

**INFLUENCE OF DEVELOPMENT COMMITTEES ON  
IMPLEMENTATION OF CHURCH-BASED CHILDREN'S  
HOME PROJECTS: A CASE OF MOTHER MERCY HOME IN  
KIAMBAA SUB-COUNTY, KIAMBU COUNTY, KENYA**


**MWANGI ROBERT MWANIKI**

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

**2019**

## DECLARATION

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

Sign..........Date.....10/12/2019.....

**ROBERT MWANIKI**

**L50/62327/2013**

This research project report has been submitted for examination with my approval as the university supervisor.

Sign..........Date.....11/12/2019.....

**Prof. Charles Mallans Rambo**

Lecturer, Department of Open Learning

School of Open and Distance Learning

University of Nairobi

## **DEDICATION**

This work is dedicated to my family for their steadfast support during the pursuit of my studies. Specifically, a special dedication is given to my wife Caroline Mwaniki for her moral and financial support during my undertaking of this study. God bless her.

## **ACKNOWLEDGEMENT**

I sincerely appreciate the efforts and guidance of my supervisor Prof. Charles Mallans Rambo for his dedicated support to make this study a success. My sincere gratitude also goes to my lecturers for their mentorship and guidance throughout my studies. I am also grateful to the University of Nairobi for giving me the opportunity to pursue my academic dream.

I extend my appreciation to my work colleagues; family, friends, relatives, and everyone who made this study a success, including the typist for this work. I unreservedly thank them all for their total support and always being there for me whenever I needed them during my studies. Thank you very much.

## TABLE OF CONTENT

	<b>Page</b>
<b>DECLARATION</b> .....	ii
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>TABLE OF CONTENT</b> .....	v
<b>LIST OF FIGURES</b> .....	viii
<b>LIST OF TABLES</b> .....	ix
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	x
<b>ABSTRACT</b> .....	xi
<b>CHAPTER ONE : INTRODUCTION</b> .....	1
1.1 Background to the Study.....	1
1.1.1 Implementation of Church-Based Children Home Projects .....	2
1.1.2 Concept of Development Committees .....	3
1.1.3 Mother Mercy Children Home Projects.....	5
1.2 Statement of the Problem.....	6
1.3 Purpose of the Study .....	6
1.4 Objectives of the Study.....	7
1.5 Research Questions.....	7
1.6 Significance of the Study .....	7
1.7 Delimitation of the Study.....	8
1.8 Limitations of the Study.....	8
1.9 Assumption of the Study.....	9
1.10 Definition of Significant Terms and Concepts .....	9
1.11 Organization of the Study.....	10
<b>CHAPTER TWO : LITERATURE REVIEW</b> .....	11
2.1 Introduction.....	11
2.2 Implementation of Church-Based Children Home Projects .....	11
2.3 Resource Mobilization and Implementation of Church-Based Children Home Projects .....	12
2.4 Expert Involvement and Implementation of Church-Based Children Home Projects.....	15
2.5 Transparency and Accountability and Implementation of Church-Based Children Home Projects.....	17
2.6 Leadership Competencies and Implementation of Church-Based Children Home Projects ..	19
2.7 Theoretical Framework.....	21
2.7.1 Resource Mobilization Theory (Buechler, 1995) .....	21
2.7.2 Resource Based Theory by Barney (2001) .....	22
2.3 Conceptual Framework.....	23

2.4 Summary of Literature Review.....	24
2.5 Knowledge Gaps.....	26
<b>CHAPTER THREE : RESEARCH METHODOLOGY.....</b>	<b>28</b>
3.1 Introduction.....	28
3.2 Research Design.....	28
3.3 Target Population.....	28
3.4 Sample Size and Sampling Procedure .....	29
3.4.1 Sample Size.....	29
3.4.2 Sampling Procedure .....	29
3.5 Research Instruments .....	30
3.5.1 Pilot Testing of Instruments.....	30
3.5.2 Validity of the Instrument.....	31
3.5.3 Reliability of the Instrument .....	31
3.6 Data Collection Procedure .....	31
3.7 Data Analysis Techniques.....	32
3.8 Ethical Considerations .....	32
3.9 Operationalization of Variables .....	32
<b>CHAPTER FOUR : DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION.....</b>	<b>34</b>
4.1 Introduction.....	34
4.2 Reliability Test.....	35
4.3 Background Information.....	35
4.3.1 Distribution of Respondents by Gender.....	35
4.3.2 Distribution of Respondents by Age.....	36
4.3.3 Distribution of Respondents by Highest Level of Education .....	37
4.3.4 Respondents’ Position in Mother Mercy Children Home.....	37
4.3.5 Respondents’ Duration in Committee Membership .....	38
4.3.6 Respondents’ Frequency in Participation in Strategic Monthly Meetings .....	39
4.4 Resource Mobilization and Implementation of Mother Mercy Children Home Project .....	40
4.5 Expert Involvement and Implementation of Mother Mercy Children Home Project .....	44
4.6 Transparency and Accountability and Implementation of Mother Mercy Children Home Project .....	47
4.7 Leadership Competencies and Implementation of Mother Mercy Children Home Project ...	49
4.9 Implementation of Mother Mercy Children Home Project.....	52

<b>CHAPTER FIVE : SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b> .....	<b>54</b>
5.1 Introduction.....	54
5.2 Summary of Findings.....	54
5.2.1 Development Committee’s Resource Mobilization and Implementation of Church-Based Children Home Projects.....	54
5.2.2 Development Committee’s Expert Involvement and Implementation of Church-Based Children Home Projects .....	55
5.2.3 Development Committee’s Transparency and Accountability and Implementation of Church-Based Children Home Projects .....	55
5.2.4 Development Committee’s Leadership Competencies and Implementation of Church-Based Children Home Projects.....	56
5.3 Conclusions.....	56
5.4 Recommendations.....	57
5.5 Suggestions for Further Studies .....	58
 <b>REFERENCES</b> .....	 <b>59</b>
 <b>APPENDICES</b> .....	 <b>63</b>
APPENDIX I: AUTHORIZATION LETTER.....	63
APPENDIX II: QUESTIONNAIRE FOR CHURCH COMMITTEE MEMBERS .....	64
APPENDIX III: PERMIT .....	69

## LIST OF FIGURES

Figure 1 : Conceptual Framework of Development Committees on Church-Based Children Home Projects.....	24
--	----



## LIST OF TABLES

Table 2.1 : Matrix Table of Literature Reviewed .....	27
Table 3.1 : Target Population.....	29
Table 3.2 : Sample Size .....	30
Table 3.3 : Operationalization of the Variables .....	33
Table 4.1 : Questionnaire Return Rate.....	35
Table 4.2 : Gender Distribution of Respondents .....	36
Table 4.3: Age Distribution of Respondents.....	36
Table 4.4 : Respondents' Highest Education Level.....	37
Table 4.5 : Respondents' Position Held in the Home.....	38
Table 4.6 : Members' Duration of Service in Committee .....	39
Table 4.7 : Members' Participation in Monthly Meetings.....	40
Table 4.8 : Committee's Resource Mobilization and Implementation of Mother Mercy Children Home Project.....	41
Table 4.9: Committee's Expert Involvement and Implementation of Mother Mercy Children Home Project .....	44
Table 4.10 : Committee's Leadership Competencies and Implementation of Mother Mercy Children Home Project.....	50
Table 4.11 : Implementation of Mother Mercy Children Home Project .....	53

## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CBOs:</b>	Community Based Organization
<b>FAO:</b>	Food and Agriculture Organization
<b>ILO:</b>	International Labour Organization
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>NACOSTI:</b>	National Commission of Science, Technology and Innovation
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>SWOT:</b>	Strength, Weakness, Opportunities, & Threats
<b>UNICEF:</b>	United Nations International Children Fund

## ABSTRACT

The fundamental role of development committees on implementation of any community project is to ensure that projects are sustainable and meet the aspirations of the target group as satisfactorily as possible. Regarding the church-based children home projects, the committees have even a bigger role of protecting the image of the church as they discharge their duties. Over the years, the number of homeless children keeps on rising in Kenya, often due to the death of their parents or following domestic issues. The church is one of the most common local institutions that tend to run Children Homes to cater for the needs of the children with no stable living environment. Yet, statistics show that church-based projects continue to face several unique challenges. The purpose of this study was to examine the influence of development committees on implementation of church-based Children Home projects: a case of Mother Mercy Home in Kiambaa sub-county. Specifically, the study focused on determining how resource mobilization, expert involvement, transparency and accountability, and leadership competencies as functions of development committees influence successful implementation of church-based Children Home projects in Kiambaa Sub County in Kiambu County, taking Mother Mercy Children Home as a case study. The study was guided by Resource Mobilization Theory and Resource Based Theory and used descriptive research design where, through census, all 38 committee members of Mother Mercy Children Home were involved. Quantitative and qualitative primary data was collected using a semi-structured questionnaire which was administered through self-administered interviews. Quantitative data analysis was done using descriptive data analysis techniques with the help of SPSS computer software while qualitative data was analyzed using thematic content analysis technique. Based on the data analysis, each of the four independent variables including resource mobilization, expert involvement, transparency and accountability, and leadership competencies had a significant influence on implementation of Mother Mercy Children Home projects. Thirty seven percent (11) of the respondents agreed and 43% (13) strongly agreed that there was resource mobilization by the committee for the running of the Children Home. These had a mean of 12.6 and 9.8 respectively while the standard deviation was 2.8 and 1.9 in that order. Similarly, 83% of the respondents agreed that expert opinion and technical advice were often sought on important decisions regarding the Home's programmes, with a mean of 15.6 and std. dev. of 1.9. Transparency and accountability was also imperative in the implementation of Mother Mercy Children Home, with a mean of 13.6. Leadership competencies were also a critical aspect in the management of Mother Mercy Children Home projects, with a mean of 14.4. Generally, the study established that despite some challenges, resource mobilization, expert involvement, transparency and accountability, and leadership competencies as functions of development committees influence successful implementation of church-based of the Mother Mercy Children Home. The study concluded that there was room for improvement on all the four independent variables for better outcomes. The study gave the following recommendations: there was need for resource mobilization, expert involvement, transparency and accountability, and leadership competencies to be addressed from a holistic angle where external input was also encouraged to inject fresh ideas on the best course of action. That means that the committee members should be ready to solicit expert opinions from other professionals rather than only focusing inwardly.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The fundamental role of development committees on implementation of any community related project is to ensure that the projects meet the aspirations of the target group as satisfactorily as possible. Regarding the church-based children home projects, the committees have even a bigger role of protecting the image of the church as they discharge their duties. According to UNICEF (2008), children must be protected by all means. This therefore means that projects in children homes must be run in the best interests of the children hence calling for operationally effective systems and safe environments. In order for the development committees to succeed in their role as implementers of the projects, experts argue that their operations must be tempered with effective resource mobilization, involvement of experts, transparency and accountability, and a responsive leadership (Daly, 2010). However, a number of challenges may often stand in the way of the committees playing these roles in a successful manner, including lack of finances and unclear vision among others (Admassu, Abera, and Misganaw, 2012).

Millions of children globally end up in children homes due to a number of reasons. These include political instability, poverty, and general economic crisis among others (Bagachwa, 2011). The effect of malnutrition and diseases such as HIV/AIDS, and poor sanitation especially in the African environment cannot also be overemphasized in this case. Large-scale population displacements - like it happened in Kenya during the 2007 post-election skirmishes – are also one of the common scourges that send children to children homes or orphanages (Boydell, 2010). Although ideally the solution to homeless children would be close relatives such as grandparents, aunts and uncles, children homes have become common in sheltering homeless young people where the church plays a very critical role. Yet, these institutions continue to face a fair share of problems. As most of the children who end up in children homes need close care for their early development, many projects are initiated to help achieve this goal. However, these also face numerous hurdles hence negating sustainability and maximum impact (Blewitt, 2013).

Aggressive resource mobilization and prudent use of the same often prove to be illusive in many projects run by children homes. This calls for management committees which have the interest of

the children at heart. In order to be sustainable and be impactful on the lives of children in the homes, projects must expend resources carefully (Kariuki, 2013). Garud (2013) further argues that projects which continue using resources beyond their planned period of existence run the risk of disrupting the core business of the children home hence jeopardizing the future of the children in these homes. Githinji (2013) emphasizes that chairpersons of the management committees need to have relevant skills such as managerial and financial management abilities to be able to deal with any arising challenge in the project. Nevertheless, acquiring of skills for the project leaders require resources and personal dedication, which some of the concerned individuals may be lacking (Odekunle, 2010). Many children homes have also been accused of diverting donor money to either the officials' pockets or to different use. This has led to closing down of several of them, with the ultimate losers being the children who have nowhere to go.

### **1.1.1 Implementation of Church-Based Children Home Projects**

The foundation of church-based children homes is basically anchored on the general concept of community based initiatives which must involve the local community in a holistic manner if they are to succeed (FAO, 2012). However, church-based projects must be managed in line with the general vision and mission of the ministry with the sole intent of transforming the communities they are targeting (Chebii, 2012). Project management experts argue that in order to sustain the momentum of the church's community transformative agenda, a long-term strategy for assessment of the project activities is essential (Boyce and Haddad, 2011). There must be a forum through which as many members of the community as possible can be involved in the project. Basically, the church's commitment must be reinforced to universal community vision and target while releasing its capacity to sustain collective transformational agenda for community members, and vulnerable groups in particular (Griffin, 2011).

Furthermore, whereas it is important to rally the church through partnerships and strengthened human resource capacities so as to invest its resources and energies in the new project, it must at the same time remain true to its vision. This calls for prioritization of energies and resources such that short-term doable activities as well as long-term ones can be initiated concurrently based on needs assessment (Koontz, 2010). A strength, weaknesses, opportunities and threat (SWOT) analysis should be performed where necessary to identify the possible challenges and how to mitigate them. Continuous assessment of project is important so that every opportunity or

challenge can be addressed appropriately during the lifecycle of the new project. Mukuthurima (2010) argues that this is the best way to constantly pay attention to the unique needs of the project target community.

With regard to project committee management, experts opine that among other qualities, effective project leadership should have a strong sense of interpersonal skills where the needs, dreams and joys of the project target group can easily be addressed (Akumu, 2011). This becomes even more necessary in projects that concern children given that their early development needs are very delicate. It is based on this principle that Simiyu (2011) suggests that in order for organizations to be effective and maximize all opportunities, they must adequately prepare for resources mobilization. In doing so, the top management teams must adhere to five important steps to successful community engagement and mobilization (Cuthbert, 2011). These include: transparent management committee selection process and sharing of the outcome; mapping of the target group priorities and identifying of leaders through a thorough assessment process, and holding preliminary meetings with all major stakeholders and enlisting their support to mobilize other key people to come on board. The committee leadership should also try to convene community assembly meetings to elect local representation to coordinate program activities, and allow communities to set their priorities and select quick impact projects so as to solidify support and galvanize local participation (Kiiru, 2010).

### **1.1.2 Concept of Development Committees**

The concept of development committee in the successful implementation of local projects is a common arrangement that, among other things, is intended to instill some level of transparency and accountability in a project. Cunningham and Mathie (2009) argue that involving a committee in a project presents an opportunity to incorporate resourceful individuals into the management of the CBO. Tapping into the expertise of various committee members means that a committee is best placed to supervise and advise on various aspects of a given project hence increasing its chances of success. Also, a committee can easily relate with the community for which a given project is meant. As opposed to individuals, a management group can easily be trusted as it symbolizes a high sense of responsibility (Cusworth and Franks, 2006). Committee members may also be prominent and respectable personalities from the local community who can easily contribute to the success of the project using their own resource base or resources from their

networks. It has also been noted that management committees can easily convince other members of the community to be part of a particular project (Mulwa, 2012).

According to Akumu (2011), there was need for organizations or projects to mobilize local resources where the community is sensitized on the need to participate and in the process create a sense of ownership of the project. Mulwa (2012) added that through a committee, it was also easy for organizations or projects to design, implement, monitor and evaluate a given project so as to identify challenges or opportunities with the aim of expanding the project. Hence, there was need to hire competent staff, train old employees in line with the emerging needs of the organization or project, and find new partnerships with organizations whose areas of expertise complement that of the organization or project in question. With management committees in place, it means that the local community is likely to easily buy into the ideals of the new project hence readily participate in and support it (De Beer and Swanepool, 2008).

De Beer and Swanepool (2008) add that what matters most in the implementation of a church based project or any other CBO, is its acceptance by the local community. This is so bearing in mind that there are many ways for sustaining and improving a project without necessarily large financial contributions. The future of a local project lies in the goodwill from the local community. Endearing a new project to the community depends on the ability of the management committee to be creative in communicating the intention of the project and convincing the community to support it (Kiiru, 2010). De Beer and Swanepool (2008) further observed that regardless how poor, almost every community has something to offer in terms of goods, services, or expertise that can enhance the success of a local project. Hence, Simiyu (2011) further acknowledges that diversification of sources of support is critical for effective implementation of a project, however small that support may be. In such case there will always be a source to complement another. This, Simiyu (2011) further observes, can only be possible under a development committee which can aggressively market a given project.

Studies have also revealed that local businesses may want to support local initiatives which have a clear foundation in terms of management (Argot, 2010). This becomes easy if there are committees in place which can be held accountable in the event things did not work well. Furthermore, small business entrepreneurs often contribute to projects in which they have

personal interest. For instance, a football fan may decide to support a youth soccer club because of that general interest the fan has in the sport. This may be no different in the context of church based projects.

### **1.1.3 Mother Mercy Children Home Projects**

Situated along Limuru Road about 17 kilometres from Nairobi city centre, Mother Mercy Children Home was initiated in 2001 to take care of the then increasing number of orphans and needy children in Mount Kenya South region. It was founded based on the conviction that Mother's Union of the Anglican Church of Kenya, Diocese of Mt. Kenya South, had a calling to help the less fortunate children in the area. This was an early intervention project to cater for disadvantaged children and shield them against such problems as bad health, delinquency, and neglect among other social ills that could derail normal child development.

The Home is basically driven by the need to provide basic needs to needy children in terms of food, shelter, education and compassion. Ultimately, this is in response to the need to offer children an environment for normal growth and development. From a population of 36 children at the time the Home was started, it now hosts more than 100 children between the age of 4 and 17 years who are schooling in nursery to form two levels. Forty seven of the children are in boarding school while 3 of them are in primary boarding school. In terms of development projects run by the Home, there is rabbit rearing, chicken keeping, and keeping of cows and goats. There is also a project on installation of a water tower and a medical facility which treats about 120 patients daily, with doctors from Germany giving free specialized treatment services to the needy members of the community. Given the challenges involved in running of these projects by the Home, this study seeks to find out the role of development committees in the successful running of these initiatives.



## **1.2 Statement of the Problem**

Recently, the number of homeless children keeps on rising in Kenya. Majority of these children are thrown into this situation following the death of their parents, mainly due to HIV/AIDS-related ailments. The bad news is that whenever children lose their parents, the youngest and most vulnerable ones fall in the hands of their equally devastated older siblings or their poor grandparents for care (Kiiru, 2011). Due to myths still associated with HIV/AIDS especially amongst the rural communities, children whose parents have died of this disease are heavily stigmatized. This is even more complicated by the fact that there is a high level of poverty in rural areas which ends up affecting children in a devastating manner. Left with no better option or anyone to take care of them, a good number of orphaned children end up in children Homes.

The church is one of the most common local institutions that tend to run Children Homes to cater for the needs of the children with no stable living environment. Unpredictability of donor funding has forced many churches running children Homes to come up with parallel projects such as schools and other business initiatives as a means to sustain the children. Yet, statistics show that despite an increasing number and like many community based organization (CBOs), church-based projects continue to face several unique challenges (Muteti, 2011). Some of these weaknesses revolve around resource mobilization, lack of expertise to advice on critical areas, corruption or lack of transparency and accountability due to weak management systems, and generally ineffective leadership among other challenges. Several dynamics at play make it difficult for the project management committees to address these issues. It is against this backdrop that this study sought to examine influence of development committees on successful implementation of church-based children Home projects, taking Mother Mercy Home in Kiambaa sub-county as a reference point.

## **1.3 Purpose of the Study**

The aim of this study was to examine the influence of development committees on implementation of church-based Children Home projects: a case of Mother Mercy Home in Kiambaa sub-county.

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

The following are four objectives that guided this study:

- i. To investigate how resource mobilization as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County, Kenya.
- ii. To establish how expert involvement as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County, Kenya.
- iii. To assess how transparency and accountability as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County, Kenya.
- iv. To examine how leadership competencies as a role of development committees influences successful implementation of church-based Children Home projects in Kiambaa Sub County, Kenya.

#### **1.5 Research Questions**

This study sought to address the following research questions:

- i. How does resource mobilization as a role of development committees influence implementation of church-based Children Home projects in Kiambaa Sub County, Kenya?
- ii. How does expert involvement as a role of development committees influence implementation of church-based Children Home projects in Kiambaa Sub County, Kenya?
- iii. How does transparency and accountability as a role of development committees influence implementation of church-based Children Home projects in Kiambaa Sub County, Kenya?
- iv. How do leadership competencies as a role of development committees influence implementation of church-based Children Home projects in Kiambaa Sub County, Kenya?

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

It is hoped that the findings of this study would be very useful to the leadership of Mother Mercy Children Home for coming up with more practical ways for resource mobilization, expert involvement in the projects, transparency and accountability and competent leadership. This study is also hoped to provide a foundation to the general management of the church on how to successfully initiate and run various other projects for the good of their congregations and the whole community. From the study findings, the government may also learn how to task the project management committees to instil a sense of good leadership in their projects.

This study may also serve as a reference point for other future scholars and researchers interested in the area of project management. Generally, the recommendations and suggestions by this study may be very critical in helping to design effective strategies for management of not only church-based projects but all community based organizations.

### **1.7 Delimitation of the Study**

This study was conducted in Kiambaa Sub County in Kiambu County, Kenya with specific focus on the role of development committees in implementation of church-based projects. Kiambu County has several church-based children home projects, which ideally are supposed to address the interests of not only the congregation, but the community at large. Yet, the leadership of some of these projects is alleged to have veered off-track in terms of their official mandate, and even accused of mismanagement of the projects' resources. Mother Mercy Children Home in Kiambaa Sub County stands out as one of the prominent church-based projects in this area hence ideal for reference in this study. The study was restricted to examining the development committees' roles of resource mobilization, expert involvement, transparency and accountability, and leadership competencies as influencers of implementation of projects by the Children Home. These variables may be critical in influencing the running of church based organizations hence the reason for this study to address these issues.

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

The success of this scholarly work was dependent on the credible data elicited from the respondents. Some of the respondents however were unavailable to participate in the study; owing to their busy schedules. For some time, the management of the Home was also be too busy to avail themselves for the interviews. Similarly, owing to the small sample of respondents obtained from a single Children Home, an impression was created that the findings may be insufficient to generalize to other similar institutions or geographical areas.

In order to address these challenges, various measures were undertaken. Arrangements were put in place to meet the management of the Home during one of their regular meetings where questionnaires were distributed to them to fill. Proper introduction about the intention of the study was first made where the respondents were briefly taken through the questionnaire before they were asked to fill the questionnaire independently. This session also provided an opportunity to

convince the respondents to participate in the study and give credible data. They were also assured of the highest level of confidentiality and the anonymity with which the data was going to be treated hence protecting their integrity and forestalling any potential harm to them. Quality of data was emphasized so that the findings can be generalizable to other similar institutions or geographical areas. Generally, during fieldwork proper sensitization of the respondents was done based on all the ethical principles of a good research.

### **1.9 Assumption of the Study**

This scholarly work was conducted under the assumption that resource mobilization, expert involvement, transparency and accountability, and leadership competencies as functions of development committees influence implementation of church-based Children Home projects. The study was also conducted under the assumption that the respondents would be freely accessed to participate in the study and that they would give credible data for answering the research questions. At the end of the study, the research objectives were sufficiently addressed.

### **1.10 Definition of Significant Terms and Concepts**

**Resource mobilization** – this is a process for consolidating resources in terms of finances and otherwise for the successful running of the project. Measuring indicators include revenue projections, prioritized budget allocation, budget review, and emergency funding.

**Expert involvement** – this is the practice of involving specialized services from diverse individuals to help in different aspects or departments which are critical for the running of the projects under consideration. Measuring indicators include proper service outsourcing, structured tendering process, commitment to HR policies, and ensuring profit margin.

**Transparency and accountability** – this involves prudent use of assets of a project for the general good of the initiative in question. Under transparency and accountability, there is maximization of the use of available resources for the general welfare of the target individuals, groups or communities. Measuring indicators include open to public scrutiny, public approval, adherence to priority, and impartiality of the management,

**Leadership Competencies** – this concerns a leadership which is result-oriented intent on aligning its activities with the objectives of the organization and often meeting the aspirations of the target

individuals, groups or the community. Measuring indicators include the ability to meet targets, clear communication structures, good flow of information, and clear reporting channels.

**Development Committee** – this is a group of individuals chosen to help in running of the project. Committee members are tasked with supervision and advisory roles of a given project. Measuring indicators include members’ skills, relationship with project management, responsiveness, and commitment.

**Implementation of church-based children Home projects** – this is the outcome of the process of resource mobilization, expert involvement, transparency and accountability, and leadership competencies. Measuring indicators include project sustainability, good stewardship of project, debt management, and safeguarding of church assets

### **1.11 Organization of the Study**

This study was organized into five chapters; where in the first chapter there are highlights of the study introduction. These include background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, and significance of the study. The chapter also focuses on the delimitation, limitations, and assumptions of the study as well as definition of significant terms used in the study. The second chapter dwells on literature review; where, after the introduction, various emerging themes in the study, theories used, and conceptual framework are critically addressed. The themes include Resource Mobilization and Implementation of Church Based Projects; Expert Involvement and Implementation of Church Based Projects; Transparency and Accountability and Implementation of Church Based Projects; and Leadership Competencies and Implementation of Church Based Projects. The two theories used in the study include Resource Mobilization Theory and Resource Based Theory. The third chapter addresses the research methodology. Specifically, the chapter focuses on introduction, research design, target population, sample size and sampling procedure, research instruments, data collection methods, data analysis techniques, ethical considerations, and operationalization of variables. The fourth chapter presents data analysis, presentation, interpretation, and discussion while the fifth chapter gives a summary of the findings, conclusions and recommendations as well as suggestions for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed related literature based on themes and sub thematic areas drawn from the objectives that guide the study. The thematic areas include resource mobilization and implementation of church-based children home projects, expert involvement and implementation of church-based children home projects, transparency and accountability and implementation of church-based children home projects, and leadership competencies and implementation of church-based children home projects. The chapter ends with presentation of theoretical and conceptual frameworks, and a summary of literature reviewed as well as knowledge gaps.

#### **2.2 Implementation of Church-Based Children Home Projects**

The development committees play a pivotal role in the success of church-based projects. This encompasses a group of members who are usually elected and assigned the responsibility of ensuring that the projects are successfully run. Cunningham and Mathie (2009) state that a development committee is intended to inculcate some level of transparency and accountability in a project. Given the diversity and capability of committee members in terms of both expertise and resources, development committees play the most effective supervisory and advisory roles in the management of committees. According to Mulwa (2012), in contrast with individuals, committees are in a better position to earn the trust of all stakeholders in a project. Hence this tremendously increased chances of success of the project.

According to Akumu (2011), most committee members are well-known and respectable people from the local community, and this means that besides readily injecting their own resources into the project, they can also easily mobilize resources from well-wishers. Similarly, it would be easier to convince the rest of the members of community so as to participate in a given project. Through committees, it was also easier for the project management to design, implement, and monitor and evaluate a given project so as to identify challenges or opportunities with the aim of expanding the said project (Mulwa (2012). Hence, there was the necessity to hire competent staffs and train old ones based on the emerging needs of the project.

Given their ability to influence financial health and growth of church assets, the role of development committees in the success of church-based projects cannot be gainsaid. A number of indicators can be used to measure their effectiveness; and these may include the projects' sustainability levels, good stewardship, efficient debt management, and safeguarding church assets among others (Githinji, 2013).

### **2.3 Resource Mobilization and Implementation of Church-Based Children Home Projects**

In the context of project running, resources include not only finances but also manpower, goods and services. All these must be seen as essential in making a given project successful (Thompson, 2010). Human resources encompass staff needed to design, implement, monitor and implement project activities. In a church context, these may be paid or voluntary, part-time or fulltime. Nonetheless, human resources must have needed skills and knowledge relevant for running the project, including fundraising know-how (Tice, 2012).

Financial resources for project implementation can be viewed in the context of varied sources. These may be from the government, grants from international agencies or contributions from humanitarian organizations, from the private sector or from individuals among other sources (Thompson, 2012). Whatever the source of the funding however, it is important for these finances to be coming from valid sources and be intended for achieving the objectives of the project for the common good of the target groups or individuals. This is even more critical if viewed from the viewpoint of church projects such as Children Homes which should always be rid of controversies.

In terms of goods and services, the following often come into the picture: vehicles, computer equipment, office space, meetings, training and events venues, advertising time and space, and design and printing facilities among others (Argote, 2010). Time allocated for projects is also a critical resource, especially if viewed from the perspective of volunteerism. All these resources may be provided freely or at reduced cost. The bottom line is that they should be legally provided if the church projects have to genuinely benefit from these goods and services.

Like many other considerations, resource mobilization is an important aspect of project implementation. This calls for a dedicated management in order to realize this objective.

However, competing interests from many other quarters often makes this a big struggle. Resource mobilization transcends just the money. It includes building important contacts and networks, and rallying people around the interests of your organization (Jenkins, 2011). Here, building relationships and wining of hearts and minds becomes very important since people hardly give out money for the courses they do not understand or believe in. The prerequisite for resource mobilization entails building a constituency of supporters to a course and learning how to communicate effectively to arouse a sense of enthusiasm and commitment in potential contributors to a given initiative (Chitere, 2012).

According to Mulwa (2012), increased competition for funding by different entities has led some organizations use unorthodox means in order to get funds for their projects. In the case of the church for example, members of the congregation are the main source of funding for their projects. However, the case times when the members of the church are overwhelmed with the task of raising money for the numerous projects the church might be involved in. in this case, the churches are forced to come up with alternative way of mobilizing for the project needed resources. Heightened uncertainty and changing donor patterns have made accessing funds for running of projects by the church and other non-profit organizations even harder (Schwartz, 2010). In any case, a number of NGOs and CBOs are beginning to view dependency on donor money as a sign of weakness and vulnerability, hence the need to reconsider how to go about resource mobilization.

Often the church may need skilled staff for mobilization of resources. For instance, licensed social workers or registered nurses may be required to make home visits to convince people who may not be members of the church to contribute towards a given course such as helping orphans and vulnerable members of the community (Warui, 2013). Limited funds from the onset prevent churches from bringing on board skilled manpower to help them mobilize for resources. In some cases, volunteers are brought on board. Yet, even these may need some finances to help them move around. This is the case especially if the approach used in fundraising requires home visits. Some churches are also known to have project management committees which are made of individuals from the business sector and so they can be able to offer valuable advice on how to fundraise.



Unlike in profit making organizations, non-profit making entities are sometimes faced with situations where they cannot take loans to advance their projects. This view is based on the fact that non-profits have weaker financial bases hence the need to be cautious in their financial dealings. In this sense, formulating a viable strategy for mobilization of resources locally becomes a herculean task (Mulwa, 2012).

The size, structure and governance of an organization play a big role in determining the nature and magnitude of resources that can be mobilized. In the process of resource mobilization, organizations need to build donor confidence while at the same time trying to be specific on what kind of activities they want to undertake (Sumner, 2010). There is need for regular dialogue and satisfactory communication with major donors on the use of the donor funds. There is also need to be innovative on the kind of approaches used for resource mobilization, often calling for mechanisms to reach out to new potential donors. At the same time, criteria for accepting resources should be clear so as to check against some project staff taking advantage to venture outside of the project confines. Doing this would guard against the organization being distracted from its vision and mission or falling prey to donors with ulterior motives (Viravaidya and Hayssen, 2011). This would ultimately erase ethical dilemmas where projects are torn between accepting and rejecting funds from individuals or organizations whose intentions contradict the philosophy of the recipient of the money.

Some church projects direct their fundraising activities at the general public while others may approach corporate entities for monetary and no-monetary support. However, some are forced to redesign their projects so as to accommodate the dictates of potential donors. Some of the strategies may include selling of promotional materials such as T-shirts to raise money for core projects. Yet, the project stakeholders must be careful not to raise the suspicion that they are engaging in activities outside their mandate.

Generally, resource mobilization has been projected as a very important aspect in successful implementation of local projects such as church-based ones. Cuthbert (2011) conducted a study in India to establish key elements for strengthening resource mobilization efforts in local projects. The study established that effective leadership founded on a clear sense of commitment to the organization's vision and mission, and effective management based on integrity, transparency and

accountability was very critical for the success on any project. However, this study did not focus on church based projects; which this proposed study intends to address.

Dillon (2007) did a study in Australia to understand factors that led to successful mobilization of resources in line with organizational objectives. The study applied a descriptive research design and used as sample of 89 organizations. A structured questionnaire was used to collect data and data analysis was done using quantitative and qualitative data analysis methods. The study revealed that resource mobilization strategies needed to be communicated effectively if they were to make sense. The mobilization plans needed to be conveyed in a concise manner so that the message could reach the target audience in an effective manner. Succinct communication was critical in passing the message and this enhanced resource mobilization hence contributing to the growth and success of the project in question. Yet, this study is far removed from the Kenyan context; which this study aims to focus on.

Argote (2010) undertook a study to understand the relationship between resource mobilization and leadership style among Community Based Organizations in Kitui District. Twenty CBOs in the area were recruited into the study and a semi-structured questionnaire was used to collect data. Quantitative data analysis was done using SPSS and Excel worksheets while qualitative data analysis was done using thematic content analysis technique. The study noted that resource mobilization may not be sustainable without full involvement of the leadership. The study however, targeted CBOs, but not church based initiatives. This proposed study intends to address project implementation in the context of church based projects.

#### **2.4 Expert Involvement and Implementation of Church-Based Children Home Projects**

Expertise in implementation of projects is very critical, especially in project planning and design, resource mobilization, monitoring and evaluation (Chitere, 2012). Besides careful design and implementation of the project, it is necessary to monitor and evaluate the progress of the project so as to understand any emerging challenges and/or opportunities. This also gives an opportunity to understand if and to what extent the objectives of the project are being met (Schwartz (2010)). For this to be effectively done, knowledgeable staff must be involved. For instance, it is only M&E experts that can be able to help in objective monitoring and evaluation of a project, hence revealing where some improvement is required and what kind of intervention is required.

Evaluation process of a project gives an opportunity to demonstrate the progressive needs of the projects to key stakeholders such as funders and the target communities (Simiyu, 2011). Thompson (2010) adds that programme evaluation helps the project management and other important stakeholders to understand if the expectations of the project are being met and how to intervene in both the short and long terms.

If there is no expertise needed to evaluate a given intervention, then there is often need for the project management to hire a consultant or partner with relevant institutions such as universities so as to tap into their expertise (Warui, 2013). Organizational management has the responsibility to establish and strengthen systems for resource mobilization not only in terms of finances but also by identifying the right expertise to offer insights in varied aspects of the project. At all levels, staff must receive training based on intervention activities and materials needed. Staff must be trained on how to communicate, participate in active listening, enhance teamwork, and fully understand the needs of the organization (Cuthbert, 2011).

Experts in development committees can help develop skills needed in different departments of the project. Similarly, when resolving interpersonal issues, well trained staff may come handy especially if this touches on human resource issues (Argote, 2010). The same may be true when it comes to mentorship of new and young employees in a project where their characters are shaped based on experiences of experienced staff working on a project. Studies have also indicated that experts best grounded on specific topical areas can advise when to roll out specific aspects of the project in a timely where chances of success are high (Muteti, 2011). This also includes advising on the most appropriate settings for a given intervention, based on research about the intended project and the target group or individuals. Similarly, reviewing of goals and objectives of a project is very critical; which can be possible only if there is regular expert opinion (Mulwa, 2012). This is critical because any intended project should best suit the interests of the people it is intended for, should suit the timing, and should be mooted within a realistic budget in line with anticipated outcome.

Research and collaborations through well throughout processes help the project implementers to decide what is likely to work under specific circumstances. Hence, launching projects based on expert opinion and founded on the best practices for planning and implementing increases

chances of better outcomes every time there is a new project (Cunningham and Mathie, 2009). The same would happen when the management wants to decide when to conduct staff refresher training based on evolving needs of a project. During monitoring and evaluation processes for instance, experts may help conduct a SWOT analysis through which to identify weaknesses and opportunities and hence devise the best ways to address any emerging issues (Jenkins, 2011).

A study was conducted by Odekunle (2010) in Nigeria to assess what influences sustainable implementation of church based projects. The study targeted projects in 18 churches where project managers were interviewed using a semi-structured questionnaire. The findings indicated that a lot of expertise was needed from the leadership to convince the rest of the stakeholders to fully invest their time and resources in the project for it to yield positive results. The study further noted that beyond income-generation, there was the idea of improving the general wellbeing of the community through proper implementation of the project. To achieve this feat therefore, this needed highly skilled manpower at the top, with great vision, business mind, and a lot of commitments to the project. The leadership should also be able to delegate duties based on unique skills exhibited by different ordinary members of the church. Where possible, stakeholders should be trained so that they can take up some of the responsibilities accordingly. This study however, dwelt on income-generating church based projects hence creating a research gap.

## **2.5 Transparency and Accountability and Implementation of Church-Based Children Home Projects**

Transparency and accountability are tenets of good governance not only in public service, but also in project implementation (Peters, 2007). This gives people opportunities to question individuals handling certain key organizational leadership roles and offer positive criticisms on systems with intent to improve on the outcomes of any given process. When projects are open to public scrutiny, independent actors are able to identify and question certain actions hence curbing any serious threats to the project. However, certain development committees are often accused of abetting corruption hence leading to collapse of a number of local projects (Maula, 2008). Scrutiny and accountability are particularly critical as a means through which to check bureaucracy in project management and provide an opportunity for the public to freely offer their contributions.

According to Vedung (2006), in an open leadership environment, chances of mismanaging projects are minimized since the public is able to question whatever they are not happy about. Through well constituted committees, elites from all sectors are easily mobilized to rally behind projects perceived to be intended for the good of the public. Accountability provides a platform for feedback between project implementers and the public hence paving way for improving service delivery (Cusworth and Franks, 2006). Maula (2006) further argues that accountability and transparency help project implementers to identify their successes and failures through public scrutiny, hence strategize on how to improve systems and processes. However, it is not in doubt that some projects are initiated without public interests as the priority. Furthermore, poorly designed programs or implementation systems often lead to total collapse of those programs hence denying the beneficiaries a chance to reap from the initiatives.

Projects manned by efficient and effective administrators are known to have collapsed because they were poorly designed, where a few people's interests dominated as a priority. At the center of lack of accountability and transparency often happens to be finances (Warui, 2013). However, with improved techniques such as cost-benefit analysis, effectiveness of a project can be performed hence providing justification for it. There should be a mechanism through which to monitor the progress of the project and its effect on the intended individuals, groups or the community. Yet, management committees sometimes sidestep the best practices and enforce things based on their own interest. In the absence of research and evaluation mechanism, it becomes difficult to develop tools for assessing quality of goods and services intended by a given project. Eventually, this hampers any effort to effect lasting changes (Kaufman, 2005).

Accountability is a central feature for governance not only for public projects but also for CBOs such as church based projects. Stakeholders are able to learn from failures and successes, with the aim of correcting any emerging anomalies (Kerzer, 2009). However, the question that remains unanswered often revolves around the extent to which church based projects observe the principle of accountability. Many cases have been reported of mismanagement of funds meant for projects intended to uplift the lives of disadvantaged individuals or groups in the church. These challenges however do provide an avenue for project leaders to reconsider how they run projects so that the interests of the majority can come first before anyone else concerned with the running of a given project. When there is accountability, the culture of fairness is institutionalized so that it does not

matter for instance who is at the helm of a project. According to Karanja (2014), accountability meant to improve performance is always desirable in project management as this enhances chances of stakeholders being endeared to the project and supporting it. Vedung (2006) further states that transparent and accountable management systems make it possible for an objective evaluation of projects with the aim of improving on policy and processes. Identification of weaknesses and strengths of an existing project before any kind of revision is done on operational systems increases chances of coming up with the best way forward in terms of what is in existence what would be desirable in the future of the project.

According to the International Labour Organization (ILO), the best practice for effective policies touching on the lives of individuals in a project would require free participation (ILO, 2010). This can only be possible if certain level of transparency and accountability is observed by all stakeholders (Odenkule, 2010). Long-term information is therefore critical for long-term benefits of the project to a greater majority of the target population.

In a study done by Kariuki (2013) in Imenti North and Kihumbui-ni Presbytery church to understand factors that influenced successful implementation of church based profit making projects, it was discovered that transparency and accountability were very critical elements in this case. Besides creativity from the leadership, there was need to run projects in an open and responsible manner where a high sense of professionalism was the norm (Kariuki, 2013). Despite these revelations, the focus was mainly on the general leadership of the church but not at the level of implementation committees. Hence, there is a research gap that this study seeks to bridge.

## **2.6 Leadership Competencies and Implementation of Church-Based Children Home**

### **Projects**

In every successful venture, the leadership must have played an important role in helping the organization to achieve its intended objectives. Projects must therefore be designed and implemented in a participatory manner (Hussey, 2011). An effective leadership will often strive to bring on board all stakeholders whenever there is a new project to be initiated. In a church environment, the congregation is bound to embrace a project if its objectives were explained well and therefore sounded convincing. Furthermore, their participation would create a sense of ownership of the project hence erasing any potential resistance (Gitonga, 2009). The members

will be willing to invest their resources in the project with the hope of the intervention succeeding because the leadership has convinced them. The community is also likely to invest its time in the project because its members know that they will benefit from the project if it succeeds.

Establishing effectively working structures not only require financial resources, but also visionary and progressive leadership (Githinji, 2013). This is even more critical in the context of a church based project since the members of the church who are often principal contributors to the project have no obligation to continue with their contributions. That means therefore that leaders must be flexible to accommodate members in many aspects. Support of the church leadership is hugely instrumental in the success and sustainability of church-based projects. Through proper legislative framework and good interpersonal relations, members of the church are held together and rallied behind the project (Daly, 2010). Hak and Dahl (2007) further add that through a capable church leadership, all the stakeholders are able to understand the demands of the projects and hence consolidate their efforts for the success of the project in question. This scenario is no different at the project management committee level. A properly working committee leadership should for instance be in a position to discern the most relevant project and thus prioritize when it comes to injecting resources into the project. The focus should be on how to put infrastructure in place that can convince all stakeholders in the project that their participation is worthwhile and that success of the project will impact on lives of many. This also means that the leader should be able to identify areas that need technical input and engage people with relevant skills so as to increase chances of the success of a given intervention (Chandra, 2007).

The vision of a committee leader in a church based initiative is critical in uniting the concerns of all other stakeholders to have a common agenda for the realization of a given project. This view is further illustrated by Fritz (2005), whose study in the Netherlands on evaluating factors influencing sustainability of church based income generating projects revealed that values and motives of a leader are very critical in influencing the achievements any given project can register. This means that perceptions and attitudes of other stakeholders in the implementation of a project are greatly influenced by the behaviour of the leadership. If for instance the leader is arrogant and operates outside the tenets of transparency and accountability, then junior people in the project can easily adopt a don't-care attitude, which can ultimately be injurious to the

implementation of the project under consideration. However, the study focused on church based profit-making initiatives whereas this study examines a non-profit making endeavour.

On a similar note, in a study by Chandra (2007) in New Delhi, India to examine the relationship between project leadership and success of church based projects, it emerged that stakeholders' attitude and level of support of a given project depended so much on the leadership of the project. Stakeholders were not willing to maximally invest in a project if they were not convinced that the leader was equally enthusiastic about their involvement and hence looking forward to the success of the project. The study further noted that the more the leadership was accommodating in terms of divergent opinions, the more the rest of the stakeholders were willing to sacrifice for the sake of the project. Nevertheless, this study was conducted in India; a context which may be different from Kenya.

## **2.7 Theoretical Framework**

This study was guided by Resource Mobilization Theory by Buechler (1995) and Resource Based Theory by Barney (2001).

### **2.7.1 Resource Mobilization Theory (Buechler, 1995)**

Resource Mobilization Theory was propagated by Buechler (1995), and dwelt on the ability of the members of an organization or project to realize objectives of their initiative. The theory emphasized on how the leadership and stakeholders of a project can influence acquisition of resources and mobilization of other people towards accomplishment of the goals and objectives of a given venture. The theory further acknowledges the importance of professional skills in marshalling finances and followers, and seeking media attention and donor involvement as well as creating new partnerships with both key government and non-governmental agencies.

According to this theory, all important community projects need resources for them to thrive. The theory postulates that human beings are rational, and therefore will always be supportive of an idea that appears to be anchored on a pragmatic principle; with high possibility of achieving intended goals. This is mostly possible when resources are available, or are aggressively being mobilized. In a sense, individuals will tend to conduct a cost-benefit analysis before they can throw their weight behind any existing or emerging initiative. This means that organizations



should be viewed as goal-oriented and hence requiring resources in order to achieve those goals (Buechler, 1995).

In relation to this study, church based projects such as Children Homes can hardly achieve their goals without resources, both financial and otherwise. The source of these resources may not matter so long as they are legally acquired. Central to this view is the notion of fundraising, especially given that most of the church activities are not founded on profitmaking. Indeed, Children Homes often solicit money and other resources from well-wishers, and church members for those which are run by religious entities. Therefore, this theory is very relevant in this study.

### **2.7.2 Resource Based Theory by Barney (2001)**

Spearheaded by Barney (2001), Resource Based Theory is premised on the thinking that project or organization resources can be categorized into physical capital resources, human capital resources, and organizational resources. Physical capital resources encompass the organization's physical assets namely equipment and other tangible materials. Human capital resources are made of individual skills and capabilities of staff working in a firm or project. Organizational capital resources on the other hand refer to the existing informal interrelations amongst individuals within and between the firm or program and its environs.

According to Garud (2012), this theory is very relevant to this study given that it is a fact that projects need all the three types of resources for them to achieve their objectives and be sustainable. This therefore means that the resources must be mobilized and managed effectively if sustainability of the project has to be maintained. The project leadership and teams must have adequate and relevant skills for the successful implementation of projects (Antill, 2009). Although not all the resources can directly be purchased such as training of staff, money is required for them to be accessed. The theory further postulates that money and the right skills are not the only important resources required for the success of projects. Rather, among other considerations, the project leadership must involve the local community and other key stakeholders for the success and maximum impact of the project.

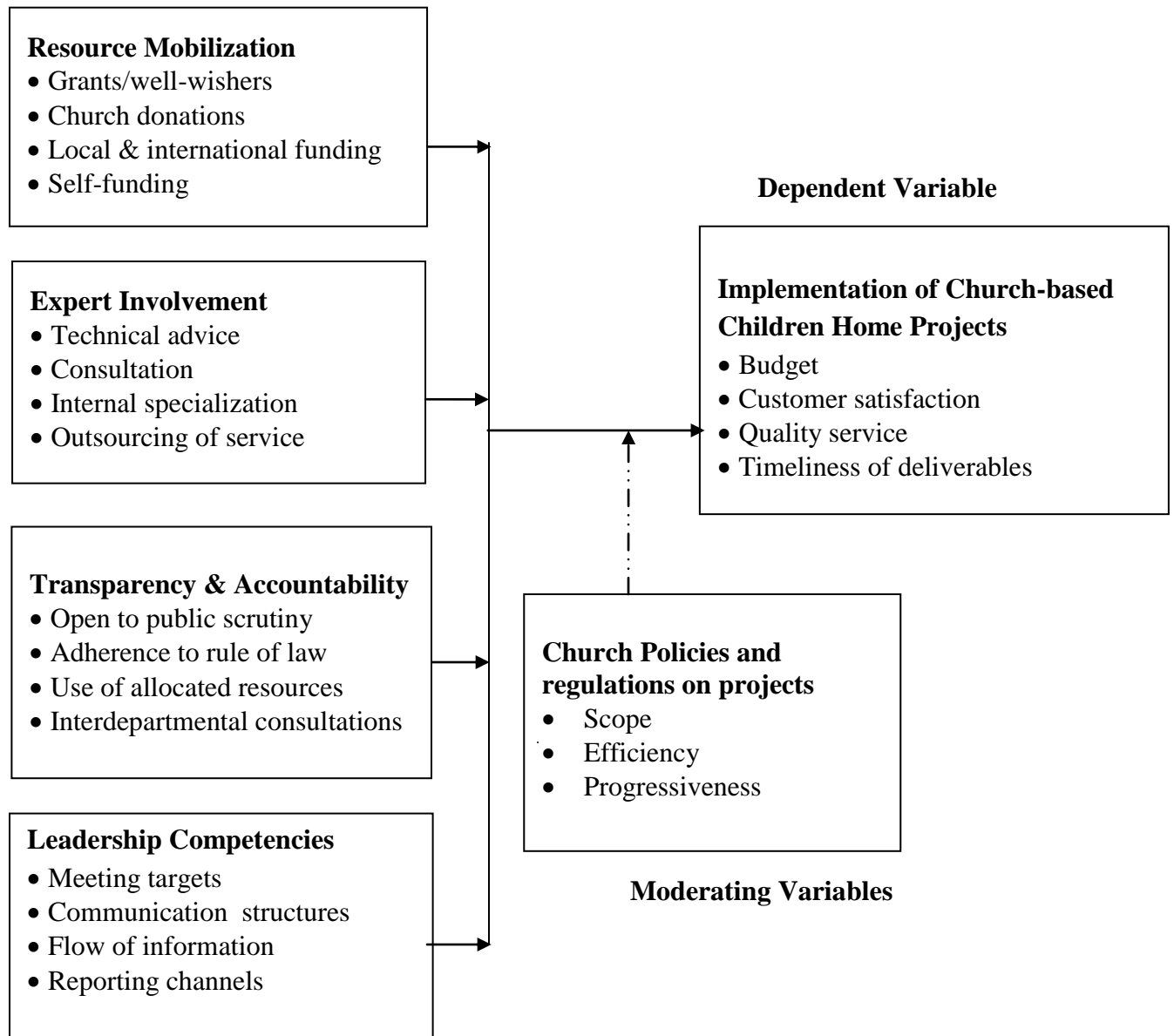
This theory fits well in this study, especially if viewed within the context of the independent variables and their relationship with the dependent variable. The study intends to examine the

relationship between development committees and successful implementation of church-based Children Home projects, taking Mother Mercy Home in Kiambaa sub-county as a case study. Considering the specific objectives or independent variables touching on resource mobilization, expert involvement, transparency and accountability, and effective leadership, this theory helps to very well explain what kind of interpretation we should give to the relationship between the said variables and successful implementation of church based or community based projects. For instance, it is true that we need the three types of resources, and that besides money and expertise; we also need to involve other stakeholders so as to increase the impact of the project.

### **2.3 Conceptual Framework**

This study sought to examine the influence of development committees on successful implementation of church-based Children Home projects, taking Mother Mercy Home in Kiambaa sub-county as a case study. Figure 2.1 is a diagrammatical illustration of the relationship between independent and dependent variables. It depicts how the four independent variables: resource mobilization, expert involvement, transparency and accountability, and effective leadership were likely to influence successful implementation of the project.

## Independent Variables



**Figure 1 : Conceptual Framework of Development Committees on Church-Based Children Home Projects**

## 2.4 Summary of Literature Review

Relevant literature reviewed in this section based on emerging themes in the study revealed that there were research gaps that needed to be addressed by this study. Past empirical literature indicate that various factors influence successful implementation of projects regardless whether they were community based or church based, such as the case of Mother Mercy Children Home in

Kiambaa Sub County in Kiambu County, Kenya. However, this study focuses mainly on the aspects of resource mobilization, expert involvement, transparency and accountability, and effective leadership as possible influencers of successful implementation of church based projects, but which remain not fully explored.

Therefore, the various authors have spoken to these themes but there are nuanced areas that needed to be further addressed. On the theme of resource mobilization, Cuthbert (2011) conducted a study in India and established that effective leadership founded on a clear sense of commitment to the organization's vision and mission was very instrumental in mobilization of project resources. However, this study did not focus on church based projects; which this proposed study attempted to address. Similarly, in a study by Argote (2010) to understand the relationship between resource mobilization and leadership style among CBOs in Kitui District, the author noted that resource mobilization may not be sustainable without full involvement of the leadership. The study however, targeted CBOs, but not church based initiatives which this study sought to focus on.

Regarding expert involvement, a study by Odenkule (2010) conducted in Nigeria established that a lot of expertise was needed from the leadership to convince the rest of the stakeholders to fully invest their time and resources in the project for its success. The study further noted that highly skilled manpower at the top, with great vision, business mind, and a lot of commitments to the project was needed to improve the general wellbeing of the community through proper implementation of the projects. This study however, dwelt on income-generating church based projects hence creating a research gap.

On the aspects of transparency and accountability, in a study done by Kariuki (2013) in Imenti North to understand factors that influenced implementation of church based profit making projects, the study noted that transparency and accountability were the hallmark of effective project implementation. Nonetheless, the focus of the study was mainly on the general leadership of the church but not at the level of implementation committees. Hence, there is a research gap that this study sought to bridge.

Concerning the role of effective leadership, a study by Chandra (2007) in New Delhi, India to determine the relationship between project leadership and success of church based projects revealed that stakeholders' attitude and level of support of a given project depended so much on the leadership of the project. Hence, effective leadership was very critical in successful implementation of local projects. However, this study was conducted in India; a context which may be different from Kenya. Hence, there was a justification for this study to address the said research gap.

## **2.5 Knowledge Gaps**

Following the literature review on the relationship between development committees and implementation of church-based Children Home projects, this study sought to bridge the following gaps, as illustrated in table 2.1.

**Table 2.1 : Matrix Table of Literature Reviewed**

Variable	Author (Year)	Title of study	Findings	Knowledge gap
Resource mobilization	Tice, (2012)	Engaging Youth in Philanthropy. New Directions for Philanthropic Fundraising	Human resource skills played a critical role in raising funds for church-based projects	Role of committee in resource mobilization
	Thompson, (2012)	The Complete Idiot’s Guide to Grant Writing: Alpha. Managing organization’s finances	project money must come from legitimate source, and must be used for intended purpose	Role of committee in resource mobilization
Expert involvement	Chitere, (2012)	Community Development: Its inception and Practice with Emphasis on Africa	Expertise in project planning, design, resource mobilization, monitoring and evaluation are critical in project success	Expertise as a function of development committee
	Warui, (2013)	Coping Strategies to inadequate Resource Mobilization in Tseikuru Sub County.	Need to hire consultancy services for project evaluation	Role of committee in hiring those services
Transparency and accountability	Karanja, (2014)	Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang’a County, Kenya	Accountability endears stakeholders to project with aim of support	Context of church-based projects
	Kariuki (2013)	Factors influencing management of children’s home: a case of Methodist church in Imenti north, Kenya	Transparency influenced successful implementation of church based profit making projects	Non-profit making church-based project
Leadership competencies	Hussey, (2011)	Strategy and planning: A manager’s guide	Project design and implementation must be participatory through good leadership	Context of church-based projects
	Githinji, (2013)	Factors Affecting Sustainability Of Community Based Projects A Case Study Of Mutomo District Of Kitui County	visionary and progressive leadership is critical in project management	Leadership in church-based projects

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter deals with the methodology to be used in the study. The chapter focuses on the research design, target population, sample size and sampling procedure, research instruments, data collection procedure, data analysis techniques, ethical issues, and operationalization of the variables.

#### **3.2 Research Design**

A descriptive research design was used in this study. According to Orodho (2005) and Kothari (2013), this kind of design is appropriate for proper collection, clear summarization, interpretation, and presentation of specific information related to a research problem. It allows studying of a population and presenting data without manipulation of any of the variables.

#### **3.3 Target Population**

Target population has been viewed as the total set of elements enjoying uniform characteristics that form the sampling frame. The target population for this study was development committee members of Mother Mercy Children Home in Kiambaa Sub-County, Kiambu County. Existing records show that there are 38 committee members in the Home. These are categorized as 10 officials and 28 ordinary members. A summary of the distribution of the target population is presented in table 3.1.

**Table 3.1 : Target Population**

<b>Category of Target Population</b>	<b>Target Population</b>
Chairperson	1
Patron	1
Assistant Patron	1
Project Manager	1
Assistant Project Manager	1
Coordinator	1
Assistant Coordinator	1
Accountant	1
Secretary	1
Treasurer	1
Ordinary Members	28
<b>Total</b>	<b>38</b>

### **3.4 Sample Size and Sampling Procedure**

A sample is a constituent of the general population, which is representative of that population. It is a subset of the population to which the findings are generalized. Bias must be minimized as much as possible, and the sample size must therefore be representative of the target population.

#### **3.4.1 Sample Size**

The sample size for this study comprised of 38 respondents, based on Mugenda and Mugenda (2003) theory of sampling. According to this theory, when the population is 100 and below, all of it should be used in the study. The units of analysis are grouped in table 3.2.

#### **3.4.2 Sampling Procedure**

Based on the above sampling theory, the sampling was carried out in the following manner, where the sample size was 38 respondents.



**Table 3.2 : Sample Size**

<b>Member Category</b>	<b>Target Population</b>	<b>Sample Size</b>
Chairperson	1	1
Patron	1	1
Assistant Patron	1	1
Project Manager	1	1
Assistant Project Manager	1	1
Coordinator	1	1
Assistant Coordinator	1	1
Accountant	1	1
Secretary	1	1
Treasurer	1	1
Ordinary Members	28	28
<b>Total</b>	<b>38</b>	<b>38</b>

### **3.5 Research Instruments**

The study used both primary and secondary data to address its research problems. While secondary data was obtained from past studies, primary data was acquired directly from the field where structured questionnaires were used for this task. Section 1 of the questionnaire contained the respondents' background information while sections 2-5 consisted of questions based on the specific objectives of the study. Section 2 focused on resource mobilization, section 3 expert involvement, section 4 transparency and accountability, and section 5 leadership competencies. To ensure suitability of the questionnaires, pilot testing, reliability and validity checks were performed accordingly.

#### **3.5.1 Pilot Testing of Instruments**

Ten per cent (10%) of the sample size was used for pilot study (Mugenda and Mugenda, 2003). This would be 4 randomly selected committee members who were selected from a nearby Maranatha church-run project for the pilot study. The pilot was critical in making the questionnaire have the right constructs for collection of the right data. The process would further

ensure that the questionnaires were phrased in the right manner and were clearly understood by all the respondents for uniformity of answers.

### **3.5.2 Validity of the Instrument**

Validity of an instrument refers to the degree to which the instrument is suitable to perform its intended purpose (Kothari, 2013). The questionnaire was tested for content and construct validity. Content validity measure refers to subjecting the instrument to research expertise such as the supervisor to check questions against objectives of the study to ensure that the questionnaire would be able to capture the right information. Construct validity focuses on clarity of values given to respondents to help them fill the questions in an appropriate manner. Construct validity was also used to check how agreeable various constructs were in order to warrant credible data. The expertise of the supervisor was clearly put into good use to achieve this purpose.

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

Reliability has been defined as the consistency of the instruments after repeated trials (Creswell, 2014). It is important for the standardization of a research tool which will in turn make generalization of the findings possible. The split-half method was considered to test the reliability of the instrument where the results are correlated using Cronbach's alpha. Split-half method of testing reliability is commonly based on the co-efficient of internal consistency of the questionnaire as a research instrument. This is where the instruments are divided into two halves in terms of even and odd numbers after it has been administered. Each half is scored independent of the other, with items of the two halves marched on content. If the test is reliable, the scores on the two halves have a high positive association co-efficient. The Cronbach's alpha explores the internal consistency of the questionnaire based on the average inter-item correlation. A figure in the range of 0.7 to 1.0 was considered to settle on reliability of the questionnaire.

## **3.6 Data Collection Procedure**

After getting authorization from the University Department to proceed for data collection, a research permit was also sought from the National Commission of Science, Technology and Innovation (NACOSTI). Thereafter, one research assistant was recruited and trained on the questionnaire and relevant data collection procedures. Depending on the availability, preference and the ability of the respondents to understand the questionnaire on their own, information was

obtained through face-to-face interviews or self-administered questionnaire. Where self-administered interviews were involved, the researcher and his research assistant would drop the questionnaires at the respondents' offices or in places the respondents recommended, and completed ones would be collected later. Where face-to-face interviews were involved, these were conducted by the researcher and his assistant in convenient places for the interviewees. All the fielded questionnaires were later checked for completeness, serialized and coded before data entry was done. All research protocols were observed during data collection exercise so as to maximize the response rate. These included protecting the respondents against any possible harm by keeping the information confidential, and publishing all data anonymously.

### **3.7 Data Analysis Techniques**

Collected data was organized and coded before analysis began. Quantitative data was analyzed with the help of descriptive statistics using SPSS (v21) program and Excel worksheets as a tool. Data was summarized using descriptive statistics and presented through tables in form of frequencies and percentages. Qualitative data on the other hand was organized and analyzed through content analysis technique. This technique was used in critically analyzing narratives which were then interpreted based on emerging themes as per the research objectives.

### **3.8 Ethical Considerations**

According to Schicktanz and Dusche (2011), ethical issues entail conducting research within acceptable norms and practice. The respondents were clearly informed of the intention of the study, and they were allowed to participate in the study on their own volitions. The study would not be seen to be whatsoever harmful to them. To start with, a research permit was obtained from NACOSTI before proceeding with fieldwork. While conducting data collection, the respondents were assured of confidentiality of their information as well as anonymity during publication of the data. In addition, proper acknowledgement of the source was done so as to avoid plagiarism and respect intellectual property.

### **3.9 Operationalization of Variables**

Table 3.3 presents operationalized definitions of the variables used in the study. As summarized in the table, these relate to the influence of development committees on implementation of church-based children home projects in Mother Mercy Home in Kiambaa Sub-County.

**Table 3.3 : Operationalization of the Variables**

Objectives	Variables	Indicators	Measurement Type	Measurement Scale	Data analysis techniques
	Independent Variables				
1: To determine how resource mobilization as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County, Kenya	Resource mobilization	Grants/well-wishers Church donations Local & international funding Self-funding	Quantitative Qualitative	Ordinal scale Nominal scale	Descriptive statistics Content analysis
2: To establish how expert involvement as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County, Kenya	Expert involvement	Technical advice Consultation Internal specialization Outsourcing of service	Quantitative Qualitative	Ordinal scale Nominal scale	Descriptive statistics Content analysis
3: To assess how transparency and accountability as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County, Kenya	Transparency & accountability	Open to public scrutiny Adherence to rule of law Use of allocated resources Interdepartmental consultations	Quantitative Qualitative	Ordinal scale Nominal scale	Descriptive statistics Content analysis
4: To examine how leadership competencies as a role of development committees influences successful implementation of church-based Children Home projects in Kiambaa Sub County, Kenya	Leadership competencies	Meeting targets Communication structures Flow of information Reporting channels	Quantitative Qualitative	Ordinal scale Nominal scale	Descriptive statistics Content analysis
	<b>Dependent Variable</b>				
	Implementation of Church-based Children Home Projects	Budget Customer satisfaction Quality service Timeliness of deliverables	Quantitative Qualitative	Ordinal scale Nominal scale	Descriptive statistics Content analysis

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This chapter focuses on the analysis, presentation, interpretation and discussion of the collected primary data. Besides the background information of the respondents, analyzed data is presented based on thematic objectives of the study. These include resource mobilization, expert involvement, transparency and accountability, leadership competencies, and development committee and implementation of church-based Children Home projects. The independent variables were reviewed as predictors of the dependent variable, implementation of Church-based Children Home Projects.

#### **4.1 Questionnaire Return Rate**

The study targeted a population of 38 respondents where all the committee members and their officials were interviewed. However, following unavailability of some of the respondents due to their busy schedules, 30 of them managed to participate in the study by completing the distributed questionnaires. This translated into 79% response rate, which was good enough for analysis and objective answering of the research question (Mugenda and Mugenda, 2003).

**Table 4.1 : Questionnaire Return Rate**

Category	Sample Size	Response Rate	
	Frequency (N)	Frequency (n)	Percentage (%)
Chairperson	1	1	100
Patron	1	0	0
Assistant Patron	1	0	0
Project Manager	1	1	100
Assistant Project Manager	1	0	0
Coordinator	1	1	100
Assistant Coordinator	1	0	0
Accountant	1	0	0
Secretary	1	1	100
Treasurer	1	1	100
Ordinary Members	28	25	89
<b>Total</b>	<b>38</b>	<b>30</b>	<b>79</b>

#### **4.2 Reliability Test**

Four respondents were interviewed for pilot study so as to help in testing the reliability of the research instrument. Based on their responses, the questionnaire was adjusted accordingly hence perfected to be used in the actual study.

#### **4.3 Background Information**

Background information was analyzed based on gender, age bracket, academic qualification, position held in the Children Home, duration of membership in committee, and frequency of monthly participation in strategic meetings.

##### **4.3.1 Distribution of Respondents by Gender**

The respondents were asked to state their gender and the responses are presented in Table 4.2

**Table 4.2 : Gender Distribution of Respondents**

<b>Gender</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
Male	6	20
Female	24	80
<b>Total</b>	<b>30</b>	<b>100</b>

Out of the 30 respondents who participated in the study, 24 of them were female while 6 were male. This accounted for 80% and 20% respectively. The skewed gender distribution was informed by the fact that the committee Mother Mercy Children Home was run by a women's Guild in the church. The few men in the committee were part of the officials.

#### **4.3.2 Distribution of Respondents by Age**

The respondents were asked to state their age, and the results are presented in table 4.3.

**Table 4.3: Age Distribution of Respondents**

<b>Age Category</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
16-25	0	0
26-35	0	0
36-45	6	20
46-55	10	33
56-& above	14	47
<b>Total</b>	<b>30</b>	<b>100</b>

Majority of the respondents were aged 56 & above, accounting for 14 (47%) of the total interviewed. These were followed by those aged 46-55 which accounted for 10 (33%) of those who participated in the study. There was only 6 (20%) of the respondents aged 36-45 while there was none in the categories of 16-25 and 26-35 years. Based on these statistics on the age brackets, this may imply that the Children Home is run by mature women, perhaps based on the notion that at this age majority has high level of integrity and experience to mind the affairs of children.

### 4.3.3 Distribution of Respondents by Highest Level of Education

The respondents were asked to state their level of education. The results are presented in table 4.4.

**Table 4.4 : Respondents' Highest Education Level**

<b>Academic Qualification</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
KCPE	1	3
KCSE	9	30
Certificate	8	27
Diploma	10	33
Degree	2	7
PhD	0	0
<b>Total</b>	<b>30</b>	<b>100</b>

Regarding highest education level of the respondents, 10 (33%) of those interviewed had obtained diploma, 9 (30%) KCSE, 8 (27%) college certificates, 2 (7%) degree, and 1 (3%) had KCPE certificate. None of them had obtained a PhD. From these statistics, cumulatively 20 (67%) of those interviewed had between a college certificate and a university degree. Generally, this would imply that the greater committee members managing Mother Mercy Children Home had good education to enable them fully understand their roles. This may further suggest that the Mother Mercy Children Home had a great future for the children who were being taken care of by well-educated staff who undoubtedly had a greater vision for the children.

### 4.3.4 Respondents' Position in Mother Mercy Children Home

The respondents were asked to state their positions held in Mother Mercy Children Home. Results are presented in Table 4.5.



**Table 4.5 : Respondents' Position Held in the Home**

<b>Position Held in Home</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
Chairperson	1	3
Project manager	1	3
Coordinator	1	3
Secretary	1	3
Treasurer	1	3
Ordinary Members	25	83
<b>Total</b>	<b>30</b>	<b>100</b>

By virtue of the composition of the committee managing the Mother Mercy Children Home, majority of the respondents were ordinary members, which accounted for 25 (83%) of the total interviewed. Besides, 1 (3%) each of the chairperson, project manager, coordinator, and treasurer were interviewed. The diversity of the respondents provided an opportunity to get varied views regarding the subject of study. This further provided rich data for the researcher to be able to understand the operations of the Children Home. Each of the respondents held a different responsibility in the Home and therefore were in unique positions to give authoritative views regarding how the institution was being run and the likely challenges and how to deal with them.

#### **4.3.5 Respondents' Duration in Committee Membership**

The respondents were asked to state the duration of their membership. The results are presented in Table 4.6.

**Table 4.6 : Members' Duration of Service in Committee**

<b>Period Served in Committee (years)</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
1-3	19	63
4-6	3	10
7-9	3	10
10 & above	5	17
<b>Total</b>	<b>30</b>	<b>100</b>

Concerning the duration of the respondents' committee membership in Mother Mercy Children Home, 19 (63%) of the respondents said they had served for 1-3 years, 5 (17%) for 10 & above years, and 3 (10%) each for 4-6 and 7-9 years. From this analysis where the greater majority 19 (63%) of members had served for 1-3 years, it may imply that members of the committee in the Home have been rotating out regularly hence calling for replacements. This may further mean that the Home is managed based on good management practices where new ideas are regularly injected into the management committee through regular replacements of the members. Table 4.6 presents a summary of this analysis.

#### **4.3.6 Respondents' Frequency in Participation in Strategic Monthly Meetings**

The respondents were asked to state their frequency of participation in strategic monthly meetings. The results are presented in table 4.7.

**Table 4.7 : Members' Participation in Monthly Meetings**

<b>Participation in Strategic meetings (in a month)</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
Once	30	100
Twice	0	0
Thrice	0	0
Rarely	0	0
Never	0	0
Other (specify)	0	0
<b>Total</b>	<b>30</b>	<b>100</b>

The respondents' frequency of attendance in strategic monthly meetings was intended to determine the members' commitment to the running of the affairs of the Children Home. Based on the statistics, the meetings were held once in a month and every member attended regularly. Hence, all 30 (100%) of the respondents indicated that they had attended the previous meeting. This analysis may indicate the seriousness with which committee members treated their work hence the likelihood that the Children Home was effectively run where the input of every member counted.

#### **4.4 Resource Mobilization and Implementation of Mother Mercy Children Home Project**

Resource mobilization as a function of development committees was one of the factors that the study sought to establish if it had any influence on implementation of church-based Children Home projects. The respondents were asked to state their opinions on a number of domains regarding the committee members' role in resource mobilization. The results are presented in table 4.8.

**Table 4.8 : Committee’s Resource Mobilization and Implementation of Mother Mercy Children Home Project**

<b>Resource Mobilization</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>	<b>F (%)</b>
There is resource mobilization by the committee for the running of the Children Home	0(0)	1(3)	5(17)	11(37)	13(43)
The Children Home mainly relies on grants from well-wishers	2(7)	4(13)	3(10)	14(47)	7(23)
The Children Home mainly relies on church donations	2(7)	0(0)	4(13)	14(47)	10(33)
The local and international fundraising helps us run the Home	1(3)	1(3)	2(7)	16(53)	10(33)
We usually depend on self-funding to run the Children Home	7(23)	4(13)	2(7)	8(27)	9(30)
<b>Total frequency</b>	<b>12</b>	<b>10</b>	<b>16</b>	<b>63</b>	<b>49</b>
<b>Mean</b>	<b>2.4</b>	<b>2</b>	<b>3.2</b>	<b>12.6</b>	<b>9.8</b>
<b>Std. Dev.</b>	<b>1.8</b>	<b>1.6</b>	<b>1.1</b>	<b>2.8</b>	<b>1.9</b>

Five propositions were fielded on this variable which attracted varied responses. On a 5-point Likert scale, 37% (11) of the respondents agreed and 43% (13) strongly agreed that there was resource mobilization by the committee for the running of the Children Home while there was only 1 (3%) of them who strongly disagreed that this was happening. These had a mean of 12.6 and 9.8 respectively while the standard deviation was 2.8 and 1.9 in that order. A similar trend was witnessed regarding the source of main funding of the Home. Twenty one (77%) of the respondents said that the Children Home mainly relied on grants from well-wishers while 6 (20%) of them disagreed and 3 (10%) were neutral. Another source of income for the Home was donations from the church; a fact 24 (80%) of the respondents agreed with. Similarly, majority (26; 90%) of the respondents agreed that local and international fundraising significantly helped in supporting the Home financially. It also turned out that self-fundraising was one of the

important sources of funding for the Home where 17 (57%) of the respondents agreed with proposition. However, 11 (36%) of the respondents disagreed that self-fundraising was an important source of funding for the Children Home while 2 (7%) of them neither agreed nor agreed hence were neutral.

Overall, based on this analysis, resource mobilization emerged as a core function of the committee where it played a critical role of coordinating various sources. It was clear that the committee was fully charged with the responsibility of resource mobilization where only 3% of the members had contradicting views on this function. The statistics further implied that the committee played a critical role in sustainability of the project since resource mobilization was central to the keeping of children in the Home by meeting their direct and indirect needs. These revelations may have a direct bearing on the fact that most members had served in the committee between 1 and 3 years; perhaps due to regular injecting of new ideas into the committee for the sake of competence and performance.

Asked to explain the general status of resource mobilization as a factor that influences development committees on implementation of church-based Children Home projects in Kiambu County, the respondents expressed varied opinions. It emerged that the projects were mainly funded by the church and well-wishers. Furthermore, funds were mobilized locally and internationally where the Mothers Union members always came together to plan on how to effectively mobilize funds. Locally, the members raised the money through their respective churches where the process was well-coordinated for effective results. The respondents also indicated that the Mothers Union had generally done a good job in raising the money for the Home projects. As the Chairperson said:

*“Money for running of the Home is usually raised in parishes with the coordination of the committee. Usually, mobilization plans are done annually and this is often implemented very well. Through the church, many well-wishers come forth to contribute money for the running of the Home projects. Following proper mobilization activities, sufficient funds are often raised where many people consider this as a way of giving back to the community. Most of the times, we mobilize women from the churches where this is done through women church*

*leaders. Despite this however, I think it is important for us to come up with income generating projects which will make inflow of financial resources more sustainable”.*

The importance of resource mobilization in implementation of church-based Children home projects has been emphasized in previous studies. In the context of project implementation, resources Thompson (2010) viewed resources not only in form of finances but also in terms of productive manpower, goods and services which play complementary role in making projects project successful. Furthermore, Tice (2012) postulated that resource mobilization must not be considered in isolation of other key factors such as skilled manpower. Human resources encompass capable staff needed to design, implement, monitor and implement project activities in accordance with the project objectives. Tice (2012) further noted that in a church context, human resources may be on payroll or voluntary, part-time or fulltime. Nonetheless, human resources must have needed skills and knowledge relevant for running the project, including fundraising know-how.

On the same breadth, Argote (2010) noted that regarding goods and services, a number of factors and equipment must be considered. Among others, these include office space, vehicles, computer equipment, meetings, training and events venues, advertising time and space, and design and printing facilities. Furthermore, in agreement with the findings of this study, Chitere (2012) noted that the precondition for effective resource mobilization entails building a chain of supporting staff to help in achieving desired target. Teamwork and training are some of the important aspects for arousing a sense of enthusiasm and commitment in potential contributors to a given initiative. These sentiments were echoed by Warui (2013) who established that often the church may need skilled staff for mobilization of resources. For instance, licensed social workers or registered nurses may be required to make home visits to convince people who may not be members of the church to contribute towards a given course such as helping orphans and vulnerable members of the community. The author further noted that limited funds from the onset prevent churches from bringing on board skilled manpower to help them mobilize for resources. In some cases, volunteers are brought on board to fill any existing gap.

#### 4.5 Expert Involvement and Implementation of Mother Mercy Children Home Project

On expert involvement as a function of development committee in implementation of the Children Home project, the respondents were asked to state their opinions based on a 5-point Likert scale. Further, they were asked to give justifications on their respective positions regarding the role of expert involvement in the running of the Children Home and what the likely challenges were. The results are presented in table 4.9.

**Table 4.9: Committee’s Expert Involvement and Implementation of Mother Mercy Children Home Project**

Expert Involvement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	f (%)	f (%)	f (%)	f (%)	f (%)
Expert opinion is often sought on important decisions regarding the Home’s programmes	0(0)	2(7)	3(10)	19(63)	6(20)
The management always seeks technical advice whenever need arises	0(0)	3(10)	3(10)	15(50)	9(30)
There is usually wide consultation on critical areas concerning the management of the Home	1(3)	0(0)	4(13)	16(53)	9(30)
There is internal specialization where members are in charge of areas they are well informed on	3(10)	1(3)	1(3)	14(47)	11(37)
We usually outsource for services that cannot be provided by the members of the committee	1(3)	3(10)	1(3)	14(47)	11(37)
<b>Total frequency</b>	<b>5</b>	<b>9</b>	<b>12</b>	<b>78</b>	<b>46</b>
<b>Mean</b>	<b>1</b>	<b>1.8</b>	<b>2.4</b>	<b>15.6</b>	<b>9.2</b>
<b>Std. Dev.</b>	<b>0.8</b>	<b>1.2</b>	<b>1.2</b>	<b>1.9</b>	<b>1.8</b>

Based on the statistics, 25 (83%) of the respondents agreed that expert opinion was often sought on important decisions regarding the Home’s programmes. Furthermore, 24 (80%) of the respondents agreed that management always sought technical advice whenever need arose. A similar trend was witnessed regarding consultation on critical areas where 27 (83%) agreed that there was usually wide consultation on critical areas concerning the management of the Home. Additionally, 25 (84%) of those interviewed agreed that there was internal specialization where members were in charge of areas they were well informed on. Only 4 (13%) and 1 (3%) of them

disagreed and were neutral that this was the case. Similarly, 25 (84%) of the respondents agreed that the committee usually outsource for services that cannot be provided by the members of the committee.

Based on this analysis, it generally painted a picture of a well-organized committee where a high sense of professionalism prevailed. Like in the case of the function of resource mobilization, expert involvement as a function of the management committee of the Home appeared to be effectively coordinated. On average, very few respondents appeared to disagree or hold a neutral ground on the committee's expert involvement when it came to the running of the affairs of the Children Home. In each of the propositions regarding the committee's commitment on expert involvement there were at least 80% of the responses that favoured the committee's position. Based on the age distribution of the respondents where a greater majority were at least 40 years old, it may be save to argue that experience and integrity informed this outcome.

On the general status of expert's involvement as a function of development committee and implementation of church based Children Home projects, the respondents thought that this was an important aspect. Involving experts meant that new ideas were injected into the implementation of the project hence enhancing chances of success. As Janet, the treasurer of the committee said:

*“We often seek expert opinions on various aspects of the project and this gives us the confidence that we are effectively tackling any likely problem encountered in the course of our work. Experts are usually consulted after we have consulted internally and agreed unanimously that that is the right thing to do. And every time we do that, things rarely go wrong since experts help things to run smoothly. We seek expertise from different professionals such as the medical field where we always outsource services for the children. Our motivation for expert involvement in the affairs of the Home is informed by the fact that where specialized knowledge is involved, there are minimal mistakes since experts are well-informed in their areas of specialization. We have also reached out to donors when it comes to resource mobilization and this has helped us a lot in meeting the needs of the children in the Home”.*



Generally, the respondents felt that involvement of experts was critical in the implementation of projects in the Children Home since the management could not be knowledgeable in everything. Specialized skills were important in terms providing necessary knowledge and resources mobilization. This therefore called for the management to always reach out to experts for new ideals and services. The findings of this study reflected what a number of previous studies have established regarding the importance of expert involvement in project implementation. For instance, Chitere (2012) noted that expertise in implementation of projects is very essential, especially in project planning and design, resource mobilization, monitoring and evaluation. Besides careful design and implementation of the project, it is necessary to monitor and evaluate the progress of the project so as to understand any emerging challenges and/or opportunities. Schwartz (2010) noted that this requires M&E experts to help the project management to understand if and to what extent the objectives of the project are being met.

Similarly, Cuthbert (2011) noted that at all levels staff must receive training based on intervention activities and materials needed. For instance, staff must be trained on how to communicate, participate in active listening, enhance teamwork, and fully understand the needs of the project or organization. The same may be true when it comes to mentorship of new and young employees in a project where their characters are shaped based on experiences of qualified staff working on a project. Muteti (2011) followed in the same steps by indicating that experts best grounded on specific topical areas can advise when to roll out specific aspects of the project in a timely manner where chances of success are high. Mulwa (2012) also noted that reviewing of goals and objectives of a project is very critical; which can be possible only if there is regular expert opinion. The same would happen when the management wants to decide when to conduct staff refresher training based on evolving needs of a project. Jenkins (2011) had also established that during monitoring and evaluation processes for instance, experts may help conduct a SWOT analysis through which to identify weaknesses and opportunities for the project and hence device the best ways to address any emerging issues.

#### 4.6 Transparency and Accountability and Implementation of Mother Mercy Children Home Project

Regarding transparency and accountability as a function of development committee and implementation of Mother Mercy Children Home, the respondents were asked to give their opinion on various propositions regarding this variable. The respondents' views were sought based on a 5-point Likert scale. The results are presented in table 4.10.

**Table 4.10 Committee's Transparency and Accountability and Implementation of Mother Mercy Children Home Project**

<b>Transparency &amp; Accountability</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
	<b>f(%)</b>	<b>f(%)</b>	<b>f(%)</b>	<b>f(%)</b>	<b>f(%)</b>
There is transparency and accountability in the committee in relation to the running of the church projects	0(0)	1(3)	2(7)	13(43)	14(47)
As a committee we are always open to public scrutiny	0(0)	1(3)	7(23)	13(43)	9(30)
We always adhere to the rule of law as we manage the activities of the Home	4(13)	0(0)	1(3)	14(47)	11(37)
As a committee we always use allocated resources prudently and for the intended purposes in the Home	1(3)	0(0)	2(7)	13(43)	14(47)
We always do interdepartmental consultations to increase acceptance level of our projects	2(7)	1(3)	2(7)	15(50)	10(33)
<b>Total Frequency</b>	<b>7</b>	<b>3</b>	<b>14</b>	<b>68</b>	<b>58</b>
<b>Mean</b>	<b>1.4</b>	<b>0.6</b>	<b>2.8</b>	<b>13.6</b>	<b>11.6</b>
<b>Std. Dev.</b>	<b>0.6</b>	<b>0.4</b>	<b>2.1</b>	<b>0.8</b>	<b>2.0</b>

Based on the statistics, majority of the respondents appeared to agree that this was well executed. Twenty seven (90%) of those interviewed agreed that there was transparency and accountability in the committee in relation to the running of the church projects. The members further indicated that they were always open to public scrutiny, with 22 (73%) of them agreeing on this account. A similar trend was noted regarding the adherence to the rule of law when managing the activities of the Home where 25 (84%) of those interviewed agreed with this position. Only 4 (13%) of the committee members disagreed with this account while 1 (3%) were neutral in their responses.

Furthermore, 27 (90%) of those interviewed agreed that the committee always used allocated resources prudently and for the intended purposes in the Home. Likewise, 25 (83%) of the respondents agreed that they always did interdepartmental consultations to increase acceptance level of their projects.

Generally, from the analysis, the impression created was that transparency and accountability was significantly adhered to in the management of the Mother Mercy Children Home. Gender distribution of the committee members indicated that 24 (80%) of them were women. This may explain why there was a high sense of transparency and accountability in the running of the Children Home, especially given that naturally mothers have a soft spot on matters concerning children. Furthermore, majority of the respondents were mature women; which may explain why there was an indication of a fairly transparently managed Children Home where members adhere to accountability as a sign of good management.

Transparency and accountability was also a critical aspect in the implementation of church-based projects. The respondents felt that transparency and accountability was required in all aspects of running of the Children Home and other related projects implemented by the church. During auditing of financial reports, transparency was needed to reflect the true status of the books of accounts so that proper planning could be done. The need for transparency and accountability by the implementation committee was aptly captured by the committee secretary who had the following to say:

*“Transparency and accountability are needed in all aspects of the running of the Children Home. This enhances harmony in management of the Home. In fact, we have never encountered any scandal which can make us suspect that there is lack of transparency and accountability by all members of the committee. Our openness to one another has enabled us to grow significantly. However, that doesn’t mean that we have achieved it all; there is still more to be done. Having said that, it is important to note that honesty is important in managing a Children Home since the young children here learn from us as their mentors and protectors. Every time we meet to make any important decision, we must act with a high sense of responsiveness and honesty so that the children can pick the best*

*from us. It is only that way that we can be able to inculcate trust amongst us and by extension the children. We have tried to put mechanisms in place so that there is effective monitoring and evaluation of all important projects. This makes people accountable for their commissions or omissions”.*

The findings in this study reflect the revelations by previous empirical studies on the influence of transparency and accountability in project implementation. Warui (2013) noted that projects managed by efficient and effective administrators were likely to collapse if they were initially poorly designed where a few people’s interests dominated as a priority. The authored also established that the issue of money was always at the center of lack of accountability and transparency. Equally, Karanja (2014) found out that for any project to succeed there should be a mechanism through which to monitor its progress and its effect on the intended individuals, groups or the community. In a big way, accountability in project management was desirable as it was meant to improve performance since it enhances chances of stakeholders being endeared to the project and supporting it. These sentiments were echoed in a study by Kariuki (2013) in Imenti North and Kihumbui-ni Presbytery church to understand factors that influenced successful implementation of church based profit making projects. The author discovered that transparency and accountability were very critical elements in this case endearing projects to all stakeholders hence increasing their support. Besides creativity from the leadership, there is need for projects to be run in an open and responsible manner where a high sense of professionalism was the norm.

#### **4.7 Leadership Competencies and Implementation of Mother Mercy Children Home**

##### **Project**

Leadership competencies were also a critical aspect in the management of Mother Mercy Children Home and other church-related projects. This came out strongly in the study findings, with the respondents demonstrating this through their responses on various propositions regarding this variable. The results are presented in table 4.11.

**Table 4.10 : Committee’s Leadership Competencies and Implementation of Mother Mercy Children Home Project**

Leadership Competencies	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	f(%)	f(%)	f(%)	f(%)	f(%)
There are leadership competencies in the committee in relation to the running of church projects	0(0)	0(0)	4(13)	11(37)	15(50)
As a committee we always meet our performance targets	0(0)	1(3)	4(13)	14(47)	11(37)
There are clear communication structures that are used to run the projects	2(7)	0(0)	0(0)	18(60)	10(33)
There is clear flow of information for the good of project performance	0(0)	0(0)	1(3)	16(53)	13(43)
There are clear reporting channels for any dispute resolution	0(0)	0(0)	3(10)	13(43)	14(47)
<b>Total frequency</b>	<b>2</b>	<b>1</b>	<b>12</b>	<b>72</b>	<b>63</b>
<b>Mean</b>	<b>0.4</b>	<b>0.2</b>	<b>2.4</b>	<b>14.4</b>	<b>12.6</b>
<b>Std. Dev.</b>	<b>0.2</b>	<b>0.4</b>	<b>1.6</b>	<b>2.4</b>	<b>1.8</b>

As indicated in Table 4.11, 26 (87%) of the respondents agreed that there were leadership competencies in the committee in relation to the running of church projects. None of the respondents disagreed with this proposition, with only 4 (13%) of them taking a neutral stand on the matter. Also, almost as similar number (25; 84%) of the respondents agreed that the committee always met their performance targets. A similar trend was observed regarding communication structures used in the running of the project, with 28 (93%) of those interviewed saying that there were very clear communication strategies to help in the effective running of the project. Regarding flow of information, 29 (96%) of the respondents agreed that there was clear flow of information to help in effective performance of the Children Home projects. None of the

respondents disagreed that there was no clear flow of information in the committee, with only 1 (3%) taking a neutral stand on this matter. Dispute resolution was also well taken care of in the committee. Twenty seven (90%) of the respondents agreed that there were clear reporting channels for any dispute resolution.

From the foregoing statistics, there was a general indication that their leadership competencies were indispensable in the committee running the Mother Mercy Children Home in Kiambu County. Following the distribution of personal and background information of the respondents based on gender, age bracket and even education, this may explain why the findings of the study reflect a high sense of leadership competencies in the committee. For instance, 80% of the respondents were women; a factor that may explain the committee's enthusiasm to excel in the management of the Children Home through competent leadership. Similarly, a greater majority of the respondents were aged 45 years and above. This, combined with the fact that the female gender dominated, may highly contribute to the drive to meet the needs of the vulnerable children being taken in the Home hence the emphasis on good leadership.

The aspect of good leadership in project management in church-based projects cannot be ignored. These views came out significantly in the study, with respondents saying that effective leadership ensured that the project always took the right direction. Regarding Mother Mercy Children Home, the respondents indicated that although there have been challenges here and there, over time the home has been run effectively and efficiently. Good leadership in the Home has been made possible by the fact that leaders always seek new knowledge which enables them to harness teamwork. These sentiments were candidly expressed by Ken Muturi, one of the committee members who had this to say:

*“Although we sometimes face challenges in various aspects, which is normal, we boast a very good leadership in the Home. I dare say that good leadership has made us the best Children Home in Kiambu where all people at the top management of the Home always display a high sense of responsibility and competence. Although there is good leadership in the Home, more still needs to be done to keep the fire burning since excellent leadership is nurtured. It is never accidental. Teamwork must be cultivated continuously by engaging all members*

*in a bid to bring them together. We must however note that more training needs to be done in order to empower leaders so that they can be more productive in their work”.*

The importance of effective and competent leadership in project implementation cannot be gainsaid. This revelation was evident in this study; a reflection of other previous studies on this aspect. For instance, Hussey (2011) noted in every successful venture, the leadership must have played an important role in helping the project or organization to achieve its intended objectives. With the help of effective and competent leadership, projects must therefore be designed and implemented in a participatory manner. Githinji (2013) further noted that establishing effectively working structures not only require financial resources, but also visionary and progressive leadership. This is even more critical in the context of church based projects since the members of the church who are often principal contributors to the project have no obligation to continue with their contributions if projects have no chance of success. Furthermore, Daly (2010) established that good leadership made it possible for proper legislative framework and good interpersonal relations where members of the church are held together and rallied behind any upcoming or ongoing project.

#### **4.9 Implementation of Mother Mercy Children Home Project**

The study intended to examine the influence of development committees on implementation of church-based Children Home projects in Mother Mercy Home in Kiambaa sub-county, Kiambu County. Based on a 5-point Likert scale, the respondents were asked their opinions regarding the committee’s role in the implementation of the projects. The results are presented in table 4.12.

**Table 4.11 : Implementation of Mother Mercy Children Home Project**

<b>Implementation of Home Project</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
	<b>f(%)</b>	<b>f(%)</b>	<b>f(%)</b>	<b>f(%)</b>	<b>f(%)</b>
The committee effectively prepares the budget	0(0)	0(0)	4(13)	11(37)	15(50)
The committee often runs the home project to customer satisfaction	0(0)	1(3)	4(13)	14(47)	11(37)
Quality service is often observed by the committee	2(7)	0(0)	0(0)	18(60)	10(33)
The committee usually maintains timeliness of deliverables	0(0)	0(0)	1(3)	16(53)	13(43)
<b>Total frequency</b>	<b>2</b>	<b>1</b>	<b>9</b>	<b>59</b>	<b>49</b>
<b>Mean</b>	<b>0.5</b>	<b>0.25</b>	<b>2.25</b>	<b>14.75</b>	<b>12.3</b>
<b>Std. Dev.</b>	<b>0.3</b>	<b>0.15</b>	<b>1.8</b>	<b>2.6</b>	<b>1.9</b>

As summarized in Table 4.12, 11 (37%) of the respondents agreed and 15 (50%) strongly agreed that the committee effectively prepared the budget. Similarly, 14 (47%) of the respondents agreed and 11 (37%) strongly agreed that the committee often runs the home project to customer satisfaction. The respondents also were of the opinion that quality service is often observed by the committee, with 18 (60%) of the respondents agreeing and 10 (33%) of them strongly agreeing with this proposition. It also emerged that the committee usually maintains timeliness of deliverables where 16 (53%) of the respondents agreed and 13 (43%) of them strongly agreed with this view. Overall, the respondents who agreed that the committee was effectively involved in the implementation of the project had a mean of 14.75 and a standard deviation of 2.6 while those who strongly agreed with this view had a mean of 12.3 and a standard deviation of 1.9.



## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter outlines summary of the findings, conclusions and recommendations. It also presents suggestions for further studies. The summary is based on the four specific objectives of the study and condenses the research outcomes in relation to the main research objective.

#### 5.2 Summary of Findings

The study aimed to examine the influence of development committees on implementation of church-based Children Home projects, taking Mother Mercy Home in Kiambaa sub-county in Kiambu County as a case study. Specifically, the study focused on: the influence of resource mobilization as a role of development committees, expert involvement as a role of development committees, transparency and accountability as a role of development committees, and the influence of leadership competencies as a role of development committees on successful implementation of church-based Children Home projects in Kiambaa Sub County, Kenya. The study came up with numerous revelations as summarized in subsequent subsections.

##### 5.2.1 Development Committee's Resource Mobilization and Implementation of Church-Based Children Home Projects

Based on the analysis, resource mobilization as a function of development committees emerged as an important factor in implementation of church-based Children Home projects. On a 5-point Likert scale, 80% (24) of the respondents agreed that the committee was involved in resource mobilization, with only 3% (1) of them disagreeing with this account. Similarly, 70% (21) of the respondents said that the committee actively involved local and international funders for financial resources to run the Children Home. Overall, the committee played a critical role in coordination of resource mobilization where both individual and corporate funders were actively involved.

### **5.2.2 Development Committee's Expert Involvement and Implementation of Church-Based Children Home Projects**

On expert involvement as a function of development committee in implementation of the Children Home project, 83% (25) of the respondents agreed that expert opinion was often sought on important decisions regarding the Home's programmes. Furthermore, 80% (24) of the respondents agreed that management always sought technical advice whenever need arose. A similar trend was witnessed regarding consultation on critical areas where 83% (27) of those interviewed agreed that there was usually wide consultation on critical areas concerning the management of the Home. Additionally, 84% (25) of the respondents agreed that there was internal specialization where members were in charge of areas they were well informed on. Only 13% (4) and 3% (1) of them respectively disagreed and were neutral that this was the case. Expert involved as a function of the management committee of the Home appeared to be effectively coordinated. On average, very few respondents appeared to disagree or hold a neutral ground on the committee's expert involvement when it came to the running of the affairs of the Children Home. In each of the propositions regarding the committee's commitment on expert involvement there were at least 80% of the responses that favoured the committee's position. Based on the age distribution of the respondents where a greater majority were at least 40 years old, it was save to argue that experience and integrity informed this outcome.

### **5.2.3 Development Committee's Transparency and Accountability and Implementation of Church-Based Children Home Projects**

On transparency and accountability as a function of development committee and implementation of Mother Mercy Children Home, 90% (27) of the respondents agreed that this was well executed. The committee members further indicated that they were always open to public scrutiny, with 73% (22) of them agreeing with this account. A similar trend was noted regarding the adherence to the rule of law when managing the activities of the Home, where 84% (25) of those interviewed agreed with this position. Only 13% (4) of the committee members disagreed with this account while 3% (1) were neutral in their responses. Furthermore, 90% (27) of those interviewed agreed that the committee always used allocated resources prudently and for the intended purposes in the Home. Likewise, 83% (25) of the respondents agreed that they always did interdepartmental consultations to increase acceptance level of their projects. Generally, the

impression created was that despite minor challenges, transparency and accountability was significantly adhered to in the management of the Mother Mercy Children Home.

#### **5.2.4 Development Committee's Leadership Competencies and Implementation of Church-Based Children Home Projects**

Leadership competencies were also a critical aspect in the management of Mother Mercy Children Home and other church-related projects. This came out strongly in the findings of this study, where 87% (26) of the respondents agreed that there were leadership competencies in the committee in relation to the running of church projects. Also, almost as similar number (84%; 25) of the respondents agreed that the committee always met their performance targets. A similar trend was observed regarding communication structures used in the running of the project, with 93% (28) of the respondents saying that there were very clear communication strategies to help in the effective implementation of the project. Regarding flow of information, 96% (29) of the respondents agreed that there was clear flow of information to help in effective performance of the Children Home projects. Furthermore, 90% (27) of the respondents agreed that there were clear reporting channels for any dispute resolution. From the foregoing statistics, there was a general indication that leadership competencies were indispensable in the committee running the Mother Mercy Children Home in Kiambu County.

#### **5.3 Conclusions**

Each of the four independent (predictor) variables had a significant influence on the implementation of Mother Mercy Home in Kiambaa sub-county. Various conclusions were reached based on the four objectives of the study.

Regarding the influence of resource mobilization as a role of development committees, although this was largely exercised, there was room for the committee to improve.

Regarding the influence of expert involvement as a role of development committees, it was evident that this was essential in implementation of Mother Mercy Children Home project. The committee therefore needed to go an extra mile to establish exactly the kind of expertise required at any given time so that project implementation can happen smoothly.

On the influence of transparency and accountability as a role of development committees, it emerged that this was very important. Hence, there was need for the committee to enhance this aspect in implementation of the Mother Mercy Children Home project by rotating out those committee members who had served in the committee for more than five years.

Concerning the influence of leadership competencies as a role of development committees, this emerged to have a significant impact on the successful implementation of Mother Mercy Children Home projects in Kiambaa Sub County in Kiambu County. Hence, there was need for the committee to enhance effective and competent leadership in the Home by emphasizing regular capacity building of the project top management through relevant training for better performance of the Home.

#### **5.4 Recommendations**

The study gave the following recommendations:

1. There was need for the committee to address resource mobilization from varied angles, including focusing on the role of community members.
2. Expert involvement should be viewed in terms of job specialization in the committee where specially trained staffs are recruited to manage specific offices. This will create a high sense of predictability and more responsiveness from permanent employees.
3. Better mechanisms should be put in place to enhance transparency and accountability in the committee. This may include setting a maximum tenure of committee membership to avoid the possibility of complacency by some members who may have served in the committee for an unnecessarily long period of time.
4. Leadership competencies must be addressed in a better way by setting frameworks to guide in training and capacity building of the committee top leadership. This will instill some level of predictability where project leaders or managers are regularly imparted with relevant hands-on skills and knowledge to face any upcoming challenges in the project implementation.

### **5.5 Suggestions for Further Studies**

The study proposed the following as possible areas for further research:

A comparative assessment of factors influencing development committees regarding implementation of church-based Children Home projects and the role of the church in enhancing sustainability of church-based Children Home projects.

## REFERENCES

- Admassu, M., Abera, K. & Misganaw, F. (2012) Sustainability of Drinking Water Supply Projects in Rural of North Gondar, Ethiopia, *Ethiopian J. Health Dev.* 2003; (3):221.
- Akumu, P.O., (2011), *Role of the Local Communities Participation in Resource Mobilization in Busia District Western Kenya.* International Journal of Social Sciences: 6(2):92-99.
- Antill, J.M. (2009). *Project management: an overall concept*, I.E. Aust, Adelaide, Keynote Address to project management Symposium, South Australian Division.
- Argote J, W. (2010). *Estimating Household Willingness for local contributions for Self Help*
- Bagachwa, M. S. D. (2011). *Poverty Alleviation in Tanzania: Recent Research Issues.* Dar -es-Salaam University Press, Dar -es-Salaam, Tanzania. 62pp.
- Blewitt, J. (2013). *Understanding Sustainable Development.* Earthscan Ltd, London. 288pp.
- Boyce, D. and Haddad, A. (2011). *An Analysis of Ongoing and completed projects in Latin and the Caribbean World Bank America.*
- Boydell, R. A. (2010). Making rural water supply and sanitation projects sustainable. *Journal of Appropriate Technologies for Water Supply and Sanitation* 18 (1):24.
- Chandra, P. (2007). *Project planning, analysis, selection, financing, implementation and review". 6th edition.* Tata McGraw-Hill Publishing Company. New Delhi.
- Chebii, C.R. (2012). *Roles of Children's Homes in Provision of Care to Vulnerable Children: A Case of Bamburi Division, Mombasa county Kenya.*, Unpublished M.A in Project Planning and Management. University of Nairobi, Kenya.
- Chitere, P. (2012) *Community Development: Its inception and Practice with Emphasis on Africa,* Gideon S. Were Press, Nairobi.
- Cunningham G. and Mathie A. 2009. *Participant Manual: Mobilizing Assets for Community-*
- Cusworth JW and Franks TR.(2006). *Managing Projects in Developing Countries.* Pearson
- Cuthbert D (2011). *Successful Fundraising: A strategic and Practical Guide,* Evangel Publishing House.
- Daly, H. E. (2010). *Beyond Growth: Economics of Sustainable Development.* Beacon Press, London.
- De Beer F. and Swanepool H. (2008). *Community development and beyond: Issues, structures and procedure.* J.L.vanSchaik Publishers. Pretoria.

- Dillon W (2007). *People Raising: A Practical Guide to Raising Support*, Moody Press, Chicago. *Driven Development*. Unpublished Manual. Education Limited. Edinburgh Gate, Harlow.
- FAO (2012). *Participation in Practice: Lessons from the FAO Peoples Participation Programme*. FAO, Rome. 44pp.
- Fritz, R. (2005). *Think Like a Manager*. Mastering the secrets of motivating yourself and others. National Press Publication.
- Garud, S. (2012). *Leadership Styles*. Retrieved on Jan 9, 2019 from articles on management.com/? p=114.
- Githinji, C. M. (2013). *Factors Affecting Sustainability Of Community Based Projects A Case Study Of Mutomo District Of Kitui County*. Unpublished MBA Thesis, Kenyatta University.
- Gitonga, K. (2009) *An assessment of Factors that Influence Management of Quality Care to Orphans and Vulnerable Children; A case of community based organizations in Imenti North District- Kenya*, Unpublished M.A in Project Planning and Management, University of Nairobi Kenya.
- Griffin, R. W. (2011) *Management Principles and Practice: 10th Edition* Texas A and M University Southern Western. *Groups in Rural Kenya*. McMillan Publishers, Nairobi.
- Hak, T. B. and Dahl, A. L. (2007). *Sustainability Indicators*. Island Press, London. 448pp
- Hussey, D.E. (2011). *Strategy and planning: A manager's guide*. Chichester, England: John Wiley and Sons Ltd.
- ILO (2010). *The Socio-Economic Impact of Technical Cooperation Projects Concerning Rural Development*. International Labour Office, Geneva. 53pp.
- Jenkins, J.C. (2011). *Resource Mobilization Theory and the Study of Social Movements*. Annual Review of Sociology, 9, 527–553.
- Karanja, G. M. (2014). Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya. *International Journal of Education and Research* Vol. 2 No. 2 February 2014.
- Kariuki, D. M. (2013). *Factors influencing management of children's home: a case of Methodist church in Imenti north, Kenya*. Unpublished Med Thesis, University of Nairobi.

- Kaufman, D. (2005). *Myths and Realities of Governance and Corruption*. World Bank Governance Program, Washington, DC.
- Kerzer, H. (2009). *Project Management a system Approach to planning scheduling and Controlling*. New York: Wiley.
- Kiiru, H.M. (2011), *Challenges Facing Rural Community Based Organizations in Makueni District. A MA Unpublished Project, Kenyatta University, Nairobi*.
- Kiiru, M. (2010). *Mobilizing and Managing Resources: Foundations, Principles and Strategies*, Evangel Publishing House, Nairobi.
- Koontz, H.O et al. (2010). *Essentials of Management*. (8th edition) Mac Graw –Hill New Delhi.
- Maula, M. (2008). *Organizations as Learning Systems*. Amsterdam: Elsevier.
- Ministry of Gender, Sports, Culture and Social Services (2012) *Population and Resource Requirement Statistics, Socio-economic Development Projections by Province, 1999–2012*. Nairobi, Kenya: Kenya National Bureau of Statistics. Guidelines Series - No. 2.
- Mugenda, O., & Mugenda, A. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi: Africa Centre for Technology Studies (ACTS).
- Mukuthurima, P. M. (2011). *Influence of Social Economic Factors on Rural Poverty*. (Meru North District Kenya) Unpublished M.A. Project Report. North Imenti Kenya, M.A. Project Report, University of Nairobi.
- Mulwa, B.K (2012) *Participatory Community Development Series (No. 2): Management of Community-Based Organizations*. PREMESE Olivex Publishers. Nairobi.
- Muteti, M. K. (2011). *Factors Contributing Local Resource Mobilization among Local Communities in Machakos Central District*: Unpublished M: A Thesis. University of Nairobi.
- Odekunle, S.O. (2010). *Training and Skills Development as Determinant of Workers' Productivity in the State Public Service*. Unpublished Ph.D. Thesis, University of Ibadan.
- Peters, B. G, (2007) "The Executive." In *European Politics*, ed. Colin Hay. Oxford: Oxford University Press.
- Schwartz G (2010). *It is Time to Get Serious about Breaking the Cycle of Dependence In Africa*, Evangelical Missions Quarterly Vol.29, and No.2.



- Simiyu G. S. (2011) *Escalating People's Participation in Rural Development through Community Based Organizations in Mwingi District*, An MA Thesis, University of Nairobi.
- Sumner, M. (2010). *Critical success factors in Enterprise Projects wide information management systems projects*, Proceedings of the Americas Conference on Information Systems.
- Thompson W (2012). *The Complete Idiot's Guide to Grant Writing: Alpha. Managing organization's finances, volume 10, issue No. 3 9199*.
- Tice K (2012). *Engaging Youth in Philanthropy. New Directions for Philanthropic Fundraising, No 38, winter 2002*, Wiley Periodicals INC.
- UNICEF (2008), *Child Protection Strategy*, New York, (E/ICEF/2008/5/Rev.1).
- Vedung, E. (2006) "Evaluation Research. "In *Handbook of Public Policy*, ed. B.Guy Peters and Jon Pierre. London: Sage.
- Viravaidya, M. & Hayssen, J. (2011) "Strategies to strengthen NGO capacity in Resource Mobilization through business activities." PDA and UNAIDS Joint Publication: UNAIDS Best Practice Collection.
- Warui, A.S. (2013). *Coping Strategies to inadequate Resource Mobilization in Tseikuru Sub County*. Unpublished PHD Thesis. Harvard University.

## APPENDICES

### APPENDIX I: AUTHORIZATION LETTER



**UNIVERSITY OF NAIROBI**  
OPEN, DISTANCE AND e-LEARNING CAMPUS  
SCHOOL OF OPEN AND DISTANCE LEARNING  
DEPARTMENT OF OPEN LEARNING  
NAIROBI LEARNING CENTRE

Your Ref:

Main Campus

Our Ref:

Gandhi Wing, Ground Floor

Telephone: 318262 Ext. 120

P.O. Box 30197

NAIROBI

REF: UON/ODEL/NLC/31/133

16<sup>th</sup> August, 2019

#### TO WHOM IT MAY CONCERN

**RE: MWANGI ROBERT MWANIKI - REG.NO. L50/62327/2013**

The above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing a Masters course in Project Planning and Management.

He is proceeding for research entitled "*Influence of Development Committees on Implementation of Church-Based Children Home Projects: A case of Mother mercy Home Projects in Kiambaa Sub-County, Kenya*"

Any assistance accorded to him will be appreciated.

  
**CAREN AWILLY**  
CENTRE ORGANIZER  
NAIROBI LEARNING CENTRE



## APPENDIX II: QUESTIONNAIRE FOR CHURCH COMMITTEE MEMBERS

This questionnaire is intended to collect information on **the influence of development committees on implementation of church-based Children Home projects: a case of Mother Mercy Home in Kiambaa sub-county**. Kindly take a few of your minutes and answer this questionnaire truthfully and to the best of your knowledge.

### SECTION I: RESPONDENT'S BACKGROUND INFORMATION

1. Select your appropriate gender

Male

Female

2. Select the age bracket you belong

16-25

26-35

36-45

46-55

56-& above

3. Select your academic qualification

KCPE

KCSE

Certificate

Diploma

Degree

PhD

4. Position held in the Children Home

Chairman

Secretary

Treasurer

Ordinary member

5. Duration of membership in committee

- 1-3 ( )
- 4-6 ( )
- 7-9 ( )
- 10 & above ( )

6. Frequency of participation in strategic meetings (in a month)

- Once ( )
- Twice ( )
- Thrice ( )
- Rarely ( )
- Never ( )
- Other (specify) ( )

**SECTION II: RESOURCE MOBILIZATION**

7. On a scale of 1-5, where *1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree*, what is your opinion on the following propositions regarding how resource mobilization as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County?

<b>RESOURCE MOBILIZATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i) There is resource mobilization by the committee for the running of the Children Home.					
(ii) The Children Home mainly relies on grants from well-wishers.					
(iii) The Children Home mainly relies on church donations.					
(iv) The local and international fundraising helps us run the Home.					
(v) We usually depend on self-funding to run the Children Home.					

8. Please explain the general status of resource mobilization as a factor that influences development committees on implementation of church-based Children Home projects in Kiambu County.

.....  
 .....

**SECTION III: EXPERT INVOLVEMENT**

9. On a scale of 1-5, where *1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree*, what is your opinion on the following propositions regarding how expert involvement as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County?

<b>EXPERT INVOLVEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i) There is expert involvement by the committee in the running of the church projects.					
(ii) The management always seeks technical advice whenever need arises.					
(iii) There is usually wide consultation on critical areas concerning the management of the Home.					
(iv) There is internal specialization where members are in charge of areas they are well informed on.					
(v) We usually outsource for services that cannot be provided by the members of the committee.					

10. Please explain the general status of expert involvement as a factor that influences development committees on implementation of church-based Children Home projects in Kiambu County.

.....  
 .....

**SECTION IV: TRANSPARENCY AND ACCOUNTABILITY**

11. On a scale of 1-5, where *1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree*, what is your opinion on the following propositions regarding how transparency and

accountability as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County?

<b>TRANSPARENCY AND ACCOUNTABILITY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i) There is transparency and accountability in the committee in relation to the running of the church projects.					
(ii) As a committee we are always open to public scrutiny.					
(iii) We always adhere to the rule of law as we manage the activities of the Home.					
(iv) As a committee we always use allocated resources prudently and for the intended purposes in the Home.					
(v) We always do interdepartmental consultations to increase acceptance level of our projects.					

12. Please explain the general status of transparency and accountability as a factor that influences development committees on implementation of church-based Children Home projects in Kiambu County.

.....  
 .....

**SECTION V: LEADERSHIP COMPETENCIES**

13. On a scale of 1-5, where *1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree*, what is your opinion on the following propositions regarding how leadership competencies as a role of development committees influences implementation of church-based Children Home projects in Kiambaa Sub County?

<b>LEADERSHIP COMPETENCIES</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i) There are leadership competencies in the committee in relation to the running of church projects.					
(ii) As a committee we always meet our performance targets.					

(iii) There are clear communication structures that are used to run the projects.					
(iv) There is clear flow of information for the good of project performance.					
(v) There are clear reporting channels for any dispute resolution.					

**SECTION VI: IMPLEMENTATION OF CHURCH-BASED CHILDREN HOME PROJECTS**

14. On a scale of 1-5, where *1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree*, what is your opinion on the following propositions regarding implementation of church-based Children Home projects in Kiambaa Sub County in Kiambu County?






<b>IMPLEMENTATION OF CHURCH-BASED CHILDREN HOME PROJECTS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i) The committee effectively prepares the budget.					
(ii) The committee often runs the home project to customer satisfaction.					
(iii) Quality service is often observed by the committee.					
(iv) The committee usually maintains timeliness of deliverables.					

15. Please explain the general status of leadership competencies as a factor that influences development committees on implementation of church-based Children Home projects in Kiambu County.

.....  
 .....

*Thank you for your time and participation.*

# APPENDIX III: PERMIT

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
Ref No: <b>441406</b>	Date of Issue: <b>25/September/2019</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Rev.. MWANGI MWANIKI of University of Nairobi, has been licensed to conduct research in Kiambu on the topic: INFLUENCE OF DEVELOPMENT COMMITTEES ON IMPLEMENTATION OF CHURCH BASED CHILDREN HOME PROJECTS; A CASE OF MOTHER MERCY HOME PROJECTS IN KIAMBAA SUB-COUNTY, KENYA. for the period ending : 25/September/2020.</b>	
License No: <b>NACOSTI/P/19/1796</b>	
441406 Applicant Identification Number	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	Verification QR Code 
<b>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</b>	