in Table 4.10

Table 4.10: Exposure to New Methods and Approaches

	Frequency	Percent
Yes	08	19.5
Sometimes	19	46.3
No	14	34.1
Total	41	100.0

From the findings, 19.5% of the respondents indicated that they were exposed to new methods and approaches through conferences and external trainings, induction, continued training and support, 46.3% indicated that they were sometimes exposed and 34.1% indicated that they were not exposed. This shows that the staff felt that sometimes they were exposed to new methods and approaches through conferences and external trainings, induction, continued training and support.

4.4.7 Key Achievements in Capacity Building

The respondents were asked to indicate some of the key successes in the community related to capacity building. From the findings, they indicated that the NGOs acknowledged the need to upskill the staff and the fact that the NGO takes the staff through counseling before venturing to the field. This helps as the staff are able to deal with sensitized and dire matters encountered within the community.

4.4.8 Challenges Facing Capacity Building

The respondents were asked to indicate some of the main problems and issues that the NGOs face. From the findings, the respondents indicated that there is limited technical and

organizational capacity. Few NGOs are able or willing to pay for such capacity building. Weak capacity was identified in fundraising, governance, technical areas of development, and leadership and management. Some NGOs feel that the existence of quality standards would assist them to develop the required capacities.

4.4.9 Future plans in Relation to Capacity Building

The respondents were asked to indicate the future directions of the NGO in relation to capacity building. From the findings, the respondents indicated the need to increase frequency of participation in National or Regional forums. Increase the training programs within the community that may be beneficial like hygiene. Proper training of staff to be able to interact with the community and quality check of programmes to ensure synchronization with community needs.

4.5 Project Sustainability

The second objective of this study was to find out how NGO’s project sustainability mechanisms influence community empowerment in Ruiru.

4.5.1 Work Plans and Budgets in Projects

The respondents were asked to indicate whether all projects have work plans and budgets that are reviewed. The results were as shown in Table 4.11

Table 4.11: Work Plans and Budgets in Projects

	Frequency	Percent
Yes	26	63.4
Sometimes	11	26.8
No	04	9.8
Total	41	100.0

From the findings, 63.4% of the respondents indicated that all projects have work plans and budgets that are regularly reviewed, 26.8% indicated that projects sometimes have work plans and budgets that are regularly reviewed while 9.8% disagreed. From these findings we can

deduce that all projects have work plans and budgets that are regularly reviewed, however most indicated that this was done at every 4 to 6 months.

4.5.2 Documentation of Monitoring and Evaluation system

The respondents were requested to indicate whether the NGO has a fully documented Monitoring and Evaluation system. The results are as shown in Table 4.12

Table 4.12: Documentation of Monitoring and Evaluation system

	Frequency	Percent
Yes	12	29.3
Sometimes	08	19.5
No	03	7.3
Not Sure	18	43.9
Total	41	100.0

According to the findings, 29.3% of the respondents indicated that their NGOs has a fully documented Monitoring and Evaluation system, 43.9% were not sure, 19.5% indicated sometimes, and 7.3% disagreed. This showed that most staff are not sure if there is a documented Monitoring and Evaluation system in place.

4.5.3 Periodic Reports and End of Project Evaluation

The respondents were asked to indicate whether periodic reports and end of project evaluation reports are always completed and sent to stakeholders and donors on time. The results were as shown in Table 4.13

Table 4.23: Periodic Reports and End of Project Evaluation

	Frequency	Percent
Yes	12	29.3
Sometimes	08	19.5
Not Sure	18	43.9
No	03	7.3
Total	41	100.0

According to the findings, 29.3% of the respondents indicated that periodic reports and end of project evaluation reports are always completed and sent to stakeholders and donors on time, 19.5% indicated that they were sometimes completed and sent to stakeholders and donors on time while 7.3% indicated that they were not always completed and sent to stakeholders and donors on time. The majority, 43.9% were however not sure if the periodic reports and end of project evaluation are completed and sent to stakeholders on time.

4.5.4 Financial Policies in Place

The respondents were requested to indicate whether there are financial policies in place to control use of money, prevent fraud and ensure accountability. The results were as presented in Table 4.14

Table 4.14: Financial Policies in Place

	Frequency	Percent
Yes	20	48.8
Sometimes	11	26.8
No	10	24.4
Total	41	100.0

According to the findings, 48.8% of the respondents indicated that there are financial policies in place to control use of money, prevent fraud and ensure accountability, 26.8% indicated that they were sometimes financial policies in place while 24.4% disagreed. This clearly shows that there are financial policies in place to control use of money, prevent fraud and ensure accountability.

4.5.5 NGOs Financial Sustainable with a Diverse Funding Base

The respondents were asked to indicate whether their NGOs are financially sustainable with a diverse funding base. The results were as indicated in Table 4.15

Table 4.35: NGOs Financial Sustainable with a Diverse Funding Base

	Frequency	Percent
Yes	32	78.0
Sometimes	06	14.6
No	03	7.3
Total	41	100.0

According to the findings, 78.0% of the respondents indicated their NGOs are financially sustainable with a diverse funding base, 7.3% indicated that the NGOs were not financially sustainable and 14.6% indicated that they were sometimes financially sustainable. This shows that the NGOs were financially sustainable with a diverse funding base.

4.5.6 Key Achievements in Project Sustainability

The respondents were asked to indicate some of the key successes related to project sustainability. From the findings, the respondents indicated that there were significant strides made to diversify the funding base mainly through agriculture, Dairy farming, production and selling of Yoghurt.

4.5.7 Main Challenges in Project Sustainability

The respondents were asked to indicate some of the main problems and issues that the NGO faces in relation to project sustainability. One of the main challenges cited by the respondents was streamlining of the Monitoring and Evaluation mechanism to monitor accomplishments of the community given seed capital to start up their ventures. Periodic reports of the NGOs are not made public, thus are not accountable.

4.5.8 Future plans in Relation to Project Sustainability

The respondents were asked to indicate the future directions of the NGO in relation to project sustainability. From the findings, the respondents indicated that their NGOs need to work on the Monitoring and Evaluation mechanism, continue expanding their funding base in order to reduce significantly any dependence on donors.

4.6 Service Delivery

The third objective of the study was to determine how NGO's service delivery methods influence community empowerment in Ruiru.

4.6.1 People Employed from Local Community by NGO

The respondents were requested to indicate the whether the NGO employed people from the local community. The results were as shown in Table 4.16

Table 4.46: People Employed from Local Community by NGO

	Frequency	Percent
Yes	32	78.0
Sometimes	09	22.0
Total	41	100.0

According to the findings, 78.0% of the respondents indicated that NGO has employed people from the local community while 22.0% of the respondents were on contrary. This clearly shows that majority of the people from the local community were employed by the NGO.

4.6.2 Terms of Employment

The respondents were asked to indicate terms of payment in the NGO. The results were as shown in Table 4.17

Table 4.57: Terms of Employment

	Frequency	Percent
Permanent	16	39.0
Temporary	25	61.0
Total	41	100.0

From the findings, 61.0% of the respondents indicated that they were employed temporary but 39.0% of the respondents indicated that they were employed permanent. This depicts that most preferred terms of payments by the NGO was temporary employment.

4.6.3 Number of Local Employees in the Organization

The respondents were asked to indicate the number of local employees in the organization. The results were as shown in Table 4.18

Table 4.68: Number of Local Employees in the Organization

	Frequency	Percent
Less than 5	04	9.7
5 to 10	09	22.0
More than 20	28	68.3
Total	41	100.0

According to the results 9.7% of the respondents indicated that their organization had less than 5 local employees, 22.0 % of the respondents indicated that they had 5 to 10 local employees in their organization and 68.3% of the respondents indicated that they had more than 20 local employees in their organization. This clearly indicates that most of the NGOs in the area employ local employees in their organization.

4.6.4 Community Participation in Decision Making and Service Delivery

The respondents were asked to indicate whether the community takes part in decision making and service delivery of the NGOs activities. The results were as shown in Table 4.19

Table 4.19: Community Participation in Decision Making and Service Delivery

	Frequency	Percent
Yes	26	63.4
Sometimes	13	31.7
No	02	4.9
Total	41	100.0

According to the results, 63.4% of the respondents indicated that the community takes part in decision making and service delivery of the NGOs activities while 31.7% of the respondents indicated that the community takes part in decision making and service delivery of the NGOs

activities sometimes. This clearly shows that most of the NGOs involve community in decision making and service delivery.

4.6.5 Use of Information Technology by NGOs

The respondents were asked to indicate whether the NGOs use information technology in carrying out their activities. The results were as shown in Table 4.20.

Table 4.70: Use of Information Technology by NGOs

	Frequency	Percent
Yes	11	26.8
Sometimes	28	68.3
No	2	4.9
Total	41	100.0

From the findings, 26.8% of the respondents indicated that the NGOs use information technology when carrying out their activities, 68.3% of the respondents indicated that they use information technology sometimes while 4.9% of the respondents indicated otherwise. This depicts that most of the NGOs are now embracing the need to use information technology in carrying out of their activities.

The respondents were also asked to indicate how their NGOs make use of information technology in its activities. From the findings, they indicated through data collection, sending of information handouts to staff, via website and in needs assessments so as to reach a wider number of people.

4.6.6 Key Achievements in Service Delivery

The respondents were asked to indicate some of the key successes related to service delivery. From the findings, they indicated that there was a good number of people within the community employed thus increased community participation as they are able to create a good rapport. The NGOs have been able to create a good working relationship with the local leaders within the community.

4.6.7 Main challenges in Service Delivery

The respondents were further asked to indicate some of the main problems and issue that the NGOs face in service delivery. From the findings, they indicated that it is sometimes difficult to assist some families due to the social stigma that goes with it. The people do not want to be seen as unable to provide for their families thus are resistant to accept any help. A challenge in keeping up with technology as it keeps changing. The NGOs have little or no access to reliable email and internet connections.

4.6.8 Future plans in Relation to Service Delivery

The respondents were asked to indicate the future directions of the NGO in relation to service delivery. According to the findings, the respondents indicated that their NGOs had plans to increase use of Technology within the organization to improve service delivery through sending of information handouts to staff and also via website and in needs assessments in order to reach a wider number of people. In addition, involve more counselors to assist the workers in their interactions with the community.

4.7 Social Mobilization

The fourth objective of the study was to establish how NGO's social mobilization approaches influence community empowerment in Ruiru.

4.7.1 Community Volunteers in the NGO's

The respondents were asked to indicate whether the NGOs have community volunteers in the activities. The results were as shown in Table 4.21

Table 4.81: Community Volunteers in the NGO's

	Frequency	Percent
Yes	27	65.9
Sometimes	10	24.4
No	04	9.8
Total	41	100.0

From the findings, 65.9% of the respondents that the NGOs have community volunteers in their activities, 24.4% of the respondents indicated that they have community volunteers sometimes while 9.8% of the respondents indicated otherwise. This depicts that most of the NGOs have community volunteers in their activities.

4.7.2 Stakeholders Consultation and Group Meeting

The respondents were asked to indicate whether the stakeholders and group meetings are held in the area. The results were as shown in Table 4.22

Table 4.92 Stakeholders Consultation and Group Meeting

	Frequency	Percent
Yes	22	53.7
Sometimes	12	29.3
No	07	17.1
Total	41	100.0

According to the findings, 53.7% of the respondents indicated that stakeholders and group meetings are held in the area, 29.3% of the respondents indicated that they stakeholders and group meetings are held in the area sometimes but 17.1% of the respondents indicated otherwise. This clearly shows that stakeholders and group meetings are held in the area in most of the NGOs.

4.7.3 Community Involvement

The respondents were requested to indicate whether the community was being involved in the day to day activities of the NGOs. The results were as shown in Table 4.23

Table 4.103: Community Involvement

	Frequency	Percent
Sometimes	27	65.9
Not Sure	14	34.1
Total	41	100.0

According to the findings, 65.9% of the respondents indicated that the community was being involved in the day to day activities of the NGOs while 34.1% of the respondents indicated that they were not sure on whether the community was being involved in the day to day activities. This implies that most of the NGOs involve community day to day activities.

4.7.4 NGO Achievement on Maximum Management

The respondents were asked to indicate whether the NGO has achieved maximum participation from the community. The results were as shown in Table 4.24

Table 4.114: NGO Achievement on Community Maximum Participation

	Frequency	Percent
Yes	29	70.7
No	12	29.3
Total	41	100.0

According to the findings, 70.7% of the respondents indicated that NGO have achieved maximum participation from the community but 29.3% of the respondents were on contrary. This depicts that most of the NGOs have achieved maximum participation from the community.

4.7.5 Key Achievements in Social Mobilization

The respondents were asked to indicate some of the key successes related to community involvement. From the findings, they indicated that there was increased community participation especially through volunteering; people are also willing to be involved in Stakeholders consultation and meetings. Further, there were various sensitization walks and campaigns.

4.7.6 Main challenges in Social Mobilization

The respondents were asked to indicate that some of the main problems and issues that the NGO faces. From the findings, the respondents indicated that there were conflicts in the communities, there were defaulters within the community and in some areas and community social beliefs. The respondents also indicated that there was very poor communication within NGOs.

4.7.7 Future plans in Social Mobilization

The respondents were asked to indicate the future directions of the NGO. From the findings, the respondents indicated that their NGOs should look at giving some allowances to volunteers and engage more people in volunteer work. Increase number of sensitization and campaign walks to increase awareness. Come up with activities that will enable the community be more involved.

4.8 Community Empowerment

The respondents were asked to indicate whether the local community gained skills, knowledge and confidence as a result of the NGOs influence and thus can take part in various projects or have started their own income generating activities. The results were as shown in Table 4.25

Table 4.125: Skills, Knowledge and Confidence Gained by Local Community

	Frequency	Percent
Yes	61	62.2
Sometimes	22	22.4
No	15	15.3
Total	98	100.0

From the findings, 62.2% indicated that the local community had gained skills, knowledge and confidence as a result of the NGOs influence and thus can take part in various projects or have started their own income generating activities, 22.4% indicated they sometimes gained skills, knowledge and confidence while 15.3% disagreed. This clearly shows that the local communities had gained skills, knowledge and confidence as a result of the NGOs influence and thus can take part in various projects or have started their own income generating activities.

4.8.1 Formation of Support Network by the Local Community

The respondents were asked to indicate whether the local community had formed any support network where they gain a cross section of views, experience and expertise and learn more about each other. The findings were as shown in Table 4.26

Table 4.136: Formation of Support Network by the Local Community

	Frequency	Percent
Yes	56	57.1
Sometimes	28	28.6
No	14	14.3
Total	98	100.0

According to the findings, 28.6% indicated that sometimes the local community forms a support network where they gain a cross section of views, experience and expertise and learn more about each other, 57.1% indicated that they did, while 14.3% disagreed. This shows that the local community forms a support network where they gain a cross section of views, experience and expertise and learn more about each other.

4.8.2 NGOs Efforts in Involving the Community

The respondents were asked to indicate whether the NGOs made considerable effort to involve the community in their activities. The results were as shown in Table 4.27

Table 4.147: NGOs Efforts in Involving the Community

	Frequency	Percent
Yes	48	49.0
Sometimes	36	36.7
No	14	14.3
Total	98	100.0

From the findings, 49.0% of the respondents indicated that the NGOs made considerable effort to involve the community in their activities, 36.7% indicated that they sometimes made considerable effort while 14.3% disagreed. This clearly shows that the NGOs made considerable effort to involve the community in their activities.

4.8.3 Income Scale from Income Generating Activities

The respondents were asked to indicate by how much the income scale from income generating activities increased as a result of the NGOs influence. The results were as shown in Table 4.28

Table 4.158: Income Scale from Income Generating Activities

	Frequency	Percent
None	36	36.7
Less than Kes 2000	62	63.3
Kes 2001 to Kes 5000	0	0.0
More than Kes 5000	0	0.0
Total	98	100.0

According to findings, the majority of the respondents 63.3% indicated to having income less than Kes 2000 and the rest are yet to benefit from any income generating activities. It was therefore clear that most of the people in the community are yet to generate an income of more than Kes 2000. However, the NGOs have gone out and assisted in giving seed capital and support programs to help the beneficiaries stabilize in their ventures, farmer to farmer training was also mentioned as support from the NGO's.

4.8.4 Capabilities of the Local Community

The respondents were asked to indicate the extent to which they agreed with the capabilities of the local community on various dimensions in the area. Where 1 was Strongly Disagree, 2 was Disagree, 3 was Not Sure, 4 was Agree and 5 was Strongly Agree.

	Mean	Std. Deviation
Do people work in ways which brings them together around common issues and concerns?	4.000	.974
Is there equality of opportunity and good relations between groups and challenge inequality and exclusion?	4.073	.905
Do people work in ways which increase people's skills, knowledge and confidence and instil a belief that they can make a difference?	4.000	.866
Is positive relationships built across groups and a working partnership?	3.487	1.072
Is the community equipped and encouraged to take part and influence decisions, services and activities and take ownership?	4.219	.962

From the findings, the respondents indicated with a mean of 4.219 and a standard deviation of 0.962 that the ability to encourage and equip communities to take part and influence decisions, services and activities and take ownership was good. In addition, the respondents indicated with a mean of 4.073 and a standard deviation of 0.905 that the ability to promote equality of opportunity and good relations between groups and challenge inequality and exclusion was good. Further, the respondents indicated with a mean of 4.000 and a standard deviation of 0.866 that the ability to work in ways which increase peoples skills, knowledge and confidence and instill a belief that that they can make a difference was good. Also, the respondents indicated with a mean of 4.000 and a standard deviation of 0.974 that the ability to work in ways which brings people together around common issues and concerns was good. Lastly, the respondents indicated with a mean of 3.487 and a standard deviation of 1.072 that they were not sure whether the ability to build positive relationships across groups and promote partnership working. The results therefore indicated that there was a strong concentration of the capabilities around the mean.

4.9 Correlation Analysis

This study made use of Pearson product-moment correlation analysis to determine whether there is a relationship between the independent variables and the dependent variable. A correlation is defined as a number between -1 and +1 that measures the degree of association between two variables. A positive value for the correlation implies a positive association. A negative value for

the correlation implies a negative or inverse association. A coefficient of zero means there is no relationship between the two items and that a change in the independent item will have no effect in the dependent item.

Table 4.29: Correlation Analysis

		Community Empowermen t	Capacit y building	Project sustainabilit y	Service deliver y	Social mobilizatio n
Community Empowermen t	Pearson Correlatio n Sig. (2- tailed)	1				
Capacity building	Pearson Correlatio n Sig. (2- tailed)	0.112	1			
Project sustainability	Pearson Correlatio n Sig. (2- tailed)	.462	.665	1		
Service delivery	Pearson Correlatio n Sig. (2- tailed)	.303	.661	.416	1	
Social mobilization	Pearson Correlatio n Sig. (2- tailed)	0.277	.434	0.264	0.255	1
		0.017	0.002	0.069	0.08	

According to the findings, there is a positive association between capacity building and community empowerment in Ruiru as shown by a correlation coefficient of 0.112 and a p-value of 0.021. The p-value is less than 0.05 and hence the association was significant. In addition, there is a positive and significant association between project sustainability and community empowerment in Ruiru as shown by a correlation coefficient of 0.462 and a p-value of 0.001. Further, the findings show that there is a positive significant association between service delivery

and community empowerment in Ruiru. This is shown by a correlation coefficient of 0.303 and a p-value of 0.007. Lastly, the findings show that there is a positive association between social mobilization and community empowerment in Ruiru as shown by a correlation coefficient of 0.277 and a p-value of 0.017, where the p-value was less than 0.05 and hence the association was significant.

4.10 Discussion of the Findings

4.10.1 Capacity Building

The first objective of this study was to determine how NGO's capacity building programmes influence community empowerment in Ruiru. The study established that the NGOs were conducting training and programmes on weekly basis. These findings agree with Kamla (2010) argument that NGOs, through training programmes, develop community capacities such as ability, skill and knowledge of mobilizing resources, planning and evaluating community initiation and solving problems to gain the mastery over their lives. The study found that the NGOs the trainings/outreach programmes were sometimes done quality checks to reflect the needs of the community. The study also found that the NGOs had participated in national or regional forum of organization at least once a year.

In relation to sufficiency of technical skills and knowledge, the study found that front line staffs in NGOs have sufficient technical skills and knowledge to work effectively with clients and beneficiaries though they felt more can be done on this. The study revealed that the staffs were sometimes exposed to new methods and approaches through conferences and external trainings, induction, continued training and support. As part of the future plans for capacity building, it was felt that there is need to improve quality check of programmes to ensure synchronization with community needs, this is in agreement with Rosetta Avolio (2010) who states that NGOs should make sure that they incorporate quality assessments into their programming.

4.10.2 Project Sustainability

The second objective of this study was to find out how NGO's project sustainability mechanisms influence community empowerment in Ruiru. According to World Bank (2012), project sustainability is a major challenge in many developing countries. Large numbers of projects

implemented at huge costs often tend to experience difficulties with sustainability. The study found that all projects have work plans and budgets that are reviewed at every 4 or 6 months.

The study also found that the NGOs though they may have some Monitoring and Evaluation mechanism, it is not well known with the staff and more still needs to be done which proves the studies done indicating that need to consider the quality of implementation support, the establishment of institutional relationships, and fiduciary aspects such as procurement review and loan contract administration, future supervisory missions should give special consideration to various aspects of programme design and M&E that are likely to have a direct influence on project sustainability (Tango International, 2009). The study also established that periodic reports and end of project evaluation reports in NGOs are always completed and sent to stakeholders and donors on time, however there is need to publicize some of the reports for accountability purposes. Financial policies were seen to be in place to control use of money, prevent fraud and ensure accountability.

4.10.3 Service Delivery

The third objective of the study was to determine how NGO's service delivery methods influence community empowerment in Ruiru. According to Leigh J (2008), Service Delivery would mean improving the connections between people and services and from the study it was found that the NGOs have achieved that by employing most people from the local community. However, Abok, Waititu, Ogutu and Ragui (2013) advocate for outsourcing and performance contracting which seems to be in contrast to be the findings in the study which indicate that due to employment of the local people there is more rapport thus enabling more participation and involvement from the local community in decision making and service delivery.

Non Governmental organizations have for many decades been offering free/affordable services to the community and a study conducted by the Economic Intelligence Unit (2013) revealed that donors play a major role, as it is also revealed from the study where the NGO have utilized the human resource factor to improve on their service delivery.

One of the main challenges encountered by the NGO from the study is on the use of Information Technology been at par with the changes that happen. Thus one of the future plans is how the NGO can utilize technology to advance their service delivery through sending of information

handouts to staff and also via website and in needs assessments in order to reach a wider number of people.

4.10.4 Social Mobilization

The fourth objective of the study was to establish how NGO's social mobilization approaches influence community empowerment in Ruiru. According to Borghi et al. (2007), social mobilization has increased general awareness levels in villages, thereby moving the balance of power from elites to the general body of members. Raising awareness of the rights and responsibilities of users is crucial and helps to build social capital and the necessary knowledge and skills for the collective action. The study found that most of the NGOs have community volunteers in their activities.

The study also found that stakeholders and group meetings are held in the area in most of the NGOs. These findings agree with Kabeer and Sulaiman (2015) argument that social mobilization is done by most NGOs through stakeholders and group meetings. The study also established that most of the NGOs involve community day to day activities.

The study revealed that most of the NGOs have achieved maximum participation from the community. According to Szent-Ivanyi and Tetenyi (2013), community participation ensures mutual trust; understanding that there are mutual rights and responsibilities related to accountability and transparency; observing the principle of benefitting the community at large, rather than individuals, and ensuring that the poorest and most vulnerable people are included in the programme. In an effort to improve community involvement, the study found that NGOs were using farmer to farmer training and they were involving the community, which leads to opening up of more opportunities for NGOs.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objectives of the study.

5.2 Summary of Findings

The first objective of this study was to determine how NGO's capacity building programmes influence community empowerment in Ruiru. The study established that training/programmes were sometimes conducted in the community and this was done, mostly, on an annual basis. In addition, to ensure the needs of the community are met the trainings/outreach programmes were sometimes done quality checks. The study also found that the NGOs had participated in national or regional forum of organization at least once a year. In relation to sufficiency of technical skills and knowledge, the study found that front line staffs in NGOs have relative sufficient technical skills and knowledge to work effectively with clients and beneficiaries though this can be enhanced. The study also revealed that the staffs were partly exposed to new methods and approaches through conferences and external trainings, induction, continued training and support.

The second objective of this study was to find out how NGO's project sustainability mechanisms influence community empowerment in Ruiru. The study found that all projects had work plans and budgets that were reviewed at every 4 to 6 months. The study also found that though the NGOs had a documented Monitoring and Evaluation system it was not well known with the staff. It was noted that the periodic reports and end of project evaluation reports in NGOs were always completed and sent to stakeholders and donors on time, however there was a suggestion to have some of these reports in public domain. The study also established that there are financial policies in place to control use of money, prevent fraud and ensure accountability. It was quite clear that the NGOs have diversified their funding base, though they still receive donor funding. Some of the activities ventured by the NGO are agriculture, dairy farming, production and

selling of milk products e.g yoghurt. There were suggestions to continue increasing the funding base so as to significantly reduce donor dependence.

The third objective of the study was to determine how NGO's service delivery methods influence community empowerment in Ruiru. The study found that the NGOs had employed people from the local community and most preferred terms of payments by the NGOs was temporary employment. Further, the study revealed that most of the NGOs in the area had more than 28 local employees in their organization and they ensure comprehensive involvement of the community in decision making and service delivery. The study also established that NGOs sometimes make use of information technology in carrying out their activities. Some of the ways, information technology was used were through data collection, information handouts to staff and via website.

The fourth objective of the study was to establish how NGO's social mobilization approaches influence community empowerment in Ruiru. The study established that NGOs have community volunteers in their activities. The study also found that stakeholders and group meetings are held in the area by the NGOs. The study also established that sometimes the NGOs involve the community in their day to day activities; there are future plans to have sensitization and campaign walks to create more awareness in the community. The study revealed that there was maximum participation from the community. However, it was revealed that there were conflicts encountered within the community and poor communication within the NGOs that may hinder any mobilization.

In relation to community empowerment, the study found that the local communities had gained skills, knowledge and confidence as a result of the NGOs influence and thus can take part in various projects or have started their own income generating activities. The study also established that the local community has a support network where they gain a cross section of views, experience and expertise and learn more about each other. The study found that there was positive response in the NGOs ability to encourage and equip communities to take part and influence decisions, services and activities and take ownership, bringing people together around common issues and concerns, increase people's skills, knowledge and confidence and built positive relationships across groups, was good.

5.3 Conclusions

The study concludes that project sustainability influence community empowerment in Ruiru Sub-County through the support they give the community in terms of seed capital and follow up programs to help them stabilize. However, more still needs to be done in terms of Monitoring and Evaluation mechanism and creating awareness on the periodic reports sent to the NGO's and Stakeholders.

In service delivery, it was concluded that the NGOs have shown great efforts through employment of people from the local community, though more needs to be done in the use of Information Technology.

In Social Mobilization, there was great engagement with the community as they are greatly involved in the stakeholder's consultation and meetings and able to achieve participation from the local community, however some sighted that there was poor communication within the NGO and conflicts within the community.

In capacity building, there was need to increase training and outreach programs, NGO participation in national or regional forums, exposure to new methods and approaches and equip staff with the necessary technical skills and knowledge. In addition, need to have quality checks done on the programs.

Overall, from the analysis it was concluded that Project sustainability influences community empowerment most, followed by service delivery, social mobilization and capacity building.

5.4 Recommendations

From the study findings and conclusions, the study recommends that:

1. The management of non-government organizations should recruit more staff with skills and competence to provide training services to the community members. This will help to empower and increase the capacity of the community members. NGOs should come up with a stringent mechanism of the Monitoring and Evaluation methodology and ensure quality checks are done regularly on the programs.
2. Non-governmental organizations should improve on community involvement in all the processes of a project. This will help improve project acceptance and project ownership

in a community and hence project sustainability. In addition, they may be need to have staff on longer contracts for sustainability purposes.

3. Non-governmental organizations should ensure that their employee satisfaction by use of appropriate financial and non-financial rewards. In addition, NGOs should increase the number of staff to reach a wider network of people.
4. Non-governmental organizations should improve on their information technology adoption. This will help to improve on documentation and communication between staff, community members and various teams.

5.5 Suggested Areas for Further Research

The study suggests further studies should be conducted in other nongovernmental organizations in other parts of the country especially on their capacity building approaches. This is one of the areas that came out as the least influential in empowering a community. Other areas that may require further studies are on Monitoring and Evaluation methods and use of Information Technology within the NGOs.

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APPENDICES

APPENDIX I: Letter of Transmittal

Teresia Wairimu Thumi

P O Box 18830-00100

NAIROBI

Dear Sir/Madam

RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a final year Master of Arts student at the University of Nairobi, specializing in Project Planning and Management. I am currently undertaking a research on THE INFLUENCE OF NON GOVERNMENTAL ORGANIZATIONS PROJECTS ON COMMUNITY EMPOWERMENT IN RUIRU CONSTITUENCY, KIAMBU COUNTY, KENYA.

I will be grateful if you could spare sometime from your busy schedule and fill in the questionnaire. All the information provided will be purely used for academic purposes and your identity will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

Teresia Wairimu Thumi

L50/62421/2013

APPENDIX II: Questionnaire A

The Questionnaire contains five sections. Kindly Tick appropriately in the closed questions [] and write your views in the open ended questions.

Section 1: Background Information

(Please tick where appropriate).

1. What is your gender?

Male

Female

2. What is your age group?

18 – 30 years

31 – 40 years

41 – 50 years

more than 60 years

3. Work involved in the NGO (By Classification and Type)

By Orientation

By Type

A) Service Orientation

1) Community Based Organization (CBO)

B) Charity Orientation

2) Citywide Organizations

C) Participatory Orientation

3) National NGO

D) Empowering Orientation

4) International NGO

4. How long has the NGO operated in the area?

Less than 6 months

6 – 12 months

1 – 2 years

More than 2 years

Section 2: Project Sustainability

(Kindly Tick appropriately in the closed questions [] and write your views in the open ended questions)

1. All projects have work plans and budgets that are regularly reviewed at least every 3 months.

Yes

Sometimes

No

2. The NGO has a fully documented Monitoring and Evaluation system.

Yes

Sometimes

No

Not Sure

3. Periodic reports and end of project evaluation reports are always completed and sent to stakeholders and donors on time.

Yes Sometimes No Not Sure

4. There are financial policies in place to control use of money, prevent fraud and ensure accountability.

Yes Sometimes No Not Sure

5. The NGO is financially sustainable with a diverse funding base.

Yes Sometimes No Not Sure

6. **Key achievements:** What are some of the key highlights/successes?

.....
.....

7. **Main challenges:** What are some of the main problems and issues that the NGO faces?

.....
.....

8. **Future Plans:** What are the future directions of the NGO? E.g. plans to scale up activities by expanding coverage or reaching new groups?

.....
.....

Section 3: Capacity Building

(Kindly Tick appropriately in the closed questions [√] and write your views in the open ended questions)

1. Are trainings/Outreach Programmes conducted in the community?

Yes Sometimes No

If so, how often.....

Weekly Monthly Quarterly Yearly Other

2. Are the trainings/outreach programmes done quality checks regularly to reflect the needs of the community?

Yes Sometimes No

3. Does the NGO participate in national or regional forum of organization at least once a year?

Yes Sometimes No

4. Do front line staffs have sufficient technical skills and knowledge to work effectively with clients and beneficiaries?

Yes Sometimes No

5. Are they exposed to new methods and approaches through conferences and external trainings, induction, continued training and support?

Yes Sometimes No

6. **Key achievements:** What are some of the key highlights/successes?

.....
.....

7. **Main challenges:** What are some of the main problems and issues that the NGO faces?

.....
.....

8. **Future Plans:** What are the future directions of the NGO? E.g. plans to scale up activities by expanding coverage or reaching new groups?

.....
.....

Section 4: Service Delivery

(Kindly Tick appropriately in the closed questions [] and write your views in the open ended questions)

1. Has the NGO employed people from the local community?

Yes Sometimes No

If so, what were the terms of employment?

[A] Permanent

[B] Temporary

2. How many local employees are in the organization?

Less than 5

5 to 10

More than 10

3. Does the community take part in decision making and service delivery of the NGOs activities?

Yes

Sometimes

No

4. Does the NGO make use of Information Technology in its activities?

Yes

Sometimes

No

5. If so, how has it helped ease the NGO daily activities in service delivery?

.....
.....

6. **Key achievements:** What are some of the key highlights/successes?

.....
.....

7. **Main challenges:** What are some of the main problems and issues that the NGO faces?

.....
.....

8. **Future Plans:** What are the future directions of the NGO? E.g. plans to scale up activities by expanding coverage or reaching new groups?

.....
.....

Section 5: Social Mobilization

(Kindly Tick appropriately in the closed questions [] and write your views in the open ended questions)

1. Does the NGO have community volunteers involved in the activities?

Yes

Sometimes

No

2. Are stakeholders' consultation and group meetings held in the area?

Yes Sometimes No

If so, how often.....

3. Has the community being involved in the day to day activities of the NGO?

Yes Sometimes No

If So, how.....

4. Would you say, the NGO has achieved maximum participation from the community?

Yes Sometimes No

5. **Key achievements:** What are some of the key highlights/successes?

.....
.....

6. **Main challenges:** What are some of the main problems and issues that the NGO faces?

.....
.....

7. **Future Plans:** What are the future directions of the NGO? E.g. plans to scale up activities by expanding coverage or reaching new groups?

.....
.....

APPENDIX III: Questionnaire B

Section 1: Background Information

(Please tick where appropriate).

1. What is your gender?

Male

Female

2. What is your age group?

18 – 30 years

31 – 40 years

41 – 50 years

more than 60 years

Section 2: Community Empowerment

Kindly Tick appropriately in the closed questions [√] and write your views in the open ended questions.

1. Has the local community gained skills, knowledge and confidence as a result of the NGO's influence and thus can take part in various projects or have started their own income generating activities?

Yes

Sometimes

No

2. Has the local community formed any support network where they gain a cross section of views, experience and expertise and learn more about each other?

Yes

Sometimes

No

If no, why?

.....

3. Has the NGO made considerable effort to involve the community in its activities?

Yes

Sometimes

No

If so, how?

.....

4. By how much has the income scale from income generating activities increased as a result of the NGO's influence?

None

Less than Kes 2000

Kes 2001 to Kes 5000

More than Kes 5000

Using the below likert scale, state the extent to which you agree with the capabilities of the local community on various dimensions in the area (1=**Strongly Disagree**, 2=**Disagree**, 3=**Not Sure**, 4=**Agree**, 5=**Strongly Agree**) Please mark with a CROSS (X) in the applicable box.

	Strongly Agree	Agree	Not sure	Strongly Disagree	Disagree
Do people work in ways which brings them together around common issues and concerns?					
Is there equality of opportunity and good relations between groups and challenge inequality and exclusion?					
Do people work in ways which increase people's skills, knowledge and confidence and instil a belief that they can make a difference?					
Is positive relationships built across groups and a working partnership?					
Is the community equipped and encouraged to take part and influence decisions, services and activities and take ownership?					

APPENDIX IV: Krejcie and Morgan Table

Required sample size, given a finite population

N-----n	N-----n	N-----n	N-----n	N-----n
10-----10	100-----80	280-----162	800-----260	2800-----338
15-----14	110-----86	290-----165	850-----265	3000-----341
20-----19	120-----92	300-----169	900-----269	3500-----346
25-----24	130-----97	320-----175	950-----274	4000-----351
30-----28	140-----103	340-----181	1000-----278	4500-----354
35-----32	150-----108	360-----186	1100-----285	5000-----357
40-----36	160-----113	380-----191	1200-----291	6000-----361
45-----40	170-----118	400-----196	1300-----297	7000-----364
50-----44	180-----123	420-----201	1400-----302	8000-----367
55-----48	190-----127	440-----205	1500-----306	9000-----368
60-----52	200-----132	460-----210	1600-----310	10000-----370
65-----56	210-----136	480-----214	1700-----313	15000-----375
70-----59	220-----140	500-----217	1800-----317	20000-----377
75-----63	230-----144	550-----226	1900-----320	30000-----379
80-----66	240-----148	600-----234	2000-----322	40000-----380
85-----70	250-----152	650-----242	2200-----327	50000-----381
90-----73	260-----155	700-----248	2400-----331	75000-----382
95-----76	270-----159	750-----254	2600-----335	100000-----384

Source: Krejcie and Morgan (1970:608) in Hill (1998).

Where N= Population size, and n= sample size required.