

FACTORS INFLUENCING IMPLEMENTATION OF CLIMATE CHANGE PROGRAMMES MANAGED BY NON-GOVERNMENTAL ORGANIZATIONS IN KENYA. THE CASE OF KAMARANDI LOCATION, MBEERE NORTH SUB-COUNTY, EMBU COUNTY.

MBUGUA ANNE FAITH NJERI

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

2020

DECLARATION

This is my original work and has not been presented for the award of a degree in any other University.

... 

16th November, 2020

Signature

Date

MBUGUA ANNE FAITH NJERI

L50/84838/2016

Approval

This research proposal has been submitted with my approval as the University Supervisor.



Signature

Date 16th November, 2020

Professor Peter Keiyoro

School of Open and distance learning

University of Nairobi

DEDICATION

This research project is dedicated to my lovely daughter, Ariella Lisabette Nyawera Machaka.

ACKNOWLEDGEMENT

My special thanks go to my supervisor, Professor Peter Keiyoro for his advice and inspiration throughout this research project. Completion of this research project could have been a more difficult task without his unreserved support and commitment. I also want to thank Dr. Chandi for his guidance during proposal development and while undertaking this study and also Dr. Joash Migosi for his guidance during this study. Special thanks go to all of my lecturers for their support and motivation and more for bringing value to me at the University of Nairobi. I really thank the participants for making time to fill in the questionnaires.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS.....	v
ABBREVIATIONS AND ACRONYMS.....	xi
ABSTRACT.....	xii
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background of the study.....	1
1.2 Statement of the problem	5
1.3 Purpose of the study.....	7
1.4 Objectives of the study	7
1.5 Research Questions	7
1.6 Significance of the study	8
1.7 Delimitations of the study.....	8
1.8 Limitations of the study	8
1.9 Basic assumptions of the study.....	9
1.10 Definition of significant terms to be used in the study	9
1.11 Organization of the study	10
CHAPTER TWO	11
2.1 Introduction	11
2.2 Climate change programmes.....	11
2.3 Implementation of climate change programmes managed by Non-Governmental organizations..	14
2.4 Availability of funds and implementation of climate change programmes	15
2.5 Stakeholders engagement and participation and implementation of climate change programmes	17
2.6 Capacity development and implementation of climate change programmes	19
2.7 Institutional factors and implementation of climate change programmes.....	21
2.8 Theoretical framework	23
2.9 Conceptual framework	25
2.11 Summary of Literature	29

CHAPTER THREE	30
RESEARCH METHODOLOGY.....	30
3.1: Introduction	30
3.2 Research design	30
3.3 Target population	30
3.4 Sample size and sampling technique	31
3.5 Data collection Instruments.....	33
3.7 Validity of Research Instrument	33
3.8 Reliability of research instrument.....	34
3.9 Data Collection Procedures.....	34
3.10 Data Analysis Techniques.....	34
3.11 Ethical Considerations.....	34
3.12 Operationalization of variables.....	35
CHAPTER FOUR.....	37
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	37
4.1 Introduction	37
4.2 Questionnaire Return Rate	37
4.3 Demographic Characteristics of the Respondents.....	37
4.3.1 Study responses by Gender	37
4.3.2 Age of respondents.....	38
4.3.3 Education Level	38
4.4 Availability of Funds and Implementation of climate Change Programmes	39
4.5 Stakeholders Engagement and participation and Implementation of Climate Change Programmes	44
4.6 Capacity Development and Implementation of Climate Change Programmes.....	49
4.7 Institutional factors and Implementation of Climate Change Programmes.....	54
4.8 Implementation of climate change programmes managed by NGOs	60
4.9 Correlation Analysis	62
CHAPTER FIVE	65
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATION..	65
5.1 Introduction	65
5.2 Summary of Findings.....	65

5.2.1 Availability of funds and implementation of climate change programmes	65
5.2.2 Stakeholder engagement and participation and implementation of climate change programmes	66
5.2.3 Capacity development and implementation of climate change programmes	66
5.2.4 Institutional factors and implementation of climate change programmes.....	67
5.3 Discussion of Findings	67
5.3.1 Availability of funds and implementation of climate change programmes	67
5.3.2 Stakeholder engagement and participation and implementation of climate change programmes	68
5.3.3 Capacity Development and implementation of climate change programmes.....	68
5.3.4 Institutional factors and implementation of climate change programmes.....	69
5.4 Conclusion.....	69
5.5 Recommendations	70
5.5 Suggested Areas for further Research	71
REFERENCES	72
APPENDICES	77
Appendix i: Introduction Letter	77
Appendix ii: Questionnaire for Community Members.....	78
Appendix iii: Questionnaire for County and Sub-county officials.....	84
Appendix iv NACOSTI Research Permit.....	89
Appendix v Plagiarism Report.....	90

List of Tables

Table 4.1 Study responses by Gender	37
Table 4.2 Distribution of Respondents age	38
Table 4.3 Education Level	38
Table 4.4 Response of community members on influence of availability of funds on climate change programme implementation.....	39
Table 4.5 Response of Sub County and County officials on influence of availability of funds on climate change programme implementation.....	40
Table 4.6 Community Response on Funds availability and implementation of Climate Change Programmes	41
Table 4.7 Sub County and County Officials Response on Funds Availability and implementation of Climate Change Programmes	43
Table 4.8 Community response on influence of stakeholder engagement and participation on climate change programme implementation.....	44
Table 4. 9 Sub County and County officials Response on influence of Stakeholder engagement and participation on Climate Change Programme Implementation.....	45
Table 4. 10 Community Response on Stakeholder engagement and participation and implementation of Climate Change Programmes	46
Table 4. 11 Sub County and County Officials Response on Stakeholder engagement and participation and implementation of climate change programmes	48
Table 4. 12 Community response on Influence of capacity development on climate change programme implementation	49
Table 4. 13 Sub County and County officials Response on influence of capacity development on climate change programme implementation.....	50
Table4. 14 Community response on Capacity development and implementation of climate change programmes	51
Table 4.15 Sub County and County officials Response on Capacity development and implementation of climate change programmes	53
Table 4. 16 Community Response on Influence of institutional factors on climate change programme implementation	54

Table 4. 17 Response of Sub County and County officials on influence of Stakeholder engagement and participation on climate change programme implementation.....	55
Table 4.18 Community Response on Institutional factors and implementation of Climate Change Programmes	56
Table 4.19 Sub County and County officials response on institutional factors and implementation of climate change programmes	58
Table 4.20 Community Response on Implementation of climate change programmes managed by NGOs	60
Table 4. 21 Sub County and County Response on Implementation of climate change programmes managed by NGOs	61

List of Figures

Figure 1 Conceptual Framework.....	26
------------------------------------	----

ABBREVIATIONS AND ACRONYMS

ADB	Africa Development Bank
ALP	Adaptation Learning Programme
APAN	Asia Pacific Adaptation Network
CAP	Community Action Planning
CIDP	County Integrated Development Fund
FAO	Food and Agriculture Organization
GCF	Green Climate Fund
KII	Key Informant Interview
NACOSTI	National Commission for Science, technology and Innovation
NAP	National Adaptation Plan
NCCAP	National Climate Change Action Planning
NGO	Non-Governmental organization
PMI	Programme Management Institute
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Environment, Social and Cultural organization

ABSTRACT

Climate change is considered one of the greatest threats to sustainable development. Non-governmental organizations play a crucial role in sustainable development and poverty alleviation through funding, direct and indirect implementation of climate change programmes. Implementation of climate change programmes depends on several factors for the delivery of targeted objectives and intended impacts. The purpose of this study was to investigate the factors that influence implementation of climate change programmes, a case of Mbeere North, Embu County. The specific objectives of the research were to determine how availability of funds, establish how stakeholder engagement and participation influence implementation, determine how capacity development influence implementation of climate change programmes and finally find out how institutional factors influence implementation of climate change programmes managed by NGOs in Embu County. The study employed a descriptive survey research design... The study targeted 70 community members in Mbeere North Sub county, Evurore ward, Kamarandi location and eight sub county and county officials working in Mbeere North Sub county and Embu county respectively. Yamane (1967) formula was used in determining the sample size while purposive sampling was used in determining the target population. Data was collected through use of questionnaires which consisted of open ended, structured and unstructured questionnaires. Data analysis was done through entering the responses into various categories using Statistical Package for Social Sciences, as such quantitative data was analyzed through descriptive analysis techniques to show frequencies and percentages. The study found out that capacity development influenced implementation of climate change programmes most with 53(75.7%), followed by availability of funds 47(67.1%), then institutional factors 41(58.6%) and stakeholder engagement and participation 41(58.6%). Based on the Correlation analysis, there is a strong positive relationship ($r=0.761$) between availability of funds and implementation of climate change programmes. The study found the relationship to be statistically significant at 5% level ($p=0.003$, <0.05). The result also shows that there is a strong positive correlation ($r=0.501$) between stakeholder engagement and implementation of climate change programmes, the study found the relationship to be statistically significant at 5% level ($p=0.023$, <0.05). There was a positive relationship ($r=0.676$) between capacity development and implementation of climate change programmes. The study also indicates there was a positive relationship ($r=0.648$) between institutional factors and implementation of climate change programmes. This implies that capacity development plays a key role in implementation of climate change programmes managed by Non-Governmental Organizations. Capacity development of all stakeholders to be involved in programme implementation is important to ensure complete understanding of interventions being proposed and for common understanding of programme goals and deliverables of intended objectives. Institutions are important to manage politics and foster trust between implementing organization and stakeholders. Institutions are custodians of communities and no programme can be successful implemented without proper consultations with all institutions to be involved in programme implementation. Funding is very important in programme implementation to ensure successful execution of programme activities. Stakeholder engagement and participation is a must in programme implementation to manage community expectations and foster mutual understanding and harmony between different stakeholders as they each have a role to play to ensure successful programme implementation. Stakeholders engagement and participation reduces duplication of interventions being proposed to be carried out and ensures ownership of the programme to be implemented.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Globally, Non-Governmental organizations play a critical role in addressing climate change impacts by implementation of climate change programmes in partnership with international development organizations who mostly are the donors for the implementation of programmes. Most programmes and performance of projects are targeted at the local level where most rural population live and they are the hardest hit by the negative impacts of climate change hence need to build their resilience to shocks and stresses emanating from climate change and build their adaptive capacity to deal with climate change. Implementation of climate change programs require a lot of understanding of real needs and issues of target beneficiaries so that intended objectives can be achieved, and impacts felt.

Strong scientific evidence now indicates that since the pre-industrial period, the earth's climate system has changed, and that these shifts are due, at least in part, to human activities. Increasingly, climate change is becoming a concern for all of society, impacting defense, health, agriculture, nature, and many other sectors. Both adaptation and mitigation initiatives and the introduction of climate change programmes, which are primarily operated by non-governmental organizations, are part of a successful plan to reduce the risks of climate change.

Climate change is a complex issue that has an impact on several issues, including poverty, economic development, population growth, sustainable development and resource management. Hence, the solutions come from all fields and disciplines of research and development. It is important to reorient our technologies, our sciences, our finances and, above all, our mentalities, to transform our economies and ensure a sustainable future for all (UNESCO, 2017)

The biennial Asia Pacific Climate Change Adaptation Forum, a flagship activity of Asia Pacific Adaptation Network is the largest gathering of adaptation practitioners in Asia and the Pacific that

draws over 500 participants who meet to exchange knowledge, expertise and experience on adaptation, forge new initiatives and build partnerships. It also focuses on mainstreaming adaptation to climate change into Development planning. Asia Pacific Adaptation Network also arranges sub-regional annual conferences and several training workshops through its partners (UNEP, 2019).

With support and funding from the Green Climate Fund (GCF), the Global Environment Facility and other vertical funds, a new wave of climate adaptation programmes are being implemented across the African continent, building on, replicating and scaling-up climate measures that have been tried and tested. An increasing network of National Adaptation Plans (NAPs) projects with average financing of around US\$ 3 million (currently approved for the Democratic Republic of the Congo, Liberia and Niger) is included in the latest Green Climate Fund-financed adaptation projects in Africa. Projects in the National Adaptation Plans promote the planning-level mainstreaming of adaptation, providing the basis for integrated approaches that incorporate program and planning process advances (UNDP 2015).

In addition to the National Adaptation Plans, more large-scale projects funded by the Green Climate Fund have been approved in Malawi, Uganda and Zambia to scale up adaptation initiatives. The 'development of Sustainable Communities, Wetland Environments and Associated Catchments in Uganda' program supports the Government of Uganda in the management of significant wetlands affected by climate change (UNDP, 2015).

Climate variability has been considered to be posing the greatest threat to agriculture and food security in many of the resource poor and agriculturally based economy countries in Africa. It is one of the most important challenges facing African countries, due to their geographic exposure, low income, and greater reliance on climate-sensitive sectors such as weak capacity to adapt to the changing climate. The impacts have affected many economic sectors including but not limited to agriculture, tourism, hydropower generation, environment, health as well as livestock. Kenya's dependency on rain fed agriculture has made it to be adversely affected by climate variability and change which directly affects crop and livestock yields. This contributes to significant economic costs due to periodic floods and droughts that in turn leads to major macro-economic costs and reduced economic growth (FAO, 2018).

Kenya bears the brunt of climate fluctuations and transition, as other African countries, and thus requires a concerted strategy to resolve relevant vulnerabilities and threats. Adaptation and resilience remain a priority for Kenya, and indeed Africa, to respond to climate change. The 15th African Ministerial Conference on the Environment (AMCEN) reiterated this by calling for a global adaptation target in the build-up to the Paris Agreement of December 2015 that takes account of adaptation needs and related costs, including funding for developing countries, while acknowledging the need to increase adaptation investment in developing countries and ambitious globalization. AMCEN proposed that investment in building resilience, including as an integral part of national development planning, should continue to be a top funding priority. Kenya's approach to mainstreaming climate adaptation in national and county (sub-national) growth planning (NCCAP 2018-2022) resonates well with this. A big challenge to the socio-economic well-being of Kenya is climate change. Indeed, climate change has the potential to reverse the development progress made over the years, challenging the achievement of Vision 2030 and the Big Four Agenda of the government. Due to the adverse socio-economic impacts associated with climate change and the ever-growing vulnerabilities of various industries, the introduction of climate change programs is a priority for the nation. In view of a changing world with negative economic, social and environmental effects, sustainable development is difficult to achieve, meaning that adaptation and development goals need to balance each other. In order to strengthen long-term resilience and create adaptive capacity, Kenya's recommended approach to addressing climate change is to incorporate climate change measures into growth planning, budgeting and implementation of climate change programs.

Embu County relies heavily on the agriculture sector, both as the main source of food and nutrition and as the backbone of the economy. Embu County has four Sub Counties mainly Manyatta, Runyenjes, Mbeere North and Mbeere South. The vast majority of the population (70 percent) derives their livelihood from the cultivation of crops and the holding of livestock. Maize (61-100 percent of farmers), followed by dairy cattle (41-60 percent) and banana and beans (21-40 percent), which contribute to both household food and livelihood security, are the main value chain commodities produced by most farmers. An approximate 20 percent of households are considered food insecure, despite the importance of agriculture. Food insecurity rises between the months of April and June, when harvested stocks have been depleted. This is mainly observed in Mbeere

North and South in the hot and dry semi-arid lower areas. A combination of factors, including climatic conditions, extreme weather and climate shocks, natural resource management and access to adequate inputs, are linked to food insecurity. Just 5 percent of the county is irrigated and there is great potential to increase the irrigated area by water harvesting and storage in ponds and pans. Farmers in Embu are particularly vulnerable to climate shocks and changes through dependence on rain-fed agriculture. Historical data show that the county's frequent threats are both dry spells and heavy precipitation. Dry spells average about 65 consecutive days of moisture stress during the second rainy season. In both seasons, extreme precipitation and flood risks are very high on average (Climate risk profile for Embu County).

Embu County is also experiencing climate change and its impacts can be felt across various sectors such as agriculture, water, livestock and trade. Mbeere North and Mbeere South Sub-counties, in Embu County are areas where communities living in these two sub Counties are facing challenges of water access and soil erosion due to drought and floods that have recently become frequent due to climate change. The area is also characterized by high poverty rates and vulnerability to climate change impacts is posing major challenges for local small holder farmers and livestock keepers who make up around 70% of Embu County's overall population (ALP, 2017).

Non-Governmental organizations have really grown in numbers in the recent past. Their work include promotion of social or political change locally or even internationally in a broad scale and some of their activities are human rights work, advocacy, environmental or social work that aims for positive change in the society. They play an important role in improving communities, promoting citizen participation and developing society. Non-governmental organizations (NGOs) have played an important role in advocating for sustainable development especially at the International level. They have been key drivers through their campaigning groups in pushing for governmental negotiations ranging from elimination of slavery to regulation of hazardous wastes and global ban on land mines. Non-governmental organizations (NGOs) play an important role in developing countries economic development. They take numerable actions in societal development through provision of services to vulnerable members of communities through welfare works for community development, sustainable development, assistance in national disasters and popular movements (Roy, Al Raquib & Sarker 2017).

Embu county has had several NGOs working in the area to promote various activities in the four different Sub Counties. Mbeere North Sub County, which is semi-arid has had several NGOs implementing various activities both in the past and at present. Care International has in the past implemented a climate change programme called Adaptation Learning Programme in Evurore ward to increase the capacity of communities to deal with impacts of climate change by building their resilience to climate change through community adaptation action plans. Plan International has also worked in Mbeere North to advance children rights and equality for girls through promotion of education. Trocare International, works together with Catholic Parish in Mbeere North to support communities with irrigation water and through a livelihood project for vulnerable members of community. Compassion International also working in Mbeere North supports women, men and youth groups with irrigation water when they write proposals for assistance.

Implementation of climate change programmes by non-governmental organizations has been faced by several challenges sometimes leading to delay of program implementation hence intended objectives not being met. Despite this problem, little or no study has been done to establish factors that influence implementation of climate change programs in Embu County.

1.2 Statement of the problem

Implementation of any projects and programmes depends on several factors ranging from the implementing organization to the target beneficiaries. Successful implementation of programmes globally to locally depends largely on availability of resources and understanding of real needs that should be addressed so that intended objectives can be met and impacts achieved. Globally, Non-governmental organizations are engaged in a wide spectrum of non-profit activities. The focus of NGOs can vary from humanitarian and rural development to funding for local start-ups and businesses.

Kamarandi location in Evurore ward, Mbeere North Sub County has Over the last couple of years, communities have reported that there has been clear visible signs of climate change in the last 5 years. Weather patterns have changed to worse. Drought periods have increased while the rainfall seasons have reduced. The long rains that used to run from April to July now lasts from April to

May, while October rains have reduced by 3 months but with heavy downpours that lead to destruction of property such as crops. Windstorms have become stronger leading to destruction of property such as houses by blowing off the roofs. The main economic activities of this area are crop and livestock production. These are activities that directly depend on the climate conditions. The changes in climate change have negatively impacted on the wellbeing of the communities. Crop production has reduced due to droughts with some crop varieties not getting planted as often as before such as beans and pigeon peas. Lack of water and livestock pasture have dried leading to death of livestock. Drying of the water sources has also subjected women to walking long distances to looking for water. Communities have resorted to other livelihood options which if not managed well, may worsen their overall well-being. It was reported that charcoal burning has become one of the fast cash activities and has already led to destruction of the environment through tree cutting. This has contributed to increased soil erosion during rains and increased windstorms. It was also reported that conflicts are arising as some community's members steal trees from other farms to burn charcoal. Sand harvesting has also contributed to drying of rivers. As a coping strategy, some households destock their livestock for fear of death. As much as this is reasonable, it has caused huge losses to farmers because they sell at very cheap prices, (ALP, 2017).

Implementation of climate change programs by Non-governmental organizations has lately been faced by several challenges, and in the process intended objectives and impacts are not achieved, despite the fact the programs consume a lot of funds from donors. Climate change issues are real and affecting millions of people worldwide hence threatening livelihoods and negatively impacting on food security that is the basic minimal for human survival.

According to the Embu Climate risk profile, experts educated on climate related problems in Embu County are few and in short supply, there is need to harmonize cooperation between various departments and institutions in Embu County so as to avoid redundancies and duplication of roles in addressing climate change problems and building resilience to climate change. There is also urgency especially when it comes to provision of extension services especially to the rural community so as to educate and empower them to reduce their vulnerability to climate change and its impacts.

Despite this problem, no or little study has been conducted to establish determinants of implementation of climate change programs managed by NGOs in Kenya, a case of Mbeere-North, Embu County.

1.3 Purpose of the study

The purpose of this research was to investigate factors influencing implementation of climate change programmes managed by Non-Governmental organizations in Kenya; a case of Mbeere North, Embu County. The objectives of the research included availability of funds, stakeholder engagement and participation, capacity development and institutional factors as the dependent variables while the independent variable was implementation of climate change programs managed by Non-governmental organizations in Kenya.

1.4 Objectives of the study

The study was guided by the following objectives:

1. To determine how availability of funds influence implementation of climate change programmes.
2. To establish how stakeholder engagement and participation influence implementation of climate change programmes.
3. To determine how capacity development influence implementation of climate change programmes.
4. To find out how institutional factors influence implementation of climate change programmes.

1.5 Research Questions

The study was guided by the following research questions.

1. How does availability of funds determine implementation of climate change programmes?
2. How does stakeholder engagement and participation influence implementation of climate change programmes?
3. What is the influence of capacity development on the implementation of climate change program managed by Non-Governmental organizations?
4. How do institutional factors determine implementation of climate change programmes?

1.6 Significance of the study

The findings of this study will be useful to policy makers, who may find the need of coming up with appropriate and clear policies to guide implementation of climate change programs in Kenya. The study was also of importance to development practitioners such as the County Government, national government, bilateral and multi-lateral development partners of Kenya who fund climate change programs in the sense it has brought out factors that determine implementation of climate change programs which has a long way to assist the country in achieving sustainable development goals and Vision 2030. The researcher hoped the findings of this study was to open new areas for further research especially in the areas of implementation of climate change programs and also hoped it contributed to literature and knowledge in the concept of climate change and sustainable development and serve as a source for further research for academics, students and development practitioners.

1.7 Delimitations of the study

This research involved residents of Embu County and was restricted to Mbeere North Sub-County, Evurore ward, Kamarandi location to allow for in-depth investigation. This is because of the researcher's familiarity with the area and due to time, financial and logistical constraints. The study was also restricted to the following variables; availability of funds, Capacity development, stakeholder engagement and participation, and institutional factors as the Independent Variable and implementation of climate change program as the dependent variable.

1.8 Limitations of the study

Most of the areas in Mbeere North are not accessible due to poor road network. Some areas have no clearly defined roads and people mostly use motor bikes which if it rains, it is a challenge accessing the area. The location is also far from Embu.

The other challenge is that in the sample population, some of the respondents thought the research was to benefit them financially. This concern was mitigated by obtaining a formal written letter from the University of Nairobi explaining the reason for the research. The researcher also faced the issue of time and logistics of accessing respondents thus a research assistant was hired.

1.9 Basic assumptions of the study

The study's main assumptions were that the sample respondents chosen for the study accurately represented the entire population, the methods used were accurate (Questionnaire), Key Informant Interviews (KII) and assessed desired constructs, and all respondents honestly and truthfully answered the research questions.

1.10 Definition of significant terms to be used in the study

Stakeholder Engagement: Engaging stakeholders means creating good communication lines between an organization and its different stakeholders and then maintaining a positive relationship with them. Stakeholders will have their say in this partnership and the organization should listen and respond.

Participation by project stakeholders means Sharing a common understanding and engagement in the project's decision-making process. Stakeholder involvement contributes to empowerment and shared ownership of the initiative. Ensures that actual needs and goals are expressed in the project plans.

Availability of funds: This is the amount of money that is available for immediate use to achieve an objective.

Capacity development: This is the process by which individuals, organizations and communities gain, enhance and sustain the capacity over time to set and achieve their own development goals.

Institutional factors: These are factors that pertain to processes in society. These include laws, norms, and routines that in a certain organization guide behaviour. Within an organisation, these processes may occur or the system can be part of the culture of a region.

Program implementation: This applies to how well a program or intervention proposed is put into effect and can accomplish its intended purpose

NGO: Non-political and not for profit organizations that promote the community's collection of causes in the public interest.

Climate Change: This is any substantial long-term change in the predicted average weather patterns over a substantial time for a region (or the entire Earth). Climate change is about abnormal changes in the climate and the effects on other areas of the World of these changes.

Climate Change Programme: It forms the center of climate change activities and the Program Strategy seeks to create and improve capacity at national and regional levels to address the impacts of climate change on both adaptation and mitigation.

1.11 Organization of the study

This study is comprised of Five chapters. Chapter One covers the background of the study, the problem statement, and the study's purpose. This was accompanied by the study objectives, research questions, the significance of this study, study limitations, study delimitations, the definition of important terms and the organization of the study. **Chapter two** includes a literature review from different sources to recognize the work of other scholars, their results and conclusions, and to recognize information gaps that form the basis of the study's goals and research questions. It also discusses the theoretical and conceptual framework. The research design, target population of the study, sample size and procedures for sampling are discussed in **chapter three**. This was accompanied by procedures for data collection, instruments for data collection, instrument reliability, methods for data analysis, ethical considerations, and ended with organizational definitions of variables. The results of data analysis, presentations of findings and interpretation of findings are discussed in **chapter four**. The summary of findings, discussions, conclusions and recommendations of the analysis are addressed in **Chapter five**. The suggested areas for further study and contribution to the body of knowledge are also in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains literature done by other scholars and researchers on the determinants of implementation of climate change programs managed by Non-governmental organizations in Embu County. It reviews literature that is related to general and specific objectives of the research. This chapter covers previous research and a key overview where literature on the basic objectives of the analysis is discussed. It also presents literature on the critical review of major issues, summary and gaps to be filled, theoretical and conceptual framework.

2.2 Climate change programmes

The Climate Change Programme relates to climate change activities, and the Program Strategy seeks to create and improve capacity at national, regional and global levels to address the impacts of climate change, both in terms of adaptation and mitigation. To promote an organized, cohesive and efficient response to global, regional and local challenges and opportunities posed by climate change, climate change programmes on climate change are being created. To ensure the incorporation of climate change issues into growth planning, budgeting and execution in all industries and at all levels of government, an overarching mainstreaming strategy has been adopted. Therefore, climate change initiatives seek to improve adaptive capacity and create resilience to climate change and variability, while pursuing a direction of low carbon growth (NCCAP, 2018-2022).

The global economy relies heavily on its natural resource base and is therefore highly vulnerable to climate instability and change. The sustainability of global growth is challenged by increasing temperatures and evolving rainfall patterns, resulting in an increased frequency and severity of severe weather events such as droughts and floods. In order to safeguard sustainable growth, governments around the world have developed climate change initiatives and policies to provide a consistent view of climate change policies and policies.

The Asia Pacific Adaptation Network (APAN) provides critical knowledge to government officials and key stakeholders in climate change adaptation preparation, finance and technology access, and capacity building to embed climate change adaptation into national development policies. The

APAN is managed through the Global Adaptation Network, one of the UN 's largest initiatives for climate adaptation. In order to collaborate and disseminate awareness of adaptation to climate change and meet on-the-ground needs of practitioners, APAN uses a collaborative approach as a 'network of network.' It establishes strong and sustainable human systems, ecosystems and economies in climate-resilient countries throughout the region (UNEP 2019).

In Africa, climate change programmes are now ongoing in a variety of areas. With support from donors such as the Global Environment Facility Least Developed Countries Fund, the Adaptation Fund and bilateral streams, African nations have made huge strides in piloting climate mitigation programs. Diversified agricultural incomes and better access to irrigation and climate-resilient seeds and planting methods are important in this work. In order to save lives and protect economic properties, it requires improved climate awareness and early warning systems and means stronger organizations with the planning, tools and technology they need to excel in the challenging task of reforming a continent and tackling the severe threats posed by a changing environment (UNDP, 2015).

In Africa, adaptation programs of the first generation were small-scale and mainly focused on investment and diversification of land, mainly through agricultural technologies and practices, with a mixed level of support for adaptive decision-making. Recent programming activities have centered on greater and more programmatic programs that tackle numerous entry points in the sector and promote productive use of partnerships. The realistic experience of the United Nations Development Program in assisting governments in the design of adaptation projects demonstrates that policymakers and communities want adaptation initiatives to minimize risk and produce growth in the context of a changing environment. In this sense, climate change resilience is required, but not sufficient. It is not good enough to restore or rebound to the baseline; adaptation should be a way of achieving a net gain. Therefore, adaptation programmes have been and continue to be critical priorities for building infrastructure rather than merely maintaining existing baselines, as well as policy measures to strengthen the sense of risk (UNDP, 2015).

The "Saving Lives and Preserving Agricultural Livelihoods in Malawi: Scaling Up the Use of Modernized Climate Information and Early Warning Systems" (M-Climes) program will assist the Government of Malawi in taking decisive action to save the lives of 3 million people and improve

livelihoods at climate risk. The project focuses on the technological and financial potential of Malawi, as well as the access obstacles to environment and weather information. These obstacles can be resolved by engaging in enhancing hydro-meteorological services for early warning and forecasting; designing and disseminating customized goods for different audiences (including smallholder farmers and fishermen); and enhancing group emergency management capability (UNDP 2015).

Strengthening the Climate Resilience of Agricultural livelihoods in “Zambia's Agro-Ecological Regions I and II program” aims to encourage increased market access and to facilitate the commercialization of agricultural crops that are resilient to climate change. The project will assist the Government of Zambia in the development of climate-resilient food security measures and the reduction of poverty for about 940,000 people. -disasters related.

It is evident from a number of experiences in climate change adaptation programming that the method of developing and implementing adaptation programmes is no different from that of designing and implementing good development projects. The introduction of a participatory approach to design and implementation, reflecting the fact that insecurity in the countries served is often a symptom of poverty and political and economic marginalization, is a key component of progress in both. What defines these measures as unique to climate change is the use of technology and strategies that predict and prepare for climate change. The adaptation steps that are applied will fall into the domain of improving asset-building and capacity growth for livelihoods, since what actually matters to people is the stability of a household in the context of today's environment.

Households also know the solutions to the impacts of climate change, but in the absence of technological, financial and institutional support, those solutions face high barriers to acceptance. There are three key factors contributing to achievable and sustained benefits for adaptation, according to (UNDP, 2015), which are the basis for establishing a set of guidelines for planning and implementing adaptation measures and programmes. These include approaches to collective management that operate vertically and horizontally within government and between government and non-state actors, thereby significantly putting the affected individuals at the core of the process of innovation. The second is sustainability-led programming that ensures that adaptation benefits resolve challenges to the replication of adaptation initiatives and ensures that promising adaptation

technologies are scaled up and, finally, capacity development is for policy design, programming, monitoring and evaluation among all key stakeholders within and outside government.

In Kenya, Wanja (2017) carried out a study on factors influencing performance of projects in NGOs funded by World Food Programme in Kenya. The study sought to find out how human resource factors, organizational culture, organizational leadership and resource allocation influence the performance of NGOs and found out that organizational leadership and resource allocation had a positive significant influence on performance of programmes. Further, Mwangi (2014) carried out a study to find out Factors influencing sustainability of Non-Governmental Organizations Community funded projects in Kenya. A case of Action Aid Funded Project in Makima Location, Embu County. The study sought to find out how community participation, capacity building of beneficiaries, utilization of locally available resources and monitoring and evaluation on sustainability of NGOs community funded projects and found out that all the independent variables have a positive influence on project sustainability.

2.3 Implementation of climate change programmes managed by Non-Governmental organizations

Implementation of the program or execution of the program can be described as a stage in which dreams and plans become reality. After assessing, determining, visioning, preparing, applying for funds and seeking a project's financial capital, this is the logical conclusion. This is the point at which all a project's goals are managed and the outcomes are shown whether they are visible or not visible (PMI, 2013).

According to World Bank (2014), Dividing a program into stages makes it possible to guide it in the best possible direction. The overall workload of a program is split into smaller components through this organization into stages, thereby making it easier to track. It must therefore provide a cycle or rather phases that are affected by external and internal variables in order for a program to be completely implemented. Therefore, for a programme to be fully implemented, it has to give to a cycle or rather stages that are influenced by external and internal factors. The factors determine the completion rates, the success and future of these projects. Bamberger (2010) has argued that for projects to be implemented and achieve their goals, they must consider a few factors that include: financial resources, human capital, time, the stakeholders and the environment. These

combined can be said to be determinants of programme implementation. The direction at which the programme takes depends on the community or stakeholders, the finances, the human labour, the natural climatic factors and the continuous monitoring and evaluation.

In Kenya , there are a number of climate change programmes being implemented by NGOs at local, community level to national level with funding from international donors like Global climate fund and in partnership with International development organizations like the United Nation development program (UNDP), United nations Environment programme(UNEP) among others. The aim of the climate change programmes is to build adaptive capacities of communities and governments by increasing their resilience to impacts of climate change and to deal with its related stresses and shocks. The programmes are developed to reduce vulnerability to climate change and increase adaptive capacity of people to cope with climate change. Some of the programmes are embedded by national government into its sectoral policies and plans both at county and national governments as climate change impacts cuts across many sectors such as agriculture, tourism, biodiversity, forestry and even economically. The climate change programmes being implemented and managed by Non-Governmental organizations are also sometimes specific to different counties and sub-counties addressing different objectives and needs. According to (Afaq, 2013) Implementation of programmes is considered good if its meets its technical specifications and if satisfaction is achieved among stakeholders as end users and programme team members.

Paul (2018) carried out a study to find out factors influencing sustainability of children homes programmes managed by Non-Governmental organizations in Kenya, A case of Mbeere South, Embu county. The objectives of the study were to find out how capacity development of NGOs, stakeholder engagement, resource mobilization and self-income generating projects influence sustainability of children homes programme managed by NGOs and found out that resource mobilization influenced sustainability of children homes programmes managed by NGOs the most, followed by stakeholder engagement, self-income projects and lastly capacity development.

2.4 Availability of funds and implementation of climate change programmes

Funding refers to providing economic resources, in the form of money, or other values such as effort or time, to finance a need, program, and project, by an organization or government. Funding

is used when a firm uses its internal treasury to satisfy its necessity for cash, while the term financing is used when the firms acquire funds from external sources.

Availability of funds refer to funds that can be borrowed from a brokerage company's margin account, where margin loans are still exceptional. For a programme to be successful there should be enough funds available to finance its completion. The availability of program funds is an important factor affecting the implementation of a project. Reports are an effective way to keep everyone updated, which is why managers should organize the schedule, prepare and control the schedule.

Financing is an essential component of the design and execution of programmes. The company must make a reasonable evaluation of both the budgetary conditions and the likely availability of funding when planning a program. In general, each project needs capital in terms of land and buildings, services, employees and, in some cases, foreign exchange. The bulk of the decisions surrounding the introduction of new projects are permanent in nature. It is not possible to bring resources working in one project into alternative usage. Management must ensure that the new initiative works into the organization's overall priorities when choosing new ventures. What the company is actually doing and what it plans to do in the future should be a great match. In the sense of the organization's administrative capacity, this will also be determined (FAO, 2010).

Large donor support is obtained for non-governmental organizations to finance their initiatives. In 2011, Kenya collected 537 million dollars in official humanitarian aid, according to Global Humanitarian Assistance (2011), making it the eight worldwide beneficiaries of aid and Kenyan NGOs received over US\$ 95 million for their projects in 2011. Kenyan NGOs, however, face difficulties with the disbursement of funds, causing project execution to be delayed. The delay in the disbursement of donor funds is inherent in the procedures for disbursement that most NGOs struggle to comply with.

The execution of programmes can be influenced in many different ways by finance as a resource. Because of the role they play in the acquisition of other resources, financial resources are very important in the successful implementation of programs of any kind. This makes every program 's performance highly affected by how these services are used and handled. This is because, like

other tools, the availability of funds is small, so if they are not properly used, it may be difficult to achieve project goals and objectives. In the successful management of financial resources in a project, various strategies are used.

There are often many tasks as well as services within a program that need funding for them to be performed or acquired. As a consequence, there are many financial needs in any given program, which can differ in terms of significance and organization. Since financial resources are restricted in availability, like any other form of resource, needs need to be prioritized in order to determine the one to satisfy first and others that can wait to be fulfilled at a later date. With financial preparation, prioritization of financial needs goes hand-in - hand. Westland (2007) suggests that it should be presumed, when conducting the financial planning process, that the delivery dates of the project will not change during the project, that the per-unit costs will not change substantially and that the indicated funds will be available as needed. This will make it accurate to prioritize the criteria performed during preparation so that the financial plan obtained is successful in promoting the project's progress (Mbaria, 2014).

2.5 Stakeholders engagement and participation and implementation of climate change programmes

Engagement of stakeholders is a procedure through which people and groups come together in some way to connect, communicate, exchange information, provide input on a series of issues, problems or choices, and share decisions to one degree or another. There are two viewpoints with respect to the actors in the participation processes: the stakeholder, on the one hand, and the actor who initiates a participatory strategy, on the other.

According to Rotter, M. (2019), states that stakeholder participation in the development of adaptation policies may generate several advantages. Participatory mechanisms may serve as forums for the generation and transmission of problem-oriented information. A greater awareness of problems, possible solutions and alternative viewpoints can be encouraged by them. The participation of different individuals or groups will improve the consistency of decision-making as well as the acceptability and dedication of the solutions created. Participation in stakeholder forums can make it possible for participants to reflect on their own actions and can lead to changes in attitudes and behavior, particularly when dealing with complex issues such as sustainability or

climate change. In addition, participation can enhance the resources of stakeholders by growing knowledge, confidence, skills and cooperation.

According to (Jetoo, S. 2019) Climate change is an international concern issue with local effects and its scope and varying sizes make it a prerequisite to take microscopic as well as macroscopic aspects into account, such as the presence of actors at various scales. It is an issue that involves all sectors of society, thus making collaboration across policy areas important. For instance, uncertainties and inadequate scientific evidence on the effectiveness of renewable make it necessary for all stakeholders, in particular indigenous stakeholders, to incorporate knowledge for a more in-depth understanding and workable solutions. The confusion surrounding ecological justice, who the victims are, who are the drivers of the issue and where resources should be distributed, makes it important to engage with a genuinely holistic approach by players at all levels, industries, and 'walks' of society. This would allow people who are influenced by and impacted by the issue to integrate various ways of seeing the world and different value assessments, thus improving the credibility of the decision-making process. Because climate change is inevitable and some harm cannot be reversed, a variety of expertise and experiments and the implementation of the precautionary principle are needed for preventive and proactive approaches.

Stakeholder engagement and participation is essential to the preparation and implementation of climate adaptation. "The ability to" promote the will, desire and means to participate in adaptive behavior is strengthened by greater involvement. A deeper understanding of stakeholder relationships within and across multiple organizational levels (international, national, and local) is important for understanding how adaptation processes can lead to transformative adaptation (Sherman & Ford 2014).

Failure to incorporate key stakeholders in the early stages of programme implementation will result in partners who cannot be relied upon and are considered undependable. Incorporating and engaging key stakeholders involved in the project will ensure full participation and ownership thus creating a culture of joint-critical thinking teamwork (World Bank, 2014). To ensure increased accountability and responsiveness among beneficiaries, participatory approaches must be

incorporated in project implementation. A clear communication strategy should be developed to ensure information is shared across all stakeholders (ECOSOC, 2016).

The programme beneficiaries are the end users of the programme including maintenance of the programme facility to ensure that it is sustainable and self-dependent. Thus, beneficiaries have a say in the programme implementation and management. Their needs and interests should be taken into consideration as they are the sole owners of the programme. This will enhance accountability among the beneficiaries (Tembo, 2013).

Actively engaging stakeholders is important in fostering co-operation and fostering positive participation. This ensures support from stakeholders. As part of stakeholder management, stakeholder expectations should be established and a commitment to ensure programme implementation by providing reports on the progress and ensure all programme teams are in the loop thus cementing the stakeholder relationship. These efforts fortify the idea of shared proprietorship for the task and ensures programme implementation success (Minow, 2015).

2.6 Capacity development and implementation of climate change programmes

Capacity development is the process by which persons and organizations acquire, strengthen and maintain the expertise, information, instruments, equipment and other resources required to perform their tasks responsibly. It enables people and organizations to operate at a higher capacity (larger scale, broader audience, greater effects, etc. .resource building in the community is a conceptual approach to social and behavioral change and contributes to the creation of infrastructure. It focuses on understanding the barriers to achieving the objectives that will help them to achieve sustainable results that impede individuals, international organizations, government and NGOs. Capacity-building in the Community also refers to improving the skills of individuals and groups, in small enterprises and local grassroots movements, with a view to achieving their objectives and to addressing unique problems that which cause exclusion. Capacity-building in the Community also refers to improving the skills of individuals and groups, in small enterprises and local grassroots movements, with a view to achieving their objectives and to addressing unique problems that which cause exclusion.

The implementation staff of NGOs involved in program implementation face complex implementation problems, according to the African Development Bank (ADB, 2013). Employees must have been thoroughly educated in up-to-date program management approaches and expected recipients must still need to be educated to fully understand the Climate Change Programme and how they will fully benefit from it in order to achieve the intended goals and outcomes. Effective program management capability enabled by efficient information technology-based systems is essential for these programmes. Many initiating and initiating organizations lack sufficient skills and knowledge in program management. This situation would affect the efficient allocation of funds and the successful tracking of program progress, which, in turn, would have a detrimental impact on program implementation. Providing specialized project management expertise to field workers and equipping them with advanced IT implementation skills would ensure more successful and timely execution, including early resolution of bid contract package claims and other contractual matters (ADB, 2013).

Community capacity building ensures the community takes charge of their own learning which effectively helps them address their own needs and agenda. Community capacity building has many tasks, such as the identification of communications, the enhancement of volunteer recruitment, the creation of a succession leadership plan and the importance of engaging the community from the beginning of the implementation of the program in order to succeed and make them feel more engaged. According to World Bank 2011, for a programme to be successful, to achieve sustainable development, strengthening capacity development for implementing organizations and beneficiaries is core and very important.

According to Linnell, 2003, Building the capability of the employee enables the organization's ability to be strengthened. Strengthening organizations individually strengthens both organizations' capacity to work together for the common good. Finally, people operating in stronger organizations are contributing to an enriched society and to better citizens' lives. Capacity, capacity building, and both organizational and community performance are distinct in this sense, but they are also quite related to each other (Linnell, 2003). It is challenging work to develop the capacity of individuals, organizations, community-based alliances and collaborations, and of the community in general. It usually includes training and education in a wide range of

fields as a process, and is intended to develop expertise, knowledge, and abilities at different levels. In several cases, the focus of capacity building targets the organizational climate, and in recent years, a great deal of attention within capacity building circles has been focusing on enhancing the capacity of non-profit organizations because of their essential position and position within and in relation to community vitality.

2.7 Institutional factors and implementation of climate change programmes

Institutional factors are the rules, norms, policies, regulations and routines that guide the processes and behaviour of an organization. In programme implementation, most organizations adopt different approaches towards realization of goals and objectives to be achieved out of programmes implementation. However, complex bureaucratic systems adopted have been shunned open owing to inefficiency, slow decision-making processes, poor co-ordination and management of programme activities. In general, when the systems don't work as expected, an absence of co-ordination is most likely the main driver of programme disruptions and failures. For programme implementation, it is necessary that the institution (NGO) makes structural changes towards ensuring that a simple hierarchy of management is adopted to ensure smooth decision making, efficiency and problem solving (Banerjee, et al 2010). For smooth implementation, Government involvement may be necessary, but care should be exercised in ensuring politics do not take centre stage as an agenda thus disrupting the programme (Freeman, 2014). Programme managers should be equipped with necessary skills and training to carry out their role and responsibilities. This is because they oversee delivering of programme on time and ensuring quality standards are met. Programme managers should be appointed on merit and skills (Gran's 2013). The programme managers should be empowered to make decisions in their line of duty while effectively delegating other responsibilities to their counterpart's programme staff. Continuous training of programme team best practises is essential as it is necessary in navigating complexities and risks associated with the programme implementation.

One of the variables assumed to play an important role in the execution of initiatives carried out by different organizations is the management style of managers. The style of management is assumed to impact decision-making during program management and execution of the program. The type of decisions that are taken in the programme are decided by the decision-making in the

programme. Such options boost either the program's strategic performance or the program's technical performance (Priemus, Flyvbjerg, & Wee, 2008). Strategic success and technical performance indicate the efficacy of the programme, especially if it is effectively implemented.

A communication strategy that incorporates all stakeholders involved in programme implementation is important as raising levels of awareness that increases responsiveness. In decision making within an organization or a programme, communication is important. Communication is concerned with the flow of knowledge within an organization or within a program from one group to another and it can be either formal or informal. This ensures that individuals who have the power to make decisions in an organization or program are always aware to allow them to make good decisions that can assist in the successful operation of the organization's program activities. According to Anderson, Nilson, & Rhodes (2009), the attributes of effective communication include communication planning, communication tools and techniques, communication strategy, and communication language. Such communication relates to the transmission of information from one party to another and can enable specific and highly reliable information to be transmitted from one party to another in a timely manner to facilitate decision-making. This indicates that contact, irrespective of the context in which the project is implemented, will have a great effect on the execution of the projects.

Wasike (2012) argues that the poor description of roles and responsibilities among technical staff is a problem in many companies or governments. Everyone must know not just what their own tasks and obligations are, but also what the other players are doing or not doing if a program is to function effectively. If roles and duties are ambiguous, individuals will be less productive and responsible and will become irritated, and tasks will fall through the cracks. The outcome of linking the implementing NGO with formal government institutions is positive. However, to reap full benefits from this partnership requires full commitment of the authorities involved. Through this partnership, government can also support rural communities in programme implementation by additional funds from the government hence financial support from the government is channeled to support initiatives and development interventions. Therefore, it is important to recruit the right programme stakeholders who will ensure its success and act in authority to make important decisions pertaining to the programme (Minow, 2015).

Stakeholders selected should have a moral philosophy conducting themselves in an ethical way and visionary in nature and thus able to solve problems and make logical conclusions. Their own personal needs should come last to their mandate in programme implementation. Politics in institutions will always have a role in the outcome of the programme hence it is therefore necessary to continuously engage programme team and stakeholders to provide moral support and ensure programme activities are implemented (Jahawar& McLaughlin, 2001).

2.8 Theoretical framework

This study was guided by two theories. This included Community Action planning theory and implementation theory.

Theory Community action planning Hamdi and Goethert (1997) created it. This principle empowers communities to plan, adopt and manage their own programs for growth. Community Action Planning Theory Participatory, community-based, issue-driven, and fast. Public engagement is at the center of the CAP and its emphasis is on building coalitions and alliances, so participation happens when individuals and groups are assured that collaborations will benefit their interests rather than without them. The theory is significant to this study because it sets out a clear concept of effective community or organizational involvement in development projects, especially the implementation of programs in communities where communities are stakeholders that ensure the successful implementation of climate change programmes. The model focuses on who and at what level is active in organization-based growth initiatives. Effective development strategies should visibly reflect the individuals or workers involved, and because it is difficult to handle all stakeholders in the execution of the program, it is often good to devise a policy that will guarantee equal representation for everybody.

The theory of Community Action Planning continues to urge that neighborhoods and associations should be responsible, along with their organizations, for the implementation of programs or initiatives and for the maintenance of development programs and projects in their environment. Community Action Planning describes why, as community members know their issues better than any other outside institution or government, households of a neighborhood must be made to engage in any improvement initiative or program in their area. Therefore, providing their feedback and

letting them help determine the timeline and design of the implementation of the project gives a sense of control and achievement (World Bank, 2016).

Implementation theory also referred to as mechanism theory was developed in the nineteenth centuries by Robert Owen and Charles Fourier to solve the implementation problem. Given the goal of any programme, the implementation process should be designed in such a manner that its predicted outcomes should coincide with the desirable performance (Corchon, 2008). However, Maskin and Sj'str6m (2002), indicated that the development of implementation theory was to address the failure of programme and project implementation process to meet equilibrium performances that satisfy a given criterion. The theory gives a mechanism or process that would drive the project to achieve performance. Critique by Maskin (1999), highlights four limitations of implementation theory to include lack of strategy equilibrium, solution concepts, choice rules and design mechanisms. To overcome this limitation in implementation theory were contributions of several people to come up with mechanisms where Kakhbod (2013), indicated implementation theory to provide a mechanism where resources are allocated among programme stakeholders. The problem of dispersed and privately held allocation among programme stakeholders was solved by Maskin and Sj'str6m(2002), where they indicated implementation theory to consist of two components mainly mechanism and allocation rule in resources. Baliga& Sjostrom (2007), posited that implementation theory comes up with a procedure which brings about performance of projects. Following the argument, it has been identified that for implementation theory to influence performance of programmes, it should have mechanisms with procedures, allocation rule and stakeholders. Allocation rule comes in during resources mobilization. It is concluded that implementation theory guides programme implementation process where it forms implementation mechanism which includes conceptual tools, allocation rule and social optimality and all this needs programme stakeholders to achieve performance of successful programme implementation hence relevant to this study as it sets determinants of programme implementation.

Conceptual tools guide the planning of programmes; allocation rule is used in resource mobilization whereas goal optimality is used in performance of programmes hence all this influence programme implementation.

2.9 Conceptual framework

In this conceptual framework, some of the aspects that determine implementation of climate change programmes at community level include availability of funds, stakeholder engagement and participation, capacity development of the beneficiaries, institutional factors as the independent variable while implementation of climate change programmes managed by Non-Governmental organizations as the dependent variable.

Figure 1 Conceptual Framework

Independent Variables

Availability of funds

- Enough funds
- Transparency and accountability of funds
- Sustainability of funds

Stakeholder engagement and participation

- Community participation
- Involvement in decision making
- Inclusivity in dialogue
- Beneficiary ownership and participation

Capacity development

- Continuous training to beneficiaries
- Technical skills and knowledge
- Specialized skills

Institutional factors of implementing Non-governmental organization

- Power distribution
- Communication
- Leadership of organization
- Implementation structure

Intervening Variable

Government policy

- NCCAP 2018_2022
- Climate change ACT

Dependent Variable

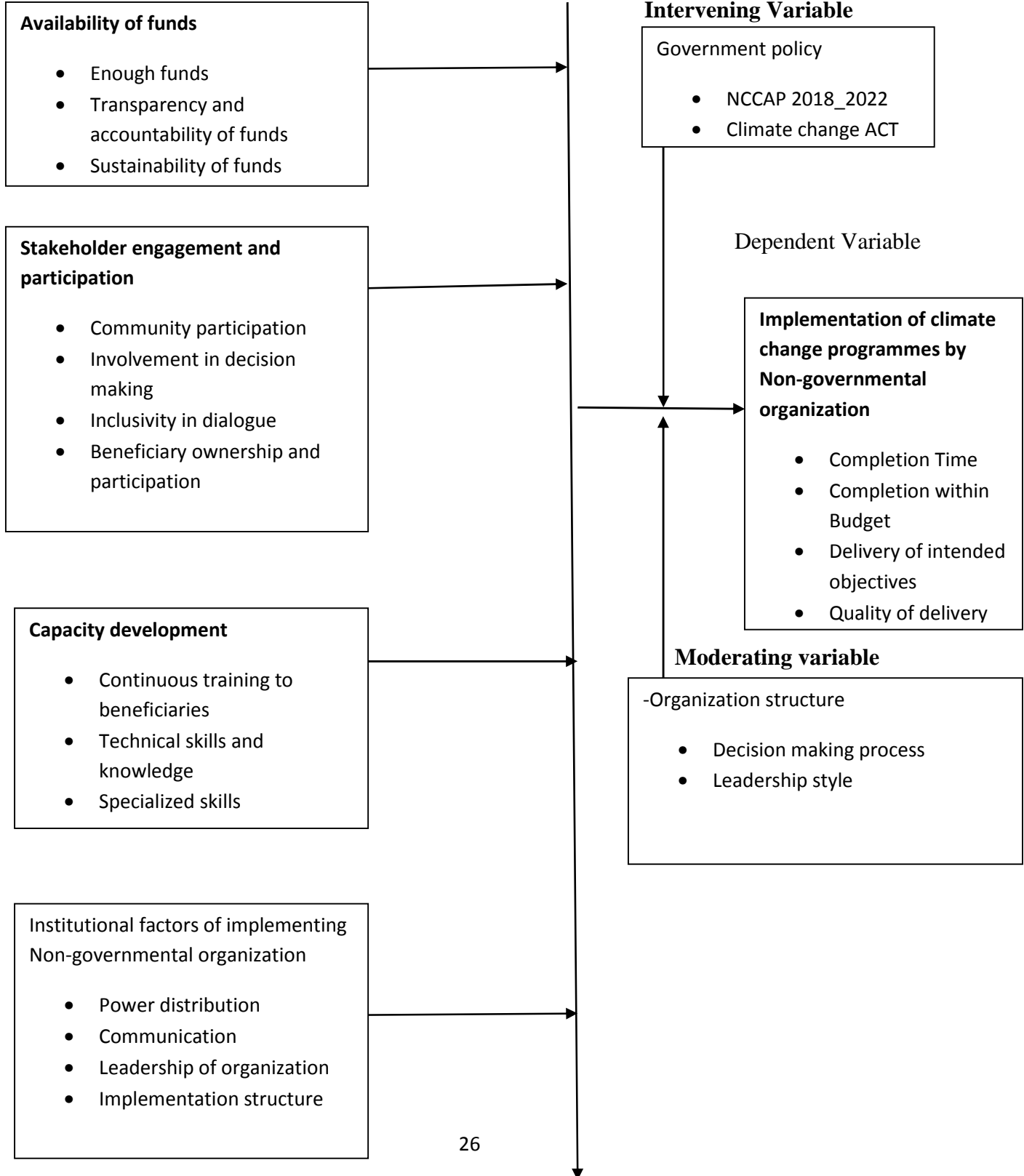
Implementation of climate change programmes by Non-governmental organization

- Completion Time
- Completion within Budget
- Delivery of intended objectives
- Quality of delivery

Moderating variable

-Organization structure

- Decision making process
- Leadership style



Research Gap

Findings from the literature review and gaps are identified in the table below:

Objectives	Researcher	Focus	Finding	Knowledge gap
Objective 1: To determine how availability of funds determine implementation of climate change program in Embu County	Wanja, P. (2017)	Factors affecting performance of projects in Non-governmental organizations funded by World Food Programme	Resource allocation policies in terms of finances determine the resources amounts received by various tasks in projects	Focused only on resource policies affecting availability of funds for projects but left out other factors related to financial resources that affect programme implementation that will be addressed by the current research.
Objective 2: To establish how stakeholder engagement and participation influence implementation of climate change program in Embu County	Bamberg er, M. (2010)	The role of community participation in development planning and project management	Stakeholders have a major role that can solve a number of problems that could hinder programme implementation	The study focused on projects run by NGOs but only on community beneficiaries as the only stakeholders. The current study shall address roles of different stakeholders and how the influence programme implementation in their different capacities and why it is important to have different stakeholders as all of them have a role to play to ensure successful program implementation
Objective 2: To establish how stakeholder engagement and participation influence implementation of climate	Blair, H. (2016)	Participation and accountability at the periphery: democratic local governance in six countries	Beneficiary ownership and participation can be achieved through stakeholder's participation and it influences programme implementation	The study failed to link the stakeholders influence on programme implementation and the extent to which beneficiary ownership can influence programmes. The research focused on

change program in Embu County				local governments that have different structural and organizational functions compared to NGOs. The study will show how beneficiary ownership influence programme implementation.
Objective 3: To determine how capacity development influence implementation of climate change program in Embu County	Gareis, R. (2005)	Process and Projects: Manz, Vienna	Capacity development of implementing nongovernmental organization is the most important when it comes to implementation of climate change programme	The study focused only on capacity development of implementing nongovernmental organization as the most important dimension leaving aside capacity development of stakeholders is equally important for successful programme implementation in terms of building up their skills and technical capacity to understand the program and fully own it for successful implementation hence the current study will address the gap.
Objective 4: To find out how institutional factors influence implementation of climate change program in Embu County.	Chekki, D.(ed) (2013)	Participatory democracy in action: international profiles of community development	Power distribution in organizations influences their democracy and performance	The study has shown that power sharing is the only issue influencing performance of organizations in community development. However, other factors like organizational structure and internal processes of an organization influence performance of organizations in community development hence programme implementation that is going to be addressed by current study.

2.11 Summary of Literature

This chapter has discussed the determinants of programme implementation managed by Non-Governmental organizations by giving the concept of programme implementation and its determinants. It has given the two theories used to guide the study and has concluded with the conceptual framework.

Funding of programme implementation comes from various sources and availability of funds is a key determinant for programme implementation. Stakeholders are important in programme implementation as they support the programme in delivery of its objectives. Stakeholder participation and ownership is an important factor in programme implementation as it instills a sense of ownership and responsibility hence the programme is able to accomplish more with minimal interference. Further, stakeholder participation is viewed as a means of creating local awareness and tool for mobilizing local actors thus creating awareness and sense of responsibility in management of programme activities and resources. The programme beneficiaries are the end users of programme including maintenance of program facility to ensure it is sustainable and self-independent.

Capacity development for programme staff, stakeholders and beneficiaries is important for total understanding of programme for it to achieve its deliverables and to avoid complexities that may arise during programme implementation. Institutional factors also have a contribution in the execution of programme implementation thus it is important to have an effective communication strategy between institutions involved in programme implementation be it the implementing Non-Governmental organization or local institutions and various stakeholders involved to promote mutual understanding, commitment and co-operation for successful programme implementation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1: Introduction

This chapter includes the research methodologies which were used in conducting this research. Pertinent sections include the research design, target population, sample design/ size, sampling procedure, methods of data collection and analysis, instruments validity and reliability.

3.2 Research design

Research design is a structured strategy for the study of a scientific problem. It refers to the overall approach that coherently and objectively combines the multiple components of the analysis (Gakuu, Kidombo & Keiyoro 2018). A descriptive survey research design was used in this research. The goal of the descriptive study hence is to explain relevant aspects of the phenomena of interest from an individual, organizational, industry oriented or any other perspective (Best and Kahn, 2007). This research obtained data and described the views of the respondents in regard to determinants of implementation of climate change programmes managed by Non-Governmental organizations in Kenya, a case of Mbeere North Sub-County, Embu County.

Orodho (2003) argues that in preliminary and explanatory studies, descriptive survey study designs are used to enable researchers to collect and summarize present information and interpret data for clarification purposes. The researcher would be able to obtain the most up-to - date information from the respondents, thereby providing reliable and deeper results that, when examined, helped to make observations and, consequently, to draw important conclusions. It was also suitable for the target demographic and location, while taking into account the limited time and financial resources.

3.3 Target population

This research wished to analyse determinants of implementation of climate change programmes managed by Non-Governmental organizations in Kenya: The case of Kamarandi Location, Evurore ward, Mbeere-north Sub-County, Embu County. The study population included residents of Mbeere North Sub-county, Kamarandi location, Evurore ward, Mbeere North Sub-county

officials working in the ministry of agriculture and livestock, and Embu County officials working in the Ministry of Agriculture and Livestock. The target population for Mbeere North Sub County community members was 108,881 from (Kenya National Bureau of Statistics Census 2019).

Table 3.1: Target population for County and Sub County officials under Department of agriculture and Livestock

Categories	Target population
Sub-County agriculture and livestock officials Mbeere North, Evurore ward	5
Agriculture and livestock officials Embu County	8
TOTAL	13

Source. Department of Agriculture and Livestock, Embu County Government.

3.4 Sample size and sampling technique

A sample is referred to as portion of a large population chosen as a representative for analysis in the study. For this research, purposive sampling was used as the most suitable of the non-probability sampling techniques. It is because the researcher could find people that were willing to provide information by virtue of knowledge (Bernard 2002, Lewis & Sheppard 2006). This was also appropriate for this research as it encompasses the various categories targeted for the study that had the relevant details in relation to the objectives outlined.

The study sample size of community members was arrived at using Taro Yamane sample size formula(Yamane, 1967). Yamane sample size formula is ideal for determining units where there is definite target population. According to the just recently released census of 2019, Mbeere North Sub-county in Embu County has a target population of 108,881 persons. Using 90% confidence level, sample size of Mbeere North Sub-county was arrived at as follows:

$$n = \frac{N}{(1+N)(e^2)}$$

Where,

N=Population size (108,881)

n=Sample size

e= acceptable Sampling error 10% at 90% confidence level (0.1%). Thus,

$$n = \frac{108,881}{1+(108,881)(0.1)^2}$$

n=99.9082 approximately 100

Mugenda and Mugenda (2009) contents that the minimum considerable sample size would be 30 cases . A sample of more than 30 will usually give results like a normal distribution. Hence, the sample size is justified on both grounds.

Table 3.2 Sample size

Categories	Population size(N)	Sample size(s)
Community Members	108881	100
Sub-County agriculture and livestock officials	5	5
Agriculture and livestock officials	8	8
Total	108894	113

3.5 Data collection Instruments

This research gathered primary data using means of self-administered questionnaires to the respondents to help come up with data required. Greener (2008), indicated that the questionnaire can be used to define the study specific objectives and the statement problem. In addition, resources and time are minimized with the use of questionnaire. The questionnaire further consisted of questions that were open-ended, structured and unstructured. The structured questions had answers from which the respondents could choose while the Unstructured ones gave respondents freedom while responding to the questions.

The study further gathered primary data through conducting key informant interviews on officials working in the Ministry of Agriculture and Livestock in Mbeere North Sub County and Embu county. The questions were open ended, structured and unstructured.

3.6 Pilot testing

Pilot testing aims at assessing the clarity of items, testing the validity and reliability of research instruments (Mugenda & Mugenda, 2003). The pilot testing was conducted using 10 community members from Mbeere south Sub-county and 3 agriculture and livestock extension workers in Mbeere south Sub-county using purposive non-probability sampling to check whether the questionnaires were responded with ease by the respondents.

3.7 Validity of Research Instrument

Gakuu, Kidombo & Keiyoro (2018) argue that validity generally refers to the degree the given research reflects problem being investigated and in measurement validity is the extent to which a test measures what it claims to measure. They note that the standard practice for determining the validity of a measure 's content is to use a trained expert in a particular field.

Validity of the instruments was determined by availing the research instruments to selected peers and a panel of experts from different departments which established its validity to ensure the questionnaire and observation schedule included adequate representation of concepts under the study and all relevant items under investigation. In addition, validity was enhanced by designing the research instruments with simple, unambiguous, logical and comprehensive questions.

3.8 Reliability of research instrument

Reliability means consistency in the production of results and repeatability of the measure. Reliability is a condition that, on another occasion, at least in theory, another researcher or the same researcher will be able to reproduce the original piece of research and obtain equivalent data or findings from a similar or identical sample population. If it produces consistent outcomes, a measuring instrument is accurate. According to Gakuu, Kidombo & Keiyoro (2018) reliability refers to the accuracy of the measurement or to the degree to which the measuring instrument is measured in the same manner each time it is used for the same subjects under the same conditions. It is, in short, the repeatability of a measurement.

The research study used a test-retest methodology involving the administration of a questionnaire or the same measure and scale at two different times for the same respondents. The study enhanced reliability of the data collected by computation of Cronbach reliability coefficient. Only items with high correlation, that is Cronbach Reliability Index above 0.7 was considered as indicated by (Gakuu, Kidombo & Keiyoro 2018).

3.9 Data Collection Procedures

This research adopted drop and pick data collection method due to ease of access to the respondents. A questionnaire was used to collect data and approval was first received from the university and the National Commission for Science, Technology and Innovation (NACOSTI), which was shared with the respondents. Proper documentation of printed questionnaires was done before the actual day of questionnaire distribution. Questionnaires were distributed to the respondents and collected after five days.

3.10 Data Analysis Techniques

The duly filled questionnaires were checked for completeness before being processed. The data was cleaned and coded in order to feed into Statistical Package for the Social Sciences software in their right category. Data was analyzed by use of descriptive statistics inform of frequency and percentages in order to determine measures of central tendency while qualitative data was analyzed through content analysis.

3.11 Ethical Considerations

The study obtained a letter of introduction from University of Nairobi than an authorization letter, a research license and permit from the National Commission of Science, Technology and Innovation (NACOSTI). An authorization letter and research permit is an important requirement

for conducting research in Kenya. The researcher then wrote a letter to the respondents and was issued together with the questionnaires to the respondents to inform them the purpose of study. Respondents were assured that their information will be treated as confidential and data obtained was for academic purpose only.

3.12 Operationalization of variables

Objective	Variable	Indicators	Scale of measurement	Data Analysis
To determine how availability of funds determine implementation of climate change programmes managed by NGOs in Embu County	<u>Independent variable</u> Availability of funds	<ul style="list-style-type: none"> • Sufficient funds • Transparency and accountability of funds • Sustainability of funds 	Ordinal Ordinal Ordinal	Descriptive Mean Standard Deviation Correlation analysis
To establish how stakeholder engagement and participation influence implementation of climate change programs managed by NGOs in Embu County	<u>Independent variable</u> Stakeholder engagement and participation	<ul style="list-style-type: none"> • Community participation • Involvement in decision making • Inclusivity in dialogue • Beneficiary ownership and participation 	Ordinal Ordinal Ordinal Ordinal	Descriptive Mean Standard Deviation Correlation analysis
To determine how capacity development influence implementation of climate change programs managed by NGOs in Embu County	<u>Independent variable</u> Capacity development	<ul style="list-style-type: none"> • Continuous training to beneficiaries • Technical skills and knowledge 	Interval Ordinal	Descriptive Mean Standard Deviation

		<ul style="list-style-type: none"> Specialized skills 	Ordinal	Correlation analysis
To find out how institutional factors influence implementation of climate change programs managed by NGOs in Embu County	<u>Independent variable</u> Institutional factors	<ul style="list-style-type: none"> Power distribution Communication Leadership organization in Implementation structure 	Ordinal Ordinal Ordinal Ordinal	Descriptive Mean Standard Deviation Correlation analysis
	<u>Dependent variable</u> <u>Implementation of climate change programme by Non-governmental organization</u>	<ul style="list-style-type: none"> Completion time Completion within budget Delivery of intended objectives Quality of delivery 	Interval Interval Interval Interval	Descriptive Correlation analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The main objective of the study was to investigate factors influencing implementation of climate change programmes managed by Non-Governmental organizations in Kenya. A case of Mbeere North, Embu County. This section contains representation and analysis of data that was collected in the study regarding how availability of funds, stakeholder engagement and participation, capacity development and Institutional factors influence implementation of climate change programmes managed by Non-Governmental organizations. Quantitative analysis was adopted in the study, findings were presented using percentages (%), frequencies and tables.

4.2 Questionnaire Return Rate

The sample size for the study was 100 and a census of 13 officials working in both Embu county and Mbeere North sub County. After data collection exercise, 70 respondents answered and returned the questionnaires successfully equating to 70% while Key informant interviews was conducted on 8 officials equating to 62%. These responds rates were enough and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of above 50% is adequate for analysis and reporting.

4.3 Demographic Characteristics of the Respondents

This section describes the basic statistical characteristics of the respondents which includes the respondent's gender, age and level of education. These attributes are important since they enabled the respondents to provide information that is valid, reliable and relevant to the study.

4.3.1 Study responses by Gender

The respondents under study were asked to indicate their gender. The responses are shown in Table 4.1

Table 4.1 Study responses by Gender

Gender	Frequency	Percentage
Male	40	57
Female	30	43
Total	70	100

The results from table 4.1 show that majority of respondents 40(57%) were male and 30(43%) were female. This implied that information was collected from both male and female members of the community.

4.3.2 Age of respondents

The respondents were asked to indicate their age as part of general information. The findings are presented in table 4.2

Table 4.2 Distribution of Respondents age

Age	Frequency	Percentage
20-_24	12	17.1
24_29	8	11.4
30_34	16	22.9
35_40	10	14.3
Over 40 years	24	34.3
Total	70	100.0

The results from table 4.2 show that 12(17.1%) of respondents were between 20-24 age bracket, 8(11.4%) were between age 24-29, 16(22.9%) were between age bracket 30-34, 10(14.3%) were between age 35-40 years and 24(34.3%) were over 40 years of age. This shows that if a climate change programme was to be implemented in the community, majority of the beneficiaries would be over 40 years.

4.3.3 Education Level

The respondents were asked to indicate their level of education and results are presented in table 4.3

Table 4.3 Education Level

Education Level	Frequency	Percentage
High School	27	38.6
Diploma/Certificate	16	22.8
Bachelor's degree	6	8.6
Masters	1	1.4
PHD	0	0
Others-KCPE	20	28.6
Total	70	100.0

The findings show that 27(38.6%) of the respondents attended high school, 16(22.8%) attained Diploma/ certificate, 6(8.6%) have Bachelor’s Degree,1(1.4%) have Master’s degree, and 20(28.6%) attained KCPE . This indicates that majority of respondents from the community attended Secondary Education and are literate hence can easily be active stakeholders in climate change programme implementation.

4.4 Availability of Funds and Implementation of climate Change Programmes

The first objective was to determine how availability of funds influence implementation of climate change programmes managed by NGOs in Embu County. This section presents data on whether respondents agree availability of funds influence implementation of climate change programmes and the researcher analyzed data on this section using Likert Scale for rating questionnaires. Scale 5- Strongly Agree, 4- Agree, 3- Neutral, 2-Disagree and 1-Strongly Disagreed.

4.4.1 Response of community members on Availability of funds and implementation of climate change programmes

The study sought out to find if community members thought availability of funds influence implementation of climate change programmes managed by NGOs. Table 4.4 shows the results.

Table 4. 4 Availability of funds and programme implementation

The study sought to find out if community respondents agreed availability of funds influence implementation of climate change programmes. The findings are presented in Table 4.4.

Table 4.4 Response of community members on influence of availability of funds on climate change programme implementation

Responses	Frequency	Percentage
YES	70	100
NO	0	0
Total	70	100

Based on the findings in Table 4.4, 70(100%) of respondents in the community agree that availability of funds influence implementation of climate change programmes managed by NGOs.

Funds are an important factor to ensure successful programme implementation due to costs associated with programme implementation that require resources.

Table 4.5 Response of Sub County and County officials on influence of availability of funds on climate change programme implementation

Responses	Frequency	Percentage
YES	8	100
NO	0	0
Total	70	100

Table 4.5 shows that 8(100%) of respondents agree that availability of funds influence climate change programme implementation managed by NGOs as it will enable capacity building of community members, to carry out activities planned in programme implementation and to cater for other indirect costs associated with programme implementation for example community trainings.

Table 4.6 Community Response on Funds availability and implementation of Climate Change Programmes

	SA		A		N		D		SD		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Sufficient funds influence implementation of climate change programs managed by NGOs	62	88.6	5	7.1	0	0	1	1.4	2	2.9	4.628	1.057
Transparency and accountability of funds influence implementation of climate change programs managed by NGOs	54	77.1	13	18.6	1	1.4	0	0	2	2.9	4.671	1.245
Sustainability of funds influence implementation of climate change programs managed by NGOs	55	78.6	13	18.6	2	2.6	0	0	0	0	4.757	1.175

As per the findings on table 4.6, 62(88.6%) of the participants Strongly agreed that enough funds influence implementation of climate change programmes managed by NGOs (Mean 4.628, standard deviation 1.057). 5(7.1%) agreed that sufficient funds influence implementation of climate change programs. 1(1.4%) disagreed that enough funds influence implementation of

climate change programs managed by NGOs and 2(2.9%) strongly Disagreed that sufficient funds influence implementation of climate change programs managed by NGOs. This implies that majority of respondents from the community strongly agree that enough funds are key to implementation of climate change programs managed by NGOs.

On the second item which was transparency and accountability of funds influence implementation of climate change programs, 54(77.1%) of the respondents strongly agreed (Mean 4.671, standard deviation 1.245). 13(18.6%) agreed, 1(1.4%) and 2(2.9%) strongly Disagreed that transparency and accountability of funds influence implementation of climate change programs managed by NGOs.

Finally, on whether sustainability of funds influence implementation of climate change programs managed by NGOs, 55(78.6%) of the participants strongly agreed (Mean 4.757, standard deviation 1.175). 13(18.6%) agreed, 2(2.6%) were neutral. This implies that availability of funds is key in implementation of climate change programs managed by NGOs. Jackson (2010) mentions that programme funds availability is an important factor that influences implementation and delivery of programmes.

Table 4.7 Sub County and County Officials Response on Funds Availability and implementation of Climate Change Programmes

	SA		A		N		D		SD		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Sufficient funds influence implementation of climate change programs managed by NGOs	5	62.5	3	37.5	0	0	0	0	0	0	4.625	1.029
Transparency and accountability of funds influence implementation of climate change programs managed by NGOs	6	75.0	2	25.0	0	0	0	0	0	0	4.750	0.632
Sustainability of funds influence implementation of climate change programs managed by NGOs	3	37.5	5	62.5	0	0	0	0	0	0	4.375	0.981

As per the findings in Table 4.7, 5(62.5%) of respondents strongly agreed that sufficient funds influence implementation of climate change programmes managed by NGOs (Mean 4.625,

standard deviation 1.029) and 3(37.5%) agreed. On the second statement whether transparency and accountability of funds influence implementation of climate change programmes managed by NGOs, 6(75%) of respondents strongly agreed (mean 4.750, standard deviation 0.632) and 2(25%) agreed. On the last statement whether sustainability of funds influence implementation of climate change programmes managed by NGOs, 3(37.5%) of respondents strongly agree (Mean 4.375, standard deviation 0.981) and 5(62.5%) agreed.

4.5 Stakeholders Engagement and participation and Implementation of Climate Change Programmes

The second objective was to find out how stakeholder engagement and participation influence implementation of climate change programmes managed by NGOs. This section presents data on whether respondents agree stakeholder engagement and participation influence implementation of climate change programmes and also the research analyzed data on this section using Likert Scale for rating questionnaires. Scale 5- Strongly Agree, 4- Agree, 3- Neutral, 2-Disagree and 1-Strongly Disagreed.

Table 4.8 Community response on influence of stakeholder engagement and participation on climate change programme implementation

Responses	Frequency	Percentage
YES	70	100
NO	0	0
Total	70	100

Based on the findings in Table 4.8, 70(100%) of respondents in the community agree that stakeholder engagement and participation influence implementation of climate change programmes managed by NGOs. Stakeholder engagement and participation is an important factor to ensure successful programme implementation as it enables programme ownership and assists in managing community expectations and politics hence successful programme implementation.

Table 4. 9 Sub County and County officials Response on influence of Stakeholder engagement and participation on Climate Change Programme Implementation

Responses	Frequency	Percentage
YES	8	100
NO	0	0
Total	70	100

Table 4.9 shows that 8(100%) of respondents agree that stakeholder engagement and participation influence climate change programme implementation managed by NGOs as it will avoid duplication of other ongoing activities by different stakeholders, will support ongoing community activities and will ensure concerted efforts of different stakeholders in ensuring successful programme implementation to ensure intended objectives and impacts are achieved.

Table 4. 10 Community Response on Stakeholder engagement and participation and implementation of Climate Change Programmes

	SA		A		N		D		SD		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Community participation influence implementation of climate change programs managed by NGOs	59	84.3	8	11.4	1	1.4	1	1.4	1	1.4	4.7571	1.145
Involvement in decision making of all stakeholders' influence implementation of climate change programs managed by NGOs	50	71.4	17	24.3	2	2.9	0	0	1	1.4	4.6429	0.887
Inclusivity in dialogue by all stakeholders' influences implementation of climate change programs managed by NGOs	46	65.7	21	30.0	2	2.9	0	0	1	1.4	4.5714	0.912
Beneficiary ownership and participation influences implementation of climate change programmes managed by NGOs	59	84.3	8	11.4	2	2.9	0	0	1	1.4	4.7714	1.083

Based on the findings in Table 4.10, 59(84.3%) of the participants strongly agreed that community participation influence implementation of climate change programs managed by NGOs (Mean 4.7571, standard deviation 1.145). 8(11.4%) agreed, 1(1.4%) were neutral, 1(1.4%) Disagreed and also a further 1(1.4%) Strongly Disagreed that community participation influence implementation of climate change programs. On the statement whether involvement in decision making of all stakeholders' influence implementation of climate change programs managed by NGOs, 50(71.4%) of the respondents strongly agreed that involvement of all stakeholders in decision making influence implementation of climate change programs managed by NGOs (Mean 4.6429, standard deviation 0.887). 17(24.3%) agreed, 2(2.9%) of the respondents were neutral and 1(1.4%) strongly Disagreed. On the statement on whether inclusivity in dialogue of all stakeholders' influence implementation of climate change programs managed by NGOs, 46(65.7%) of participants strongly agreed that inclusivity in dialogue of all stakeholders' influence implementation of climate change programs managed by NGOs (Mean 4.5714, standard deviation 0.912). 21(30%) agreed, 2(2.9%) were neutral and 1(1.4%) strongly disagreed.

On the last statement whether beneficiary ownership and participation influence implementation of climate change programs managed by NGOs, 59(84.3%) strongly agreed that beneficiary ownership and participation influences implementation of climate change programs managed by NGOs (Mean 4.7714, standard deviation 1.0883). 8(11.4%) agreed, 2(2.9%) were neutral and 1(1.4%) strongly disagreed. Gikonyo (2008) mentions that stakeholders help in common understanding of projects and programmes hence creating a local sense of ownership of programme to be implemented leading to successful delivery of its intended objectives.

Table 4. 11 Sub County and County Officials Response on Stakeholder engagement and participation and implementation of climate change programmes

	SA		A		N		D		SD		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Community participation influence implementation of climate change programs managed by NGOs	6	75	2	25	0	0	0	0	0	0	4.750	1.101
Involvement in decision making of all stakeholders' influence implementation of climate change programs managed by NGOs	4	50	4	50	0	0	0	0	0	0	4.501	1.213
Inclusivity in dialogue by all stakeholders' influences implementation of climate change programs managed by NGOs	7	87.5	1	12.5	0	0	0	0	0	0	4.875	1.317
Beneficiary ownership and participation influences implementation of climate change programmes managed by NGOs	5	62.5	3	37.5	0	0	0	0	0	0	4.625	1.231

As per the findings in Table 4.11, 6(75%) of respondents strongly agreed that community participation influence implementation of climate change programmes managed by NGOs (Mean 4.750, standard deviation 1.101) and 2(25%) agreed. On the second statement whether involvement in decision making of all stakeholders' influence implementation of climate change programmes managed by NGOs, 4(50%) of respondents strongly agreed (Mean 4.501, standard deviation 1.213) and 4(50%) agreed. On the third statement whether inclusivity in dialogue by all stakeholders' influence implementation of climate change programmes managed by NGOs, 7(87.5%) of respondents strongly agreed (Mean 4.875, standard deviation 1.317) and 1(12.5%) agreed. On the last statement whether beneficiary ownership and participation influence implementation of climate change programmes managed by NGOs, 5(62.5%) of respondents strongly agreed (Mean 4.625, standard deviation 1.231) and 3(37.5%) agreed.

4.6 Capacity Development and Implementation of Climate Change Programmes

The third objective was to find out how capacity development influence implementation of climate change programmes managed by NGOs. This section presents data on whether respondents agree capacity development influence implementation of climate change programmes and also the research analyzed data on this section using Likert Scale for rating questionnaires. Scale 5- Strongly Agree, 4- Agree, 3- Neutral, 2-Disagree and 1-Strongly Disagree.

Table 4. 12 Community response on Influence of capacity development on climate change programme implementation

Responses	Frequency	Percentage
YES	70	100
NO	0	0
Total	70	100

Based on the findings in Table 4.12, 70(100%) of respondents in the community agree that capacity development influence implementation of climate change programmes managed by NGOs. Capacity development is an important factor to ensure successful programme implementation as

it enables community members understand what climate change programme is and the impacts it will have on their livelihoods so that they can fully benefit from its implementation.

Table 4. 13 Sub County and County officials Response on influence of capacity development on climate change programme implementation

Responses	Frequency	Percentage
YES	8	100
NO	0	0
Total	70	100

Table 4.13 shows that 8(100%) of respondents agree that capacity development influence climate change programme implementation managed by NGOs as it creates awareness of the programme to the community and will enable them better understand what the objectives of climate change programme implementation are and the specific interventions to be carried out in the community for them to fully reap from the benefits of the programme.

Table 4. 14 Community response on Capacity development and implementation of climate change programmes

	SA		A		N		D		SD		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Continuous training to beneficiaries' influence implementation of climate change programs managed by NGOs	61	87.1	7	10.0	0	0	1	1.4	1	1.4	4.800	1.457
Technical skills and knowledge of stakeholders' influence implementation of climate change programs managed by NGOs	40	57.1	26	37.1	2	2.9	1	1.4	1	1.4	4.4714	1.258
Specialized skills in climate change by stakeholders influences implementation of climate change programs managed by NGOs	34	48.6	20	28.6	14	20.0	1	1.4	1	1.4	4.200	1.351

As per the findings in Table 4.14, 61(87.1%) of the participants strongly agreed that continuous training to beneficiary's influence implementation of climate change programs managed by NGOs (Mean 4.800, standard deviation 1.457). 7(10%) agreed, 1(1.4%) disagreed and 1(1.4%) strongly disagreed that continuous training to beneficiaries' influences implementation of climate change programs managed by NGOs. On the second statement whether technical skills and knowledge of stakeholders' influence implementation of climate change programs managed by NGOs, 40(57.1%) of participants strongly agreed that technical skills and knowledge of stakeholders' influence implementation of climate change programs managed by NGOs (Mean 4.4714, standard deviation 1.258). 26(37.1%) agreed, 2(2.9%) were neutral, 1(1.4%) disagreed and 1(1.4%) strongly disagreed.

Finally, on the last statement whether specialized skills in climate change by stakeholders' influences implementation of climate change programs managed by NGOs, 34(48.6%) of participants strongly agreed that specialized skills in climate change knowledge influences implementation of climate change programs managed by NGOs (Mean 4.200, standard deviation 1.351). 20(28.6%) agreed, 14(20%) were neutral, 1(1.4%) disagreed and 1(1.4%) strongly disagreed. Freeman (2014) mentions that stakeholders involved in programme implementation should be equipped with necessary skills and training to carry out their responsibilities for programme to successfully achieve its objectives and deliver on intended objectives. This further goes in line with Wasike 2012 who adds that stakeholders in projects need to be trained of their different roles and responsibilities so that all team players in project implementation clearly understand what they need to do hence more effective delivery of tasks, objectives and impacts.

Table 4.15 Sub County and County officials Response on Capacity development and implementation of climate change programmes

	S A		A		N		D		S D		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Continuous training to beneficiaries' influence implementation of climate change programs managed by NGOs	7	87.5	1	12.5	0	0	0	0	0	0	4.875	1.234
Technical skills and knowledge of stakeholders' influence implementation of climate change programs managed by NGOs	5	62.5	3	37.5	0	0	0	0	0	0	4.625	1.271
Specialized skills in climate change by stakeholders' influences implementation of climate change programs managed by NGOs	4	50	2	25	1	12.5	1	12.5	0	0	3.875	1.195

As per the findings in Table 4.15, 7(87.5%) of respondents strongly agreed that continuous training influence implementation of climate change programmes managed by NGOs (Mean 4.875, standard deviation 1.234) and 1(12.5%) agreed. On the second statement whether technical skills and knowledge of stakeholders' influence implementation of climate change programmes managed by NGOs, 5(62.5%) of respondents strongly agreed (Mean 4.625, standard deviation 1.271) and 3(37.5%) agreed. On the third statement whether specialized skills in climate change by stakeholders' influence implementation of climate change programmes managed by NGOs, 4(50%) of respondents strongly agreed (Mean 3.875, standard deviation 1.195). 2(25%) agreed, 1(12.5%) were neutral and 1(12.5%) disagreed.

4.7 Institutional factors and Implementation of Climate Change Programmes

The fourth objective was to find out how institutional factors influence implementation of climate change programmes managed by NGOs. This section presents data on whether respondents agree institutional factors influence implementation of climate change programmes and also the research analyzed data on this section using Likert Scale for rating questionnaires. Scale 5- Strongly Agree, 4- Agree, 3- Neutral, 2-Disagree and 1-Strongly Disagreed.

Table 4. 16 Community Response on Influence of institutional factors on climate change programme implementation

Responses	Frequency	Percentage
YES	69	99
NO	1	1
Total	70	100

Based on the findings in Table 4.16, 69(99%) of respondents in the community agree that institutional factors influence implementation of climate change programmes managed by NGOs and 1(1%) disagree. Institutional factors is an important factor to ensure successful programme implementation as it enables the avoidance of politics and harmony between various organizations working together. Local institutions play a key role in community mobilization at the start of programme implementation and creates a sense of security between community and implementing NGO hence winning trust and sense of ownership with community members to ensure successful programme implementation.

Table 4. 17 Response of Sub County and County officials on influence of Stakeholder engagement and participation on climate change programme implementation

Responses	Frequency	Percentage
YES	8	100
NO	0	0
Total	70	100

Table 4.17 shows that 8(100%) of respondents agree that institutional factors influence climate change programme implementation managed by NGOs as institutions are custodians of the community and it ensures less politics that may negatively affect programme implementation as all important institutions are involved and are part of programme implementation.

Table 4.18 Community Response on Institutional factors and implementation of Climate Change Programmes

	S A		A		N		D		S D		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Power distribution within implementing organization influence implementation of climate change programs managed by NGOs	40	57.1	27	38.6	2	2.9	0	0	1	1.4	4.500	1.457
Communication within various institutions both local, government and NGO influence implementation of climate change programs managed by NGOs	53	75.7	16	22.9	0	0	0	0	1	1.4	4.714	1.258
Leadership of organizations involved in programme implementation influences implementation of climate change programs managed by NGOs	49	70.0	17	24.3	3	4.3	0	0	1	1.4	4.4857	1.295
Implementation structure of NGO influences implementation of climate change programmes managed by NGOs	53	75.7	9	12.9	6	8.6	1	1.4	1	1.4	4.000	1.351

Based on the findings in Table 4.18, 40(57.1%) of respondents strongly agreed that power distribution within implementing organization influences implementation of climate change programs managed by NGOs (Mean 4.500, standard deviation 1.457). 27(38.6%) agreed, 2(2.9%) were neutral and 1(1.4%)strongly disagreed. On the statement whether communication within various institutions both local, government and NGO influence implementation of climate change program managed by NGOs, 53(75.7%) strongly agreed (Mean 4.714, standard deviation 1.258). 16(22.9%) agreed and 1(1.4%) strongly disagreed. On the statement whether leadership of organizations involved in programme implementation influence implementation of climate change programmes, 49(70.0%) strongly agreed (Mean 4.4857, standard deviation 1.295). 17(24.3%) agreed, 3(4.3%) were neutral and 1(1.4%) strongly disagreed.

The last statement on whether implementation structure of NGO influences implementation of climate change programmes managed by NGOs, 53(75.7%) of respondents strongly agreed (Mean 4.000, standard deviation 1.351). 9(12.9%) agreed, 6(8.6% were neutral, 1(1.4%) disagreed and 1(1.4%) strongly disagreed. This implies that institutional factors play an important role in implementation of climate change programs managed by NGOs. Anderson, Nilson and Rhodes (2009) mention that communication within various stakeholders involved in programme implementation facilitates timely decision making that has great impact on project deliverables. Minow (2015) further adds that linking various institutions involved in programme implementation ensures the programme reaps full benefits from the partnership and commitment of various stakeholders hence ensures programme success.

Table 4.19 Sub County and County official’s response on institutional factors and implementation of climate change programmes

	SA		A		N		D		SD		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Power distribution within implementing organization influence implementation of climate change programs managed by NGOs	4	50	3	37.5	0	0	1	12.5	0	0	4.2500	1.101
Communication within various institutions both local, government and NGO influence implementation of climate change programs managed by NGOs	6	75	2	25	0	0	0	0	0	0	4.7500	1.213
Leadership of organizations involved in programme implementation influences implementation of climate change programs managed by NGOs	6	75	2	25	0	0	0	0	0	0	4.7500	1.213
Implementation structure of NGO influences implementation of climate change programmes managed by NGOs	6	75	2	25	0	0	0	0	0	0	4.7500	1.213

As per the findings in Table 4.19, 4(50%) of respondents strongly agreed that power distribution within implementing organization influence implementation of climate change programmes managed by NGOs (Mean 4.2500, standard deviation 1.101). 3(37.5%) agreed and 1(12.5%) disagreed. On the second statement whether communication within various institutions both local, government and NGO influence implementation of climate change programmes managed by NGOs, 6(75%) of respondents strongly agreed (Mean 4.7500, standard deviation 1.213) and 2(25%) agreed. On the third statement whether leadership of organizations involved in programme implementation influence implementation of climate change programmes managed by NGOs, 6(75%) of respondents strongly agreed (Mean 4.7500, standard deviation 1.213) and 2(25%) agreed. On the last statement whether implementation structure of NGO influence implementation of climate change programme, 6(75%) of respondents strongly agreed (Mean 4.7500, standard deviation 1.213) and 2(25%) agreed.

4.8 Implementation of climate change programmes managed by NGOs

The respondents were asked to indicate the extent which various factors influence implementation of climate change programmes managed by NGOs. The findings are presented in Table 4.20.

Table 4.20 Community Response on Implementation of climate change programmes managed by NGOs

	No extent		Less Extent		Moderate Extent		Great Extent		Very Great Extent		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Availability of funds	1	1.4	0	0	1	1.4	21	30	47	67.1	4.6142	1.317
Stakeholder engagement and participation	0	0	0	0	4	5.7	25	35.7	41	58.6	4.528	1.101
Capacity development	1	1.4	0	0	2	2.9	14	20.0	53	75.7	4.686	1.075
Institutional factors	2	2.9	0	0	1	1.4	26	37.1	41	58.6	4.485	1.231

Based on the findings in Table 4.12, majority of the participants 47(67.1%) indicated that availability of funds influenced implementation of climate change programs managed by NGOs at a very great extent, 21(30%) at a great extent, 1(1.4%) at a moderate extent and 1(1.4%) at no extent. On the second factor which is stakeholder engagement and participation, majority of the participants 41(58.6%) indicated that stakeholder engagement and participation influenced implementation of climate change programmes managed by NGOs at a very great extent, 25(35.7%) at a great extent and 4(5.7%) of the participants at moderate extent.

The third factor which was capacity development, majority of the participants 53(75.7%) indicated that capacity development influenced implementation of climate change programmes managed by NGOs at a very great extent, 14(20%) at a great extent, 2(2.9%) at moderate extent and 1(1.4%) at no extent.

Lastly on the fourth factor which is institutional factors, majority of the participants 41(58.6%) indicated that institutional factors influenced implementation of climate change programmes managed by NGOs at a very great extent, 26(37.1%) at great extent, 1(1.4%) at moderate extent and 2(2.9%) at no extent. The study found out that capacity development influenced implementation of climate change programmes most with 53(75.7%), followed by availability of funds 47(67.1%) then stakeholder engagement and participation 41(58.6%) and institutional factors also at 41(58.6%). This implies that capacity development plays a very key role in ensuring implementation of climate change programmes managed by NGOs.

Table 4. 21 Sub County and County Response on Implementation of climate change programmes managed by NGOs

	No extent		Less Extent		Moderate Extent		Great Extent		Very Great Extent		Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%		
Availability of funds	0	0	0	0	0	0	3	37.5	5	62.5	4.625	.832
Stakeholder engagement and participation	0	0	0	0	1	12.5	5	62.5	2	25	4.125	1.114
Capacity development	0	0	0	0	0	0	2	25	6	75	4.750	1.022
Institutional factors	0	0	0	0	1	12.5	3	37.5	4	50	4.125	1.101

Based on the findings in Table 4.21, majority of the participants 5(62.5%) indicated that availability of funds influenced implementation of climate change programs managed by NGOs at a very great extent and 3(37.5%) at a great extent. On the second factor which is stakeholder engagement and participation, majority of the participants 5(62.5%) indicated that stakeholder engagement and participation influenced implementation of climate change programmes managed by NGOs at a great extent, 2(25%) at a very great extent and 1(12.5%) of the participants at moderate extent.

The third factor which was capacity development, majority of the participants 6(75%) indicated that capacity development influenced implementation of climate change programmes managed by NGOs at a very great extent and 2(25%) at a great extent. Lastly on the fourth factor which is institutional factors, majority of the participants 4(50%) indicated that institutional factors influenced implementation of climate change programmes managed by NGOs at a very great extent, 3(37.5%) at great extent and 1(12.5%) at moderate extent.

The study found out that Sub County and County officials response on implementation of climate change programmes managed by NGOs was that capacity development influenced implementation of climate change programmes most with 6(75%), followed by availability of funds 5(62.5%) then institutional factors at 4(50%) and lastly stakeholder engagement and participation 2(25%) . This implies that capacity development plays a very key role in ensuring implementation of climate change programmes managed by NGOs.

4.9 Correlation Analysis

Correlation analysis was conducted to establish the strength and direction between the study variables

Table 4.22 Correlation

		implementation of climate change programmes	availability of funds	stakeholder engagement	capacity development	institutional factors
implementation of climate change programmes.	Pearson Correlation Sig. (2-tailed)	1 0.012				
availability of funds	Pearson Correlation Sig. (2-tailed) N	.761* 0.003 70	1 0.001			
stakeholder engagement	Pearson Correlation Sig. (2-tailed) N	.501* 0.023 70	0.33 0.034	1 0.030		
capacity development	Pearson Correlation Sig. (2-tailed) N	.676 .109 70	0.363 0.023	0.226 0.071	1 .	
institutional factors	Pearson Correlation Sig. (2-tailed) N	.648* 0.000 70	0.333 0.005	0.337 0.015	0.324 0.003	1 -

Based on the result in Table 4.22 there is a strong positive relationship ($r=0.761$) between availability of funds and implementation of climate change programmes. The study found the relationship to be statistically significant at 5% level ($p=0.003, <0.05$). The result also shows that there is a strong positive correlation ($r=0.501$) between stakeholder engagement and implementation of climate change programmes, the study found the relationship to be statistically significant at 5% level ($p=0.023, <0.05$). There was a positive relationship ($r=0.676$) between capacity development and implementation of climate change programmes. The table 4.22 also indicate there was a positive relationship ($r=0.648$) between institutional factors and implementation of climate change programmes.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides a summary of findings from chapter four and discussions relating to researcher's findings and other empirical findings outlined in chapter two. It gives a conclusion and presents recommendations of the study based on the study objectives. Recommendation for further study is provided by the researcher.

5.2 Summary of Findings

This section gives a summary of the findings generated in chapter four based on the objectives of the study.

5.2.1 Availability of funds and implementation of climate change programmes

Based on the findings, 62(88.6%) of the participants Strongly agreed that enough funds influence implementation of climate change programmes managed by NGOs. 5(7.1%) agreed that enough funds influence implementation of climate change programs. 1(1.4%) disagreed that sufficient funds influence implementation of climate change programs managed by NGOs and 2(2.9%) strongly Disagreed that sufficient funds influence implementation of climate change programs managed by NGOs. This implies that majority of respondents from the community strongly agree that enough funds are key to implementation of climate change programs managed by NGOs.

On the second statement which was whether transparency and accountability of funds influence implementation of climate change programs, 54(77.1%) of the respondents strongly agreed, 13(18.6%) agreed, 1(1.4%) and 2(2.9%) strongly Disagreed that transparency and accountability of funds influence implementation of climate change programs managed by NGOs.

Finally, on whether sustainability of funds influence implementation of climate change programs managed by NGOs, 55(78.6%) of the participants strongly agreed, 13(18.6%) agreed, 2(2.6%) were neutral.

5.2.2 Stakeholder engagement and participation and implementation of climate change programmes

This research found out that 59(84.3%) of the participants strongly agreed that community participation influence implementation of climate change programs managed by NGOs, 8(11.4%) agreed, 1(1.4%) were neutral, 1(1.4%) Disagreed and also a further 1(1.4%) Strongly Disagreed that community participation influence implementation of climate change programs. On the statement whether involvement in decision making of all stakeholders' influence implementation of climate change programs managed by NGOs, 50(71.4%) of the respondents strongly agreed that involvement of all stakeholders in decision making influence implementation of climate change programs managed by NGOs, 17(24.3%) agreed, 2(2.9%) of the respondents were neutral and 1(1.4%) strongly Disagreed. On the statement on whether inclusivity in dialogue of all stakeholders' influence implementation of climate change programs managed by NGOs, 46(65.7%) of participants strongly agreed that inclusivity in dialogue of all stakeholders' influence implementation of climate change programs managed by NGOs, 21(30%) agreed, 2(2.9%) were neutral and 1(1.4%) strongly disagreed.

On the last statement whether beneficiary ownership and participation influence implementation of climate change programs managed by NGOs, 59(84.3%) strongly agreed that beneficiary ownership and participation influences implementation of climate change programs managed by NGOs, 8(11.4%) agreed, 2(2.9%) were neutral and 1(1.4%) strongly disagreed.

5.2.3 Capacity development and implementation of climate change programmes

Based on the findings 61(87.1%) of the participants strongly agreed that continuous training to beneficiaries' influence implementation of climate change programs managed by NGOs, 7(10%) agreed, 1(1.4%) disagreed and 1(1.4%) strongly disagreed that continuous training to beneficiaries' influences implementation of climate change programs managed by NGOs. On the second statement whether technical skills and knowledge of stakeholders' influence implementation of climate change programs managed by NGOs, 40(57.1%) of participants strongly agreed that technical skills and knowledge of stakeholders' influence implementation of climate change programs managed by NGOs, 26(37.1%) agreed, 2(2.9%) were neutral, 1(1.4%) disagreed and 1(1.4%) strongly disagreed.

Finally, on the last statement whether specialized skills in climate change by stakeholders' influences implementation of climate change programs managed by NGOs, 34(48.6%) of participants strongly agreed that specialized skills in climate change knowledge influences implementation of climate change programs managed by NGOs, 20(28.6%) agreed, 14(20%) were neutral, 1(1.4%) disagreed and 1(1.4%) strongly disagreed.

5.2.4 Institutional factors and implementation of climate change programmes

The study found out that 40(57.1%) of respondents strongly agreed that power distribution within implementing organization influences implementation of climate change programs managed by NGOs, 27(38.6%) agreed, 2(2.9%) were neutral and 1(1.4%) strongly disagreed. On the statement whether communication within various institutions both local, government and NGO influence implementation of climate change program managed by NGOs, 53(75.7%) strongly agreed, 16(22.9%) agreed and 1(1.4%) strongly disagreed. On the statement whether leadership of organizations involved in programme implementation influence implementation of climate change programmes, 49(70.0%) strongly agreed, 17(24.3%) agreed, 3(4.3%) were neutral and 1(1.4%) strongly disagreed.

The last statement on whether implementation structure of NGO influences implementation of climate change programmes managed by NGOs, 53(75.7%) of respondents strongly agreed, 9(12.9%) agreed, 6(8.6%) were neutral, 1(1.4%) disagreed and 1(1.4%) strongly disagreed. This implies that institutional factors play an important role in implementation of climate change programs managed by NGOs.

5.3 Discussion of Findings

This section presents a discussion of the findings and compares with other scholarly articles done on the same topic.

5.3.1 Availability of funds and implementation of climate change programmes

The first objective was to establish how availability of funds influences implementation of climate change programmes managed by NGOs in Embu County. The study found out that availability of funds influence implementation of climate change programmes managed by NGOs as second factor. This implies that availability of funds is key in implementation of climate change programs managed by NGOs. Jackson (2010) mentions that programme funds availability is an important

factor that influences implementation and delivery of programmes. Financing is an important component of programme design and implementation. When designing a programme, the organization must make a realistic assessment of both the fiscal requirements and the probable availability of funding for successful delivery of intended objectives.

5.3.2 Stakeholder engagement and participation and implementation of climate change programmes

The second objective was to find out how stakeholder engagement and participation influence implementation of climate change programmes managed by NGOs in Embu County. The study found out that stakeholder engagement and participation influence implementation of climate change programmes as third factor. Gikonyo (2008) mentions that stakeholders help in common understanding of projects and programmes hence creating a local sense of ownership of programme to be implemented leading to successful delivery of its intended objectives. Stakeholders are very important in implementation of any programme especially the target beneficiaries being community members.

Participatory processes may serve as forums for the generation and transmission of problem-oriented information. A greater awareness of problems, possible solutions and alternative viewpoints can be encouraged by them. The consistency of decision-making and decision-making, as well as the acceptability and dedication of existing solutions, can be enhanced by including different individuals or groups. This is in line with Rotter (2019), who states that the involvement of stakeholders can also improve the capital of stakeholders by increasing knowledge, confidence, skills and cooperation Freeman (2014) mentions that stakeholders involved in programme implementation should be equipped with necessary skills and training to carry out their responsibilities for programme to successfully achieve its objectives and deliver on intended objectives. This further goes in line with Wasike 2012 who adds that stakeholders in projects need to be trained of their different roles and responsibilities so that all team players in project implementation clearly understand what they need to do hence more effective delivery of tasks, objectives and impacts.

5.3.3 Capacity Development and implementation of climate change programmes

The third objective was to find out how capacity development influence implementation of climate change programmes managed by NGOs in Embu County. The study found out that capacity

development influences implementation of climate change programmes as the first factor, the most important factor. Capacity development enables programme staff and stakeholders have the necessary skills and knowledge to enable them effectively carry out their responsibilities and be able to manage challenges adequately in the course of programme implementation. Jobber (2007) mentions that training programme staff and stakeholders involved in programme implementation equips them with necessary skills and technical expertise to perform their duties well and deliver on intended objectives and deliverables.

5.3.4 Institutional factors and implementation of climate change programmes

The fourth objective was to determine how institutional factors influence implementation of climate change programmes managed by NGOs in Embu County. The study found out that institutional factors influence implementation of climate change programmes as the fourth factor. Institutions play a key role in programme implementation as they are custodians of the community and ensures reduction in politics that may negatively affect successful programme implementation. Local institutions in the community play a key role in community mobilization during the programmes activities implementation. Anderson, Nilson and Rhodes (2009) mention that communication within various stakeholders involved in programme implementation facilitates timely decision making that has great impact on project deliverables. Minow (2015) further adds that linking various institutions involved in programme implementation ensures the programme reaps full benefits from the partnership and commitment of various stakeholders hence ensures programme success.

5.4 Conclusion

Non-Governmental organizations play a key role in sustainable development. Community participation is key at various stages of programme life cycle since they are the main beneficiaries of programme implementation. Capacity development of all stakeholders to be involved in programme implementation is important to ensure complete understanding of interventions being proposed and for common understanding of programme goals and deliverables of intended objectives. Stakeholder engagement and participation is a must in programme implementation to manage community expectations and foster mutual understanding and harmony between different stakeholders as they each have a role to play to ensure successful programme implementation.

Stakeholders engagement and participation reduces duplication of interventions being proposed to be carried out. Institutions are important to manage politics and foster trust between implementing organization and stakeholders. Institutions are custodians of communities and no programme can be successful implemented without proper consultations with all institutions to be involved in programme implementation. Funding is very important in programme implementation to ensure successful execution of programme activities.

5.5 Recommendations

The findings of the study revealed several issues that influence implementation of climate change programmes managed by NGOs. The following recommendations are therefore informed by findings in the research carried out.

Non-Governmental Organizations implementing climate change programmes should ensure there is enough funds to implement proposed interventions in the climate change programme and also for awareness creation of intended programme to the community and stakeholders so that all stakeholders including community members put into perspective what climate change programme is and its goals.

Non-Governmental Organizations implementing climate change programmes need to widely include all stakeholders working in the community where intended beneficiaries are targeted to avoid duplication of interventions and promote concerted efforts in assisting the community improve their livelihoods. Stakeholders engagement and participation ensures ownership of programme.

Non-Governmental Organizations implementing climate change programmes need to capacity build the community in terms of community trainings so that they can understand what the programme is all about and fully participate in implementation of proposed interventions. They need to equip the community with necessary skills and knowledge in climate change if intended objectives are to be achieved.

Non-Governmental Organizations implementing the climate change programme need to consult all institutions especially local and government agencies as this will help in co-ordination and

linkage with government policies in place. This will further foster political goodwill and support from community and local institutions as they are the community custodians.

5. 5 Suggested Areas for further Research

In view of recommendations and implications provided, it is suggested that further future research could be conducted to

- i. Assess the amount of funds needed for climate change programme proposed interventions if it will be sustainable.
- ii. Determine stakeholder engagement and participation in performance of climate change programmes managed by Non-Governmental organizations.
- iii. Determine training needs of community members and stakeholders when implementing climate change programmes by assessing the technical skills and knowledge needed by different stakeholders starting with community members in climate change programme implementation.
- iv. Examine the different roles institutions can play in implementation of climate change programmes.

REFERENCES

- Afaq, A. (2013). Capacity Development and Leadership Challenges in the NGO Sector of Pakistan.
- African Development Bank. (2013). Annual Report. Tunis, Tunisia.
- Adaptation Learning Programme for Africa. (2017). Care and Climate Change. UK.
- Anderson, G., Nilson, C. D., Rhodes, T., Kakade, S., Jenzer, A., King, B., ... & Hillary, H. (2009). SAP implementation unleashed: A business and technical roadmap to deploying SAP. Sam's publishing.
- Baliga, S. & Sjostrom, T. (2007). Mechanism Design. Recent developments. L. Blume and S. Durlaf(eds). The New Palgrave Dictionary of Economics, 2nd edition, London; Macmillan.
- Bamberger, M. (2010). The role of community Participation in Development planning and project Management. A report of a workshop on community participation. (An economic development institute policy seminar report no. 13)
- Banerjee, A., Duflo, E., Glennerster, R., Banerji, R. and Khemani, S. (2010). Pitfalls of participatory programs: Evidence from a randomized evaluation of education India; American Economic Journal. Economic policy 2(1); 1-30.
- Bernard, H.R. 2002. Research Methods in Anthropology: Qualitative and quantitative methods. 3rd edition. Altamira Press, Walnut Creek, California
- Best, John W. and Kahn, J.V. (2007), Research in Education, New Delhi, Prentice Hall of India Private
- Blair, H. (2016). Participation and Accountability at the periphery. Democratic local Governance in six countries. World Development, 28(1): 21-39
- Brody, S. D., (2015). Measuring the effects of stakeholder participation on the quality of local plans based on the principles of collaborative management ecosystem management. Journal of planning education and research, 22(2003); 407-419.

- Bryman, A. & Cramer, D. (2012). *Quantitative Data Analysis with SPSS Release 8 for Windows*. New York: Routledge.
- Chekki, D. (ed). (2013). *Participatory democracy in action. International profiles of community development*. Vikas, New Delhi.
- Corchon, L. (2008). *The theory of Implementation. The Encyclopedia of complex exit strategy and system science*, Berlin: Springer.
- ECOSOC (2016). *Enhanced mutual accountability and transparency in development cooperation. Background paper for the DCF High level symposium*.
- Embu Climate Risk profile. (2016). Ministry of Agriculture, Livestock and Fisheries. Government of Kenya.
- FAO (2010). Agriculture Organization of the United Nations. *Bioenergy, & Food Security Project. Bioenergy and food security: the BEFS Analytical Framework (No. 16)*. Food & Agriculture Org.
- FAO. (2018). *Impacts of climate change on farming systems and livelihoods in the Near East and North Africa—with a special focus on small-scale family farming*. Cairo, 92.
- Freeman, J. (2014). *The Private Role in Public Governance*. *New York University Law Review*, 75, 1-92.
- Gakku, C. M, Kidombo, H. J & Keiyoro, P. N. (2018). *Fundamentals of Research Methods: Concepts, Practice & Application*. Nairobi. Aura publishers.
- Gareis, R. (2005). *Processes and Projects*. Manz, Vienna.
- Gikonyo, W. (2008). *The CDF social audit guide: A handbook for communities*. Open Society Initiative for East Africa: Nairobi.
- Global Humanitarian Assistance report 2011.
- Government of Kenya. *Climate Change Act of Kenya (N0. 11 of 2016)*. Nairobi. Government Printers
- Gran's, F. (2013). *A practical guide to planning, monitoring and evaluation and impact assessment*. London, Save the children, UK.

- Greener, S. L. (2008). *Business Research Methods*. Copenhagen: Ventus Publishing Aps.
- Gupta, J. P. (2007). *Fundamentals of statistics*. Himalayas Publishers. Delhi, India.
- Jackson, M. O. (2010). *Social and economic networks*. Princeton university Press.
- Jawahar, I.M., & Mc Laughlin, G. L. (2001). Towards a descriptive stakeholder theory. An organizational life cycle approach. *Academy of management review*, 26(3), 397-414.
- Jetoo, S. (2019). Stakeholder Engagement for Inclusive Climate Governance: The Case of the City of Turku. *Sustainability*, 11(21), 6080.
- Kakhbod, A. (2003). *Resource allocation in decentralized systems with Agents*. Springer Science business media, New York. PP 5-14.
- Kenya National Bureau of statistics (2019). *Housing and Population Census*
- Kothari, C.R & Gaurav Garg. (2019). *Research Methodology: Methods & techniques*. 4th edition. New Age International Publishers.
- Lewis, J. L., & Sheppard, S. R. J. (2006). Culture and Communication: Can Landscape Visualization Improve Forest Management Consultation with Indigenous Communities? *Landscape and Urban Planning*, 77, 291-313.
- Linnell, D. (2003). *Evaluation of capacity building: Lessons from the field*. San Francisco: Alliance for Nonprofit Management.
- Maskin, E. (1999). Nash Equilibrium & Welfare Optimality. *Review of Economic studies* 66, 23-38.
- Maskin, E., & Sj'istr6m, t. (2002). *Implementation Theory*. Handbook of Social Choice and Welfare, Volume 1, Edited by K.J. Arrow, A.K, Sen and K. Suzumura. (2002). Elsevier Science B.V
- Mbaria, C. M. (2014). *Factors Affecting Implementation of Projects by Consulting Firms: A Survey of Selected Market Research Organizations in Nairobi County (Doctoral Dissertation, Kenya Institute of Management)*.

Minow, M. (2015). Public and private partnerships. Accounting for new religion. *Harvard Law review*, 116, 1229-1270.

Mugenda, O.M. & Mugenda, A.G. (2003). *Research Methods Qualitative and Quantitative Approaches*. Nairobi: ACTS Press

Mugenda, O.M. & Mugenda, A.G. (2009). *Research Methods Qualitative and Quantitative Approaches*. Nairobi: ACTS Press

National Climate Change Action Plan (NCCAP) 2018-2022 Volume 1. Towards Low Carbon Climate Resilient Development. Ministry of Environment and Forestry. Nairobi, Kenya.

Orodho, A.J. (2003) *Essentials of Educational and Social Science Research Methods*. Mazola Publishers, Nairobi.

Oso, W. Y., & Onen, D. (2005). *A general guide to writing research proposal and report*. A

Priemus, H., Flyvbjerg, B., & van Wee, B. (Eds.). (2008). *Decision-making on mega-projects: cost-benefit analysis, planning and innovation*. Edward Elgar Publishing.

Project Management Institute (PMI). (2003a). *managing change in Organizations: A practice guide*. Newton Square, P.A.

Rotter, M. (2019). *Stakeholder Participation in Adaptation of Climate Change. Lessons and Experience from Germany*. Dessau-Roßlau: Umweltbundesamt.

Roy, I., Al Raquib, T., & Sarker, A. K. (2017). Contribution of NGOs for socio-economic development in Bangladesh. *Science Journal of Business and Management*, 5(1), 1.

Sherman, M. H., & Ford, J. (2014). Stakeholder engagement in adaptation interventions: an evaluation of projects in developing nations. *Climate Policy*, 14(3), 417-441.

Tembo, J. (2013). *Making Monitoring and evaluation systems Work: A capacity Development Toolkit*. Washington D.C, World Bank.

UNDP. (2018). *Climate Change Adaptation in Africa: UNDP Synthesis of Experiences and Recommendations*. Bangkok, Thailand.

UNEP (2019). Helping countries tackle climate change. UNEP Climate Change Strategy.

UNESCO. (2017). NGOs & Climate Change. 8th International forum of NGOs. 7th-8th December, 2017. Paris, UNESCO Headquarters.

Wanja, P. (2017). Factors affecting the performance of projects in NGOs funded by WFP in Kenya: A case of Action against Hunger. Nairobi, Kenya (Masters Dissertation, University of Nairobi).

Wanyama, Fredrick O. (2001). Grassroots organizations for sustainable development. The case of community based organizations in Western Kenya. Regional Development Studies, Vol. 7

Wasike, J. (2012). Corporate governance practices and performance at Elimu Sacco in Kenya, Unpublished MBA project, University of Nairobi

Westland, J. (2007). The Project Management Life Cycle: A Complete Step-by-step Methodology for Initiating Planning Executing and Closing the Project. Kogan Page Publishers.

World Bank. (2011). The World Bank Annual Report 2011: Year in Review. Washington, DC. World Bank.

World Bank. (2012). Monitoring and evaluation: some tools, methods and approaches. World Bank, Washington D.C

World Bank. (2014). World development report 2014. Making basic services work for poor people. World Bank. Washington D.C.

World Bank. (2016). Making services work for poor people. World development report 2013. World Bank, Washington D.C.

APPENDICES

Appendix i: Introduction Letter

Anne Mbugua,

P.O BOX 15037-00400,

Nairobi.

Dear sir/ Madam,

RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a final Master of Art student at the University of Nairobi. My area of specialization is Project Planning and Management. I am currently undertaking research on **“Factors affecting implementation of Climate Change Programmes Managed by NGOs in Kenya: A case of Mbeere North, Embu County.”**

I would be grateful if you could spare some time from your busy schedule and complete the following questionnaire. All the information provided will be purely for Academic purpose and will be treated with utmost confidentiality. Thank you for your co-operation.

Yours Faithfully,

Anne Mbugua

L50/84838/ 2016

Appendix ii: Questionnaire for Community Members.

Please answer all questions and tick as appropriate.

Section A: Demographic Information

1. Gender: Male() Female ()
2. Age
 - i. 20-24 ()
 - ii. 24-29 ()
 - iii. 30-34 ()
 - iv. 35-40 ()
 - v. Over 40 years ()
3. What is your highest education level
 - i. High School ()
 - ii. Diploma/ Certificate ()
 - iii. Bachelors Degree ()
 - iv. Masters ()
 - v. PHD ()
 - vi. Others (Please specify)

Section B: Availability of Funds and Programme Implementation

1. Do you think that availability of funds influence implementation of climate change programmes?
Yes()
No ()
2. In any of the answers, if Yes or No, in the above question, briefly explain why in support of your answer.
3. To what extent does availability of funds influence implementation of climate change programmes?
Very great extent() Great extent() Moderate extent() Less extent() No extent()

4. Please indicate the extent to which you either agree or disagree with each of the statements by selecting a category that corresponds your desire using a scale of 1 to 5 where 5= strongly Agree, 4= Agree, 3=Neutral, 2=Disagree, 1= strongly disagree

Statements	Strongly Agree	Agree	Neural	Disagree	Agree
Sufficient funds influence implementation of climate change programmes managed by NGOs					
Transparency and accountability of funds influence implementation of climate change programmes managed by NGOs					
Sustainability of funds influence implementation of climate change programmes managed by NGOs					

SECTION C: Stakeholder engagement and participation on Programme Implementation

1. Using a response of Yes or No, do you think that stakeholder engagement and participation has an influence on implementation of climate change programmes?
2. If Yes or No, briefly explain with examples
3. To what extent does stakeholder engagement and participation influence programme implementation?
Vey great extent () Great Extent() Moderate extent() Less extent () No extent()

4. Please indicate the extent to which you either agree or disagree with each of the following statements by selecting a category that corresponds your desire using a scale of 1 to 5 where

5=strongly agree, 4=Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Community participation influences implementation of climate change programmes managed by Ngos					
Involvement in decision making of all stakeholders influences implementation of climate change programmes managed by NGOs					
Inclusivity in dialogue by all stakeholders influences implementation of climate change programmes managed by NGOs					
Beneficiary ownership and participation influences implementation of climate change programmes managed by NGOs					

Section D: Capacity development and Programme Implementation

1. Do you support the idea that capacity development influences implementation of climate change programmes?
2. If YES or NO, briefly explain giving examples

3. To what extent does capacity development influence implementation of climate change programmes?

Very great extent(), Great extent(), Moderate extent(), Less extent(), No extent()

4. Please indicate the extent to which you either agree or disagree with each of the statements by selecting a category that corresponds your desire using a scale of 1 to 5 where
 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1=Strongly disagree

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Continuous training to beneficiaries influences implementation of climate change programmes managed by NGOs					
Technical skills and knowledge of stakeholders influences implementation of climate change programmes managed by NGOs					
Specialized skills in climate change by stakeholders influences implementation of climate change programmes managed by NGOs					

SECTION E: Institutional Factors and Programme Implementation

1. Do you think institutional factors influence Programme Implementation?
2. Kindly support your answer with explanations if YES or No, giving examples
3. To what extent do institutional factors influence implementation of climate change programmes?
 Very great extent(), Great extent(), Moderate extent(), Less extent (), No extent()
4. Please indicate the extent to which you either agree or disagree with each of the following statement by selecting a category that corresponds your desire using a scale of 1 to 5 where: 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Power distribution within implementing organization influences implementation of climate change programmes managed by NGOs					
Communication within various institutions both local, government and NGO influences implementation of climate change programmes managed by NGOs					
Leadership of organizations involved in programme					

implementation have influence on its activities implementation					
Implementation structure of NGO have an influence on programme implementation					

Appendix iii: Questionnaire for County and Sub-county officials

Section A: Availability of Funds and Programme Implementation

1. Do you think that availability of funds influence implementation of climate change programmes?

Yes()

No ()

2. In any of the answers, if Yes or No, in the above question, briefly explain why in support of your answer.

3. To what extent does availability of funds influence implementation of climate change programmes?

Very great extent() Great extent() Moderate extent() Less extent() No extent()

4. Please indicate the extent to which you either agree or disagree with each of the statements by selecting a category that corresponds your desire using a scale of 1 to 5 where 5= strongly Agree, 4= Agree, 3=Neutral, 2=Disagree, 1= strongly disagree

Statements	Strongly Agree	Agree	Neural	Disagree	Agree
Sufficient funds influence implementation of climate change programmes managed by NGOs					
Transparency and accountability of funds influence implementation of climate change programmes managed by NGOs					
Sustainability of funds influence implementation of climate change programmes managed by NGOs					

SECTION C: Stakeholder engagement and participation on Programme Implementation

5. Using a response of Yes or No, do you think that stakeholder engagement and participation has an influence on implementation of climate change programmes?
6. If Yes or No, briefly explain with examples
7. To what extent does stakeholder engagement and participation influence programme implementation?
 Vey great extent () Great Extent() Moderate extent() Less extent () No extent()
8. Please indicate the extent to which you either agree or disagree with each of the following statements by selecting a category that corresponds your desire using a scale of 1 to 5 where 5=strongly agree, 4=Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Community participation influences implementation of climate change programmes managed by Ngos					
Involvement in decision making of all stakeholders influences implementation of climate change programmes managed by NGOs					
Inclusivity in dialogue by all stakeholders influences implementation of climate change programmes managed by NGOs					

Beneficiary ownership and participation influences implementation of climate change programmes managed by NGOs					
--	--	--	--	--	--

Section D: Capacity development and Programme Implementation

5. Do you support the idea that capacity development influences implementation of climate change programmes?
6. If YES or NO, briefly explain giving examples

7. To what extent does capacity development influence implementation of climate change programmes?

Very great extent(), Great extent(), Moderate extent(), Less extent(), No extent()

8. Please indicate the extent to which you either agree or disagree with each of the statements by selecting a category that corresponds your desire using a scale of 1 to 5 where
5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1=Strongly disagree

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Continuous training to beneficiaries influences implementation of climate change programmes managed by NGOs					
Technical skills and knowledge of stakeholders influences implementation of					

climate change programmes managed by NGOs					
Specialized skills in climate change by stakeholders influences implementation of climate change programmes managed by NGOs					

SECTION E: Institutional Factors and Programme Implementation

5. Do you think institutional factors influence Programme Implementation?
6. Kindly support your answer with explanations if YES or No, giving examples
7. To what extent do institutional factors influence implementation of climate change programmes?
Very great extent(), Great extent(), Moderate extent(), Less extent (), No extent()

8. Please indicate the extent to which you either agree or disagree with each of the following statement by selecting a category that corresponds your desire using a scale of 1 to 5 where: 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Power distribution within implementing organization influences implementation of climate change programmes managed by NGOs					
Communication within various institutions both local, government and NGO influences implementation of climate change					

programmes managed by NGOs					
Leadership of organizations involved in programme implementation have influence on its activities implementation					
Implementation structure of NGO have an influence on programme implementation					

Appendix iv NACOSTI Research Permit

	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 18498	Date of Issue: 08 August 2023
RESEARCH LICENSE	
	
I hereby certify that Aime Faith Mburu of University of Nairobi , has been licensed to conduct research in Urban on the topic: Factors influencing implementation of climate change Programmes managed by Non governmental organisations in Kenya, A case at Athiery North, Urban for the period ending: 08 August 2023	
License No: NACOSTI/2023/18498	
18498 Application/Issuance Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

Appendix v Plagiarism Report

FACTORS INFLUENCING IMPLEMENTATION OF CLIMATE CHANGE PROGRAMMES MANAGED BY NON-GOVERNMENTAL ORGANIZATIONS IN KENYA. THE CASE OF KAMARANDI LOCATION, MBEERE NORTH SUB-COUNTY, EMBU COUNTY

ORIGINALITY REPORT

14%	12%	4%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	erepository.uonbi.ac.ke Internet Source	3%
2	pdfs.semanticscholar.org Internet Source	2%
3	iajournals.org Internet Source	1%
4	www.thegef.org Internet Source	1%
5	Submitted to Kenyatta University Student Paper	1%
6	Submitted to University of Nairobi Student Paper	1%
7	"Handbook of Climate Change Resilience", Springer Science and Business Media LLC, 2020	<1%