

**AN EVALUATION OF CRITICAL SUCCESS FACTORS INFLUENCING THE  
PERFORMANCE OF NON-GOVERNMENTAL ORGANISATIONS WITHIN THE  
SPORTS FOR DEVELOPMENT SECTOR IN KENYA: CASE OF NAIROBI COUNTY**

**BY**

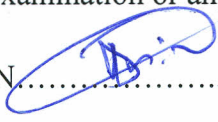
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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF  
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OPTION)**

**November 2013**

**DECLARATION**

This Research Project is my original work and it has not been presented in any other university for examination or any other credit.

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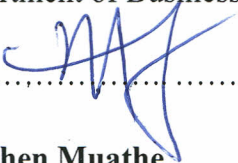
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## **DEDICATION**

I am greatly indebted to my supervisor Dr. S.K Bett who has not tired from providing the much needed advice, direction and has constantly offered invaluable insights and constructive criticism. I thank the entire staff of the Kenyatta University who at different capacity contributed to the finalization of this project this far. To all of you; I salute you.

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## **ABSTRACT**

The youth population is increasing the world over with UNICEF estimating a figure of over 1.3 billion among those aged 15-24 years. In Kenya and indeed elsewhere, the youth population is faced with myriad problems including unemployment, low literacy levels among others. Sports-for-development NGOs can address many of those problems if optimally managed. Using sports as platform for their programs, these NGOs have proved to be critical in advancing youth's technical skills, talent development, leadership development and offer entrepreneurial skills as a means for self reliance among the youth. However, recently there has been proliferation of sports-for-development NGOs leading to duplication of their programs, competition for donor support, lack of innovation in their programs, lack of community involvement and total reliance on the donor community. Many of these NGOs have failed to take risks and have become victims of donor manipulation. That notwithstanding, some of the sports-for-development NGOs have registered impressive growth and come up with sustainable programs that have become a model for replication. With this in mind, it is the purpose of this research to establish the critical success factors in the management of these sports-for-development NGOs. The study aims to find out why there is a gap in performance of these NGOs. To assist in this, the study proposes four objectives. First is to find out how community involvement affects management of sports-for-development NGOs, to find out the extent to which development partners affect management of sports-for-development NGOs, to establish how leadership skills affect management of these NGOs and lastly to determine how information dissemination affects the management of the NGOs. The research questions employed by the study are, how does community development affect the management of sports-for-development NGOs? To what extent do development partners affect the management of these NGOs, how do leadership skills influence the management of the NGOs? And lastly what is the effect of information dissemination in the management of those NGOs. The study will be conducted in Nairobi County. It will focus on 31 sports-for-development NGOs according to NGO Coordination Board (see appendix) as the population from which simple random sampling will come up with 14 NGOs representing 45 percent of the population. From the resulting sample the managers, assistant managers and community representatives will be engaged using questionnaires. The study proposes quantitative research design. The data collected will be analyzed using SPSS and presented using

pie charts, tables and bar graphs. Advanced statistical analysis will be performed to establish correlation ships between the variables from which candid recommendations will be drawn.

DEDICATION

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## OPERATIONAL DEFINITION OF TERMS

- Development Partners : Constitutes all stakeholders involved in the design, implementation and funding of programs in an organisation. In simple terms it is a general term depicting the donors.
- Human Development Index : A measure of development adopted by United Nations Development Program based on three indices that is, education, life expectancy and purchasing parity.
- Logic Models : These are combinations of factors involving the development partners and the need to involve the community members to come up with sustainable, responsive and innovative programs.
- Pareto Principle : A decision making tool based on 80:20 rule. It advocates that 80 percent of problems in organizations arise from 20 percent of poor decisions.
- Right to Play : A Canadian non-governmental organisation that champions sports across the world to spur education, development and address health concerns.
- Sports Accord : This is an association of the largest sports federations across the world.
- Sports-for-development : A combination of many programs using sports as the platform to reach out to the needs of the community.

## ABBREVIATIONS AND ACRONYMS

MYSA	: Mathare Youth Sports Association
KYSA	: Karura Youth Sports Association
RTP	: Right to Play
UN	: United Nations
UNICEF	: United Nations Children's Fund
UNESCO	: United Nations Educational, Scientific and Cultural Organization
GDP	: Gross Domestic Product
GNP	: Gross National Product
UNDP	: United Nations Development Programme
CARE	: Cooperative for Assistance and Relief Everywhere
SID	: Sport-in Development
NGO	: Non-Governmental Organization
PAY	: Physically Active Youth
SDPIWG	: Sport for Development and Peace International Working Group
CBO	: Community Based Organisation
EEAS	: European External Action Service
SFD	: Sports for development

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Optimal development and the realization of Kenya's vision 2030 heavily depends on the resourcefulness of the nation human capital, government's commitment to the cause, the availability and sustainability of natural resources to meet the population demand comprehensively. The public and private sectors by themselves are imperfect and cannot meet all the demands. With this in mind, it has become imperative for sports-for-development non-governmental organizations to chip in an effort to meet the demands of the weak and vulnerable members of the society (Willis, 2007).

In an effort to address its economic development plan in poverty eradication, meeting its education obligation, developing market access and infrastructure, fulfilling the constitutional mandate, gender balance and more the Kenyan government has found that it's development mechanism is indeed inadequate. The private sector has been unable to effectively tackle the unemployment problem now in its all time high of 60% among the youth. Political and ethnic divisions have spiraled unchecked and thwarted development efforts. It is therefore quite apparent that a third force that can assist in these critical development areas is required. It has long been recognized that sports-for-development NGOs can play a critical role in engaging youths and vulnerable members of society, create awareness through education and training programs, unite communities and more (UNESCO, 2011).

Engaging in sports is recognized as a powerful tool for social and economic development. It promotes equality, respect, acceptance and empowerment. It is a truly universal language and evokes a passion and sense of belonging that transcends borders and barriers and that is rarely replicated in other settings. Fighting gender and ethnic discrimination, providing a source of income to local communities, promoting stronger education and health awareness, organizing environmental cleanups, promoting peace and reducing violence are just some examples of the different ways in which the tremendous power of sport can be harnessed to improve and transform people's lives (Laird, 2007).

The recognition of the value of sports has led to instigation of many sports-for-development NGOs in Kenya that deliver combined programmes of sport and life skills education that contribute to the broader efforts of the public and private sector to address developmental issues. Apart from uniting youths these NGOs also build and develop talents as well as teach them matters of policy and governance, entrepreneurship, HIV and AIDS prevention, environmental conservation, community development, gender relations among other programs (UNDP, 2007).

Due to the many programs under the auspices of sports-for-development NGOs, it is imperative that the management has a wide understanding the underlying subject matter to ensure the programs are successful. However due to the complexity involved, it has become apparent that management is unable to fully implement the mandate of some of those programs. As well budgetary constraints and tight donor requirements has hampered the expedition of the programs (Mbote, 2000).

In a bid to meet their development objectives, many sports-for development NGOs have found themselves undertaking mandates that end up consuming more resources set aside and delivering very little in the end. As a matter of critical concern, the international development partners require monitoring and evaluation reports showing full impact of the programs funded. This has puts the management under pressure to perform and a times pushing them to non-core mandates to impress the donors (Ng'ethe *et al.*, 2002).

According to Bailey (2006), community involvement has been cited as one key ingredient in the successful implementation of programs spearheaded by sports-for-development NGOs. In the western countries for instance communities act as funders and form support groups that ensure smooth running of the NGOs. In Kenya however, the full association between sports-for-development and the wider community has not been exhaustively probed (Willis, 2007).

As the number of Sports-for-development NGOs has been rising in the recent past, there has been competition between these organizations in the context where they seek similar sources of funding. This has led to need for innovation and creativity to attract the donors leading to power struggle. With this regard the relations between NGOs spearheading sports for development has not been optimal especially with regard to exchange of information and building partnerships

and collaborations on matters of interest to the society. As a result the NGOs are viewed with suspicion in the wider community further hampering their operations (Batsell, 2005).

### **1.1.1 Sports-for-development NGOs in Kenya**

According to Mbote (2000), the roots of NGOs in Kenya may be traced to philanthropy mainly during the colonial era where the activities of NGOs largely focused on welfare. Over time, the activities of NGOs have changed from those of provision of service and humanitarian assistance to diversified activities such as sports, advocacy and human rights and peace initiatives. With sports becoming an integral product of Kenya since the 1960s there was a need to tap into the youths especially the underprivileged and develop their life-skills as well as talents.

Since the 1970s, there has been a major population growth especially among the youth. This has led to many adverse effects such as crime, poor education, strained social utilities unemployment and idleness among the youth. In recognition of the energy base and potential of the youth, many sports-for-development NGOs came up to fill gap that the government and even communities could not handle. Utilizing sport skills especially in slum and low income areas in Kenya, many Sports-for-development programs have since spawn serving thousands of the youth (Zaidi, 2003).

Presently under CARE program of Sports for Social Change Initiative that involves the various sports-for-development NGOs, there are 31 such organizations spread out throughout Kenya. The most notable of these sports-for-development NGOs in Nairobi include national organizations like Karura Youth Sports Association, Mathare Youth Sports Association, Carolina for Kibera and international ones like Nike Foundation, Right to Play and UNICEF (NGO Coordination Board, 2013).

According to Mbote (2000), NGOs in Kenya have suffered from myriad problems which range from administrative inefficiencies resulting from lack of efficient and effective management, fraud cases leading to international development agencies reluctance to fund programs, lack of accountability resulting to mismanagement of resources by some NGOs, lack of sustainability of the sports programs under implementation by sports NGOs. In addition to that sports-for-development NGOs have failed to fully optimize the linkages with local communities for success of their programs (Bailey, 2006).

However there are numerous cases of successful programs implemented by Sports-for-development NGOs both locally and internationally. Based on the need to find out why there is gap between the successfully managed and dismally managed sports-for-development NGOs, the research aims to find out the critical success factors which can be used as a blueprint for effective management of sports-for development NGOs across the board.

## **1.2 Statement of the Problem**

The awareness of sport as a tool for promoting social development and peace in areas marked by conflict and poverty, have increased considerably during the last decade in particular. Sport has moved from a marginal position to a more privileged and strategic role globally in policy making. A myriad of sports related NGO's of various kinds have been established since the 1990's. So crucial are sports-for-development programmes that United Nations decided to launch the UN Year of Sport and Physical Education in 2005 focusing on areas such as poverty eradication, physical education, effective management and building the skill-set of the youth.

It has however become apparent that while some of the NGOs spearheading sports-for-development programs have been very successful in the implementation of their mandate, others are beleaguered with ineffective management, fraud, staff turnover unsustainable programs and discord with local communities. In addition to that, there is mistrust with the international development partners with the result being underfunding of programs and imposition of stringent audit mechanisms as a requirement for further funding (Mbote, 2000).

In a survey conducted by Willis (2007) in Kenya on the significance of youth sports associations to the society, the study found that some sports associations were rated very high among the local communities as they were most responsive to the needs of the communities. However many others were rated neutral to insignificant in the same research. The study however did not delve deep into the underlying factors which led to the disproportionate rating of sports-for-development NGOs in Kenya.

In other countries such as Zambia and South Africa, it has been noted that partnerships and linkages among the sports-for-development NGOs as a result of leadership initiatives have led to more successful and sustainable programs (Batsell, 2005). This has not been carried out in Kenya to establish whether there are such management initiatives and how effective they are. With that

in mind, it is the purpose of this research to find out the critical success factors in the management of sports-for-development NGOs in the Kenya.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The main objective of this study is to evaluate the critical success factors influencing the performance of sports-for-development NGOs in Nairobi County.

#### **1.3.2 Specific Objectives**

The proposed study will seek to fulfill the following specific objectives:

- i. To find out how community involvement factors influence the performance of sports-for-development NGOs in Nairobi County.
- ii. To investigate the extent to which leadership skills influence the performance of sports-for-development NGOs in Nairobi County.
- iii. To determine the effects of strategic alliances with development partners on the performance of sports-for-development NGOs in Nairobi County.
- iv. To establish how information and communication technology affects the performance of sports-for development NGOs in Nairobi County.

### **1.4 Research Questions**

The researcher will be guided by the following research questions:

- i. How does community involvement influence the performance of sports-for development NGOs in Nairobi County?
- ii. To what extent do leadership skills influence the performance of sports-for-development NGOs in Nairobi County?
- iii. How do strategic alliances with development partners affect the performance of sports-for-development NGOs in Nairobi County?
- iv. What is the effect of information and communication technology on the performance of sports-for-development NGOs in Nairobi County?

### **1.5 Significance of the Study**

There have been many projects over the years forced down on the local communities in Kenya and Africa at large. These projects although well intentioned end up trying to solve community problems based on a philosophy of an “expert” outsider. For a community to solve its own problems effectively it is imperative that it is fully “involved” and “own” the initiative. This research aims to find out the extent that local community involvement affects the success of programs initiated by the Sports-for-development NGOs. The findings will be useful in guiding these NGOs on the extent they should involve local communities.

The findings will also be useful to the management in recommending the useful leadership skills they should acquire if they expect to steer the development programs to success. This will be achieved through a comparative analysis on the skills that NGOs performing well *vis-à-vis* those that are deemed to perform not so well. By drawing the attributes that are common in successful completion of programs, the research can form a blueprint upon which aspiring managers can use to effectively lead NGOs.

To the development partners the study will be useful in providing them with critical information about the general effect of their efforts in supporting NGOs spearheading sports-for-development. This will in turn guide them through what attributes they should continue to bolster and which they need to relinquish in the bid to ensure that the NGOs perform to their level best.

Finally the study will be significant to the academia fraternity as it will act as a reference material for future research on a closely related topic or a longitudinal study to find out if the variables have changed over time. The research will also form a credible source of information to learners who wish to compare the results in Kenya to other areas, to find out the similarities and differences and to derive the most proven benchmarks in managing sports-for-development NGOs.

### **1.6 Scope of the Study**

The research will be conducted in Nairobi County. The focus will be on the Sports-for-development NGOs which have had a major footing in the capital over the years. The reason for this choice is that most of the sports-for-development NGOs have head offices in Nairobi and representative offices elsewhere in the country. The study will focus on the sports-for

development NGOs registered with the NGO Coordination Board. From the Board databank, there are 31 registered sports-for-development NGOs in Kenya (NGO Coordination Board, 2013). These will act as the population designed for this study.

The research will also be focusing on four independent variables that is; management commitment, community involvement, role of development partners and effect of information acquisition and dissemination in the management of sports-for-development NGOs in Kenya. Finally the research is designed take a time frame of five weeks from the moment of data acquisition to data analysis and report writing.

### **1.7 Limitation of the Study**

One anticipated limitation in this study is that the respondents are likely to be reluctant to give information relating to the policies on the issue under study. However, the researcher will assure the respondents that the information given will be treated with ultimate confidentiality. The researcher will also produce a letter from the university showing that the findings of the research are purely for academic purpose.

Another anticipated limitation of this study is financial constraint. The researcher will overcome this by preparing a budget and saving for the required bill in advance in readiness for the research. Time will also be limited to conduct this study focusing on 31 organizations' spread out through Nairobi. To overcome time constraints, the researcher undertake a statistical sampling that will be representative of the whole population therefore repressing the need to visit every organisation.

### **1.8 Assumptions of the Study**

This study assumes that the sample will represent the whole population. It also assumes that the respondents will answer the questions truthfully. This will be enhanced by making sure that the questions asked are clear and well understood. In addition the researcher assumes that the information collected will be correct and up to date. Also the research assumes that the all the respondents selected will be available to fill in the questionnaires in time so that the study is completed as per the research schedule thereby eliminating chances of delays in submitting the findings.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

Over the years sports has come to be defined in several contexts due to the varying degree of activities involved. This has further been aggravated by the literatures available that mainly focuses on certain aspects under the study and tends to generalize the entire sports within the limits being investigated. For this reason Sports Accord an association of the largest sports federations defines sport as all forms of competitive physical activity organized either formally or informally to achieve a certain objective. The objective here can range from entertainment, peace-building and development efforts to mention but a few (UNDP, 2007).

According to Right to Play (2007), sports entails all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport, and indigenous sports and games. This is a slightly abbreviated version of the definition given in the European Sports Charter (2001) that define sport as all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming relationships or obtaining results in competitions at all levels.

Far from the social construct on the definition of sports given by various organizations and the media, there are notable descriptions of sports by imminent personalities. For instance Nelson Mandela said:

*'Sport has the power to unite people in a way little else can. Sport can create hope where there was once only despair. It breaks down racial barriers'* (Right to Play, 2012).

In reference to the Olympic Truce in 2011, International Olympic Committee President Jacques Rogge said: *'Sport fosters understanding between individuals, facilitates dialogue between divergent communities and breeds tolerance between nations'* (Right to Play, 2012).

Development, on the other hand is a terminology that has evolved radically over the years. The level of development was initially recognized by the extent to which a country depended on agriculture, industrial or service sectors. Countries depending on the latter were seen to be more

developed. The level of development was measured in terms of the gross domestic product (GDP) or gross national product (GNP). However this notion received discontent in many quarters (Right to Play, 2007).

Eventually the idea that economic growth determined the well-being of a country was widely challenged, culminating in the UN Declaration on the Right of Development (1986), which recognized that development is a comprehensive economic, social, cultural and political process, which aims at the constant improvement of the well-being of the entire population and of all individuals on the basis of their active, free and meaningful participation in development and the fair distribution of benefits therefrom (UNDP, 2003).

The United Nations Development Program followed this declaration with a more comprehensive measure of development based on human development index (HDI) based on three criteria. Firstly was measure of development based on the literacy levels. Knowledge, as measured by the adult literacy rate (2/3 weight), and the combined gross enrolment ratio in primary, secondary and tertiary education (1/3 weight). Secondly, human development index was measured by life expectancy at birth and lastly it was based on quality of life defined by the GDP per capita and the people purchasing parity (Human Development Report, 2006).

## **2.2 Theoretical Review**

Sport has in history played a very important role in the society whether in the form of competition, entertainment or play. In fact so important is sport that it has come to be recognized as a universal human right by the UN system. For this reason the UN has used sport as a low cost but high-impact tool for peace, capacity building, international cooperation and resource mobilization among other ends. Sport has also been used by the national governments, non-governmental organizations and the media for humanitarian, sensitization and team building. For this reason, sport is no longer considered a luxury but an important investment for development particularly in the developing countries (UNESCO, 2011).

The UN Inter-Agency Task Force on Sport for Development and Peace defined sport, for the purposes of development, as “all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport,

and indigenous sports and games. This definition has since then been accepted by many proponents of Sport for Development (Harrison, 2007).

The international development community is continually engaging in new models and methods to reduce poverty and empower the poor. One such concept that is gaining in popularity is the use of sports to assist poor, marginalized youth. Sports for youth development programs often utilize athletic activities, such as soccer, to teach young people life skills, like providing information on issues affecting them in terms of health, economic empowerment, leadership and many other issues (EEAS, 2012).

### **2.2.1 Performance**

In the private sector scene, it is imperative for companies to gauge the output of their efforts towards meeting their objectives, be it customer satisfaction, profit maximization, market share dynamics and so on in a given time frame. This enables them to address their successes and failures, delve deep on why there were failures with a view to address those failures and to improve more on the attributes that meet their objectives. To meet their objectives, firms have engaged in strategic partnerships, licensing, employed ICT, conducted necessary process re-engineering practices, formed strategic business units, engaged in innovative measures and managed change among many other measures (Neely *et al.*, 2005).

In the same way sports-for-development NGOs have become an ever important stakeholder for corporations and development partners to advance mutually beneficial programs and to improve livelihoods of the community members. Besides other purposes, corporations and development partners involve the NGOs for policy development, innovation and testing ideas but also addressing matters such as environmental and social needs by contributing all manner of resources. While the strategic partners usually contribute financial resources to the partnership, the SFD-NGOs usually contribute human resources, technical know-how and reputation to advance their agenda (Edwards & Hulme, 2005).

According to Bailey (2006), though there have been numerous studies on measuring the performance of organizations including very practical measures such as audits, financial reports, statistical outputs including modeling, not much has been written on SFD-NGOs with regard to performance. There exists scant empirical studies that have investigated how the benefits accrued

are measured beyond pure inputs for instance, money spent, and how the SFD-NGOs partners are involved in this process.

Corporations and the private sector engaged in profit making ventures use a variety of tools to measure their performance, besides the earlier mentioned financial reports, on a large scale companies have employed an all encompassing performance monitoring tools widely referred to as performance management systems (PMS) as a means to project their strategies and objectives. As well there is the use of balanced score-card to leverage the objectives set and establish whether those objectives are being met or not. These performance tools have an hierarchical link to individual objectives being measured vis-à-vis the cause effects chains to link each individual performance indicator to each strategic objective (Weber, 2008).

The problem with these PMS is that they deal with measurable metrics like links between finances, accounts and the performance management system without necessarily incorporating other attributes such as community involvement benefits accruing thereof, effectiveness of leadership skills, role of information management among the strategic partners. Thus, only measurable objectives can become part of a company's PMS (Neely *et al.*, 2005).

The data used to feed the PMS is usually derived from accounting systems, whereby non-financial metrics are usually part of sustainability accounting or as widely regarded, the corporate social responsibility. In a nutshell, the measurement and thus accounting information about community involvement and sports for development NGOs have their specifics regarding performance of their programs and within this scope can the attributes related to communities and the non-measurable attributes of socio-economic development be calibrated (Weber, 2008).

There have been proposals among researchers in the business and social arena to incorporate the performance indicators used in business to effectively apply in measuring the development programs initiated by the sports-for-development NGOs. With this regard a metric of inputs, outputs and impacts have to be employed. The necessary measuring period proposed is a range of between one year and ten years as applies in the business arena. Where partnerships with business community are involved, there is need to harmonize the community benefits, business benefits, employees and customers in a complex chain to be able to evaluate how individual objectives cut across the partnership ( Hansen *et al.*, 2010).

The indicator types resulting from the partnerships can be evaluated using internal and external evaluation processes. Internal evaluation processes can include performance indicators and perception measures for instance an employee survey. External evaluation is available through benchmarking, social screening services, and NGO assessments which among other items include evaluation of programs completion, decision making process and parties involved, scale of programs and budgetary allocation to mention just a few. This can then be used to evaluate and mainstream the objectives to suit the interest of the strategic stakeholders (Harrison, 2007).

### **2.2.2 Performance Theories**

In today's dynamic and rapidly changing workplace and globalised economy, development of organizational performance is associated with the development personal performance, skills, knowledge and experience. However, the ability to achieve and maintain high performance and productivity in organizations is a key challenge facing the management today. The management needs to give higher attention towards understanding individual differences, needs and behaviors, as well as their criticality to enable them to understand and manage organizational complexity (Lawler, 2002).

According to Weber (2008) despite the great relevance of individual and organizational performance and the widespread use of job performance as an outcome measure in empirical research, relatively little effort has been spent on clarifying the performance concept. Due to the scant empirical reviews on performance in the 90s and early years of this millennium, many researchers termed literature on the structure and content of performance “a virtual desert”. However in the recent years, there has been an increase in the interest in development of definitions of performance and in specification of the concepts encapsulating performance.

It is generally agreed however that when conceptualizing performance, it is imperative to differentiate between action performance and outcome performance. Action or behavioral performance is what an individual does in a work situation while outcome performance is the collective results from all quarters in an organisation. Moreover only those actions which can be measured are considered to constitute performance (Neely et al., 2005).

Performance is also a multi-dimensional concept. On the most basic level, two dimensions of performance are distinguishable that is task and contextual performance. Task performance

refers to an individual's proficiency with which he or she performs activities which contribute to the organization's core objectives. This contribution can be both direct for instance in the case of production workers, or indirect like in the case of managers or staff personnel. Task performance refers to activities which do not contribute to the technical core but which support the organizational, social, and psychological environment in which organizational goals are pursued.

There are five factors which refer to task performance which include job-specific task proficiency, non-job-specific task proficiency, and written and oral communication proficiency, supervision - in the case of a supervisory or leadership position and lastly management or administration. Contextual performance on the other hand include behaviors which aim primarily at the smooth functioning of the organization as it is at the present moment, and proactive behaviors which aim at changing and improving work procedures and organizational processes (Lawler, 2002).

At present, organizations and work as a whole are undergoing dramatic changes which have implications for conceptualizing and understanding performance. There is therefore need for organizations to leverage on specific key areas that have been noted to affect how organizations operate in a rapidly changing operating environment. These key areas are importance of continuous learning or training, the relevance of innovativeness, increase in teamwork, leveraging on globalization, and adoption of information and communication technology (Weber, 2008).

### **2.2.3 NGOs spearheading sports-for-development programs**

In the period between 1980s and 1990s, developing countries have witnessed an unprecedented rise in the number of NGOs championing various causes. The greatest reason for this increase was the growing neo-liberal approach by the western countries towards the developing countries. There was a growing perception in the west that the national governments were both inept and corrupt hence unable to fulfill their mandate to the people in key areas of health, education, economic development, poverty eradication and many other concerns. It is thus from this platform that NGOs mushroomed on the notion that they were efficient and responsive to peoples' needs (Webbs, 2004).

Within the sporting fraternity however, the growth in the number of NGOs spearheading sports-for-development program has largely been caused by the booming population amongst the youth. According to UNICEF (2012), there are more than 1.3 billion young people between the ages of 12 and 24 years. This presents a viable opportunity to utilize the energy of this population for a good cause within the communities. More pressing towards the establishment of the NGOs is that the population targeted is also the most vulnerable within the society. Sports-for-development NGOs present a unique opportunity to educate the youths on health matters, economic empowerment, environmental conservation, accountability in governance and gender parity among many other pressing concerns (Laird, 2007).

In Kenya, an initiative by CARE international along with 31 national sports-for-development NGOs has established a network through which their core objectives can be achieved collectively through partnerships. This has seen a major boost in key areas that CARE focuses on especially in education, health, poverty alleviation and capacity building for the youths. This partnership has been instrumental in lobbying for effective policy changes in government, exchange of ideas and learning from each other especially with regard to nascent NGOs. This has helped them avoid mistakes experienced by the older members. The networks also form a platform for further lobbying and support from other international development partners (CARE, 2007).

With regard to sport-for-development NGOs targeting youths and children, it has been consistently reinforced that the benefits or failures of sport and youth development projects cannot be understood in isolation from other social factors and reasons for social change (Sport England, 2002). Bailey (2006) further emphasizes that it is important in all cases to differentiate between necessary conditions for participation in sport and sufficient conditions or conditions under which the potential outcomes are achieved. Thus, it is essential that sport projects be aware of the risk factors, social conditions and material realities of the children and youth they serve, in order to have a positive impact.

A documentation of successful sport and child/youth development projects have, in nearly all cases, pointed to the impact and importance of skilled, enthusiastic project coordinators, leaders and core staff. The leadership skills, interpersonal skills, and behavior of the coach or sport leader are, therefore, essential to positive development in the children and youth they teach. It

has also been found that character, notions of fair play, and moral development are only transferred to sports participants when the goals of the program and coach are in line with moral attitudes and behaviors, and when coaches enact specific teaching strategies to promote a positive change in moral growth (Ewing *et al.*, 2002). Positive benefits of sport may only be achieved through sporting experiences that provide positive experiences and minimize negative ones.

It has been noted over the years that multi-agency approach to child and youth development has been consistently emphasized in the literature as leading to successful outcomes for sport-focused programs for young people. This approach recognizes the role that sport can play in addressing some of the many issues and factors that contribute to positive (or negative) development in children and youth. Furthermore, long-term commitments to these types of projects are necessary if successes and quantitative monitoring are to be effective (Sport England, 2002).

#### **2.2.4 Significance of sports-for-development programs**

Sport for a very long time now has not been directly associated with development. For this reason there has been very scant literature on the relationship between these two attributes. However with the unveiling of the human development report in 1998, there has been a shift in view of how sports contribute to development. The report revealed that there is an unprecedented growth in world consumption in line with expanding middle class the world over. As a result of this, the report observes that more people are dedicating their time in leisure, sports, vacations and other activities across the world. It is from this revelation that sport is seen to advance development in a way never imagined before (UNDP, 2007).

Sport feature in the development plans of many third world countries. However it is the extent and magnitude of sports deployment into development activities that remain undefined. Many countries as a result engage in sports within the guidelines stipulated by the governing organizations as an obligation. One organization that has gone beyond the perfunctory view of sport is common wealth which has not only clearly defined the role of sport in development but also gone further to incorporate sport as a tool for cohesion (Willis, 2007).

African leaders have long embodied the potential of sport as a tool for national integration, international recognition as well as to provide other health and socio-economic benefits. Nelson Mandela, one of the greatest ambassador of human rights recognizes that a child had three fundamental rights, health, sports and education. Even so the literature of sport-and-development remains scant. More perturbing is the failure to recognize the potential of sport to contribute to grassroots development (Ng'ethe *et al.*, 2002).

In their bid to reach out to developing countries, CARE international has held a long believe in utilizing the potential of sports to fulfill their development objectives. By reaching out to sport affiliated organizations, CARE strategy involves incorporating sport in their existing programs and believes that it can play a significant role in helping the organization reach its program objectives and improve the well-being of youth and their communities. Their aim is to use sport as a conduit for empowering girls, developing young leaders, increasing classroom success, fostering the recreation participation of youth with disabilities, and assisting the development of local organizations (CARE, 2007).

In their roadmap CARE (2007) noted that utilizing sports-for-development NGOs proximity to the communities has the potential to enable building networks which have the power to produce significant benefits for their members, including access to knowledge, skills training, and programming opportunities. Through information and skills sharing, networks increase their members' efficiency and effectiveness. By building relationships and diversifying skills, member organizations are less likely to suffer from disruptive changes in their social and political environments. In addition, networks increase the visibility of members' issues.

### **2.2.5 Challenges facing sports-for-development programs**

In the period from 1990s the number of NGOs in general and those specializing in sports-for-development in particular has risen. This is from the notion perceived that they are better and efficiently run than government organizations. Another reason for the rise is favoring policies mainly pushed by the international community for human rights and widening of democratic space. The rise has been pointed out as an ingredient for thriving civil society and the NGOs viewed as important for unbiased governance and accountability in management (Laird, 2007).

However within the sports-for-development the rise has come with fragmentation of the core functions of the NGOs. Within a limited geographical span, it is now commonplace to find many of sports-for-development NGOs running similar programs. This has not only led to unnecessary competition but also served to lessen the scale and integration of various programs in their mandate. As well the development communities are also at a loss on the criteria to fund the organizations since it becomes difficult to measure the impact of any one of the competing NGOs (Webb, 2004).

According to Batsell (2005), there is lack of coordination among many of the sports-for-development NGOs that result from fragmentation of their programs. This means that integration of the NGOs programs becomes very tedious and costly affair. As well building partnerships among the NGOs for synergy becomes somewhat a difficult task because of suspicion. For authors like Batsell, expectations that the NGOs have collective capacity to initiate tangible development and bring social change are over-ambitious.

Lack of innovation and risk-taking is also widespread among the organizations running sport-for-development programs. This is partly due to strict guidelines and conditions set by the development partners. As a requirement for funding the development partners require a thorough monitoring and evaluation assessment and negating from that, jeopardizes the continuity of their services. Lack of risk-taking cannot however be solely placed on development partners' expectations, the management itself is to blame for often lacking foresight. This can be clearly discerned following excellent performance by some sports-for-development NGOs while others fair dismally (Willis, 2007).

Also on development partners, authors have blamed their rigidity and conditions with their funding for ineffective programs. Some of the programs may fair well in some areas and fail in others due to the expectations of the communities involved. Donors pushing the programs they will fund come across from lack of proper understanding of the areas represented by the NGOs as well as inadequate information dissemination (Harrison, 2007).

### **2.3 Criteria for gauging best practices**

To be able to discern the critical success factors in management of sports-for-development NGOs, it is imperative to come up with a scale that can be used across the board for

homogeneous results. Selection of “best practice” programs or interventions was based upon carefully selected, consistent and pre-determined criteria by the Right to Play-Canada. The table below describes this:

**Table 1.1: Criteria for measuring best practices for programs**

Criteria	Description	Measure
Scale	Size and sustainability of the program	
Justification	What were the criteria for establishing the program?	
Barriers	How the program addresses barriers	
Culturally specific (needs based)	Whether the program is responsive to specific local needs	
Evidence/published material	Availability of appropriate evidence on the need for the project	
Gender	Whether the program is gender sensitive	
Disability	Whether the program recognizes people with special needs	

Source: Right to Play (2007)

## 2.4 Empirical Review

To establish the significance of sports, a case study of the Mathare Youth Sports Association (MYSA) suggests that MYSA, in particular, but also programs of its kind, appear to provide hope that sport-based programs can make a difference in the lives of marginalized youth. Willis (2007) found that grassroots development programs, such as MYSA, may make a tangible difference in the everyday experiences of youth, that youth can own their development, that gender stereotypes may be successfully challenged through sport-based development programs, and that the objects of development can become its subjects.

According to Willis (2007), MYSA's Letting Girls Play program afforded girls a safe and supportive environment in which they are treated with dignity and taught new skills. With respect to gender, analyses of MYSA's programming suggests that adolescence is a key time to introduce sport-based initiatives, because transitions from childhood to adulthood are generally the time when boys establish more autonomy, mobility, privilege and opportunity than girls.

A similar program, Physically Active Youth (PAY), was designed and implemented in Namibia to support the educational achievements of high-school students. More than half of the students in the Namibian educational system (approximately 16,000 16-year-olds) fail a national exam after Grade 10, preventing them from continuing their educational pursuits. PAY combines a sport program with informal tutoring to support high-school dropouts and other students considered to be at risk of failing the national exam and ending their educational career (Bailey, 2006).

The program also involves HIV/AIDS awareness and prevention, and sexual and reproductive health issues that are commonly faced by students who drop out of the school system. (CABOS Report, 2006) research indicates that the program has a direct impact on the educational achievement and sustainability of students who participate (CABOS Report, 2006). In the pilot program, 92% of participants passed the Grade 10 exam, and researchers concluded that the appeal of sport among young people had motivational effects on youth, in terms of passing the exam and continuing their education (CABOS Report, 2006).

#### **2.4.1 Community Involvement**

Since the series of African countries gaining independence during the middle of the twentieth century, the concept of 'aid' was formed and the West, to this day, continues to invest millions in the 'development' of many of the developing countries. Despite the growth in aid funds, foreign aid has failed to produce sustainable growth and the prevalence of hunger in sub-Saharan Africa is still on the rise (United Nations, 2009).

In the mid-1960s, around 55 per cent of Africans lived in absolute poverty; that figure has risen to 65 per cent by 2002. The money that goes into 'development' is more in question. The major argument is that dominant outsiders' global model, and top-down planned development has

made matters worse in helping the lives of the poor in Africa since the aristocrats have set their target to African 'development' (Collier, 2008; Meredith, 2006; Easterly, 2006).

The major argument against the 'top-down' approach to development are that it can be seen as an imperialistic enforcement, imposing pre-designed programmes that have been carried out by Western values and the motives of the governments of the wealthy nations (Sugden & Tomlinson, 2003). This can prohibit communities to show and experience their own full potential, and can even lead to community uncertainty and resistance. In addition, it can ignore the socio-cultural development essential in the sustainability of development after the initiation stage. Prior to the undergoing of this research, the failings of 'top-down' approach to development were well documented amongst writers of developmental aid to Africa.

The insurgence of people-centred approach that prescribes local ownerships was gaining momentum (Burnett, 2009). Such strategies are based on the recognition that the involvement of local people increases the sense of ownership and credibility of sports programmes and also a desire to ensure sustainability in the long term. Girginov (2008) defines people-centred development as giving community members the authority to make decisions and choices and facilitating the development of the knowledge and resources necessary to exercise these choices. People-centred development is essentially a community participation approach, now seen as an innovative and practical form of social development in which particular focus is put on the idea of guided self-help (Lawson, 2005).

According to the Conference Board of Canada, sport makes a major contribution to Canada's economy and society, not only through the development of skills and the improved health of citizens, but also through the building of social cohesion and capital. This aligns with the sentiment held among Canadians that sport brings groups of people, particularly families, together and encourages family interaction (Canadian Centre for Ethics in Sport, 2002; Conference Board of Canada, 2005).

Coalter's (2005) review essay captures important evidence regarding the role of sport in building and facilitating social and community inclusion and active citizenship. This body of literature, as interpreted and reported by Coalter, links sport to Lawson's (2005) notion of 'social capital.' Communities with good social capital have strong community networks, a good sense of local

identity and solidarity, and high levels of trust and support among members. With this in mind, there is evidence to suggest that developing sport in the community may contribute to developing communities through sport but also that non-traditional approaches should be taken if such results are to be realized. Most notably, a 'bottom up' approach that aligns with and supports existing community-based sporting infrastructure, and utilizes local labor and resources, has been found to have the most impact at the community level; it also has the additional advantage of avoiding local skepticism about quick-fix schemes.

More specifically, sport has been used as a practical tool to attract young people to volunteering, engaging them at the community level. Ewing *et al.*, (2005) found that such programs resulted in increased measures of altruism, community orientation, leadership and sense of self among young people. These findings align with a recent analysis of the social and cultural benefits of sport in a Canadian city.

RTP incorporates schools, educators and staff from other local implementing NGOs or community based organisations to ensure localisation of programmes and deliver sustainability to their work (ibid: 2007). When designing programmes, the initial assessment stage involves understanding of the needs and assets of their community.

By collaborating with and training dedicated community leaders such as teachers, early childhood educators, and staff from other local implementing NGOs or community based organisations (CBOs), Right To Play helps to ensure the appropriate localisation of programmes. This contributes to the establishment of strong and lasting mentoring relationships, and the sustainability of our work (RTP, 2007).

#### **2.4.2 Leadership Skills**

According to Northouse (2004) leadership is crucial for the directional steering and motivation of staff to enable an organisation move from its present state to the desired state. There are many definitions of leadership and the roles of a leader, still remains controversial. However there is common agreement that leadership involves influence, occurs in a group context, is a process and above all, is oriented towards achieving defined goals. For this reason and based on this analysis, leadership has been defined as the process where an individual influences a group or individuals to achieve common goals.

Within the not-for-profit organizations, an assessment of literature available reveals that there are four kinds of leaders. These are; paternalistic, activists, managerialist and catalytic. Paternalistic leaders are those who exhibit very close or almost familial relations with staff and volunteers. Their leadership style may border on autocracy. Activists are leaders that engage in advocacy or lobbying work. Managerialist leaders on the other hand have proven record for administrative and managerial duties. They can effectively establish reliable systems and appropriate structures, as well as manage a diverse workforce with established roles and responsibilities. Finally catalytic leaders are those regarded for management of change and inspiring staff to implement change. They have a wider world-view and possess long-term strategies for the organisation (Willis, 2007).

NGO leaders often face extraordinary challenges – both at a personal and organizational level. They work long hours with limited resources in uncertain and volatile political and economic circumstances to help the most marginalized and disadvantaged members of their communities. The complex managerial challenges they face have been documented in a small, but growing, body of research. A review of literature available shows that it is conclusive that challenges facing sports-for development NGOs are demanding, and distinct from those faced by governments or the for-profit sector (Smillie & Hailey, 2001).

Any understanding of the role and performance of NGO leaders must incorporate the environment in which they work. Recent research into NGO leaders in Kenya, Malawi and Uganda highlights the way in which they operate simultaneously in three different worlds – the global aid world, the urban context in which they live and work, and the rural village setting where many of their extended families still live (James, 2005).

Previous research conducted fail to highlight how NGO leaders have to adapt to new leadership roles, the stresses arising from pressure of work, and the demands of organizational crises – commonly around financial shortfalls, internal conflicts or tensions between the staff and the Board. According to Kaplan (2002) the unrealistic and artificial demands placed by aid donors adds to the pressure faced by local NGO leaders. The donor's emphasis on tight project schedules, over-hasty timeframes and quick results is both unrealistic, developmental bad-practice, and has a negative impact on the credibility and confidence of NGO leaders. Such

demands have a detrimental effect on the ability of many NGO leaders to pursue long-term goals or develop a degree of financial sustainability.

NGO leadership also needs to be seen in the wider political and social context. For example, Ng'ethe *et al.*, (2002) analysis of the determinants of civic leadership in Kenya emphasized the importance of the wider political and institutional framework in determining the performance of NGO leaders. NGOs, as part of an active civil society, are inherently part of a wider political process. As a result their work is susceptible to politically-inspired restrictions. NGO leaders are commonly perceived as a political threat that needs to be subverted or removed. Apart from the impact of such tangible political concerns there is also the unquantifiable and intangible influence of caste, class, religion and culture.

According to Webbs (2004) there are four related activities that define successful leadership in a collaborative context: embracing, empowering, involving, and mobilizing. These are similar to the four tasks outlined for catalytic leadership: raising awareness, bringing diverse stakeholders together, developing strategies, and sustaining action over time. Batsell (2005) indicated that problems today are complex and cross jurisdictional, organizational, functional, and generational boundaries and, therefore, cannot be solved by the leadership of one individual, one organization, or one jurisdiction but require all stakeholders involved.

Leadership development is also an issue that has been examined in research on children and youth in sport participation. Burnett's (2009) analysis found that high-school athletes scored higher on a leadership ability measure than their non-athlete counterparts. They conclude, therefore, that athletics offers youth an opportunity and platform to develop and improve leadership skills and abilities. Lives of adolescent girls, a survey study from the U.S. Department of Education assessed occupational aspirations, occupational status, educational progress, and school attendance by prospectively following a large cohort of students after they left high school. Involvement in high-school sports was associated with educational and occupational attainment.

Leadership behaviour is directly influenced by leaders' definitions of themselves in relation to their colleagues and work teams. As such leadership is not so much about individuals as it is about relationships. It is a dynamic process of mutual influence between leaders and followers. A

noteworthy finding of the recent research among NGO leaders in Uganda has been the way in which leaders have embraced a more participatory leadership style. Traditionally dominant leaders are increasingly sharing decision-making with their staff and encouraging a more participatory culture in their organizations (James, 2005).

As a measure of effective leadership, strong networking capacity should complement strong leadership and vision. Members require capacity to gather information, implement best-practices, experiment with taking risks, and capitalize on opportunities. Moreover, members should learn from each other and identify regional or sectoral differences and how to implement appropriate strategies for those environments. Networks must also be able to manage change with strong negotiation, communication, and management skills and structures. Finally, organizations must take ownership of their network if it is going to be sustainable (Laird, 2007).

### **2.4.3 Strategic Alliances**

The prominence of NGOs in development activities is based on perceptions that such organizations have two particular and interconnected strengths. Firstly, in terms of operational effectiveness, NGOs are considered to be better placed than other organizations to reach the intended beneficiaries of development programs, particularly those that are aimed at the poorest members of society (Zaidi, 2003). Secondly, policies have supported the expansion of NGOs as ‘vehicles for “democratisation” and as essential components of a thriving civil society’ (Hulme & Edwards, 2005). The balance of these two roles may differ according to the specific NGO although, more generally, Zaidi suggests that the legitimacy of any NGO depends on success in addressing either one of these roles.

The term ‘partnership’ has increasingly been used in policy and practice to describe the relationship between international donors and NGOs in developing countries (Lister, 2000; Harrison, 2007). In this context, partnership is suggestive of a qualitatively different type of relationship from international donors merely working with NGOs in developing countries.

The rhetoric of partnership is based on the many supposed benefits that such a relationship may bring to development work. Such hypothesized benefits commonly fall into two groups. Firstly, partnership may result in more efficient and effective provision. For example, Lister (2000) suggests that synergies derived from partnerships may make better use of scarce resources and

increase the sustainability of interventions. Secondly, partnerships are believed to allow devolution of power with development decisions being taken closer to local communities (Harrison, 2007) perhaps with the direct involvement of potential beneficiaries (Lister, 2000). Harrison (2007) goes as far as suggesting that the essence of partnership therefore focuses on reversing the power relations in the aid chain.

However, a number of authors question whether the developing rhetoric of partnership signifies a change in relationships between international donors and NGOs in developing countries. In terms of the actual relationships, Harrison (2007) identifies that different agencies may have different conceptions of principles underpinning, as well as the behaviors associated with, partnerships. Moreover, Lister (2000,) criticizes partnership as an idea imposed by developed countries and suggests that development of 'authentic partnerships' are constrained by the control of funding retained by international donors. Summing up these factors, Laird (2007) identifies that:

*'Despite the rhetoric of partnership, NGOs in developing countries, whether indigenous or the country programs of international organizations, generally acquiesce in the development agenda of donors or their northern-based head offices.'*

In the literature on NGOs involved in HIV / AIDS development work, Seckinelgin (2006) makes a similar point, suggesting that the use of the term partnership commonly masks the ongoing power relations between NGOs and power relationships between international donors and NGOs in developing countries are commonly discussed by a wide variety of authors. The power of international donors resides primarily in the funding that they make available.

In the context of NGOs working to address HIV / AIDS, Boone and Batsell (2005) suggest that NGOs in developing countries become tied to the agendas adopted by international donors. Similarly, Zaidi (2003) suggests that the short-term and project-specific nature of funding results in NGOs working within tight constraints and on highly specified tasks. More generally, the system of funding from international donors has reduced the diversity of NGOs due to a 'self-replicating' process of funding being directed to the largest NGOs (Hulme & Edwards, 2005).

Besides the generalities of the system of international funding, processes related to accountability, such as monitoring and evaluation, are widely identified as mechanisms that

reinforce power relations. A number of authors report that, NGOs are increasingly becoming accountable to international donors, rather than to the communities with which they work (Hulme & Edwards, 2005; Zaidi, 2003; Seckinelgin, 2006). Moreover, imposed norms and systems of monitoring and evaluation have additional effects on development work by NGOs in developing countries. These effects include NGOs focusing on short-term quantitative outputs (Zaidi, 2003), considering only their own performance rather than co-operating with other NGOs and overlooking the long-term impact of provision (Seckinelgin, 2006).

In order to overcome some of the limitations of solely monitoring outputs, Coalter (2006) advocates for greater integration, in NGOs in the sport-for-development sector, of evaluation of both processes and outcomes. He believes that such an approach to evaluation, based on the use of logic models, would lead to more coherently designed and consistently delivered programs that have lasting and sustainable impact on the targeted people (Coalter, 2006).

Overall consequences of these power relations may have significant implications for individual NGOs and the NGO sector as a whole. Edwards and Hulme (2006) suggestion, that the alterations to NGOs' modes of operation engendered by funding from international donors are continually reinforced and reproduced, is also recognized in the HIV / AIDS sector by Seckinelgin (2005) who observes that;

*NGOs, participating in funding relationships in which they are regarded as service delivery tools, gradually internalize certain ways of relating and thinking that are independent of their community relationships.*

These effects create a paradox in which a supposed basis for NGOs' effectiveness in management and delivery, their democratic relationships with local communities and individuals, is undermined resulting in a reduced capacity to initiate social change (Edwards & Hulme, 2006; Seckinelgin, 2006).

#### **2.4.4 Information and Communication Technology**

Information management is has become a crucial cornerstone to spur development. This cannot be overstated in the case of sports-for development NGOs. As unveiled by the UN general assembly during celebrations for World Development Information Day, timely and accurate

information regarding development challenges is very important to mobilize the communities, societies and governments around the world to act (EEAS, 2012).

According to the UN General Assembly Resolution (2012), information and communications technologies have the potential to provide new solutions to development challenges, particularly in the context of globalization, and can foster economic growth, competitiveness, access to information and knowledge, poverty eradication and social inclusion that will help to expedite the integration of all countries, especially developing countries, in particular the least developed countries, into the global economy.

The progress of information and communication technologies offers powerful tools which can make this task more feasible than ever before. Information sharing among the sports-for-development NGOs has enhanced donor mobilization and eased monitoring of programs among the stakeholders. Internet connects the development community, making efforts aimed at improving living conditions across the world more efficient and coordinated. Moreover, it creates an unprecedented opportunity to increase public awareness and involvement in development projects especially motivating young people (EEAS, 2012).

It is a fact that many youths are engrossed in the need to equip themselves with life-skills that will enable them lead a decent living. The need to raise their socio-economic status is thus necessary and urgent. This requires empowering them with the necessary technical skills aside from sporting. As is often the case many of the youths may not necessarily proceed to develop their sporting talent and deploy it as a mean to earn a living. For this reason, it is imperative to offer them empowerment and education as a crucial step in the programs undertaken. However, organizing programs meant mainly for raising awareness, education and training are information and communication dependent. Information dissemination as such constitutes an important and critical factor for the success of youth education and learning programs (Willis, 2007).

In a research carried out by Nan (2006) in Tanzania, NGOs faced numerous challenges in gathering and establishing good information sharing practices, one major reason for this was due to the short nature of funding for various programs that made it futile to collect information that would not be useful in a short duration. Another reason for miniscule information collection in the field is that many staff lack knowledge on the local communities. As well staff turnover was

cited as a reason why many surveys were not completed for the benefit of the communities involved.

According to UNESCO (2011), organizing programs meant mainly for raising awareness, education, and training are information and communication dependent. Information dissemination as such constitutes an important and critical factor for the success of youth education and learning programs. Willis (2007) notes that more often than not, organizers of the training programs perceive information dissemination to be a one way form of communication, circulating information and advice mainly through mass media in a cost-effective and timely manner. In some cases, the media are posters and pamphlets, while in some others reliance is exclusively on text-based print medium. However, two-way form of communication is relatively more relevant and effective for organizing awareness programs and activities employed by sports-for-development NGOs.

In his research on the level of information sharing among NGOs in Tanzania Nan (2006) noted that youths involved in the community programs may not be in a position to articulate their information needs as clearly as research and academic communities communicate. However, by holding interactive sessions with the community members, youth educators can identify topics of relevance to their interest, and accordingly judge or interpret the kind of content and how going to be of use to them.

According to Willis (2007) for successful implementation of the sports-for-development programs, it is important to update and supplement findings made from interactive face-to-face sessions with community members. While identifying information needs, program coordinators need to assess what types of information contents delivered in the service are going to be of interest and relevance to the community in addressing their issues and problems.

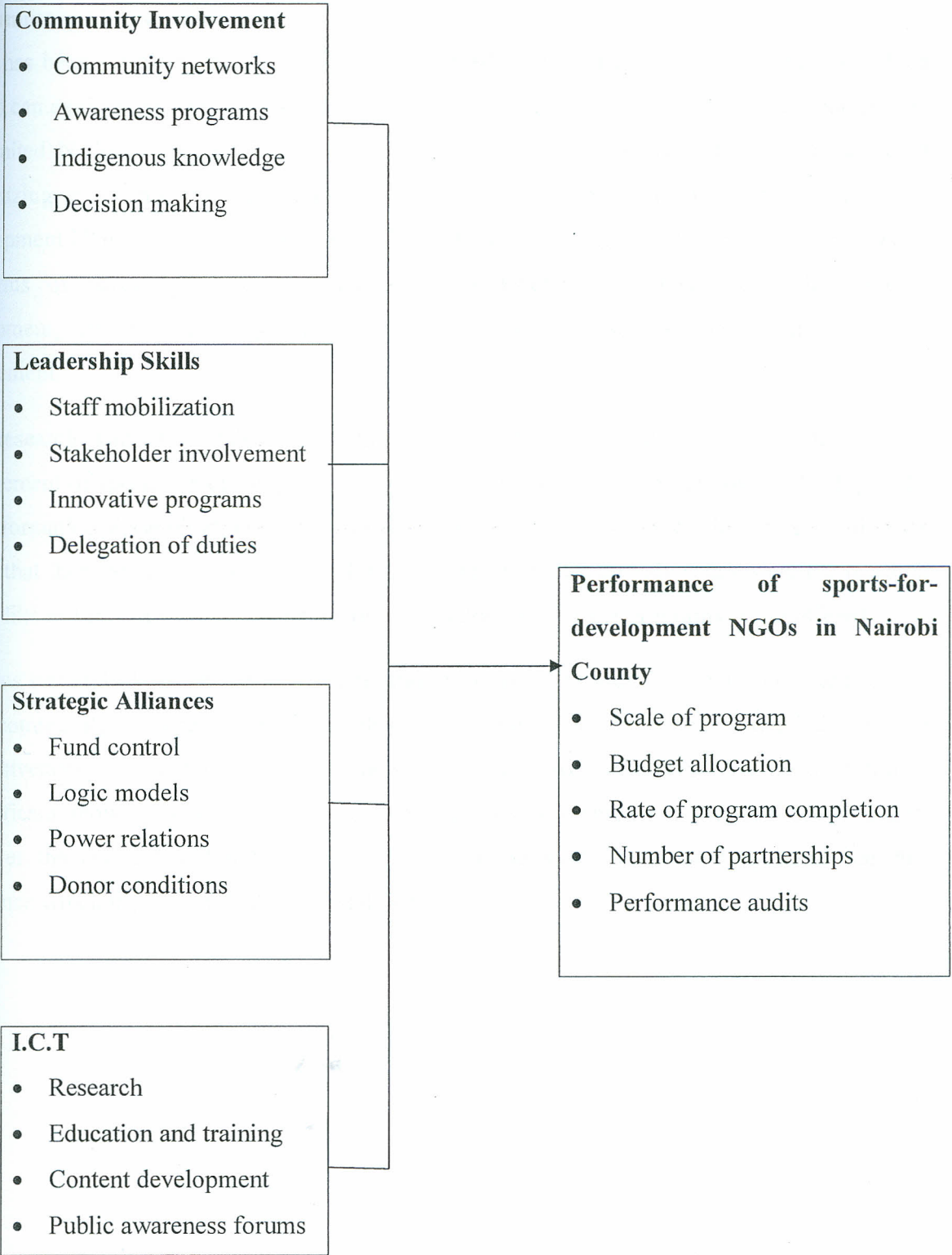
In his study Nan (2006), found that information dissemination requires systematic collection, organization, and storage of information relevant to the needs of the local community. He observed that there were several approaches to capturing relevant information both content-oriented information and problem-oriented information. While some approaches are traditional, others are innovative but should all be deployed for maximum benefit.

2.5 Conceptual Framework

Figure 2.1: Conceptual framework

Independent variables

Dependent variable



Source: Researcher (2012)

## **2.6 Summary of Research Gaps**

Sport has been identified as one of the most cost effective and popular means through which youths can explore their talents and build on technical skills for economic empowerment. Indeed the United Nations named the year 2005 as both the year of sport and physical education recognizing it as both an end and means to national development. However sport-for-development NGOs continue to be relegated to the sidelines in terms of literature development. In terms of partnerships between the sports-for-development, donors and the national government, an incisive study has not been done yet to establish the optimal level of engagement.

This research aims to establish the influence of community involvement in the overall management of sports-for-development programs. It also seeks to find out how leadership skills and information dissemination within these NGOs affect the running of the programs therein. Given that there are many small sports-for-development NGOs already established the research would like to find out the level of innovation and uniqueness of the programs being offered.

Previous research done on the level of reception of sports-for-development NGOs among the local community members established that while some were very highly rated due to the responsiveness of their programs to the needs of the community, others were rated neutral to insignificant showing there was disproportionate level of acceptance in the local communities. However the research did not delve deep in the underlying causes on why there was this difference which this research aims to establish.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This section highlights the method to be used in undertaking the study. It covers the research design, target population and the resulting sample size. The section shows how sample size will be derived using approved statistical method so as to be representative of the population. The section also highlights the data to be collected, the instrument which will be used in collecting data and how the instrument will be calibrated to ensure validity and reliability. The section concludes by showing how the data collected will be analyzed and presented to be of use to decision makers and other interested stakeholders.

#### 3.2 Research Design

The research employed descriptive type of design. This is the design whose purpose is to provide a description of affairs as they are (Delno & Kombo, 2006). This type of research is suitable in cases where the problem has been defined specifically and the researcher wants to establish certain issues about the problem. This design has been considered because it will give the researcher an opportunity to administer questionnaires to facilitate the measurement, comparison and interpretation of the research data.

The design has been implemented in such a way to prevent bias as the questions are largely close ended. The reason the management was chosen is because in respect to Pareto principle that is established as a problem solving tool in organizations, management is responsible for making 80% of decisions that determine day-to-day running of the programs hence determining their success or failure. As well they have access to the information sought in this research.

The researcher will also make use of qualitative data. This will be useful in questionnaire testing and debugging. Qualitative data will be collected by means of observing NGOs print material to decipher management efforts and plans. This will also be helpful in pilot testing to make sure that the information contained in the questionnaire is adequate and relevant.

### 3.3 Target Population

The target population for this research is the NGOs spearheading sports-for-development programs in Nairobi County. According to the statistics from the NGO Coordinating Board, there are 31 sports-for-development NGOs in the county. This results to 31 managers and 31 assistant managers within the target NGOs who will be the focus of the research.

### 3.4 Sampling Design

From the 31 sports-for-development NGOs mentioned earlier, a total of 14 NGOs will be selected for the study using probabilistic statistical method. The preferred method used is random sampling. This will be achieved by labeling the NGOs from 1-31. Using MS-excel random sampling function, a sample of 14 NGOs will be selected. This represents 45% of the total population. This sample is a reflection of the total population and the researcher will engage the management, assistant managers and community representatives of the NGOs resulting thereof.

**Table 3.1: Target Population and the resulting Sample Size**

	<b>POPULATION SIZE OF NGOs (P)</b>	<b>SAMPLE SIZE (S)</b>	<b>% OF SAMPLE TO POPULATION SIZE (S/P*100)</b>
Managers	31	14	45.161
Assistant Managers	31	14	45.161
Community representatives	31	14	45.161
<b>TOTAL</b>	<b>93</b>	<b>42</b>	<b>45.161</b>

Source: Researcher (2013)

This sample size has been considered based on three factors namely: the need for the sample to be representative of the population in which Mugenda and Mugenda (2003) recommends at least 10% of the population. In addition the researcher had considered that only the management and the community representatives, chosen to represent the interests of the community are privy to

the information sought by the research. Lastly the researcher considered time and budget constraints as articulated by Kothari (2004).

### **3.5 Data Collection Procedure Instrument and Method**

The research instrument used to collect data for the study is a structured questionnaire. The questionnaire will have largely closed ended questions with few open questions. A likert scale will be used so respondents cannot give answers outside the scope of the scale. The choice for this questionnaire is backed by two reasons. First it will enable data to be collected to the specifics required to enable testing of the variables in a candid way. Secondly the questionnaire will allow inputs from the respondents. This will accord the study some liberty to harvest variables not captured or anticipated in the study.

Data will be collected using the drop and pick method for the questionnaires. The respondents will be given an ample period of three weeks to fill the questionnaire after which the questionnaires will be collected in the fourth week and analyzed in the fifth and sixth weeks.

The advantage of questionnaire method is that the researcher will be able to isolate the responses from external influences and on the other hand give freedom to the respondents to express their views in an unbiased manner. The questionnaire method is also chosen because it has proven to be most effective and reliable since it does not involve the researcher taking too much to talk to the respondents. It is also inexpensive compared to other data collection methods (Mugenda and Mugenda, 2003).

### **3.6 Validity and Reliability of Instruments**

An instrument is valid when if it measures what is intended to measure and accurately achieves the purpose for which it is designed. Kothari (2004) defines validity as the accuracy and meaningfulness based on research results. To ensure validity of the instrument the researcher will carry out a pilot test so as test and debug the questionnaire. The desired changes will be effected on the questionnaire before actual data collection. This will eliminate the possibility of the questionnaire measuring indicators not represented in the NGO environment.

Reliability is the consistency of the measuring instrument. To make sure that the instrument measures the same thing at different times the researcher will use test-retest method prior to the

actual data collection. All resulting discrepancies will be corrected to ensure that the results will remain the same if the research were to be repeated under similar circumstances.

To further ensure on the integrity of the questionnaire, reliability and validity of the likert scale will be tested in the statistical package for social sciences using the Cronbach's alpha for reliability. The guideline for this test is that the parameters used gauge the dependent and independent variables should have a Cronbach's alpha of more than .6000 as the requisite admissible minimum value.

### **3.7 Data Analysis**

The data collected using questionnaires, will be analyzed by the use quantitative data analysis in SPSS 8. This includes measures of central tendency such as mean and measures of dispersion such as standard deviation. Correlation analysis to test whether the independent variables affect the dependent variable will also be conducted using Pearson relationship method in SPSS. Percentages will be used for comparative analysis against other organizations within and outside of Kenya.

To have a firm conclusion on the significance of the variables being studied in the sports-for-development NGOs, their perception and actual implementation and how they compare elsewhere in related and unrelated sectors, a paired t-test will be conducted for the difference of means. The t-test will be conducted at the 95% confidence interval to be able to be resolutely sure if there is a significant probability of the occurrence happening five times in hundred chances. Qualitative data will be analyzed by categorizing, tabulating and combining evidences through content analysis to address the research questions.

### **3.8 Data Presentation**

Data will be presented by use of descriptive data presentation methods such as pie charts and bar graphs to provide a vivid visual presentation of the research findings and for ease of understanding, comparison and interpretation of those findings. Tables will be used to summarize the findings of the research.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION

#### 4.0 Introduction

This chapter is a presentation of the research findings following the data collection and analysis described in chapter 3. The results are presented in the form of charts, graphs and tables.

#### 4.1 Analysis of the Response Rate

The study distributed 48 questionnaires and had a response of 39 (81.25% response rate). The findings of the study are presented in table 3.0 below.

**Table 3.0 response rate**

Target population	Questionnaires distributed	No of Questionnaires responded to.	Response rate
48	48	39	81.25%

Source Researcher

#### 4.2 Analysis of the background information

##### 4.2.1 Respondents' Gender

The respondents were people acquitted with the variables under study. The study utilized sample of 69.20% male and 30.80% female as represented in table 4.0 below.

**Table 4.0 Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	27	69.2	69.2	69.2

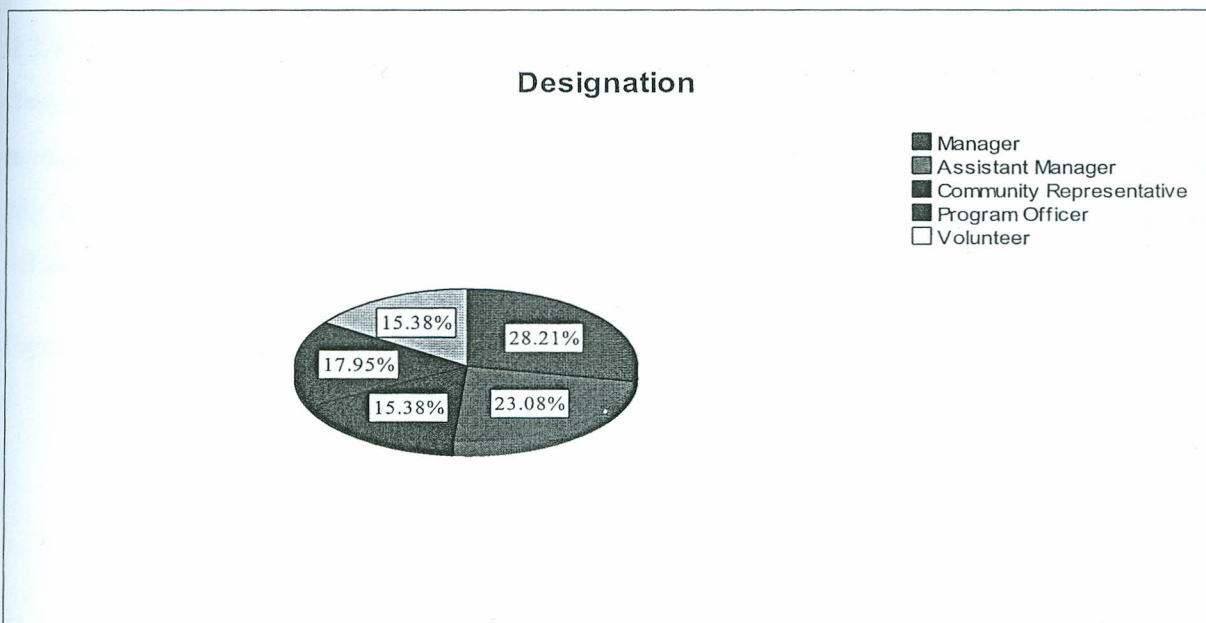
Female	12	30.8	30.8	100.0
Total	39	100.0	100.0	

**Source Researcher**

**4.2.2 Designation**

Respondents were from all levels of designation from senior management to general staff. Analysis of the population indicated that majority of the respondednts 28.21% were managers, 23.08% were assistant managers, 17.95% were program officers at the functional level of management, 15.38% were volunteers as another 15.38% were community representatives as represented in figure 2.0 below.

**Figure 2.0 Designation**



Source Researcher

### 4.2.3 Academic Qualifications

Table 5.0 Academic Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	12	30.8	30.8	30.8
	Diploma	14	35.9	35.9	66.7
	Bachelors Degree	13	33.3	33.3	100.0
	Total	39	100.0	100.0	

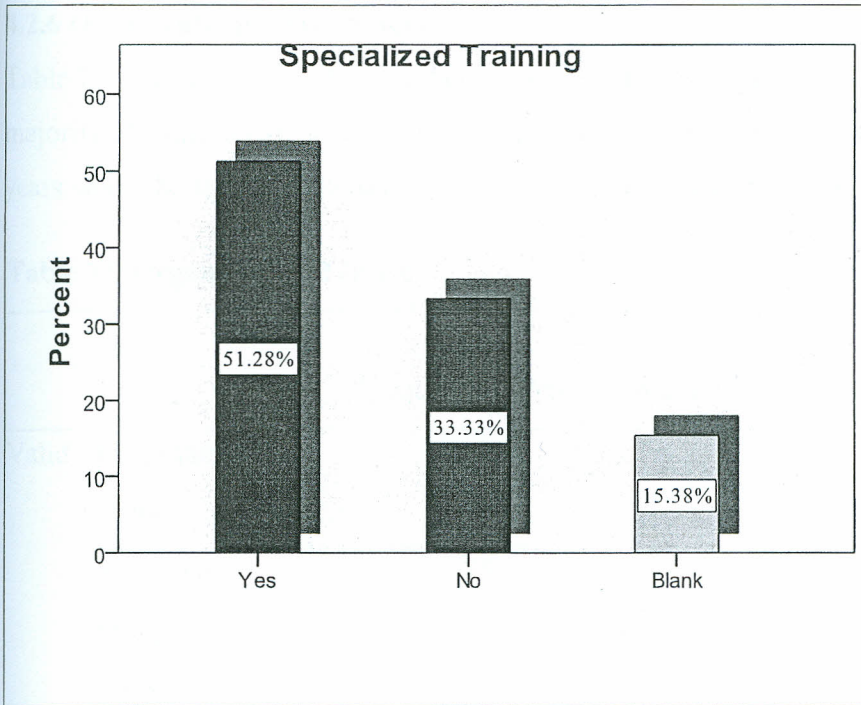
Source Researcher

As seen from table 5.0 above a majority of the respondents 35.90% hold diploma certificates, 33.30% hold Bachelor's degrees while the least percentage 30.80% hold certificates as their highest academic qualifications.

### 4.2.4 Specialized Training

Respondents were asked to indicate whether they have any specialized training in organization management, 51.28% were positive to this effect, 33.33% indicated that they had not received any specialized training while 15.38% did not respond to this element as shown in figure 3.0 below.

Figure 3.0 Specialized Training



Source Researcher

#### 4.2.5 Number of years worked

Respondents were asked to indicate the number of years of service with their organizations, 43.60% had worked between 5-9 years, and 33.30% had worked between 0-4 years while 23.10% had been in service in between 10-15 years as shown in table 6.0 below.

Table 6.0 Years Worked

	Frequency	Percent	Valid Percent	Cumulative Percent
Years 0-4	13	33.3	33.3	33.3
5-9	17	43.6	43.6	76.9
10-15	9	23.1	23.1	100.0
Total	39	100.0	100.0	

Source Researcher

#### 4.2.6 Organizations years of tenure

Table 7.0 below indicates the number of years that have the organizations have been in service ,a majority of them, 64.10% have been in operation for between 5-10 years, 33.30 for more than ten years while the least 2.60% have been in operation for less than five years.

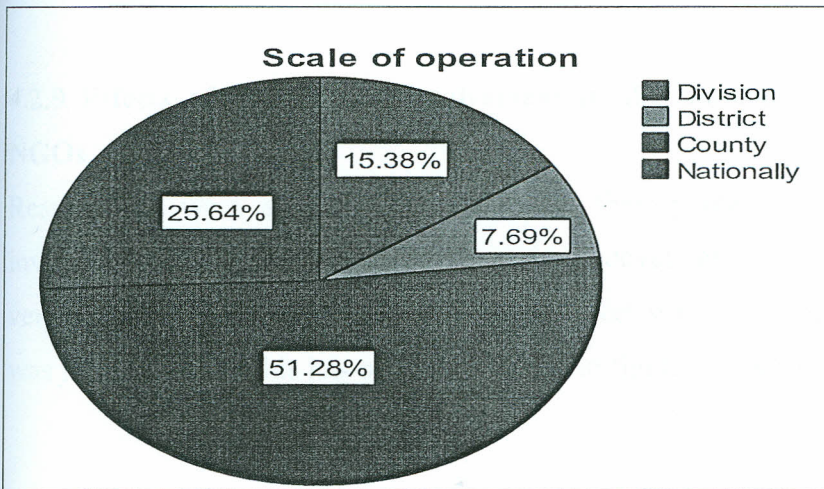
**Table 7.0 Organization Tenure**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than five years	1	2.6	2.6	2.6
	5-10 years	25	64.1	64.1	66.7
	More than ten years	13	33.3	33.3	100.0
	Total	39	100.0	100.0	

Source Researcher

#### 4.2.7 Scale of program operation

**Figure 4.0 scale of program operation**



Source Researcher

Respondents were asked to identify the scale at which their organizations operate in, as represented in figure 4.0 above ,data yielded that 51.28% of the organizations operate at the county level, 25.64% at the national level, 15.38% at the division level while the least percentage of the organizations operate at the district level.

#### 4.2.8 Annual community training sessions

**Table 8.0 Annual Community training Sessions**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5-10	12	30.8	30.8	30.8
10-15	10	25.6	25.6	56.4
More than 15	17	43.6	43.6	100.0
Total	39	100.0	100.0	

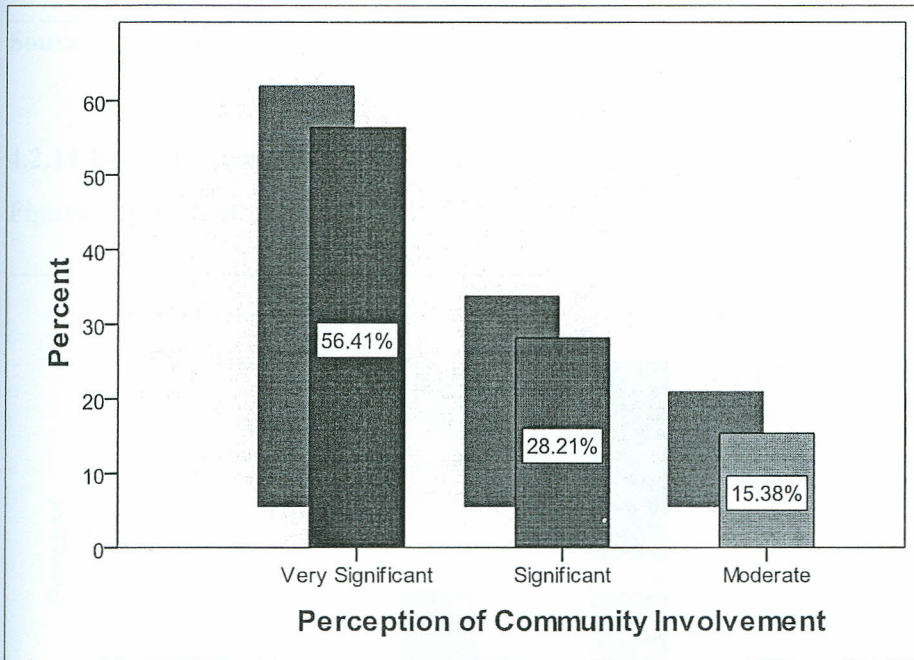
#### Source Researcher

Table 8.0 above indicates that a majority of the organizations 43.60% hold annual community training sessions more than 15 times a year, 30.80% hold them between 5-10 times, while 25.60% of the organizations hold 10-15 of these community training sessions annually.

#### 4.2.9 Effects of community involvement in the management of sports-for-development NGOs

Respondents were asked to indicate what their perception on the effects of community involvement in the management of sports and development NGOs, 54.41% said the effect was very significant, 28.21% indicated that the effect was significant while 15.38% said the effect was just moderate. This has been represented in figure 5.0 below.

**Figure 5.0 Effects of community involvement in the management of sports-for-development NGOs**



Source Researcher

#### 4.2.10 Community Involvement in Program Implementation

Table 9.0 represents the findings on whether the organization involves community members in every step of the programs being implemented. A majority 41.00% agreed that the organization involves the community in program implementation, 20.50% strongly agreed with this element, 28.20% were neutral they neither agreed nor disagreed as 10.30% disagreed with it.

**Table 9.0 Community Involvement in Program Implementation**

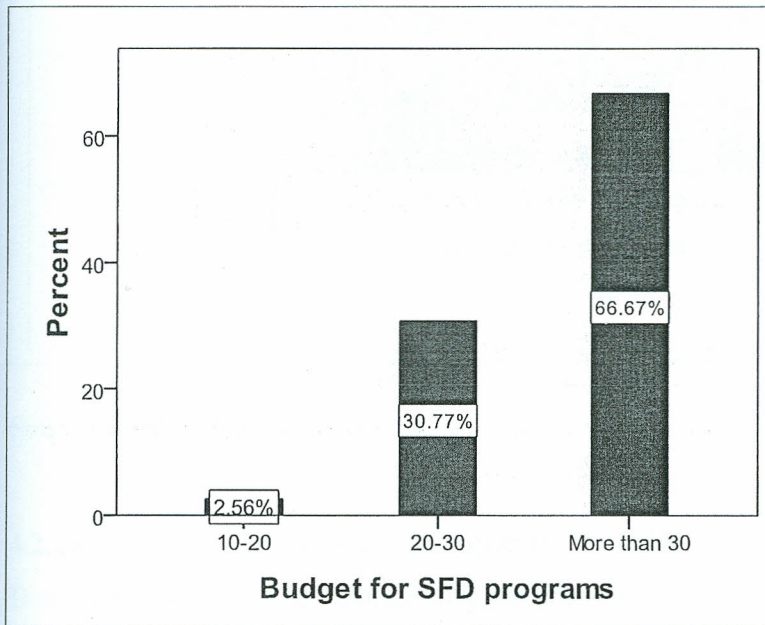
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	20.5	20.5	20.5
	Agree	16	41.0	41.0	61.5
	Neutral	11	28.2	28.2	89.7

Disagree	4	10.3	10.3	100.0
Total	39	100.0	100.0	

Source Researcher

#### 4.2.11 Budget Allocation

Figure 6.0 Budget allocation



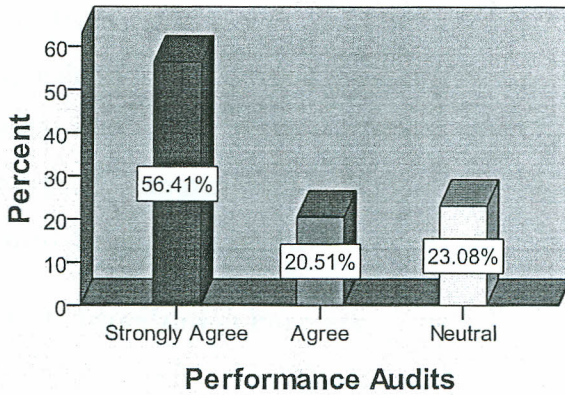
Source Researcher

Respondents were asked to indicate the percentage of the budget organizations the goes to sport-for-development programs, 66.67% indicated that more than 30% of the budget is allocated to the sports and development programs, 30.77% money allocate is between-30% of the total budget while 2.56% indicated that budget allocation was between 10-20% of the total organization budget. This has been represented in figure 6.0 above.

#### 4.2.12 Annual performance audits

As can be seen in figure 7.0 below, 56.41% of the respondents strongly agreed that their organizations conduct annual performance audits, 23.08% were indifferent, they neither agreed nor disagreed, while 20.51% agreed to this effect.

**Figure 7.0 Annual performance audits**



Source Researcher

**4.2.13 Percentage of programs completed annually**

Data analysis on the percentage of programs completed annually indicated that 53.80% of the respondents were of the opinion that more than 80% of their organizations programs were completed annually, 23.10% indicated that the completed programs were between 50-60%, 12.80% between 70-80 while the least percentage 10.30% showed that their organizations, completed between 60-70% of their programs annually as seen in table 10.0 below.

**Table 10.0 Percentage of Completed Programs Annually**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 50-60	9	23.1	23.1	23.1
60-70	4	10.3	10.3	33.3
70-80	5	12.8	12.8	46.2

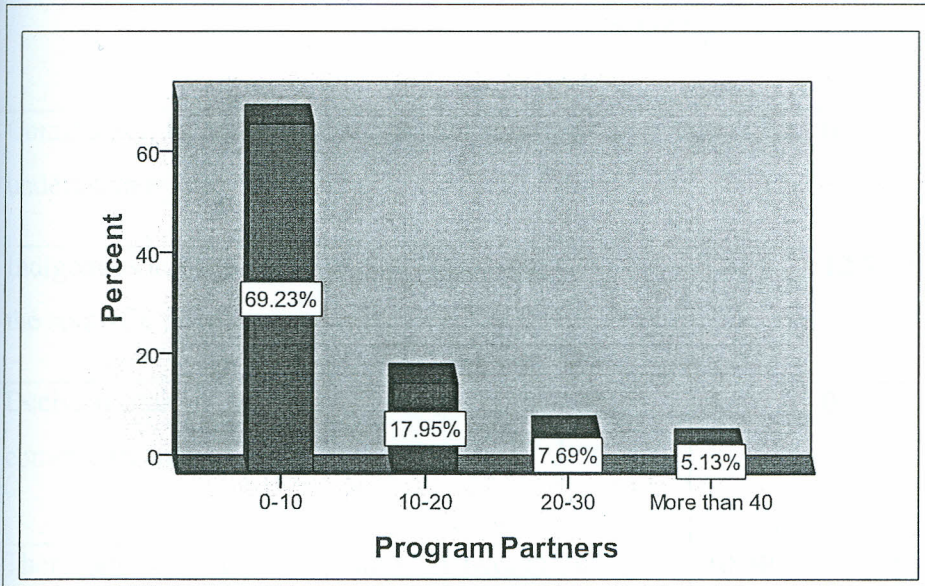
More than 80	21	53.8	53.8	100.0
Total	39	100.0	100.0	

Source Researcher

#### 4.2.14 Organizations Partners

69.23% of the respondents indicated that their organizations partnered with up to 10 other organizations 17.95% with 10-20 partners, 7.69% with 20-30 partners as 5.13% of them indicated that their organization partnered with more than 40 other organizations. This has been graphically represented in figure 8.0 below.

Figure 8.0 Number of Organization Partners



Source Researcher

#### 4.3.0 COMMUNITY INVOLVEMENT 1

Respondents specifically managers were asked to indicated their opinion regarding various statements in a grid, the results were as follows, 82.10 % strongly agreed that the community is involved in the activities undertaken by the organization 7.00% agreed, 64.10 % strongly agreed that indigenous knowledge is incorporated into the sport-for-development programs while 12.80 were indifferent, neither agreeing nor disagreeing, 50.00% of them strongly agreed that decision

making process allows space for community input while 10.30% strongly disagreed with this element, 59.00% strongly agreed that there were distinct community networks who own programs after their completion 12.80% were neutral while 10.30 % disagreed with this opinion. 53.80% strongly agreed that sports-for-development programs are designed using a bottom-up approach, 12.80% were neutral while 10.30% disagreed with this opinion. Lastly 82.10% strongly agreed that community training plays a key role in program implementation process while 17.90% were neutral to this effect. This has been represented in table 11.0 below.

**Table 11.0 community involvement 1**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Community is involved in the activities undertaken by the organization	0	0	0	7.00%	82.10%
Indigenous knowledge is incorporated into the sport-for-development programs	0	0	12.80%	23.10%	64.10%
Decision making process allows space for community input	10.30 %	0	0	30.80%	59.00%
There are distinct community networks who own programs after their completion	0	10.30 %	12.80%	23.10%	59.00%
Sports-for-development programs are designed using a bottom-up approach	0	10.30 %	12.80%	23.10%	53.80%
Community training plays a key role in program implementation process	0	0	17.90%	0	82.10%

**Source: Researcher**

### 4.3.1 Community involvement affects the success of the programs being implemented

The study sought to find out the extent of the effect of community involvement on the success of the programs being implemented, a majority, 61.50% indicated that the effect was to a high extent, 28.20% indicated it was to a very high extent while 10.30% indicate the effect was to a very low extent as shown in table 12.0 below.

**Table 12.0 Community involvement affects the success of SFD programs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High Extent	11	28.2	28.2	28.2
	High Extent	24	61.5	61.5	89.7
	Very Low Extent	4	10.3	10.3	100.0
	Total	39	100.0	100.0	

Source Researcher

### 4.3.2 Other community involvement factors

The study found out that there were other community related factors that affected the management of SFD NGOs, 74.4% of respondents indicated that lack of financial support affected the management of these programs while 25.60% were of the opinion that less knowledge by the community members was another factor that affected the management of these organizations a shown in table 13.0 below.

**Table 13.0 Other community factors affecting implementation of SFD programs**

		Frequency	Percent	Valid Percent	Cumulative Percent
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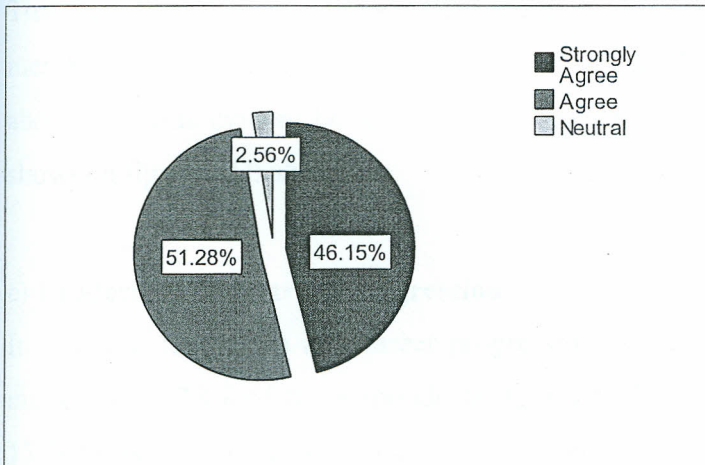
Valid	Lack of Financial support	29	74.4	74.4	74.4
	Less knowledge by community members	10	25.6	25.6	100.0
	Total	39	100.0	100.0	

Source Researcher

### 4.3.3 COMMUNITY INVOLVEMENT 2- This section was filled by community members.

#### a) Community Inputs

Figure 9.0 community inputs factored in NGO programs

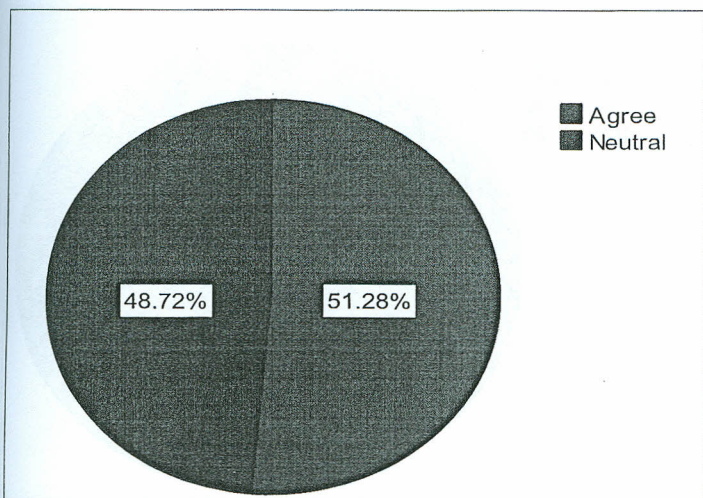


Source Researcher

The study sought to find out from the community members whether their inputs are adequately factored in the NGO programs, a majority 51.28% of the respondents agreed, 46.28% strongly agreed with this element, as 2.56% were neutral about it as represented in figure 9.0 above.

#### b) Community satisfaction

Figure 10.0 Community satisfaction



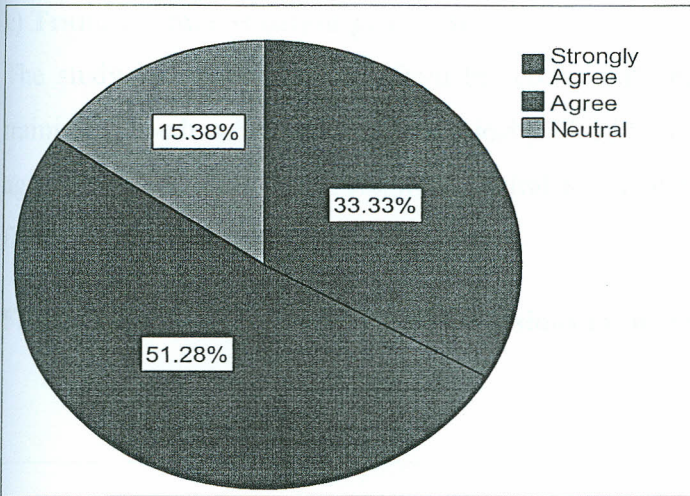
**Source Researcher**

The study found out that 51.28% of the respondents from the community agreed that community members were satisfied with the programs offered by the NGOs while 48.72% were neutral about it. It was evident however that no one strongly agreed or disagreed with this opinion as shown in figure 10.0 above.

**c) Leadership and career progression**

In terms of leadership and career progression chances offered by the NGO to the community members, 51.28% of the respondents agreed with this opinion, 33.33% strongly agreed while 15.38% were neutral, they neither agreed nor disagreed that there are leadership and career progression chances offered by the NGOs to the community members. This has been represented in figure 11.0 below

**Figure 11.0 leadership and career progression**

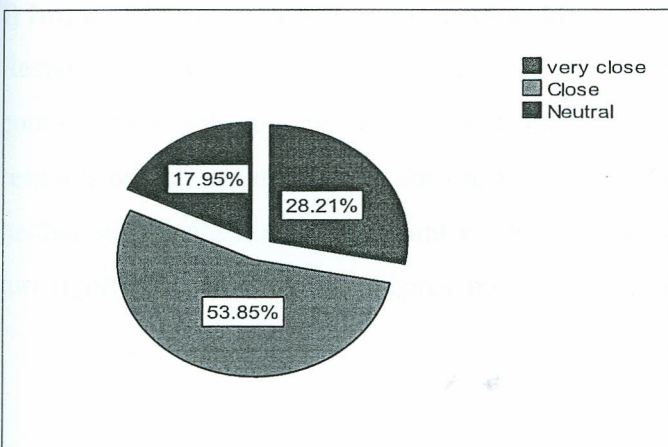


Source Researcher

**d) NGO and community members Relationship**

The study sought to find out what the relationship was between the NGOs and the community members, the scale was between very close and very distant, 53.85% of respondents indicated that the relationship was close, 28.21% were of the opinion that the relationship was very close while 17.95% were indifferent, they indicated the relationship was neither close nor distant as shown in figure 12.0 below.

**Figure 12.0 NGO and community members' relationship**

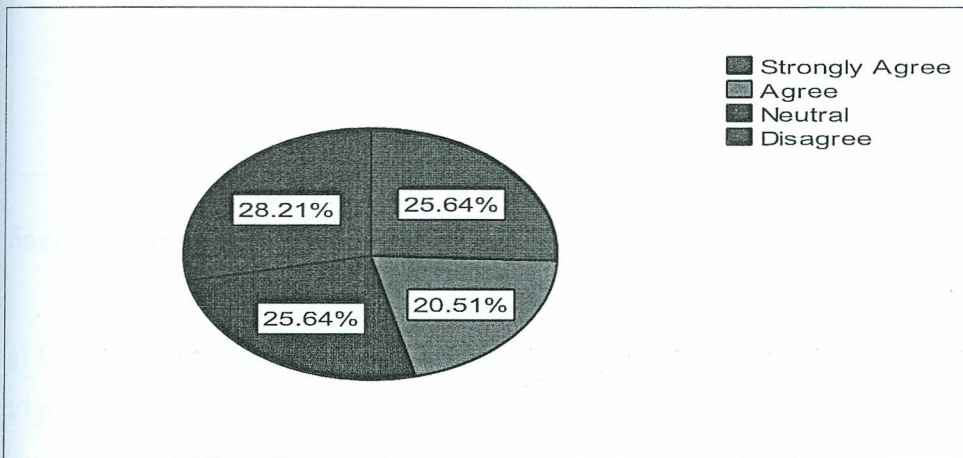


Source Researcher

### e) Training and education programs

The study sought to find out from the community members whether the NGOs hold regular training and education sessions a majority 28.21% disagreed to this opinion, 25.64% strongly agreed while an equal 25.64% were neutral to this effect. 20.51% however agreed as shown in figure 13.0 below.

**Figure 13.0 Training and education sessions in the community**

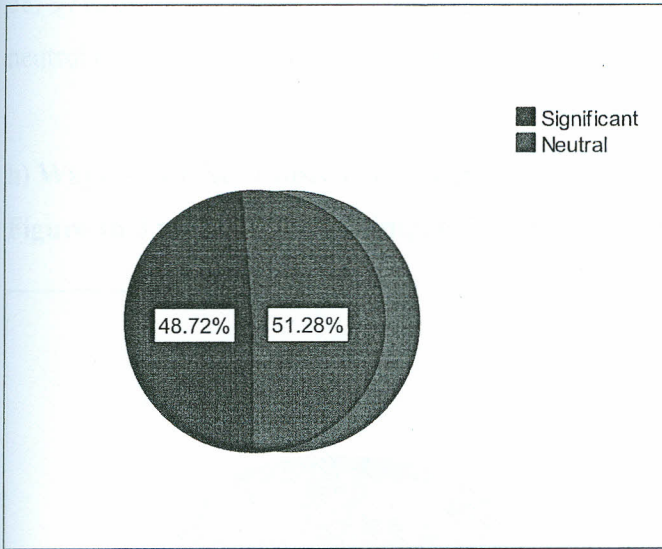


Source Researcher

### f) Impact of training on the community skill set

Respondents were asked to indicate their opinion on the impact of the training on the community's skill set, the range was from very significant to very insignificant, none of the respondents felt strongly about the impact as 51.28% were indifferent, they indicated the impact neither significant nor insignificant while 48.72% were of the opinion that the the impact was just significant. This has been represented in figure 14.0 below.

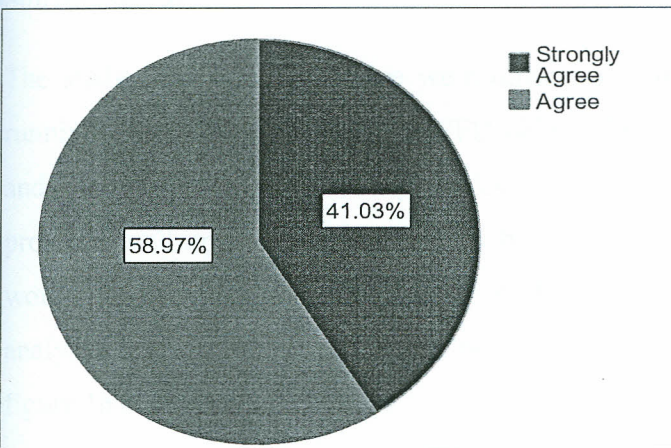
**Figure 14.0 Impact of training on community skill set**



Source Researcher

**g) Improved livelihood of the community**

**Figure 15.0 Improved livelihood of the community**

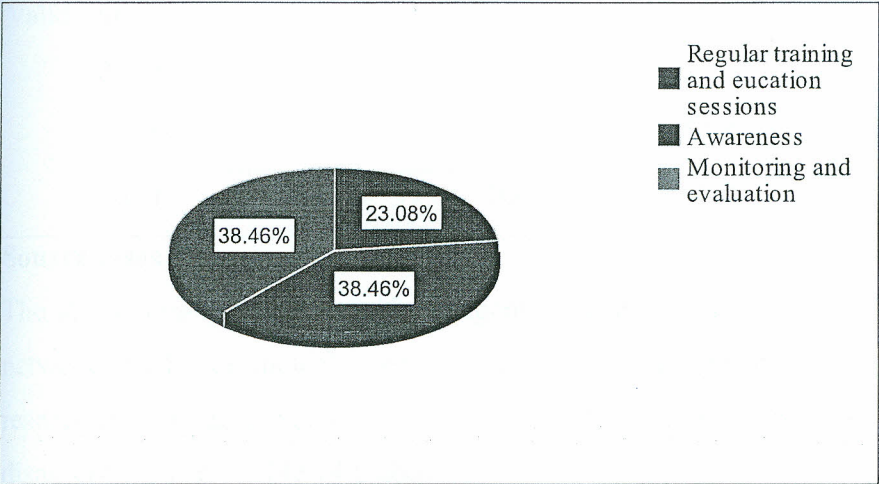


Source Researcher

On whether the community members have improved their livelihoods from the programs offered 58.97% of respondents agreed with this opinion as 41.03% strongly agreed. None of them were neutral or disagreed with this element as shown in figure 15.0 above.

**h) Ways of further improving the programs**

**Figure 16.0 ways of further improving the programs**



**Source Researcher**

The study found out that there were other ways that the respondents felt would improve the running of these programs in the SFD NGOs, 38.46% felt that this can be through monitoring and evaluation regularly, an equal 38.46% were of the opinion that creating awareness of the programs will improve its operations while 23.08% indicated that regular training and education would further improve the running of these programs. Analysis was done through content analysis base on the commonality of the respondent’s answers. This has been represented in figure 16.0 above.

#### 4.4 Leadership skills

##### a) Delegation of duties by management

**Table 14.0 Delegation of duties by management**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	46.2	46.2	46.2
	Agree	21	53.8	53.8	100.0
	Total	39	100.0	100.0	

##### Source researcher

The study sought to find out if management delegates duties to the employees and community networks to foster inclusiveness in the program design and implementation, 53.80% of the respondents agreed, 46.20% strongly agreed with this opinion. None of the respondents disagreed as seen o table 14.0 above.

##### b) Involvement of Stakeholders in decision making

**Table 15.0 Involvement of Stakeholders in decision making**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	23.1	23.1	23.1
	Agree	24	61.5	61.5	84.6
	Neutral	6	15.4	15.4	100.0
	Total	39	100.0	100.0	

##### Source researcher

As can be seen in table 15.0 above 61.50% of the respondents agreed with the opinion that management involved stakeholders in decision making, 23.10% strongly agreed as 15.40% were neutral. None of the respondents however disagreed with this opinion.

**c) Building networks and linkages**

**Table 16.0 Management builds networks with other SFD NGOs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	28.2	28.2	28.2
	Agree	22	56.4	56.4	84.6
	Neutral	4	10.3	10.3	94.9
	Disagree	2	5.1	5.1	100.0
	Total	39	100.0	100.0	

**Source researcher**

The study sought to find out if management was vigorous in building networks with other related sports for development NGOs, a majority 56.40% indicated that they agreed with this opinion, 28.20% strongly agreed, 10.30 were neutral they neither agreed nor disagreed and the least percentage 5.10% disagreed as shown in table 16.0 above.

**d) Succession management**

**Table 17.0 Succession management by the youth**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	25.6	25.6	25.6
	Agree	23	59.0	59.0	84.6
	Neutral	4	10.3	10.3	94.9
	Disagree	2	5.1	5.1	100.0
	Total	39	100.0	100.0	

**Source researcher**

Respondents were asked to indicate if there is succession management from the youths engaged in sports for development programs as well as general employees, 69.00% agreed, 25.60%

strongly agreed, 10.30% were neutral to this effect as only 5.10 disagreed as shown in table 17.0 above.

**e) Mobilization of staff within the budget and time frame**

**Table 18.0 mobilization of staff within the budget and time frame**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	18	46.2	46.2	46.2
Agree	21	53.8	53.8	100.0
Total	39	100.0	100.0	

**Source researcher**

The respondents were asked rate their opinion on whether the management mobilizes staff through steering the programs to completion, within the time frame and within the budget allocated 53.80% agreed to this as 46.20% strongly agreed. None of the respondents disagreed with this opinion as shown in table 18.0 above.

**f) Completion of programs**

The study found out that 48.70% of the respondents agreed that programs are completed within the time frame and budget set by the organization, 25.60% strongly agreed, 23.10% were neutral and 2.60% disagreed as shown in table 19.0 below.

**Table 19.0 Completion of programs within the time frame and budget**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	25.6	25.6	25.6
Agree	19	48.7	48.7	74.4
Neutral	9	23.1	23.1	97.4
Disagree	1	2.6	2.6	100.0
Total	39	100.0	100.0	

**Source Researcher**

**g) Risk taking on the management of SFD programs**

Respondents were asked to show what their perception on the effect of risk taking on management of sports-for-development programs in their organizations was, the ranking ranged from very significant to very insignificant, 43.60% were of the opinion that risk taking in the management of SFD NGOs was indeed significant, 15.40% were of the opinion that it was very significant, 30.80% were neutral about it as 10.30% of them indicated that risk taking was very insignificant as shown in table 20.0 below.

**Table 20.0 Risk taking in the management of the SFD programs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very significant	6	15.4	15.4	15.4
	Significant	17	43.6	43.6	59.0
	Neutral	12	30.8	30.8	89.7
	Very Insignificant	4	10.3	10.3	100.0
	Total	39	100.0	100.0	

**Source Researcher**

**h) Risk taking in the design and implementation of SFD programs**

Responding to the question on whether management takes risks in design and implementation of programs in the organization a majority of the respondents 48.70% agreed that it was so, 23.10% strongly agreed, 15.40% were neutral as 12.80% disagreed as shown in table 21.0 below.

**Table 21.0 Risk taking in the design and implementation of SFD programs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	23.1	23.1	23.1
	Agree	19	48.7	48.7	71.8
	Neutral	6	15.4	15.4	87.2
	Disagree	5	12.8	12.8	100.0
	Total	39	100.0	100.0	

**Source Researcher**

**i) Benchmarking for innovation and efficiency**

When the question management benchmarks its programs for innovation and efficiency was put across, 43.60% of the respondents agreed, 33.30% strongly agreed while 23.10% were neutral. None of the respondents disagreed as indicated in table 22.0 below

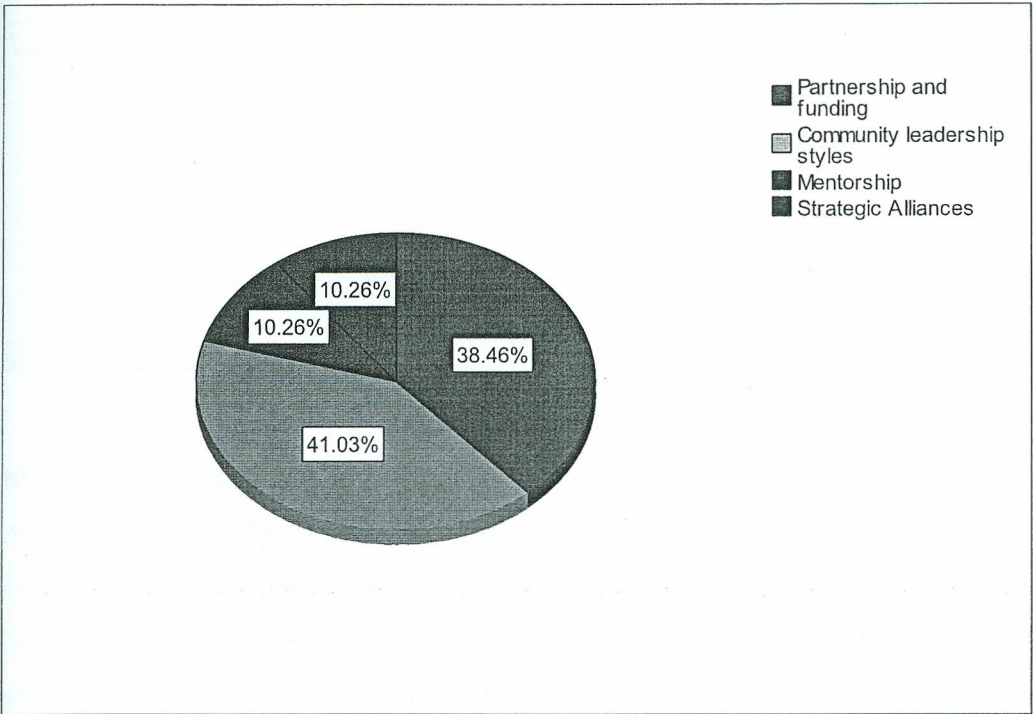
**Table 22.0 Program benchmarking**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	33.3	33.3	33.3
	Agree	17	43.6	43.6	76.9
	Neutral	9	23.1	23.1	100.0
	Total	39	100.0	100.0	

**Source Researcher**

**j) Other leadership factors**

**Figure 17.0 other leadership factors affecting management**



As from figure 17.0 above further analysis indicated that 41.03% of the respondents felt that community leadership styles affected the management of sports-for-development NGOs, 38.46% indicated partnership and funding affected the management as 10.26% felt that mentoring and strategic alliances affected the management of sports-for-development NGOs.

**4.5 Funding**

Table 23.0 below is an analysis on the number of programs that are controlled by donors, 43.60% of the respondents indicated that these programs range between 60-70% , 23.10% indicated that these donor controlled programs are less than 50%, 20.50% stated the range as more than 90% while 12.30% of the respondents indicated that donor controlled programs are between 70-80% .

**a) Donor controlled funding**

**Table 23.0 Donor controlled funding**

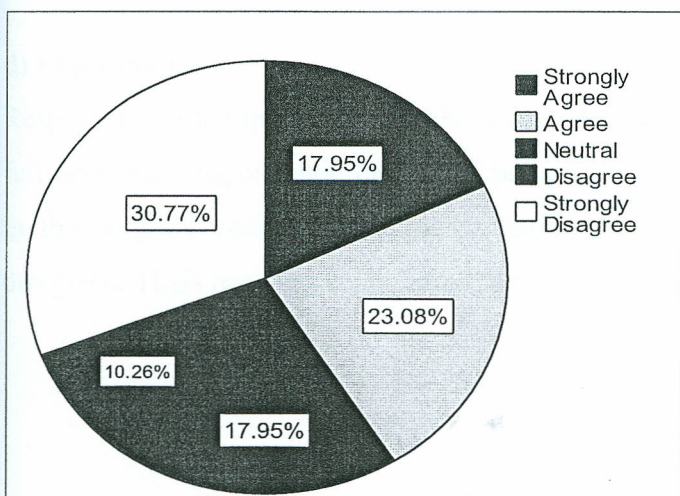
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 50	9	23.1	23.1	23.1
	60-70	17	43.6	43.6	66.7
	70-80	5	12.8	12.8	79.5
	More than 90	8	20.5	20.5	100.0
	Total	39	100.0	100.0	

Source researcher

**b) Programs dictated by development partners**

As can be seen in figure 18.0 below further analysis indicated that 17.95 % of the respondents strongly agreed that development partners dictated the SFD programs to be implemented by the NGOs, 23.08% agreed, 17,95% were neutral they neither agreed nor disagreed, 10.26% disagreed while the majority 30.77% strongly disagreed with this element.

**Figure 18.0 SFD programs dictated by development partners**



Source researcher

**c) Development partners influence power relations and management**

Respondents were asked whether development partners influence the power relations and management within the organizations, a majority, 30.80% were neutral to this effect, they neither agreed nor disagreed, 28.20% strongly disagreed, 15.40% strongly agreed while an equal force of 15.40% disagreed. However 10.30% of the respondents agreed with this opinion. This has been represented in table 24.0 below.

**Table 24.0 Power relations and management influenced by Partners**

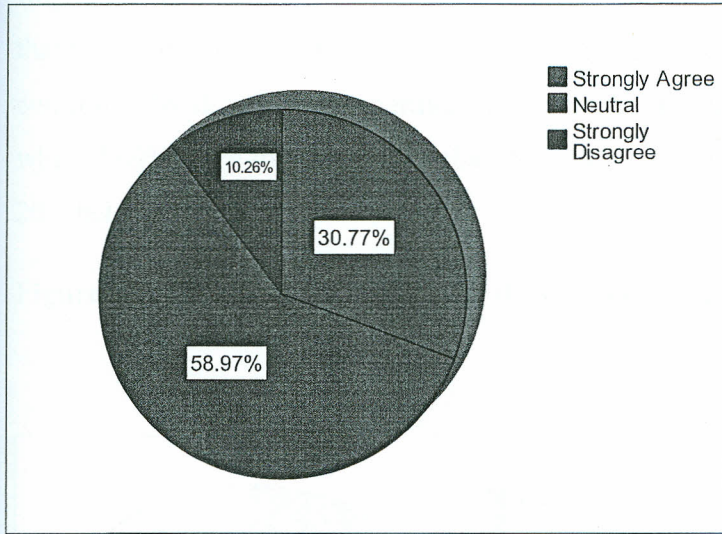
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	15.4	15.4	15.4
	Agree	4	10.3	10.3	25.6
	Neutral	12	30.8	30.8	56.4
	Disagree	6	15.4	15.4	71.8
	Strongly Disagree	11	28.2	28.2	100.0
	Total	39	100.0	100.0	

**Source Researcher**

**d) Logic models**

Responding to the question, 58.97% neither agreed nor disagreed that the organizations have a full understanding on logic models as pertains both community and development partners input in the program design and implementation, 30.77% strongly agreed while 10.26% strongly disagreed. This has been represented in figure 19.0 below.

**Figure 19.0 logic models**



**Source researcher**

**e) Development programs whose partner's decisions are incorporated**

**Table 25.0 Number of programs with partners decisions incorporated**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High	14	35.9	35.9	35.9
Neutral	14	35.9	35.9	71.8
Low	4	10.3	10.3	82.1
Very Low	7	17.9	17.9	100.0
Total	39	100.0	100.0	

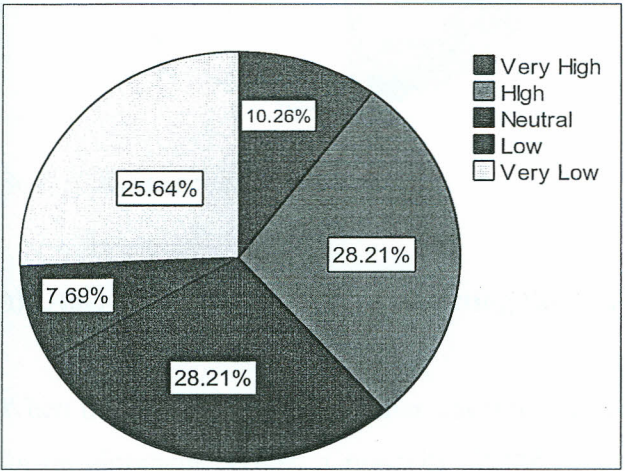
**Source Researcher**

Respondents were asked to rate number of programs that development partners request their decisions to be incorporated as 35.90% indicate that the number was high an equal 35.90% were indifferent about it, 17.90% indicated that the number of these programs was very low while 10.30% indicated that it was low as represented in table 25.0 above.

**h) Programs controlled by development partners**

Regarding the number of programs that development partners actually control. 28.21% indicated that they were high, another 28.21% were neutral, 10.26% indicated that the number of programs controlled by development partners was very high, 25.64% indicated that they were very low while 7.69% were of the opinion that the number of such programs was low as shown in figure 20.0 below

**Figure 20.0 programs controlled by development partners**

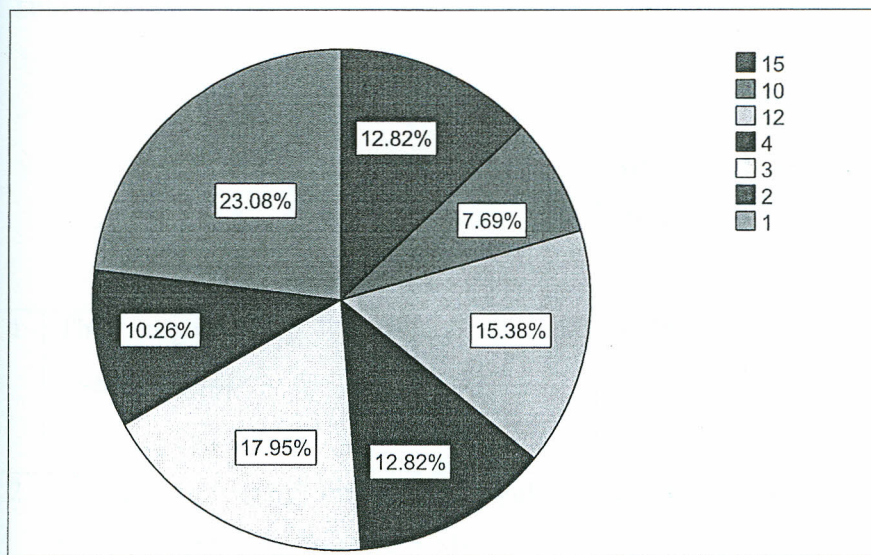


**Source Researcher**

**g) Monitoring and evaluation**

When respondents were asked to indicated the monitoring and evaluation exercises conducted annually, a majority 28.085% indicated that monitoring and evaluation exercises conducted annually was only 1, 17.95% indicated thrice, 15.28% indicated 12 times, 12.82% indicated 15 times as another 12.82% indicated four times, 10.26% indicated twice while 7.69% indicated that these exercises were conducted ten times annually as represented in figure 21.0 below

**Figure 21.0 Monitoring and evaluation**



Source Researcher

**h) Other development factors affecting the NGOs**

When the question on what other development partners factors affected management of sports-for-development NGOs, a majority 71.80% indicated less funding while 28.20% were of the opinion that poor leadership affected the development of sports for development programs as shown in table 26.0 below.

**Table 26.0 Other development factors affecting the SFDs NGOs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Funding	28	71.8	71.8	71.8
	Poor Leadership	11	28.2	28.2	100.0
	Total	39	100.0	100.0	

Source Researcher

#### 4.6 Information and Communication Technology

Table 27.0 ICT

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization conducts ground research to inform the programs	35.90%	0	25.60 %	0	28.20%
2	Public awareness is undertaken regularly through print and non-print media	15.40%	30.80%	12.80 %	30.80 %	10.30%
3	Both staff and community members are educated/trained to equip their skills	30.80%	5.10%	2.60%	30.80 %	30.80%
4	The organization possesses adequate ICT equipment for effective communication	25.60%	7.70%	10.30 %	15.40 %	25.60%
5	Sharing of information among other NGOs is upheld	15.40%	10.30%	5.10%	43.60 %	25.60%
6	Information is calibrated to suit the needs of the youths and general community	23.10%	0	12.80 %	43.60 %	20.50%

Source researcher

Table 27.0 above summarizes responses to the questions on ICT, a majority 35.90% strongly disagreed that their organizations conducted ground research to inform the programs, 28.90% strongly agreed while 25.60% were neutral, 30.80% disagreed that their organizations undertake public awareness regularly through print and non-print media while an equal 30.80% agreed, 15.40% strongly disagreed while, 10.30% strongly agreed while 12.80% were neutral. On whether both staff and community members are educated/trained to equip their skills 30.80%

strongly agreed, strongly disagreed and agreed, 5.10% agreed while 2.60% were neutral about it. 25.60% strongly agreed and strongly disagreed that their organization possesses adequate ICT equipment for effective communication 15.40% agreed while 7.70% disagreed however 10.30% were neutral on this opinion. With regard to sharing of information among other NGOs being upheld 43.60% agreed that this was common among the organizations, 25.60 strongly agreed, 15.40% strongly disagreed while 10.30% disagreed only 5.10% were neutral. Lastly 43.60% agreed that information is calibrated to suit the needs of the youths and general community 20.50% strongly agreed, 23.105% strongly disagreed while 12.80% were neutral to this opinion.

#### 4.6.2 Acquisition of information

**Table 28.0 Acquisition of information**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Network	13	33.3	33.3	33.3
	Linkages				
	Baseline Surveys	11	28.2	28.2	61.5
	Research	11	28.2	28.2	89.7
	Training	4	10.3	10.3	100.0
	Total	39	100.0	100.0	

Source Researcher

Respondents were asked to identify how they acquired information for use in their respective organizations, 33.30% identified network linkages, 28.20% indicated baseline survey and research and 10.30% indicated training as a means of acquiring information as represented in table 27.0 above.

#### 4.6.3 Other information dissemination factors

When the question of what other information dissemination factors affected the organizations operation, a majority 61.50% identified low online or low internet access while 38.50% identified lack of proper communication as information dissemination factors affecting the running of the organization as shown in table 29.0 below.

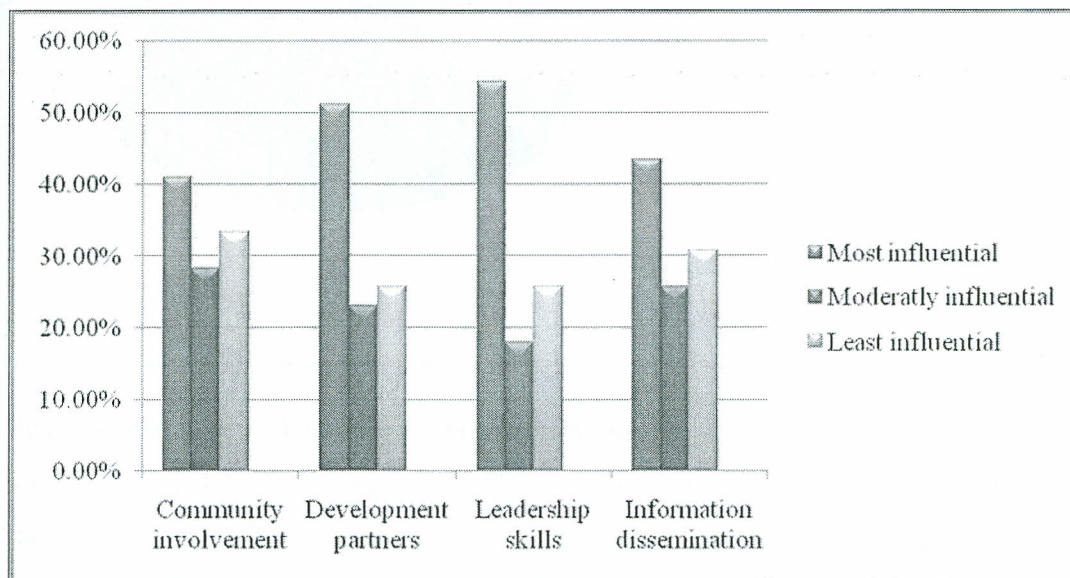
**Table 29.0 Other ICT factors**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low online/internet access	24	61.5	61.5	61.5
	Lack of proper communication	15	38.5	38.5	100.0
	Total	39	100.0	100.0	

Source researcher

#### 4.6.4 Overall influences of factors

**Figure 22.0 Overall influences of factors**



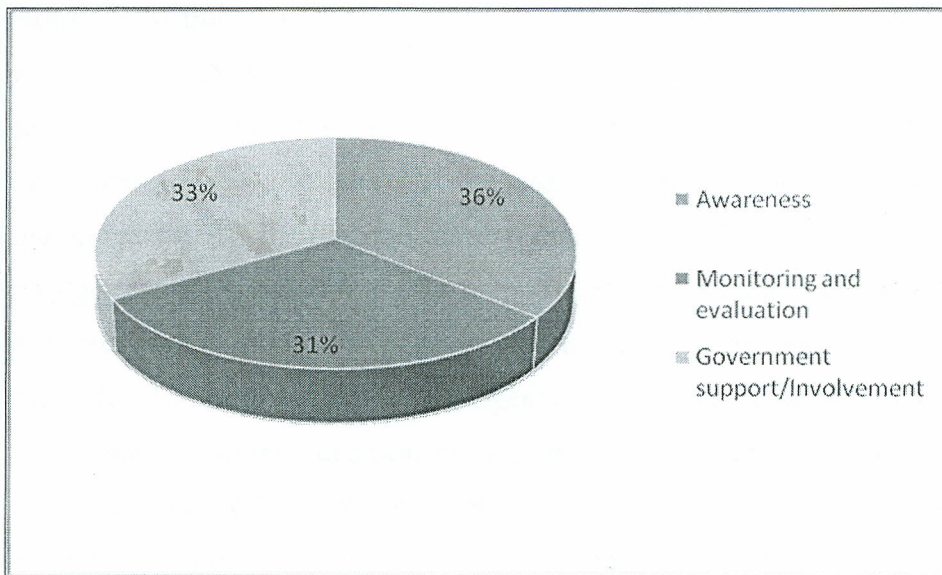
Source Researcher

Figure 22.0 above summarizes the how the respondent's rate their opinions on the various factors that affect the management of the sports and development NGOs, as fro community involvement, 41.02% of the respondents rated it as most influential, 28.00% indicated that it was moderately influential while 33.00% indicated that it was least influential. 51.28% rated development partners as most influential in the SFD NGOs, 23.08% rated it at moderate influence

while 25.64% indicated that it was least influential. 54.41% rated leadership as the most influential, 17.94% rated it at moderate influence as 25.64% rated it as least influential. Lastly 43.58% rated information dissemination as most influential, 25.76% rated it at moderate influence while 30.76% rated it as least influential. Overall, data analysis indicates that the respondents felt that leadership skills was the most influential in the management of the SFD NGOs while development partners as the least influential.

#### 4.6.5 Recommendations on effective management

Figure 23.0 recommendations on effective management



Respondents were probed on the recommendations they have on effective management of sports-for-development NGOs in Kenya, 36.00% sited creation of awareness about the programs to the stakeholders, 33.33% voiced out the need for government support and involvement while 31.00% sited monitoring and evaluation as recommendations for effective management of the SFD NGOs in Kenya as shown in figure 23.0 above.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter will present the summary of the findings, answers to research questions; conclusion will be drawn from the data analysis performed in chapter four. Implications drawn from the study will be discussed subsequently and the study will end in recommendations reached.

#### Summary of findings

The study sought to find out the critical success factors influencing the performance of non-governmental organizations within the sports for development sector in Kenya. Under the study were community involvement factors, leadership, strategic alliances with development partners and information and communication technology, as the various variables that affected the management of sports for development NGOS in Kenya. Respondents agreed that annual performance audits, number of organization partners, community is involved in the activities undertaken by the organizations, indigenous knowledge being incorporated into the sport-for-development programs, decision making process allowing space for community input, distinct community networks who own programs after their completion, sports-for-development programs being designed using a bottom-up approach, community training playing a key role in program implementation process, lack of financial support, less knowledge by community members, community inputs, community satisfaction, leadership and career progression, NGO and community members relationship, training and education programs, training on the community skill set, improved livelihood of the community, power relations and management influenced by partners, programs being dictated by development partners, proper understanding of logic models, development programs whose partner's decisions are incorporated, programs being controlled by development partners, monitoring and evaluation, ground research to inform the programs, public awareness, community members being educated/trained to equip their skills, possession of adequate ICT equipment for effective communication, sharing of information among other NGOS being upheld, information calibrated to suit the needs of the youths and general community all play an important role in the performance of the NGOs with a

majority of the respondents either agreeing, disagreeing or being neutral towards this elements. The researcher also noted that to add to the variables under study, creation of awareness about the programs to the stakeholders, need for government support and involvement, monitoring and evaluation , low online/internet access, lack of proper communication, less, funding and poor leadership are crucial to the success or failure of the performance of sports for development NGOs in Kenya.

## **5.2 Answers to research questions**

### **5.2.1 How does community involvement influence the performance of sports-for development NGOs in Nairobi County?**

Girginov (2008) defines people-centred development as giving community members the authority to make decisions and choices and facilitating the development of the knowledge and resources necessary to exercise these choices. People-centred development is essentially a community participation approach, now seen as an innovative and practical form of social development in which particular focus is put on the idea of guided self-help (Lawson, 2005). In the study with regard to community involvement, the study found out that 41.00% a majority of the respondents agreed that community involvement affected the management of these programs.

#### **5.2.1.1 Managers response to community involvement**

According to the managers, 82.10 % strongly agreed that the community is involved in the activities undertaken by the organization 7.00% agreed, 64.10 % strongly agreed that indigenous knowledge is incorporated into the sport-for-development programs while 12.80 were indifferent, neither agreeing nor disagreeing, 50.00% of them strongly agreed that decision making process allows space for community input while 10.30% strongly disagreed with this element, 59.00% strongly agreed that there were distinct community networks who own programs after their completion 12.80% were neutral while 10.30 % disagreed with this opinion. 53.80% strongly agreed that sports-for-development programs are designed using a bottom-up approach, 12.80% were neutral while 10.30% disagreed with this opinion. Lastly 82.10% strongly agreed that community training plays a key role in program implementation process while 17.90% were neutral to this effect. The study also noted that majority, 61.50% indicated

that the effect was to a high extent, 28.20% indicated it was to a very high extent while 10.30% indicate the effect was to a very low extent.

### **5.2.1.2 Community representative's response to community involvement**

From the community members on whether their inputs are adequately factored in the NGO programs, a majority 51.28% of the respondents agreed, 46.28% strongly agreed with this element, 51.28% of the respondents from the community agreed that community members were satisfied with the programs offered by the NGOs while 48.72% were neutral about it. It was evident however that no one strongly agreed or disagreed with this opinion, 51.28% of the respondents agreed that leadership and career progression chances are offered by the NGOs to the community members, 15.38% were neutral, they neither agreed nor disagreed. The relationship between the NGOs and the community members was found to be close with 53.85% agreeing to this, 28.21% were of the opinion that the relationship was very close, it was evident that the NGOs do not hold regular training and education sessions as represented by a majority 28.21%, 25.64% were neutral to this effect. 20.51% however agreed. None of the respondents felt strongly about the impact of training on the community skill set as 51.28% were indifferent, they indicated the impact neither significant nor insignificant while 48.72% were of the opinion that the the impact was just significant. The study ascertained that the community members have improved their livelihoods from the programs offered with 58.97% of respondents, agreeing with this opinion and 41.03% strongly agreeing. The study found out that there were other ways that the respondents felt would improve the running of these programs in the SFD NGOs, 38.46% felt that this can be through monitoring and evaluation regularly, an equal 38.46% were of the opinion that creating awareness of the programs will improve its operations while 23.08% indicated that regular training and education would further improve the running of these programs.

### **5.2.2 To what extent do leadership skills influence the performance of sports-for development NGOs in Nairobi County?**

According to Northouse (2004) leadership is crucial for the directional steering and motivation of staff to enable an organization move from its present state to the desired state. There are many definitions of leadership and the roles of a leader, still remains controversial. However there is

common agreement that leadership involves influence, occurs in a group context, is a process and above all, is oriented towards achieving defined goals.

The study sought to find out if management delegates duties to the employees and community networks to foster inclusiveness in the program design and implementation, 53.80% of the respondents agreed, 46.20% strongly agreed with this opinion. It was clear that management involved stakeholders in decision making as 61.50% of the respondents agreed and none disagreed, the study found out that indeed management was vigorous in building networks with other related sports for development NGOs as a majority of the respondents 56.40% indicated that they agreed with this opinion while 28.20% strongly agreed. Respondents were asked to indicate if there is succession management from the youths engaged in sports for development programs as well as general employees, 69.00% agreed, 25.60% strongly agreed. The respondent rated their opinion on whether the management mobilizes staff through steering the programs to completion within the time frame and within the budget allocated with 53.80% agreeing to this and 46.20% strongly agreeing. None of the respondents disagreed with this opinion. The study found out that 48.70% of the respondents agreed that programs are completed within the time frame and budget set by the organization, 25.60% strongly agreed, 23.10% were neutral. Respondents perception on the effect of risk taking on management of sports-for-development programs in their organizations was that it was significant, 43.60% were of the opinion that risk taking in the management of SFD NGOs was indeed significant, 15.40% were of the opinion that it was very significant, 30.80% were neutral about it. Responding to the question on whether management takes risks in design and implementation of programs in the organization a majority of the respondents 48.70% agreed that it was so, 23.10% strongly agreed, 15.40% were neutral as 12.80% disagreed. Further stills, the study ascertained that management benchmarks its programs for innovation and efficiency as a majority of the respondents 43.60% agreed, 33.30% strongly agreed and none of the respondents disagreed.

Further analysis indicated that in addition to leadership skills, 41.03% of the respondents felt that community leadership styles affected the management of sports-for-development NGOs, 38.46% indicated partnership and funding affected the management as 10.26% felt that mentoring and strategic alliances affected the management of sports-for-development NGOs to a great extend.

### **5.2.3 How do strategic alliances with development partners affect the performance of sports-for-development NGOs in Nairobi County?**

The prominence of NGOs in development activities is based on perceptions that such organizations have two particular and interconnected strengths. Firstly, in terms of operational effectiveness, NGOs are considered to be better placed than other organizations to reach the intended beneficiaries of development programs, particularly those that are aimed at the poorest members of society (Zaidi, 2003). Secondly, policies have supported the expansion of NGOs as ‘vehicles for “democratization” and as essential components of a thriving civil society’ (Hulme & Edwards, 2005). The balance of these two roles may differ according to the specific NGO although, more generally, Zaidi suggests that the legitimacy of any NGO depends on success in addressing either one of these roles.

The study sought to establish how strategic alliances with development partners affect the performance of sports-for-development NGOs. It was found that the number of programs that are controlled by donors, 43.60% of programs range between 60-70% , 23.10% indicated that donor controlled programs are less than 50%, 20.50% stated the range as more than 90% while 12.30% of the respondents indicated that donor controlled programs are between 70-80% . It was discovered that development partners do not dictate the SFD programs to be implemented by the NGOs as the majority of the respondents 30.77% strongly disagreed with this element, 17.95 % of the respondents strongly agreeing and 23.08% agreeing, 17,95% were neutral they neither agreed nor disagreed.

The study found out that respondents were neutral, a majority 30.80% neither agreed nor disagreed that development partners influence the power relations and management within the organizations, 15.40% strongly agreed while an equal force of 15.40% disagreed. This indicates that it's not clear the influence of development partners on the management of these organizations.

The research also noted that 58.97% neither agreed nor disagreed that the organizations have a full understanding on logic models as pertains both community and development partners input in the program design and implementation, 30.77% strongly agreed while 10.26% strongly disagreed. This also indicates that the stakeholders may or may not have a full understanding of the logic models.

The number of programs that development partners request their decisions to be incorporated is high; with 35.90% indicating so and 17.90% indicated that the number of these programs was very low. Regarding the number of programs that development partners actually control. 28.21% indicated that they were high, another 28.21% were neutral, 10.26% indicated that the number of programs controlled by development partners was very high, 25.64% indicated that they were very low. The study found out that the number of monitoring and evaluation exercises conducted annually was one with a majority 28.085% indicating so, 17.95% indicated thrice, 15.28% indicated 12 times, 12.82% indicated 15 times as another 12.82% indicated four times, 10.26% indicated twice while 7.69% indicated that these exercises were conducted ten times annually. On average these exercises are conducted four times annually across the organizations.

The study also found out that there were other development partners factors that affected management of sports-for-development NGOs, a majority 71.80% indicated less funding while 28.20% were of the opinion that poor leadership affected the development of sports for development programs.

#### **5.2.4 What is the effect of information and communication technology on the performance of sports-for-development NGOs in Nairobi County?**

According to the UN General Assembly Resolution (2012), information and communications technologies have the potential to provide new solutions to development challenges, particularly in the context of globalization, and can foster economic growth, competitiveness, access to information and knowledge, poverty eradication and social inclusion that will help to expedite the integration of all countries, especially developing countries, in particular the least developed countries, into the global economy.

The study found out that information and communication technology affected the performance of sports-for-development NGOs in Kenya. A majority 35.90% strongly disagreed that their organizations conducted ground research to inform the programs, 28.90% strongly agreed while 25.60% were neutral, 30.80% disagreed that their organizations undertake public awareness regularly through print and non-print media while an equal 30.80% agreed, 15.40% strongly disagreed while, 10.30% strongly agreed while 12.80% were neutral. On whether both staff and

community members are educated/trained to equip their skills 30.80% strongly agreed, strongly disagreed and agreed, 5.10% agreed while 2.60% were neutral about it.

An equal number of organizations possesses and does not possess adequate ICT equipment for effective communication as 25.60% strongly agreed and strongly disagreed with this item. With regard to sharing of information among other NGOs being upheld 43.60% agreed that this was common among the organizations, 25.60 strongly agreed, 15.40% strongly disagreed while only 5.10% were neutral. The study found out that information is calibrated to suit the needs of the youths and general community with a majority 43.60% agreeing and that 20.50% strongly agreeing.

Respondents identified how they acquired information for use in their respective organizations, 33.30% identified network linkages, 28.20% indicated baseline survey and research and 10.30% indicated training as a means of acquiring information as represented in table

The researcher also found out that there were other information dissemination factors that affected the organizations operation, a majority 61.50% identified low online or low internet access while 38.50% indentified lack of proper communication as information dissemination factors affecting the running of the organizations.

Lastly respondents recommended that for effective management of sports-for-development NGOs in Kenya, 36.00% sited that there should be creation of awareness about the programs to the stakeholders, 33.33% voiced out the need for government support and involvement while 31.00% sited monitoring and evaluation as recommendations for effective management of the SFD NGOs in Kenya.

### **5.3 Conclusion**

In conclusion, the study found out that indeed there are critical success factors that affected the success of sports for development NGOs in Kenya. These are community involvement, with 41.02% of the respondents rating it as most influential, 51.28% rated development partners as most influential in the SFD NGOs, 54.41% rated leadership as the most influential and lastly 43.58% rated information dissemination as most influential. A majority of these organizations operate at a county level advancing to a national level while very few at an international level

and rely heavily on donor funding and partnerships for survival. Overall, data analysis indicates that the respondents felt that leadership skills was the most influential in the management of the SFD NGOs while development partners as the least influential. Further analysis showed that in addition, less funding, poor leadership, lack of financial support, less knowledge by community members also affected the success of these organizations. There is also need for the creation of awareness about the programs to the stakeholders, the need for government support and involvements as well as monitoring and evaluation as recommendations for effective management of the SFD NGOs in Kenya

## **5.4 RECOMMENDATIONS**

### **The Sports for development NGOs**

It is the recommendation of the researcher that specialized training be the focus for these organizations staff. This will increase the number of management staff with special skills and may reflect on performance.

The idea of community involvement seems to be well accepted and should be strengthened further by all organizations. However the volunteers agreeing community are well involved in decisions making is much lower than the staff. This suggests a disconnect between the organizations belief and the beneficiaries.

### **The development partners**

The development partners' support remains a key pillar in this field. However the partners should make efforts to be seen not to dictate the decisions made by the local organizations. Around 40% of the respondent thinks they dictate the operations of these sports for development organizations.

### **The academicians**

A robust study should be conducted on how specialized training for staff in this field will affect performance. The sports for development organizations have achieved a lot without high percentages of specialized training. It would be interesting to review the performance of the organizations/staff with this training as opposed to the ones without.

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## APPENDICES

### Appendix 1: Sampling Frame

#### Sports-for-development NGOs in Nairobi County

- Alive and Kicking
- Carolina for Kibera
- House of Nanny Youth Group
- Mathare Youth Sports Association (MYSA)
- Vijana Amani Pamoja (VAP)
- Sadili Oval Youth Group
- Abila Creative Centre
- Capital Area Soccer League Best Buddies Kenya
- CARE–Sport for Social Change Network (SSCN)
- Handicap International Kenya
- Kenya Community Sports Foundation
- Kenya National Team at the Homeless World Cup
- Kibera Mpira Mtaani
- SAAICO
- Slucano Learning Centre
- A-Step Youth Association
- Box-girls Eastlands Association
- Community Capacity Building Initiative
- Jumuiya Women Group
- Kenya Girl Guides Association
- Kenya Sports Association for the Mentally Handicapped
- National Paralympics Committee
- Sacrena Sporting Organisation
- Smart Ladies Youth Group
- Youth Empowered to Succeed
- WRT Mobile for Good
- Bravilian Queens Dagoretti
- Karura Youth Sports Association (KYSA)
- Sony Sugar Youth Group
- The Big Issue
- Young Women Leadership Institute

## Appendix 2: Research Questionnaire

### QUESTIONNAIRE ON THE CRITICAL SUCCESS FACTORS INFLUENCING THE PERFORMANCE OF NGOs WITHIN THE SPORTS FOR DEVELOPMENT SECTOR IN KENYA

#### A. Background Information

1. What is your gender?

Male  Female

2. What is your position (designation) in the organization?

Manager  Assistant Manager

Community representative

3. What is your highest academic qualification?

Certificate  Diploma  Bachelors degree

Masters  PhD  Others  .....Specify

4. Do you have any specialized training in organisation management?

Yes  No

5. How many years have you worked for the organisation?

0-4  5-9  10-15

Other  .....Specify

6. How long has this organisation been in operation?

Less than 5 years  5-10 years  More than 10 years

7. At what level is the scale of your programs within Kenya?

Division  District  County

Nationally  Other  .....Specify

8. How many community training sessions do you hold annually?

0-5 [ ] 5-10 [ ] 10-15 [ ] Other [ ].....Specify

9. What is your perception on the effect community involvement in the management of sports-for-development NGOs?

Very significant [ ] Significant [ ] None [ ]

Moderate [ ] Very little [ ]

10. The organisation involves community members in every step of the programs being implemented?

Strongly Agree [ ] Agree [ ] Neutral [ ]

Disagree [ ] Strongly Disagree [ ]

11. What percentage of your budget goes to sport-for-development programs?

0-10 [ ] 10-20 [ ] 20-30 [ ] More than 30 [ ]

12. The organisation conducts performance audits every year?

Strongly Agree [ ] Agree [ ] Neutral [ ]

Disagree [ ] Strongly Disagree [ ]

13. What percentage of your programs do you complete annually?

Less than 50 [ ] 50-60 [ ] 60-70 [ ] 70-80 [ ]

More than 80 [ ]

14. How many partners do you work with in your organization?

0-10 [ ] 10-20 [ ] 20-30 [ ] 30-40 [ ]

More than 40 [ ]

## B. Community Involvement

Tick your most appropriate responses to the statements below

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Community is involved in the activities undertaken by the organisation					
2	Indigenous knowledge is incorporated into the sport-for-development programs					
3	Decision making process allows space for community input					
4	There are distinct community networks who own programs after their completion					
5	Sports-for-development programs are designed using a bottom-up approach					
6	Community training plays a key role in program implementation process					

7. To what extent do you think community involvement affects the success of the programs being implemented?

Very high extent [ ] High extent [ ] No effect [ ]

Low extent [ ] Very low extent [ ]

8. What other community involvement factors do you think affect the management of sports-for-development NGOs?

.....

.....

.....

.....

## Subsection II of Community Involvement

(To be filled only by the Community Representative)

1. Community inputs are adequately factored in the NGO programs

Strongly Agree [ ] Agree [ ] Neutral [ ]

Disagree [ ] Strongly Disagree [ ]

2. Community members are satisfied with the programs offered by the NGO

Strongly Agree [ ] Agree [ ] Neutral [ ]

Disagree [ ] Strongly Disagree [ ]

3. Leadership and career progression chances are offered by the NGO to community members

Strongly Agree [ ] Agree [ ] Neutral [ ]

Disagree [ ] Strongly Disagree [ ]

4. How would you rate the relationship between the NGO and community members?

Very close [ ] Close [ ] Neutral [ ]

Distant [ ] Very Distant [ ]

5. Training and education sessions in the community are held regularly by the organisation

Strongly Agree [ ] Agree [ ] Neutral [ ]

Disagree [ ] Strongly Disagree [ ]

6. How would you rate the impact of the training on the skill-set of the community members?

Very significant [ ] Significant [ ] Neutral [ ]

Insignificant [ ] Very Insignificant [ ]

7. Community members have improved their livelihoods from the programs offered by the organisation

- Strongly Agree        Agree                        Neutral
- Disagree                Strongly Disagree

8. What in your own opinion can be done by the NGO to improve the programs offered?

.....

.....

.....

### C. Leadership Skills

For the statements below from 1-6, rank according to the effectiveness with which they apply to your organisation from (5=strongly agree, 4= agree, 3= neutral, 2= disagree and 1=strongly disagree)

1. The management delegates duties to the employees and community networks to foster inclusiveness in the program design and implementation [ ]

2. There is stakeholder involvement in decision making within the organisation [ ]

3. There is succession management from the youths engaged in sports-for-development programs as well as general employees [ ]

4. The management is vigorous in building networks with other related sports-for-development NGOs [ ]

5. The management is vigorous in building network linkages with development partners for funding and sustainability of sports-for-development programs [ ]

6. The management mobilizes staff through steering the programs to completion, within the time frame and within the budget allocated [ ]

7. What is your perception on the effect of risk taking on management of sports-for-development programs in your organisation?

Very high significance [ ] High Significance [ ] Neutral [ ]

Low significance [ ] Very low significance [ ]

8. The management takes risks in design and implementation of programs in the organisation

Strongly Agree [ ] Agree [ ] Neutral [ ]

Disagree [ ] Strongly Disagree [ ]

9. The management benchmarks it's programs for innovation and efficiency

Strongly Agree [ ] Agree [ ] Neutral [ ]  
Disagree [ ] Strongly Disagree [ ]

10. What other leadership factors do you think affect the management of sports-for-development NGOs?.....

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

**D. Strategic Alliances**

1. What percentage of funding for sports-for-development is controlled by donors in your organisation?

Less than 50 [ ] 50-60 [ ] 60-70 [ ] 70-80 [ ] 80-90 [ ]  
More than 90 [ ]

2. Development partners dictate the sports-for-development programs to be implemented as a condition for their support

Strongly Agree [ ] Agree [ ] Neutral [ ]  
Disagree [ ] Strongly Disagree [ ]

3. Development partners influence on the power relations and management within the organisation

Strongly Agree [ ] Agree [ ] Neutral [ ]  
Disagree [ ] Strongly Disagree [ ]

4. The organisation has full understanding on logic models as pertains both community and development partners input in the program design and implementation

Strongly Agree [ ] Agree [ ] Neutral [ ]  
Disagree [ ] Strongly Disagree [ ]

5. How would you rate the number of programs that development partners request their decisions to be incorporated?

Very high [ ] High [ ] Neutral [ ] Low [ ] Very low [ ]

6. How would you rate the number of programs that development partners actually control?

Very high [ ] High [ ] Neutral [ ] Low [ ] Very low [ ]

7. How many monitoring and evaluation exercises do you conduct annually?.....

8. What other development partners factors do you think affect management of sports-for-development NGOs?

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

## E. Information and Communication Technology

Tick your most appropriate responses to the statements below

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organisation conducts ground research to inform the programs					
2	Public awareness is undertaken regularly through print and non-print media					
3	Both staff and community members are educated/trained to equip their skills					
4	The organisation possesses adequate ICT equipment for effective communication					
5	Sharing of information among other NGOs is upheld					
6	Information is calibrated to suit the needs of the youths and general community					

7. How do you acquire information for use in your organisation?.....

8. What other information dissemination factors do you think affect the operation of your organisation?.....

.....

**F. Overall**

1. Overall, how would you rank the following factors as influencing the performance of sports-for-development NGOs?

(Rank from 1= most influential to 4= least influential)

FACTORS	RANKS
Community involvement	
Development partners	
Leadership skills	
Information dissemination	

2. What recommendations do you have on effective management of sports-for-development NGOs in Kenya?

.....

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-THE END-

### Appendix 3: Research Budget

	ITEM	ESTIMATED AMOUNT (Ksh)
1	Production of documents (printing of questionnaires, photocopying reference materials and printing final report)	10,000
2	Transport and accommodation	20,000
3	Research Assistants' fee for two	20,000
4	Communication (telephone and internet)	5000
5	Miscellaneous expenses	5000
	<b>Total</b>	<b>60,000</b>

#### Appendix 4: Research Work Plan

Activity  Period	July 2013	August 2013	September 2013	October 2013
Finalise with project proposal writing and effecting of changes recommended	■			
Discussing the draft proposal with the supervisor and making corrections thereof		■		
Effect recommendations of defense panel and pilot test the research instrument			■	
Data collection			■	■
Data analysis, report writing and report submission				■