

**RELATIONSHIP BETWEEN CAPACITY BUILDING STRATEGIES AND  
PERFORMANCE OF CASH TRANSFER PROGRAMS IN THE PUBLIC  
SECTOR IN NAIROBI COUNTY, KENYA**

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## **DECLARATION AND RECOMMENDATION**

### **Declaration by students**

I declare that this thesis is my original work and has not been presented for a degree or other awards in any other university.

Signed.....

Date.....

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### **Recommendation by supervisors**

We confirm that the work reported in this thesis was carried out by the candidate under our supervision.

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## **DEDICATION**

To Dennis, Emmanuel, Faith and Grace: May God bless you for your encouragement.

## **ACKNOWLEDGEMENT**

I wish to express my acknowledgment to the following for the assistance and support accorded to me in writing my proposal. My supervisors, Professor Peter Kihara (PhD) and Dr. Paul Gichohi (PhD) who have continually supported me in ensuring that the proposal is of the required standard. My lecturers who tirelessly taught me the course work which was a very new area to me bearing in mind I had a sociology background and my supervisors who were patient with me to correct all the mistakes I had done. May God bless them abundantly. My husband Mr. Dennis Mbae for his unfading dedication to see me come up with this paper, finances and the psychological support he accorded to me during the entire period.

## ABSTRACT

Cash transfer program has been identified by most developing countries as an important component of social protection however; the program has experienced challenges in the implementation process. This study aimed at establishing the relationship between four capacity building strategies; training, technology, knowledge sharing and stakeholder partnership and performance of cash transfer program in Nairobi county- Kenya with an intention of helping the Government of Kenya and other stakeholders involved in the implementation of the cash transfer program to establish policies and framework geared towards social protection rights. The study was grounded on three theories namely, the social exchange theory, general systems theory, and McKinsey 7s model. Descriptive research design was used on a target population size which was 102 respondents. Purposive sampling technique was applied in sampling sub-county children officers and the nominees of both the Member of Parliament and the county woman representative, while simple random sampling was used on complainants. Data was collected using questionnaires whose reliability was tested using Cronbach alpha test. A multiple linear regression model was established in order to determine how training, knowledge sharing, stakeholder partnership and technology influenced the performance of the cash transfer program. The study revealed that individually all the four independent variables have a positive and statistically significant relationship with the performance of the cash transfer program. The study concluded that organizations should continuously train their employees; encourage knowledge sharing across the board; enhance partnership among stakeholders and continuously adopt new technologies to enhance efficient operations. The study recommends capacity building for field officers to facilitate understanding of all aspects related to partnership and alliances, dispute resolution, and governance process. The study also recommends continuous supplying of training materials especially to the field officers to ensure efficient and effective implementation of the cash transfer program. The findings have implications on cash transfer practices and policy formulation by government in fostering equity and timely delivery of financial solutions and support to vulnerable people.

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## ABBREVIATION AND ACRONYMS

<b>BWCs</b>	Beneficiaries Welfare Committee
<b>CSAC</b>	Constituency Social Assistance Committees
<b>CT</b>	Cash Transfer
<b>CT-PWSD</b>	Cash Transfer-People living With Severe Disability
<b>DFID</b>	Department for International Development
<b>GoK</b>	Government of Kenya
<b>HIV</b>	Human Immuno-Deficiency Virus
<b>NCCG</b>	Nairobi City County Government
<b>OPCT</b>	Older Persons Cash Transfer
<b>OVC</b>	Orphans and Vulnerable Children
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>VIF</b>	Variance Inflation Factor
<b>WFP</b>	World Food Programme

# CHAPTER ONE

## INTRODUCTION

### **1.1 Background of the Study**

More recently, in the context of the ongoing global financial crisis and in light of discussions around international development goals post-2015, social protection is increasingly viewed as an essential policy response seeking to promote social justice, of which social inclusion and cohesion are integral parts (Devereux, McGregor & Sabates-Wheeler, 2011). It is in this context, that the social dimensions and effects of social protection policies, and of cash transfer programs in particular as one of the most widely favored social protection mechanisms, are receiving heightened research and policy attention. Countries such as Colombia, Jamaica, Mexico, Brazil, Nicaragua, Turkey, Latin America, Philippines, Yemen, Gaza among others do implement cash transfer program with an intention of eradicating poverty.

DFID (Department for International Development) terms cash transfer (CT) as a direct, regular and predictable non-contributory cash payments that helps poor and vulnerable households to raise incomes. The term cash transfer encompasses a range of instruments such as social pensions, child grants or public works programs and a spectrum of design, implementation and financing options (as cited in Odero, 2014). According to Chibbathe primary purpose of cash transfers is to reduce poverty and vulnerability. In fact, evidence shows that they have proven potential to contribute directly or

indirectly to a wider range of development outcomes (as cited in Odero, 2014).

The Kenyan Cash Transfer – Orphan & Vulnerable Children Program is an initiative by the Kenyan government and other development partners including the World Bank, DFID, United Nations Children’s Fund and Swedish International Development Cooperation (Orinda, 2014). This is a result of the failure of other social protective mechanism for the orphans and vulnerable children after the loss of their parents and guardians.

Research has been conducted on impact evaluation of conditional cash transfers on the beneficiaries’ lives and in the implementing country (Maluccio & Flores, 2004). The focus of this study was to understand the implementation of the cash transfer program in the public sector focusing on the capacity building strategies that would result to effectiveness and efficiency of the program. It was against this background that the researcher decided to study the relationship between capacity building strategies and performance in the public sector in Nairobi County.

## **1.2 Cash Transfer Program**

Cash transfer among many other forms of social protection programs are direct, regular and predictable non-contributory cash payments that help poor and vulnerable households to raise incomes. It has two types conditional and non-conditional cash transfer. In conditional cash transfer the beneficiaries will only receive their money if they met certain conditions. The caregivers of the Orphans and Vulnerable Children in the program should ensure that all the children are immunized, the school going age children have been enrolled in

school and their attendance is regular. The caregiver has an identity card and all the members of the family have birth certificates, while in the non-conditional cash transfer the care givers are given the cash without any condition (GoK, 2017a).

Cash transfers, Carmona emphasizes, often target the poorest households and vulnerable such as the older people, persons with disabilities, and children (as cited in Mokomane, 2012). It is worth noting that, while it is the primary purpose of cash transfer to reduce poverty and vulnerability, the evidence shows that they have proven potential to contribute directly or indirectly to a wider range of development outcomes. Cash transfer can thus both protect living standards and promote wealth creation. They may also help prevent the household from suffering shocks and transform relationship within society and between citizen and the state. Though the primary purpose of cash transfers is to reduce poverty and vulnerability, evidence shows that they have proven potential to contribute directly or indirectly to a wider range of development outcomes (Sharma, 2017).

According to Kadam (2016), modest but regular income from cash transfers helps households to smooth consumption and sustain spending on food, schooling and healthcare in lean periods without the need to sell assets or take on debt. Transfer of income has helped households to build human capital by investing in the OVC's nutrition, health and education, save up to buy productive assets, and obtain access to credit on better terms. Cash transfers can thus both protect living standards by alleviating destitution and promote wealth creation by supporting transition to more sustainable



livelihoods. Depending on context, they may also help prevent households from suffering shocks and transform relationships within society, and between citizens and the state (Kadam, 2016).

Cash transfers today form an important and growing part of social protection programming in many developing countries (Slater, 2014). In Brazil for example, conditional cash transfer program known as Bolsa Familia was launched in 2003 by the government. This is the largest cash transfer program in the developing world. It reaches more than 12 million families and costs the government 1% of the Brazilian gross domestic product. Just like the other cash transfer programs its objectives are to reduce poverty through direct cash transfer to low income families and breaking the cycle of poverty, thus helping to reduce future families. Citing a report by the Manpower Demonstration Research Corporation, on the national poverty conditional cash transfer introduced in New York, a policy brief by the National Poverty Centre (2010) notes that family rewarded with the funds substantially reduced poverty and material hardship, and had a range of affection, education, health, related and work-related outcomes. Evaluation of conditional cash transfer programs in other countries such as Zambia, have convincingly shown that cash transfer can reduce poverty and improve the consumption of goods and services hence making a difference in the lives of families in developed countries.

There are at least 30 social protection programs in Africa based on long term application of cash transfer strategies. Rigorous evaluations of the impact of the cash transfer program on the most vulnerable children in the following

countries; Zambia, Zimbabwe, South African, Kenya, Ethiopia, Lesotho, Malawi, Mozambique, Tanzania, Uganda among others have been undertaken. Cash transfer programs in Africa are now sparking important social gains in food security, school attendance and promotion of young people's safe transition to adulthood. It was found out that the Child Support Grant in South Africa has shown statistically significant associations between receipt of the grant and adolescents reduced sexual activity, reduced pregnancy and reduced alcohol and drug use (Orinda, 2014).

The Government of Kenya has a duty to alleviate poverty and reduce the vulnerability of sections of the population that confronts risks. Kenya cash transfer – orphan and vulnerable children program was initiated due to the failure of supportive socioeconomic factors. Orphan and vulnerable children fall in the category of the disadvantaged group whose access to food, shelter and education remains a challenge. Safety net programs in Kenya range from cash transfer; in kind transfer; to public work programs (GOK 2012). Other than the CT-OVC which is a social cash transfer, other programs addressing the needs of children are in education and health sectors with the transfers involving cash and food. CT-OVC began with a prepilot project that covered 500 of the poorest households in three districts in December 2004 each family receiving Ksh. 500/=. Scale up over the years have been done with caregivers receiving Ksh. 2000/= per month paid bi-monthly. The Government of Kenya allocated 10.7 billion towards the cash transfer program in 2013/2014 financial year. The numbers of families benefiting from the cash transfer program were increased by 92% from 236,839 in 2012/1013 fiscal year to 454,200 beneficiaries in 2013/2014 fiscal year. This figure has since increased

to 499,800 in the 2014/2015 financial year. To assist in targeting the recipients more inclusive social assistance committees were established in all the 290 constituencies composed of local leaders, Members of Parliament and Faith Based Organization representatives, Constituency Social Assistance Committee members (GoK, 2017a).

As much as Kenya is trying to address developmental challenges, efforts by the government and other development actors to invest in social protection as key to tool aimed at addressing poverty as well as vulnerability is showing some remarkable promise (Kabare, 2015). The current social assistance programs in the country are guided by sector and issue specific policies and Acts of parliament. Some of the policies of relevance include: The National Food Security and Nutrition Policy 2007, which covers programmes that increase access to food and improve nutrition as well as measures to ensure food sufficiency and security; National Children's Policy 2010; National Policy on Older Persons and Aging 2009; National Policy on Youth 2006; and the National Gender and Development Policy 2000. Key Acts of Parliament of relevance to social protection include the Education Act 2007; the HIV Prevention and Control Act 2006; the Children's Act 2001; Social Assistance Act 2012; and the Persons with Disabilities Act 2003 (GoK, 2017a).

The cash transfer programs are based on categorical targeting. The categories targeted have been identified based on prevailing indicators of poverty and vulnerability. These categories include: cash transfer for orphans and vulnerable children(CT-OVC); the Older Person Cash Transfer Program (OPCT); and the Cash Transfer-People living With Severe Disability (CT-

PWSD). Cash transfer for orphans and vulnerable children aims at supporting households living with and taking care of orphans and vulnerable children. The overall objective of the program is to encourage fostering and retention of OVCs within their families and communities and to promote their human capital development.

The older person cash transfer program aims at providing regular and predictable cash transfer to vulnerable older persons in identified households by building the capacities of the older persons so as to improve their livelihoods. The eligibility criteria for the OPCT include; an extremely poor household with an older person of 65 years and above, a household not enrolled in any other CT program; a household with no member receiving pension; a household that has resided in a particular location for more than a year and the beneficiary is a Kenyan citizen.

The Cash Transfer - People living With Severe Disability (CT-PWSD) cater for persons with severe disability. They are defined as those who need permanent care including feeding, toiletry, and protection from danger from themselves, other persons or from the environment. They also need intensive support on a daily basis which keeps their parents, guardians or caregivers at home or close to them throughout. The objective of CT-PWSD is to enhance the capacities of the caregivers through cash transfers thereby improving the livelihoods of persons with severe disabilities and mitigating the effects of disability on the household (GoK, 2017a).

### **1.2.1 Performance of Cash Transfer Program**

Performance is considered as the most important criteria in evaluating organizations, their actions, and environments. It is frequently discussed in most branches of management and it is of deliberation to both academic scholars and practicing managers. Performance improvement is at the heart of strategic management. Shamsie, Martin, and Miller (2009) noted that sustained performance of an organization can be tied to its ability to exploit or develop its various capabilities.

Cash transfer programs are funded by the Government of Kenya, and supported by Development Partners, including UNICEF, World Food Program, the DFID and the World Bank. Cash transfer is one of the Flagship projects under social pillar of Vision 2030. Each beneficiary is awarded Ksh.2000 every month payable bimonthly. There are six payment cycle in a year (GoK, 2017a).

Coordination of the day to day implementation of the Consolidated Cash Transfer Program at the national level is done by the Social Assistance Unit which is a unit in the State Department of Social Protection. There are seven sections under the Social Assistance Unit: Administration; Targeting, Enrolment and Recertification; Management Information Systems; Payments; Monitoring, Evaluation and Research; and grievances and case management section which was formed due to the escalating cases presented in the field officers (GoK, 2017a).

The case management process of the cash transfer programs in Kenya is initiated in the Sub-county office. The Beneficiary Welfare Committee

receives the complaint and grievance from the beneficiary and refers the matter to the sub-county children office who examines the authenticity/validity of the information. The officer then fill an update form and ensures that supporting documents are attached for every update received. The completed forms and supporting documents are forwarded to Social Assistance Unit Grievance and Case Management team for entry into management information systems.

Ideally this team is supposed to send receipt of acknowledgement when it receives the completed forms and supporting documents. However, the update process is prolonged by the assumptions that the complaint and grievance has been received and changes effected by the next payment which in most case it is not so. Beneficiaries due to lack of updates were exited from the program (GoK, 2017a). Beneficiaries are wrongly exited due to none collections of funds even after the updates have been submitted to the headquarters. This study suggested the use of the four capacity building strategies to enhance the performance of the cash transfer programs.

### **1.2.2 Capacity Building Strategies**

Strategy is setting the direction and the means to get there. It is a plan or course of action that guides an institution to the future (Wilkinson & Kannan, 2013). It involves the determination of the long-term mission and objectives and prescribes the courses of action needed to get there. The term strategy means a well-planned, deliberate and overall course of action to achieve specific goal. Coming up with the right strategy will ensure that the

activities that should be carried out in the implementation of the cash transfer programs are properly coordinated. Come in up with growth strategies will most likely lead to better performance and effectiveness.

Strategy can be regarded as the choice, method, or plan aimed at bringing about aspired future through the attainment of particular objective (Mwaniki 2017). Capacity building strategies are drawn from the growth strategies. Growth strategy' refers to a strategic plan framed and applied for expanding firm's business. Firms are required to formulate growth strategies according to their features and environment. Internal growth strategy grows the organization using internal resources and focuses on developing new products, increasing efficiency, hiring the right people and better marketing. It can take place either by expansion, diversification, and modernization. An external growth strategy has to do with partnership and globalization. Some common growth strategies in business include market penetration, market expansion, product expansion, diversification, and acquisition. Capacity building strategies aim to transform individuals from passive recipients of services to active participants in a process of community change (Finn & Checkoway, 1998). This study focused on four capacity building strategies that can be employed for the efficiency and expansion of the cash transfer program in Kenya.

Capacity is the ability of people, organizations, and society as a whole to manage their affairs successfully. It makes individuals more competent. According to Acorn International, capacity building is often understood to mean a positive, external intervention to enhance capacity over time. Ballantyne defines the capacity building as the process by which individuals,

groups, organizations, institutions, and societies develop their abilities (individually and collectively) to perform functions, solve problems, set and achieve objectives. It is the process that improves the ability of a person, group organization or system to meet its objectives or to perform better (as cited in Ogunmodede & Mafelu, 2012). Capacity building will assist the decision makers; inform professionals and users in developing countries to build their capacity with the purpose of supporting the development of their economies as well as sustaining the effective implementation and exploitation of the emerging information technologies.

Mabawonku opines that capacity building involves acquiring skills and knowledge which enables individuals to be aware of new possibilities, be empowered by gaining new skills and have continuous access to information resources, materials, and equipment (as cited in Adu, Appiah, & Yamson, 2016). Capacity building is much more than training it also includes; Human Resource Development, the process of equipping individuals with the understanding, skills, and access to information and knowledge, that enables them to perform effectively (Hay, 2009).

According to Blumenthal capacity building could be carried out at the macro level focusing on building organizational capacity and at the micro level focusing on individual capacity (as cited in Adu, Appiah, & Yamson, 2016). This study focuses on the personal development of caregivers, the Sub-county Officers in the field office and the Constituency Social Assistant Committee in the cash transfer programs. The caregivers are entitled to getting 2000 Kenya Shillings per month which is consistent and predictable. The money



can either benefit them or make them develop a dependence syndrome. Capacity building gaps are evident in the care givers of cash transfer programs due to the escalating complains received in the sub-county children offices especially during the payment periods. The intention of this study was to introduce the four capacity building strategies that include; training, technology, knowledge sharing and partnership will ensure smooth running of the cash transfer programs in Kenya.

### **1.2.2 Public Sector in Nairobi County**

The public sector is the part of the economy that provides governmental services. It consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. The concept of public sector is broader than simply that of core government and may overlap with the not-for-profit or private sectors. The public sector generally consists of at least three types of organizations (Dube & Danesc 2011).

The first is the core government consists of a governing body with a defined territorial authority. They include all departments, ministries, or branches of the government that are integral parts of the structure, and are accountable to and report directly to the central authority; the legislature, council, cabinet, or executive head. The second is the agencies which consist of public organizations that are clearly a part of the government and deliver public programs, goods, or services, but exist as separate organizations in their own right, possibly as legal entities, and operate with a partial degree of operational independence. They often, but not necessarily, are headed by a

board of directors, commission, or other appointed body. The third is the public enterprises, they are agencies that deliver public programs, goods, or services, but operate independently of government and often have their own sources of revenue in addition to direct public funding. They also may compete in private markets and may make profits. However, in most cases the government is the major shareholder, and these enterprises partly follow the acts and regulations that govern the core government (The Institute of Internal Auditors December, 2011).

Nairobi City County was founded in 2013 on the same boundaries as Nairobi Province is the capital city of Kenya. It covers an area of 696.1km<sup>2</sup> hosts both the rich and the poor. It is divided into seventeen constituencies which also act as the Sub Counties (NCCG, 2018). According to the last census conducted in 2009, Nairobi City had a population size of 3.1m Kenyans where 1.6m and 1.5m were men and women respectively. The projected 2018 population size is 4.9m Kenyans which constitutes 2.4m and 2.5m men and women respectively. Based on this projection, the population size of Nairobi City residents which will be aged over 70 years is 36,000 Kenyans (GoK, 2017b). Nairobi has a well structured education system aimed at impacting the right knowledge, skills, value and attitudes on the school going children who are about half of the population.

The unemployment level in Nairobi County is 14.7%. The unemployment level is in favour of males whose rate stands at 11.55% against females which stand at 18.99%. In addition, poor households are the ones which are mostly affected by unemployment. In fact, urban poverty correlates strongly and

positively with labour force because earning in the labour market constitutes the chief source of income for urban dwellers (NCCG, 2018).

In Nairobi County, poverty cuts across all sectors of development. It is estimated that twenty two percent of Nairobi residents live below poverty line. The most affected the youths, women, people with disabilities, displaced people as well as HIV/AIDs orphans. The major cause of poverty is attributed to social, economic and environmental factors (NCCG, 2018). In fact, a study done in Nairobi on coping strategies among the urban poor by Amendah, Buigut, and Mohamed (2014) revealed that the most used coping strategy among the urban poor is reduction in consumption of food at sixty nine percent and reduction in the use of credit at fifty two percent. The study established that a moderate proportion of households removed children from schools in order to manage spending shortfalls. However, being a member of social safety net program such as CT-OVC, OPCT program, reduced the likelihood of using any coping strategy.

According to NCCG (2018), people with disability have been neglected and discriminated against in the decision-making process. High poverty levels, people living with disabilities, HIV/AIDS pandemic and poor quality of life have resulted to an increase in the number of orphans. In the case of orphans and the vulnerable, Wakoli, Etyyang, and Lakati (2012) noted that there was an improved nutrition status among the beneficiaries of cash transfer program compared to the non-beneficiaries in a study done in Nairobi. However, the researchers recommended that there was a need to train

beneficiaries of the cash transfer program on how to improve their nutrient uptake.

According to Sanganyi (2010), key individuals at the grassroots in Nairobi and who are very key in collecting data used in cash transfer program are not remunerated for their work. In addition, expenses such as transport and communication, which incur while carrying volunteerism activities related to this program are not reimbursed. This means that they are given some informal remuneration which in most cases could be very little, and thus limits these individuals who are commonly referred to as volunteers what they can achieve for this noble program. In addition, some caregivers consider the amount of cash that they receive as insufficient to cater for the needs of the orphans and vulnerable, though they try as much as possible to use it efficiently.

### **1.3 Statement of the Problem**

A study on social protection for orphans and vulnerable children in Kenya by Akuma (2014) noted that there is a need to design and implement an effective information system for both for capturing data on orphans and vulnerable children and for continuous monitoring and evaluation of the programs. In a study on effectiveness of the cash transfer program improving the lives of orphans and vulnerable children in Dujis Sub County by Nasengo (2013) it was revealed that inadequate management affected the effectiveness of the cash transfer program. In addition, the study established that identification of the beneficiaries was not properly done and this could have negative effectives on the implementation as well as the performance of the cash transfer program.

A key objective of the cash transfer program in Kenya is to effectively and efficiently promote gender equality and ensure that there is no discrimination of all persons. However, the performance of this program has experienced a number of challenges such as inadequate trainings of the administrators especially at the grassroots level, delay and unpredictable disbursement of funds, inefficiencies, and fiscal costs. According to GoK, 2014 ineligible categories of people are enrolled into the program. It has become difficult to achieve the overall goal which cash transfer programs sought to achieve. A need therefore arises to investigate the influence of capacity building strategies on the performance of the cash transfer program.

#### **1.4 Purpose of the Study**

The purpose of this study was to establish the relationship between capacity building strategies and performance of the orphans and vulnerable children cash transfer program in Nairobi County, Kenya.

#### **1.5 Objectives of the Study**

This study was guided by the following specific research objectives.

- i. To establish the influence of training of officers and partners on performance of the cash transfer program in Nairobi County.
- ii. To determine the influence of technology on performance of the cash transfer program in Nairobi County.
- iii. To establish the influence of knowledge sharing on performance of the cash transfer program in Nairobi County.
- iv. To determine the influence of stakeholder partnership on performance of the cash transfer program in Nairobi County.

## **1.6 Research Hypotheses**

The following research hypotheses will guide the researcher in the study:

- i. H01 There is a significant positive relationship between capacity building and training in the performance of the cash transfer program in Nairobi County.
- ii. H02 There is a significant positive relationship between capacity building and technology in the performance of the cash transfer program.
- iii. H03 Effective knowledge sharing has a significant positive relationship with capacity building strategies and the performance of the cash transfer program.
- iv. H04 Effective partnership among stakeholders will moderate the relationship between capacity building and the performance of the cash transfer program.

## **1.7 Significance of the Study**

The study may help the Government of Kenya to establish policies and framework geared towards a social protection rights component, which is designed to spread awareness of program rights, entitlements, and responsibilities and to manage the grievance mechanism emanating as a result of cash transfer program. This can may be achieved by ensuring that all the stakeholders are aware of the Cash Transfer Programs and will help in the reduction of the complaints received so far hence the fulfillment of the social pillar of the Kenya Vision 2030. Suggestions and recommendations from this study will be very useful in developing implementations of the cash transfer program, as a result, improve the livelihood of the vulnerable persons.

The findings of this study may also help other actors, such as both local and international not-for-profit making organizations, that may wish to start cash transfer program geared towards cushioning the vulnerable members of the society against poverty. The introduction of the latest technology as discussed in the study will ensure smooth running of the cash transfer program.

In addition, this study may be of great importance to other scholars as a source of knowledge for further research. Through identification of knowledge and gaps that researchers will strive to fill. The aspect of knowledge sharing is new in the region and through the study stakeholders will appreciate sharing the knowledge acquired through experiences as a result the performance of the cash transfer program will greatly improve.

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

Time was another limiting factor that hindered the researcher from covering deeply all the objectives of the study. However, the researcher applied a one-to-one method to a significantly higher percentage of respondents with an introduction letter from the university indicating that data requested was only for academic purposes.

Some caregivers were reluctant to provide information about the orphans and vulnerable children program because they felt that they would be victimized. However, the researcher assured them that any information they provided would be treated with utmost confidentiality. This therefore, ended up reducing bias whereby the respondents may have given responses that would favor the researcher's results.

The researcher also visited the Social Assistance Unit in the Ministry of Labour and Social protection to gather more data on the cash transfer programs. The researcher also looked into other studies done by other scholars on this subject.

### **1.9 The scope of the study and delimitation**

This study was carried out in Nairobi County which had eight Sub-counties children offices namely; Embakasi, Westlands, Central, Kamkunji, Njiru, Kasarani, Makadara, Dagoretti and Langata at that time. The region has a population of the target group that qualifies to be in the program that comprises of the most needy people living in the slums and informal settlements in Nairobi county. The study was carried out in October and November 2017. Respondents were selected from the County.

However the study is limited to the Orphans and vulnerable children it will not cover all the other cash transfers that include; Older Persons Cash Transfer and People living with severe disability cash transfer due to time constraints. Only caregivers from the CT-OVC were interviewed. The study focused on the implementation of the cash transfer program as compared to the impact of the program to the children.

Due to financial limitations, the study did not delve into other issues such as targeting procedures, impacts of conditions, policy implications among others. The study was politically interpreted during data collection since it coincided with the election period after the presidential results were nullified in August 2017. Politicians were busy campaigning for the repeat presidential elections of October 2017.



The study was limited to Nairobi County alone where the researcher intended to establish the relationship between capacity building strategies and the performance of the cash transfer program. The researcher covered all the seventeen sub-counties which also act as constituencies. The study was strictly based on four independent variables which the researcher determined the extent to which they influenced the dependent variable. The independent variables were training; technology; knowledge sharing; and stakeholder partnership. In addition, the researcher covered only one program (CT-OVC) which targeted the orphans and vulnerable children only as explained earlier.

#### **1.10 Assumptions of the Study**

In this study it was assumed that respondents were willing to participate in the study and provide true information based on the variables under study. In the segment of the population where the researcher used simple random sampling technique, the researcher assumed that the sample chosen was representative of the whole target population under study.

## 1.11 Definition of Terms

**A person with a disability:** Person with physical, sensory, mental or other impairment including any visual, hearing, learning or physical incapability which impacts adversely on social, economic or environmental participation (Persons with Disabilities Act, 2003).

**Capacity Building** The process by which individuals, groups, organizations, institutions, and societies develop their abilities either individually and or collectively so as to perform functions, solve problems, set and achieve objectives (Ballantyne, 2000).

**Cash Transfer** Provision of monetary assistance which is in form of physical cash to the targeted most food insecure and vulnerable people in the society (WFP, 2018).

**Complaint:** This is an issue, concern, and problem, claim (perceived or actual) that an individual, group or a community wants an organization or relevant agency to address and resolve. (National Social Protection Policy, 2011).

**Consolidation:** for the purposes of the Ministry of East African Community, Labour and Social Protection, consolidation entails putting in place a coordinated

approach to implementing cash transfers and other forms of safety nets in the country. The process, whose main aim is to improve efficiency, will be progressive with measures outlined for the short, medium and long-term. (National Social Protection Policy, 2011).

**Food security:** This exists when all people, at all times, have physical and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life (National Social Protection Policy, 2011).

**Grievance:** This is a real or imagined wrong or other cause for complaint or protest especially on unfair treatment (National Social Protection Policy, 2011).

**Knowledge Sharing** Exchange of knowledge between as well as among individuals, and within and among teams, organizations units, and organizations (Paulin & Suneson, 2012).

**Performance:** Performance is a major construct in strategy because almost every researcher attempts to relate their constructs to organization's performance (Sorooshian, Norzima, Yusuf, & Rosnah, 2010).

**Poor:** Absolute poor; people who are unable to meet their basic needs, both food and non-food. KIHBS

(2005/6) defines the overall poverty lines for rural and urban Kenya as Ksh. 1,562 and Ksh. 2,913, respectively in 2005/6. Food poor: people who are unable to meet their minimum food needs. KIHBS 2005/6 defines food poverty lines in monthly adult equivalent terms of Ksh. 988 and Ksh. 1,474 for rural and urban Kenyans, respectively. Hardcore poor: people who are unable to meet their minimum food needs even if they use up all of their expenditure on food (National Social Protection Policy, 2011).

**Public sector:** the public sector is the part of the economy concerned with providing various government services (National Social Protection Policy, 2011).

**Social Protection:** Policies and actions, including legislative measures that seek to enhance the capacity and opportunities for the poor and vulnerable to improve and sustain their livelihoods and welfare (GoK, 2012).

**Strategy:** Strategy involves the determination of the long-term mission and objectives and prescribes the courses of action needed to get there. It is setting the direction as well as the means towards that direction (Chandler, 1962)

**Sustainability:** From a social protection perspective, sustainability is a process of ensuring the existence of sound

economic, social and environmental conditions for continued implementation of a social protection program (National Social Protection Policy, 2011).

**Targeting:**

This is a process used to identify individuals or households that are eligible for a safety net program according to specific criteria. Targeting is a process that entails registration of the households, administering a household questionnaire, applying a proxy means testing (PMT) (as appropriate) and community validation (National Social Protection Policy, 2011)

**Vulnerability:**

This is the exposure to contingencies and difficulties in coping with them. A vulnerability has two sides: an external side consisting of risks shocks and stresses to which an individual or household is exposed to; and an internal side which is defencelessness, meaning a lack of means to cope without experiencing damaging loss (National Social Protection Policy, 2011). The World Bank defines vulnerability as ‘the likelihood that a shock will result in a decline in well-being.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature related to the study at hand which is; the relationship between capacity building strategies and performance of the cash transfer programs from recent studies from various parts of the world. The chapter begins with a theoretical review of literature where theories on social exchange theory, the general systems and McKinsey 7s model. The chapter particularly reviewed related literature on how training, technology, knowledge sharing, partnership among stakeholders influences the performance of the cash transfer program. Finally, a chapter summary is provided with research gaps and mitigative measures to address the problem.

#### **2.2 Theoretical Review**

This study was guided by the general systems theory, Social Exchange Theory and McKinsey 7S model. The Social exchange theory explained the aspect of the importance of knowledge sharing. General Systems theory displayed the capacity building strategies as sub-systems that need to work together to ensure smooth running of the program. Mckinsey 7s Model brought out the issue of interrelation between the capacity building strategies to ensure performance in the cash transfer program. These three theories supported the study on relationship between capacity building strategies and performance of cash transfer program.

##### **2.2.1 Social Exchange Theory**

Initiated by Hormans in (1958), social exchange theory was developed so as to understand the social behaviour in economic undertakings. Organizations take into consideration knowledge management processes, although not each

and every aspect of it runs smoothly (Andolsek & Andolsek, 2011). According to Razak, Pangil, MdZin, Yunus, Asnawi (2016), social exchange theory is one of the theories that has been applied to study knowledge sharing behaviour. In order to promote knowledge sharing, it is important for the management to have an understanding of the mechanism that makes individuals to contribute their valuable knowledge.

The theory of social exchange has been established to play a very key role underlying knowledge sharing behaviour (Liang, Liu & Wu, 2008). In Taiwan for instance, Wang, Yen, and Tseng (2015) established that at the individual level, knowledge sharing was positively related to individual's trust. This in turn predicted positively the knowledge sharing behaviour of organization workers. In fact, a study by Liang, Liu and Wu (2008) on determinants that are related to the social exchange aspect of knowledge sharing established that the aspect of social interaction derived from this theory and moderated by information technology contextual factors are likely to predict individual's aspect of knowledge sharing behaviour.

A study on knowledge sharing and organizational effectiveness by Yang (2007) revealed when the intellectual capital is transferred to organizational assets, then the strength of organizational capabilities will increase. In addition, researchers believe that it very important for organizations to come up with effective methods not only for disseminating information, but also for sharing organizational information among different levels that exist in the organizations (Abili, Thani, Mokhtarian & Rashidi, 2011).

As was noted in chapter one that cash transfer program has a number of stakeholders, the social exchange theory will be very important to explain how knowledge sharing influences the performance of cash transfer program. Since as we have seen that information technology factors moderates the extent of an individual's behaviour in terms of sharing knowledge, then social exchange theory will also be very important in explaining how technology influences performance of cash transfer program.

### **2.2.2 General Systems Theory**

General systems theory was originally proposed by biologist Ludwig von Bertalanffy in 1928, who posit that a system is characterized by the interactions of its components and the nonlinearity of those interactions. According to Carayannis, Campbell, and Rehman (2016), systems can be thought to be composed of elements that are bound together by a self-rationale. Kuhn states that by having knowledge about on part of the system then we may be able to know about the other part, and thus systems can either be controlled or uncontrolled (as cited in Kairu, 2013).

In the case of capacity building strategies, therefore, managers or the top leadership in the government need to plan structural adjustments that will guarantee the survival of the whole systems. In addition, it is important for the top management to keep formulating, in a constant manner, new interpretations so as to find an adequate positioning. To achieve this, this approach needs to be based upon systems theory conceptual pillars in order to ensure that the performance is not only sustainable, but also long lasting (Mele, Pels & Polese, 2010). This theory describes organizations as a set of



subsystems that affect each other and simultaneously interact with the external environment which is constantly changing and therefore this requires an organization to adapt and evolve.

General systems theory provides not only a simple way, but also a powerful way of viewing organizations as a set of systems (Clawson, 2008). System theory provides an approach to understanding analyzing and thinking about organizations. The capacity building strategies; training, knowledge sharing, technology and partnership among stakeholders, in this study can be viewed as sub-systems of the cash transfer program. It is worth noting that the capacity building strategies here are the inputs and when utilized properly, positive impacts will be experienced in the external environment which is the reduction of the complaints received in the sub-county offices in Nairobi hence improved performance of the cash transfer program. Despite its significance in explaining the relationship of variable in this study, the theory is criticized in that it focuses on the system's structure instead of the system's function. It proposes that complex systems share some basic organizing principles irrespective of their purposes and that these principles can be modeled mathematically.

### **2.2.2 McKinsey 7s Model**

Developed in 1980 by Tom Peters, Robert Waterman and Julien Philips, McKinsey 7s model tries to create awareness about various factors that when utilized together, then they will assist in the formation of an entity that is greater than the sum that makes it. According to Leeman (2010) this model describes these factors which are seven in number, to organize an organization in an effective way so as to determine the way in which an

organization operates. These seven factors are interrelated. Daniell (2004) states that these seven factors to include: strategy; structure; systems; staff; skills; style; and shared values. This model divides these factors into two classifications namely Hard Ss which consist of structure; strategy; and systems. The other factors are classified under Soft Ss. This model can be very useful when an organization in planning to implement a new strategy; when an organization intends to facilitate an organizational change; or in identifying a new area within an organization my change in future (Ravanfar, 2015).

This model has received a number of criticisms based on its ability to bring about effectiveness within an organization. In addition, there is no hierarchy in working on each factor. Since implementation of one factor for example would have an effect on the other, the success on each factor of this model has to be cautiously achieved (Poithiyadath, & Wesley, 2014). According to Nejad, Behbodi and Ravanfar (2015), these factors are dynamic and change constantly. This would require a continuous review by an organization of each factor. As much as this model has received criticism, it is relevant in informing the functionality of the main constructs of this study.

In this study, the capacity building activities will require to align appropriately to foster better achievement of the main mission of the program. It is envisaged that in so doing the government will be able to determine the optimal organization design for the program with the help from top management. The top management can set goals and make the action plans much easier, decide where and what changes should be made. These action plans, will detail the areas that needs realignment and how to do that. For

instance, the Social Assistance Unit which have the mandate of running the cash transfer programs at the management level can plan to introduce the four capacity building strategies discussed in this study; training, technology, knowledge sharing and partnership among stakeholders so that the cash transfer program could work more effectively.

### **2.3 Training and Performance**

An organization is only as effective as the people working in it. Training is the use of systematic and planned instruction activities to promote teach (Armstrong, 2006). According to Gichuki (2010), training entails the use of formal processes to impart knowledge as well as help people to acquire those skills that are crucial and will make them be capable of performing their jobs in satisfactory manner. Training and development have been found to have an impact on the way employees perform their duties in an organization (Nassazi & Ossi, 2013).

A study in Greece on effect of employee training on organization performance by Glaveli and Karassavidou (2011) established that employee training led to higher level of job satisfaction thus leading to improved job performance in terms of better service quality and higher customer satisfaction.

A significant relationship was established between the employees' training and their resultant performance in accomplishing different tasks by Abay (2008). Armstrong opines that a trained employee is an asset that can deliver a huge value to an organization and therefore it can be concluded that employees who have undergone training are able to perform different tasks in an organization (as cited in Olatunji, Ojelabi, Isiaq, Moshood & Ewaoda, 2017).

Similar findings were reported by Jagero and Komba; Saeed and Asghar; Singh and Mohanty (2012). However, Jagero and Komba (2012) posited that while training is a factor in job performance, it is the combination of factors such as working environment, employee skills and knowledge, motivation and rewards, and organizational culture that significantly improve employees' performance.

In Ghana, a study on effect of training and development on employee performance by Otoo, Kwesi and Dontwi (2012) determined that training and development had a positive impact on the performance of employees with 40% of the respondents indicating that top management does not support training and development hence the impact. As much as training has been established to have an effect on how employees perform, a study on influence of training and training factors on performance of organizations by Dermol and Cater (2013) established that the amount and quality of training are related to the acquisition and the extent to which employees interpret the information. This study did not establish any direct relationship with organization performance.

Based on a study done in United Kingdom on employer characteristics and employee training outcomes by Devins, Johnson and Sutherland (2012) it was revealed that trained employees often worked better as teams. This was because each and every employee was aware of the expectations and thus could achieve them smoothly. Besides, employees who have been trained are sure of their performance as well as skills related to decision making. According to Batool and Batool (2012) who analyzed the effect of

employees' training as to how it brought competitive advantage to an organization, three variables; learning experience, trainer quality, and training design were found to be statistically significant.

In a study on influence of human resource capacity building on job performance, Yamoah (2014) determined that there was a strong link between employee performance and human resource capacity building. Summin et al add that those employees who robust empowerment usually have qualities that make possible sense of self-esteem as well as progress in their work (as cited in Yamoah, 2014). Kennedy (2009) found that the frequency of training received have an impact on job performance. Similarly, a study in small and medium enterprises in European Union on effects of training on business results by Aragon-Sanchez, Barba-Aragon and Sanz-Valle (2010) established some evidence of significant relationships between training and performance. According to this study, an organization that makes a higher investment in employees' training, especially the organizations that train a higher number of employees end up getting better results in terms of better productivity as opposed to those organizations that make less investment.

In Nairobi, a study by Mohamud and Aseyey (2014) on effect of training on employee performance in the public sector revealed that employees were not aware of the trainings that the management wanted to provide because a training needs assessment was not carried out periodically. It was also established that employees were not satisfied with the organizational training and development and this affected performance of employees. In their study in Meru County on human resource management practices and their effect on

employee performance, Kiliungu and Wambua (2013) established that training of employees by an organization enables them to perform better, increase their self-esteem and skills thus leading to their higher performance.

According to a research done by Kambuni (2013) on the effects of balanced score card on organizational performance in the public sector in Kenya viewed performance in terms of effectiveness. Effectiveness is considered as the extent to which a unit is successful in achieving its planned targets or stated objectives. Performance refers to how effectively an organization is implementing an appropriate strategy. In order to efficiently perform in the cash transfer program, training should not only be carried out targeting the officer on the ground but also on the beneficiaries and the caregivers.

In a study by Odhiambo (2014) on older person cash transfer program and poverty alleviation it was revealed that the respondents were not satisfied with regard to the training on how to manage finances that they received under the cash transfer program. The CT-OVC program has significantly empowered both government officials and members of the community hence inculcating knowledge to the community through training.

#### **2.4 Technology and Performance**

In the past decades it has been witnesses how technology has changed our lives as well as the way we do business. It is no doubt with the use of technology, organizations have been in a position to reach as many customers as possible as well as collaborate with partners across the world (Shaqiri, 2015). There are quite a number of technological tools that organizations can use to enhance their performance. For instance, in a study to establish how technology influenced hotel industry by Pedroche, Anton, Andrada, and

Karaboytcheva (2015) it was determined that central reservation system was one tool that was influential at the inter-organizational level whereas internet and intranet were the most influential at the intra-organizational level.

In a study on impact of information technology and internet in businesses of Shaqiri (2015) concludes that organizations that integrate technology in the way they carry out their businesses are likely to be efficient as well as create competitive advantage. This conclusion is similar to a recommendation by Kariuki (2015) that there is a need for organization to embrace technological tools as this will not give them an edge but also improve the delivery of services to their customers. However, as much as organizations need to be technologically innovative so as to be competitive in the market, organization needs also to train their employees. This will make them efficient and effective (Adeyeyetolulope, 2014). A study on the influence of technological assets on organizational performance by Sanchez, Morales, and Rojas (2018) revealed that improvement of technological skills and support for technology promoted the performance of organizations.

In Pakistan for instance, a study aimed at determining the impact of information technology on organization performance by Shaukat and Zafarullah (2009) revealed that technology had a positive impact on how organizations performed, with the banking sector having the highest impact followed closely by multinational manufacturing companies. In Tanzania a study by Foya (2015) on the study on the influence of technology-based customer relationship management on service quality in the telecommunications industry discovered that information technology systems that support system

functionality are not enough alone, effectiveness of employees in performing their tasks counts on the level of service quality offered.

According to study done in Nairobi on impact of information technology on performance of organizations by Kariuki (2015) it was revealed that technology use had a positive relationship with the organizations performed. In addition, this study revealed that use of technology explained more than eighty percent of organization performance. In study on technology acquisition strategies and they these strategies influence performance of organizations, Kimwele (2017) determined that the usage of any technology which an organization has acquired depends on several factors. Some of these factors are the relevance of the technology, market trends, technological capability of the organization, human and financial resources.

The use of technology in the cash transfer program in Kenya is gaining momentum. A report by Hermon-Duc (2012) on done in Northern Kenya established that the use of M-Pesa services was an efficient way of delivering assistance despite the challenges as a result of using such a technology. In addition, it was reported that this pilot project had an impact in terms of strong beneficiary empowerment as well as sense of dignity. According to GoK (2012), a number of safety net programs are currently make use of or are looking to use the smart card as well as agency banking network to make cash transfers to beneficiaries. In addition, other safety net programs are experimenting the use of mobile money transfer such as M-Pesa. Use of mobile money transfers will end up eliminating some of the costs that beneficiaries incur when collecting their payments.



## **2.5 Knowledge sharing and Performance**

Knowledge is considered a key resource that leads to innovation and prevents wheel re-invention (Lopez & Esteves, 2013). However, knowledge sharing between and within organizations is a complex phenomenon due to multifaceted nature of boundaries, cultures, structures and processes involved. Laycock states that for organization success, knowledge management and knowledge sharing are usually deemed as a major building unit (Poul, Khanlarzadeh & Samie, 2016). In addition, according to Voelpel and Han as cited in Noor, Hashim and Ali (2012), the amount of knowledge that organizations acquire internally and externally can determine to large extent their viability and competitive advantage. Knowledge sharing is important especially in project setting where people work together and interact closely. This is because, knowledge sharing should facilitate innovative solutions, improve the quality of work inside the project and enhance the ability to learn and accumulate projects across different projects in time (Nesheim & Hunskaar, 2015).

Citing Connelly, Kelloway and Marouf (2015) posit that knowledge sharing involves the exchange of information or provision of assistance to others. Furthermore, Manaf (2012) describes it as the exchange of knowledge between and among individuals, teams, departments and organizations. It is a learning activity which occurs through asking questions, sharing ideas, suggesting potential solutions and adopting new behavior patterns. Knowledge sharing enhances the organization's ability to integrate and reconfigure knowledge resources thus contributing to improved performance (Chien &

Tsai, 2012). Thus, knowledge resources can be seen as dynamic potentials that help incorporate ideas, skills, expertise and experiences to match changing environment.

Currently, research on knowledge sharing and organizational performance is ongoing; however, how this relationship is influenced by firm-level institutions and organizational learning is scantily known, (Ramirez, Garcia & Rojas, 2011). According to Akinyi (2017) the success of knowledge management process will depend on the efforts the institution will apply in building infrastructures that promotes knowledge systems, institutional memory, knowledge bench marking and information sharing.

Citing Cyr and Choo (2010) posits that to understand how and why individuals decide to share knowledge, their motivation behind this decision must be understood. Thus, there are various conditions that necessitate knowledge sharing. Available literature suggests that the main factors affecting knowledge sharing between individuals in an organization are; the nature of the knowledge; the motivation to share; the opportunities to share and the culture of the work environment. As a result, unwillingness to share knowledge might harm the organization's operations and success, and may therefore be seen as unethical (Lin, as cited in Anu, 2014).

The value of knowledge, according to Andrews and Delahaye (as cited in Anu, 2014) has an important role in knowledge sharing. When individual observes that the knowledge they have is valuable, knowledge sharing turns

into a process directed by decisions about what knowledge to share, who to share with and when to share it.

According to Wiig (as cited in Kim, 2011), managing knowledge effectively can have a positive effect on the performance of public services which includes; decision making within public services aiding the public to participate in public decision making, building competitive societal intellectual capital capabilities and the development of knowledge competitive workforce. Rasula, Vuksic and Stemberger (2012) in their study showed the higher the effectiveness of sharing of formal or informal knowledge, the greater the positive impact on performance in the organization. Kahinga (2014) on the study of knowledge sharing practices among crop researchers at the Kenya Agricultural Research Institute using the descriptive survey research found out that there was need to establish a knowledge management policy and knowledge sharing strategy for the institute. Mutinda (2017) studied on knowledge management and innovation among commercial banks noted that dissemination is practiced to a great extent among banks. However, managers are required to manage their information and knowledge efficiently to ensure their firms use this knowledge to remain innovative and thus sustain competitiveness.

Literature suggests that knowledge exists in many forms and that coproduction through collaboration produces useful new ways of approaching problems, which in turn can help improve performance (Schneider, 2009). Additionally, Kang, Kim, and Chang (as cited in Kim, 2011) while examining the relationship between knowledge sharing and individual-level work performance in the public sector established that knowledge sharing significantly affected

performance. In addition, the study revealed that mutual trust played a role mediating the relationship between knowledge sharing and work performance. Quigley, Tesluk, Locke and Bartol (as cited in Kim, 2011) established a positive impact of knowledge sharing on performance and an interaction effect between motivational mechanisms and knowledge sharing on the relationship with performance.

## **2.6 Stakeholder Partnerships and Performance**

Partnerships are increasingly becoming popular in the business world. As such, partnership is regarded as a prerequisite source of resource sharing, learning, and thereby competitive advantage in the competitive business world. Following a definition by UN General Assembly which defines partnerships as a voluntary and collaborative relationships between various parties, Hoxtell, Maximilian, Kristina, May (2015) have described partnerships from the context of non-commercial partnership; both public and non-public, in which all participants agree to work together to achieve common purpose or undertake a specific task and as mutually agreed to share risks and responsibilities, resources and benefits. However, trust, commitment, communication, collaboration competence and conflict resolution have been identified as key factors that dictate whether a partnership is working or not (Jonathan & Soldi, 2011).

Literature shows that there are partnerships between business to business organizations, business with public organizations often referred to as private public partnerships and there are also multi stakeholder partnerships which may include private company, public organization and development agents or

nongovernmental organization. Public private partnerships and multi-stakeholder partnerships are common in addressing social economic development challenges (Maurrasse, 2013). These types of partnerships sometimes referred to as partnerships for development have been very common since introduction of the UN Millennium Development Goals and the implementation of those goals particularly in developing countries.

The management of partnerships and creation of value in order to attain competitive advantage is very important in strategic partnership (Ireland et al, 2012). Kuratko et al. (2010) states that partnering with other organizations generates the opportunity to share the resources and capabilities of partnerships. Hence, working with partners to cultivate added resources and capabilities as the function for new competitive advantage. However, one of the fundamental questions in organizational and program performance that requires serious critical analysis is why some organizations may perform exemplary while others fail in their operations (Mkalama, 2014). This explains why all firms consider performance critical whether profit motivated or not.

According to Grant (as cited in Muiruri, 2015), there can be many advantages in creating strategic partnerships which allow use of other organizations strengths to make both firms stronger in the long run. A study on the business engagement in humanitarian response and disaster risk management by Hoxtellet al. (2015) established that there are a number of benefits that humanitarian organizations can reap through different types of engagements with the private sector.

According Reeves and McKemey, as cited in Muiruri (2015), partnerships from a context of development has been inherently defined as a challenging way of getting things done in that by definition, they require at least two actors presumably with different interests and strengths to cooperate in order to identify ways to use unique strengths of each to accomplish a goal that is compatible with the objectives of both organizations.

A study by Gichuki (2010) on an assessment of the impact of strategic partnerships and institutional collaborations among middle level colleges in Kenya using the descriptive statistical mode targeted students found out that institutional collaboration and partnerships impacted positively on the productivity of middle level colleges in Kenya both in terms of growth, market share and profitability.

In a study by Tumuti, Wanderi and Thoruwa (2013) on benefits of university and industry partnerships used systematic thematic content analysis as a method for analyzing and interpreting the finding of the study and revealed that both university and industry should seek to enhance graduate skills and ensure a smooth and effective transition between university and the business environments through collaborations such as joint community service programs among others.

Social protection programs that involve local government officials from the outset, in an incremental way, appear to show promising results in the long-term. This is because, several programs have donor and development-partner support. In Cambodia for instance, the national social protection strategy –

which has achieved high levels of national ownership – has encouraged some donors to seek increased cooperation with government partners. The long-term goal is to hand over programs to respective line ministries. A focus on social protection as a national development priority may also provide an entry point for improved monitoring of non-state actors and service providers (UNDP, 2013).

Development partners such as UKAid support the design and implementation of these programs to ease the initial burdens of set up. Models such as the Kalomo15 Cash Transfer in Zambia which were carried out by the Ministry of Community Development and Social Services as well as the German Technical Cooperation show how pilots can be up scaled by government through partnership in the initial stages of the process. These joint ventures often entered into as bilateral or multilateral engagements between parties, work towards ensuring buy in from technocrats and key decision makers especially in line ministries (Mwanyumba, 2013).

According to Akinola (2017), in Nigeria the community agents serve as members of CSACs and are responsible for identifying and selecting beneficiaries and monitoring and evaluating the program in partnership with the government officials. In addition, non-governmental organizations and civil society organizations are also assigned certain duties by the government agencies as external auditors to ensure transparency and accountability in the payment, monitoring, and evaluation of the program.

The government of Kenya is the biggest contributor to Social Protection; however, the distribution is skewed with the bulk being ploughed into the civil service pensions with the remainder going to safety nets where a strong presence of development partners is felt. There has however been a drive to spend more on non-contributory schemes such as social cash transfers allocated entirely to safety nets, the majority of which are going to relief and recovery programs (GoK, 2012).

The social protection in Kenya is financed by the state with various fiscal support from development partners, notably the system is run by different line ministries that are mandated to work hand in hand with each other. These actors may include the beneficiaries, non governmental organizations and the private sector specifically, Ministry of Gender and Social Services has been the main coordinator of social protection strategy (GoK, 2011). Some of the advantages of the cash transfer programs in Kenya are that the beneficiaries spend the money according to their household needs and they have the freedom to spend the money on what is best for them.

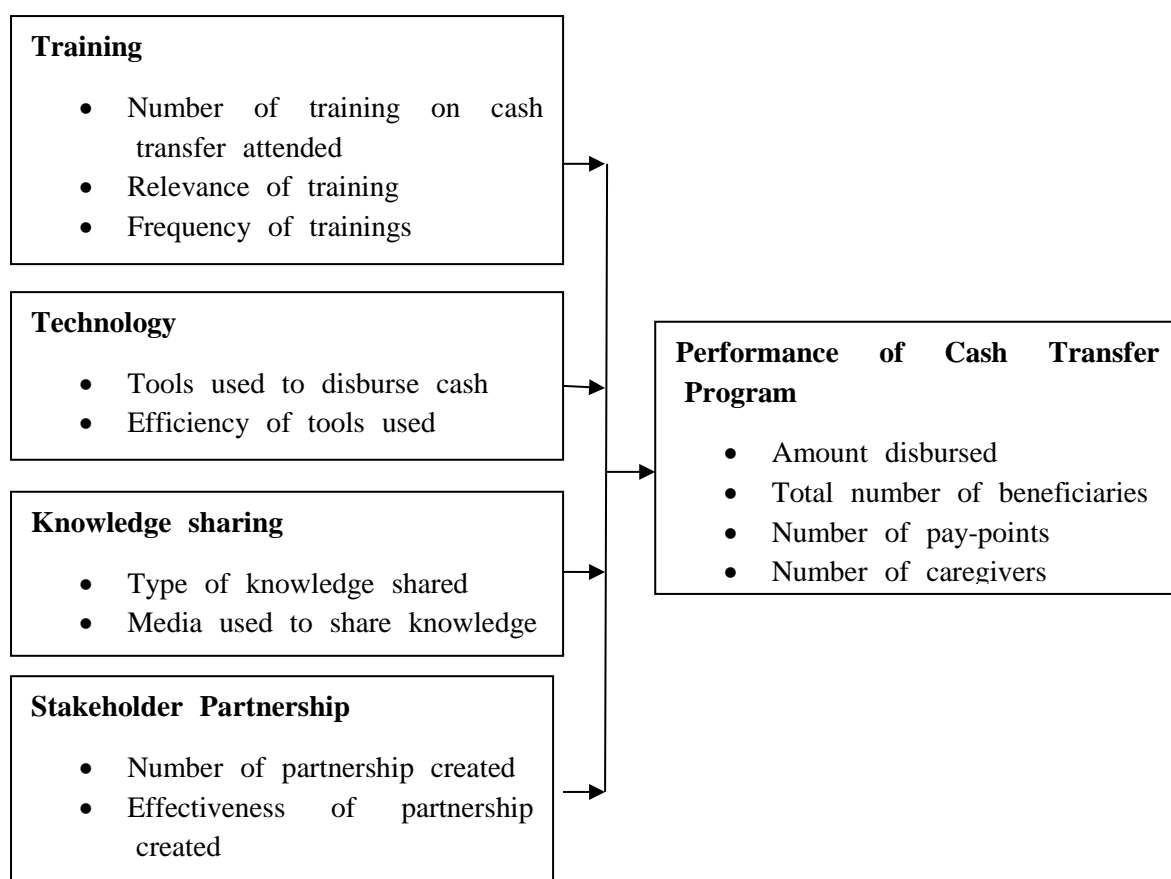
Ngoto (2015) in the study on strategic partnership and performance found out that the key to achieving performance is through strategy. The research further recommended that studies should be carried out on the effect of strategy and performance on specific organizations to confirm the authenticity of the findings in the study.



## **2.7 Conceptual framework**

According to Henderson (as cited in Okaya, 2013), the conceptual framework has two major variables which include the independent and the dependent variables. The independent forms the causality and influence of the dependent one. The dependent variables rely on the independent ones (Kothari, 2004).

The intent of this study was to establish the relationship of capacity building strategies and performance of the cash transfer programs in Nairobi County. The conceptual framework developed shows a succinct explanation of the linkage between various variables that underpin the implementation of the cash transfer programs. The independent variables entail training, knowledge sharing, stakeholder partnership and technology, while the dependent variable being investigated is the performance of the orphans and vulnerable children cash transfer programs in Nairobi County. These variables are related to the objectives of the study; as these two aspects are the guiding facts in the development of the conceptual framework as presented in Figure.



**Independent Variables**

**Dependent Variable**

**Figure 2.1 Conceptual Framework**

### 2.7.2 Operationalization of variables

The investigation examined the influence of the capacity building strategies and performance of the cash transfer program. The key performance indicators for the program were identified forming the independent variables of the study. Firstly, training as a variable of the study was measured through the number of training attended on the cash transfer program, the relevance of training and the frequency of the training. Secondly, technology was measured in terms of the tool used to disburse cash and the efficiency of the tools used. Thirdly, knowledge sharing was measured through the type of knowledge shared and the media used to share the knowledge. Finally,

stakeholder partnership was measured using the number of partnership created and the effectiveness of partnership created. The overall performance was measured by the amount of money disbursed, the number of beneficiaries benefiting in the program, the number of pay-points available and the number of caregivers received in the field office. This information is presented as shown in Table 2.1.

**Table 2.1.**

*Operationalization of variables*

CONCEPT	VARIABLES	PARAMETERS
Relationship between capacity building strategies and performance of the cash transfer programs in the public sector in Nairobi County Kenya	Training	- No of training sessions -relevance of training -Frequencies of training.
	Knowledge sharing	-Departmental policy on knowledge sharing -Who is involved
	Stakeholder Partnership	-number of partnership created -the effectiveness of partnership created.
	Technology	-tools to disburse funds -the efficiency of the tools

**2.8 Summary of the Knowledge Gaps**

Previous studies show the impact of the cash transfer program to the community (Handa, Peterman, Huang, Halpern, Pettifor & Thirumurthy 2015). These includes more children retained in school hence an educated community, child access health facilities as required to ensure a healthy work force in future, care givers have a frequent and reliable income as a result the basic needs of the children are catered for. A study by Maluccio and Flores,

International Food Policy Research Institute on impact evaluation of a conditional cash transfer program: The Nicaraguan red de proteccion social did an evaluation on the conditional cash transfer program in Nicaragua, to help make a decision to continue the program. Most studies tried to show that the cash transfer programs indirectly improve the economy of the countries implementing the program such as evaluating the impact of conditional cash transfer programs; lessons from Latin America (Rawlings & Rubio 2003).

Other studies done on cash transfer are; a study by Ikiara (2009), implications of cash transfer programmes for social relations; Kenya cash transfer for orphans and vulnerable children CT-OVC Kirera (2012) on political economy of cash transfer in Kenya, influence of cash transfer program on socio-economic well-being of beneficiary households in Kenya by Aluoch (2013), factors influencing performance of orphans and vulnerable children projects in Imenti North Sub-county by Kiambi (2017) university of Nairobi. As much as a few studies have been done on the cash transfer program, there has been no study which has been done the relationship between capacity building strategies and performance of the cash transfer program. This study will try to fill that gap by adding to the little existing body of literature on the cash transfer program.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodology that was used to carry out the research. It is a plan for selecting the sources and types of information used to answer the research questions and meet the study objectives. The chapter covers the following sections; area of study, research design, target population, sample, sampling technique, data collection instruments and procedures, and data analysis. The chapter concludes by outline the ethical issues that were considered when implementing this study.

#### **3.2 Location of the Study**

The study was conducted in Nairobi County. It is divided into seventeen constituencies which also act as the Sub Counties (NCCG, 2018). The choice of the field site was based on the prior knowledge. The researcher knows about the operations and challenges of the cash transfer in Nairobi County and hence wanted to find amicable solutions bearing in mind that Nairobi being cosmopolitan the residence comfortably uses both the national and official language to communicate. In response to the HIV/AIDS epidemic, the GoK with support from the development partners launched the CT-OVC in 2004 with the aim of supporting households living with and taking care of orphans and vulnerable children. The initial pilot program operated in three counties (Kale, Garissa, and Nairobi) supporting 500 poor households caring for OVCs.

#### **3.3 Research Design**

Research design according to (Kothari, 2004) is an arrangement of conditions for collection data and its analysis in a manner that aims to combine

relevance to the research purpose. The aim of this study was to establish how capacity building strategies influence the performance of the cash transfer program. This study adopted a descriptive survey design. Descriptive survey was appropriate for this study since it intended to find out what people currently believe in Wood and Baumgartner (2004) about the capacity building strategies and performance of the cash transfer program. In addition, this design was greatly useful in this study because it helped in understanding the current state of affairs Matthews and Kostelis (2011) pertaining the influence of various independent variables on the performance of cash transfer program without manipulating any variable. Another reason why the researcher decided to use this method was because it helped to obtain an accurate picture of the individuals being studied.

### **3.4 Target Population**

Population refers to the entire group of individuals or things of interest to whom the results of the research are intended to apply Sekaran (2003) while Sahu (2013) defines it as the totality of well-defined objects which could be plants, persons, or animals. According to NCCG (2018), there are 17 sub-counties. According to the director of children services, there are 9 sub county children officers in the entire Nairobi County. These sub county children officers are in charge of the 17 sub-counties that make the Nairobi City County. In addition, from each constituency there are two nominees of the area member of parliament and the county woman representative (GoK, 2017). Data available from the director of children services indicated that the number of households under the orphans and vulnerable children were 5,918. About 10% of the caregivers who head these households which translates to

592 caregivers usually had complaints which they presented to the sub county children officer. This represented the other category which the researcher intended to collect information from. This information is presented as shown in Table 3.1.

**Table 3.1.**

***Target Population***

Department	Target Population
Subcounty children officers	9
MP/Woman representative nominees	34
Caregivers	592
Total	635

Source: Department of Children Services (2018)

**3.5 Sampling Procedure**

In this study, the researcher used purposive sampling to get information from all the 9 sub-county children officers and the nominees of the members of parliament and the county woman representative. This technique helped the researcher to identify those respondents who had the information needed. According to Blankenship (2010), this non-probability sampling technique allows a researcher not only to use time efficiently but also enables him or her to gather rich data. To get this rich data in this study therefore, the researcher collected information from all the sub county children officers and the nominees of both the area member of parliament and the woman representative. Macnee and McCabe (2008) emphasize that a purposive sample consists of those participants who a researcher purposively selects because they have certain characteristics related to the purpose of the study he or she is intending to carry out. In the case of caregivers, the researcher took 10% of the total number in this category.

Citing Roscoe rules of thumb about determining an appropriate sample size, Hill (1998) suggests that a sample size of 10% of the parent populations is recommended. In this category of complainants, the researcher took a sample of 59 complainants using simple random sampling technique. Simple random sampling has the advantage of having the least bias as well as the most generalization compared to any other sampling design (Sekaran, 2003). In this study therefore, the sample size was 102 respondents as shown in Table 3.2.

**Table 3.2.**

*Population Strata and Corresponding Samples*

Department	Target Population	Sample Size
Sub county children officers	9	9
MP/Woman nominees	representative 34	34
Caregivers	592	59
<b>Total</b>	<b>635</b>	<b>102</b>

Since the population can be partitioned into subpopulations the population was divided into homogeneous subgroups. The strata defined a partition of the population that is collectively exhaustive and mutually exclusive. This is to ensure that every element in the population is assigned to one stratum. Simple random sample was applied to every stratum. Note that the Sub-county Children Officers represented on of the stratum. The Caregivers and MP/Women representatives nominees had a different stratum.

**3.6 Instrumentation**

Questionnaire was used as the main instruments of data collection. According to Cargan (2007) use of questionnaires can give a comprehensive view of beliefs, values and attitudes of the larger population with a smaller sampling



error. In addition, questionnaires can be administered in a way that the responses are not traced back to individual respondents (Guerra-Lopez, 2007). This brings out the aspect of anonymity which is very important in research.

The questionnaire which was used in this study was divided into two sections; section one required the respondents to provide their demographic information section two covered the two variables-independent and dependent variables-under study. In addition section two of the questionnaire consisted of five point Likert scale questions for each variable. The second section of the questionnaire was also divided into two sections due to the two strata in the population. Questions on performance and knowledge sharing were answered by the Sub-county Children Officer. The rest were answered by the caregivers and the MP/Women representative nominees.

### **3.6.1 Validity of Research Instrument**

Validity can be described as the extent to which an instrument measures what it purports to measure (Jankowicz, 2005). Validity concerns the accuracy and meaningfulness of inferences which are based on the research results (Bryman & Cramer, 2005). The study relied on instruments developed in other related studies as well as concepts generated from a broad range of appropriate literature and experts' opinion. In addition, the researcher constantly sought help from the two supervisors for guidance.

### **3.6.2 Reliability of Research Instrument**

Reliability is the consistency of a set of measurement items or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to

one another (Sekaran, 2003). According to Bryman and Cramer (2005), generally reliability of 0.7 to 1.0 is considered acceptable. For this study an alpha coefficient of 0.7 and above was considered reliable.

### **3.7 Methods of Data Collection**

Data collection refers to the process of collecting raw and unprocessed information that can be processed into meaningful information, following the scientific process of data analysis (Gall, Gall & Borg, 2007). Before the researcher embarked on the process of collecting the actual data, she applied for a research permit from National Council of Science and Technology. Once granted the researcher set to the field to collect data. Some data were collected on one-to-one basis from the respondents whereas some questionnaires were sent to the respondents to fill collected later.

### **3.8 Method of Data Analysis**

The researcher performed data quality checks and then entered data and analyzed using statistical package for social sciences (SPSS) version 21.0. The only descriptive statistics which the researcher used in this study were mode and percentages. The inferential statistic the researcher used was analysis of variance (ANOVA) to test whether the independent variables influenced the dependent variable. A multiple linear regression analysis model was developed to explain the relationship between the independent variables and the dependent variable. The data analysis model which was used in this study was:

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

Where;

y = performance of OVC cash transfer program

x<sub>1</sub> = training

$x_2$ = knowledge transfer

$x_3$ = stakeholder partnership

$x_4$ = technology

$e$  = error term

$\beta_0$ = constant

$\beta_i$ = partial regression coefficients,  $X_i=1,\dots,4$

In the above multiple linear regression model  $\beta_1$  represents the change in the mean response corresponding to a unit change in  $x_1$  when  $x_2$ ,  $x_3$ , and  $x_4$  are held constant,  $\beta_2$  represents the change in the mean response corresponding to a unit change in  $x_2$  when  $x_1$ ,  $x_3$ , and  $x_4$  are held constant,  $\beta_3$  represents the change in the mean response corresponding to a unit change in  $x_3$  when  $x_1$ ,  $x_2$ , and  $x_4$  are held constant, and  $\beta_4$  represents the change in the mean response corresponding to a unit change in  $x_4$  when  $x_1$ ,  $x_2$ , and  $x_3$  are held constant.

### **3.9 Diagnostic Tests**

The researcher intended to come up with a linear multiple regression models which was expected to show in a linear form, the relationship between the dependent variable and the independent variables. The Likert scale responses were analyzed at the ratio measurement scale after the researcher computed composite score from the five variables. Developing a multiple linear regression model therefore required the researcher to carry out the following diagnostic tests:

### **3.9.1 Normality Test**

To test for normality in this study, the researcher invoked the central limit theorem. According to this theorem, as long as you have a sample equal or greater than 30, then the sampling distribution of the mean will be normally distributed. This holds even if the distribution scores in the sample are not (Urdan, 2005).

### **3.9.2 Multicollinearity Test**

This is a test that whose objective is to determine whether there is any similarity between independent variables under study. Multicollinearity occurs when the independent variables are very highly correlated to each other Brooks (2008). To test for multicollinearity in this study, the researcher used the variance inflation factor (VIF) technique. According to Daoud (2017) if VIF is equal to 1, the variables are not correlated. In case the VIF values lie between 1-5, then the variables are moderately correlated which is not severe to warrant corrective measures and finally if VIF is greater than 5 then the variables are highly correlated.

### **3.9.3 Test for Heteroskedasticity**

In this study, the researcher used Glejser test to test for heteroscedasticity. The researcher regressed the absolute residual value of the independent variables with the regression equation. Ideally, if the significant value is greater than 5% then there is no problem of heteroscedasticity otherwise problem of heteroscedasticity exists.

### **3.10 Operationalization and Measurement of Variables**

Table 3.3 contains the various variables under study. The indicators which were used to measure these variables are shown as well as the type of measurement scale for each variable. Measurement scale helped

the researcher to determine the type of analysis that was carried for each or combined variables.

**Table 3.3.**

*Variables Operationalization*

<b>Variable</b>	<b>Operationalization</b>	<b>Indicators</b>	<b>Measurements</b>
Dependent Variable	Performance of cash transfer program	Amount disbursed Total number of beneficiaries Number of pay-points Number of caregivers	Ratio
Independent Variable	Training	Number of training on cash transfer attended Relevance of training Frequency of trainings	Ratio
	Technology	Tools used to disburse cash Efficiency of tools used	Ratio
	Knowledge sharing	Type of knowledge shared Media used to share knowledge	Ratio Ratio
	Stakeholder partnership	Number of partnerships created Effectiveness of partnership created	

### **3.11 Ethical Considerations**

In this study, the researcher ensured that any information given by the subjects that touched on their persons or their private life was treated with utmost confidentiality. In addition, the respondents were assured of their ability to withdraw from the study at any time if they wished to do so. The researcher assured the respondents who took part in this study that no private information would be made to a third party either in writing or any other form of communication. No names or personal identification numbers were reflected on the questionnaires except the numbering for questionnaires, which was for purposes of identification of data during data editing and entry. The results of the study were availed to the relevant authority and to those participants who were interested in knowing the results.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

The purpose of this study was to establish the relationship between capacity building strategies and performance of orphans and vulnerable children cash transfer program in Nairobi County. In this chapter, the study findings are presented based on the four independent variables and one dependent variable. The independent variables included: training; technology; knowledge sharing; and partnership whereas dependent variable is performance of orphans and vulnerable children cash transfer program.

#### 4.2 Response rate

The researcher intended to collect information from 102 respondents. Out of the 102 administered questionnaires to different respondents 85 questionnaires were found fit for data analysis. This is because some questionnaires were found to be inadequately filled whereas others were not returned by the respondents. This gave a response rate of 83% which was considered adequate and representative to make conclusions about the study.

#### 4.3 Reliability Test

In order to determine the reliability of the instrument, the researcher used Cronbach Alpha test. The findings of this test are as shown in Table 4.1.

**Table 4.1.**

***Reliability Statistics***

Cronbach's Alpha	Cronbach's Alpha Based on Standardized	
	Items	N of Items
.899	.903	5

The findings in Table 4.1 indicate that the Cronbach’s alpha is 0.899. This therefore, indicates a very high level of consistency for the scale used to measure the relationship between capacity building strategies and the performance of the orphans and vulnerable children cash transfer program in Nairobi County.

#### 4.4 Diagnostic Test

##### 4.4.1 Multicollinearity Test

In this study, test for multicollinearity was conducted using variance inflation factor. Variance inflation factor measures the extent to which the variances of the estimated regression coefficients are inflated as compared to when the independent variables are not linearly related. Results for multicollinearity test are as shown in Table 4.2.

**Table 4.2.**

##### *Collinearity Statistics*

Model		Collinearity Statistics	
		Tolerance	VIF
1	Training	.352	2.844
	Knowledge sharing	.455	2.196
	Stakeholder partnership	.345	2.896
	Technology	.593	1.686

In order to determine whether the independent variables are correlated, the rule of the thumb is that if VIF is equal to 1, then multicollinearity does not exist, if it lies between 1 and 5, then the predictor variables are moderately correlated. VIF greater than 5 indicates that the predictor variables are highly correlated. In this study, the VIF lies between 2 and 3. Therefore we can conclude that, though the variables showed some collinearity it was not severe to warrant corrective measures. Collinearity in this case was moderate.



#### 4.4.2 Heteroscedasticity Test

In order to test for heteroscedasticity, Glejser test method was used. The results of this test are displayed in Table 4.3.

**Table 4.3.**

#### *Heteroscedasticity Test*

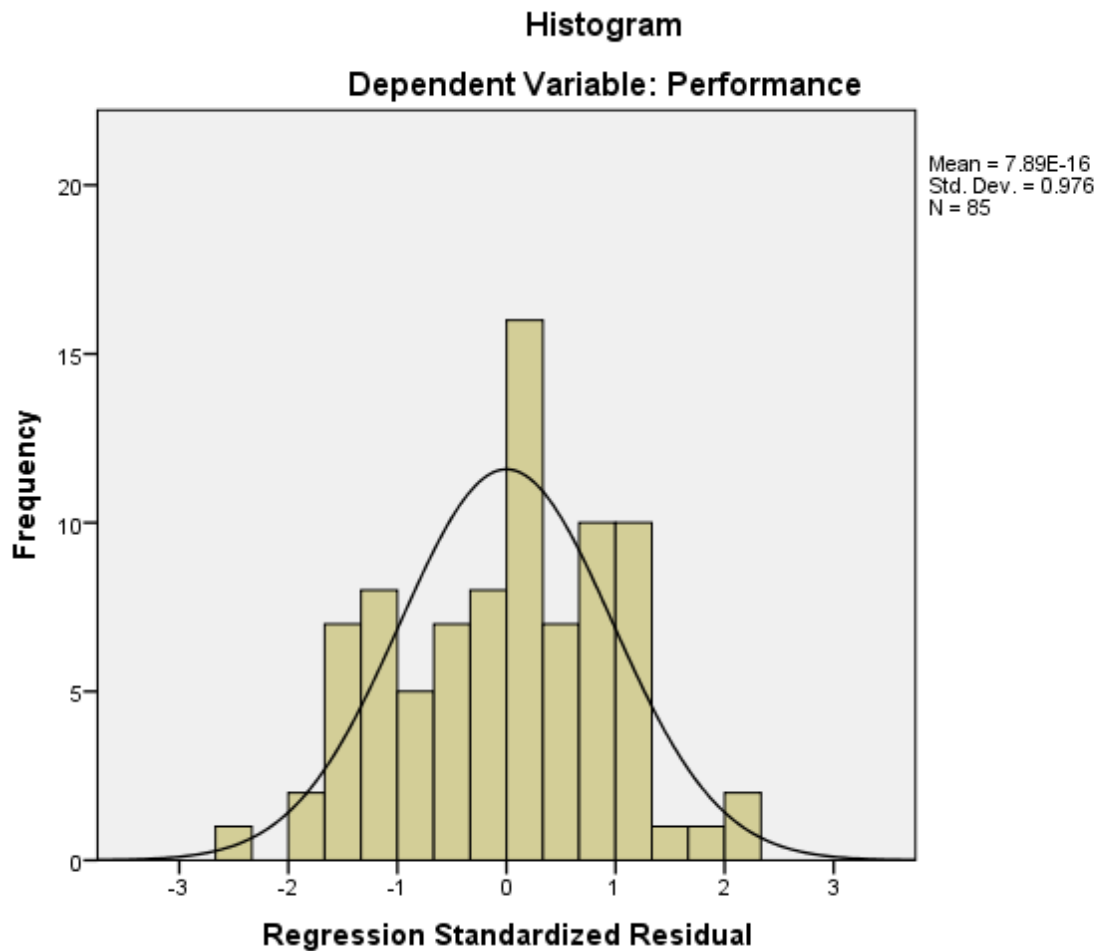
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.494	1.273		1.959	.054
Training	-.073	.071	-.189	1.020	.311
Knowledge sharing	.053	.073	.118	.726	.470
Stakeholder Partnership	.103	.088	.218	1.169	.246
Technology	-.092	.067	-.194	1.362	.177

Based on these output, coefficients of training; knowledge; partnership; and technology are 0.311; 0.470; 0.246; and 0.177 respectively. Based on these p-values it is evident all of them are greater than five percent. It can therefore be concluded that there is no heteroscedasticity problem.

#### 4.4.3 Normality test-Histogram

A histogram provides useful graphical representation of the data. One of the characteristic of the normal distribution is that it is symmetrical. This means that if the distribution is cut in half, each side would be the mirror of the other. It also must form a bell-shaped curve to be normal. A close look at the histogram in figure 4.1 with the normal curve superimposed on it shows that the black line superimposed on the

histogram represents the bell-shaped normal curve implying that the data for this study are normally distributed.

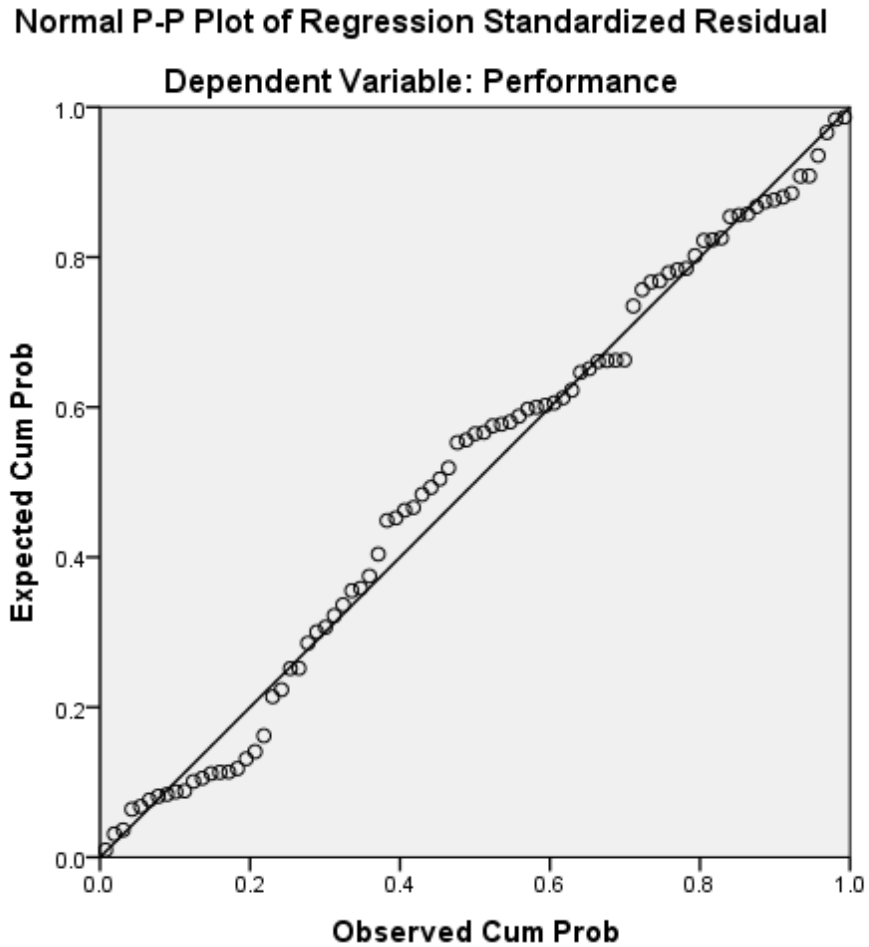


**Figure 4.1: Histogram for normality test**

#### **4.4.4 Normality test-Normal P-P Plot of regression standardized residual**

Normal P-P Plot provides a graphical way to determine the level of normality. The black line in figure 4.3 indicates the values data sample should adhere to if the distribution was normal. The dots are the actual data. If the dots fall closely around or exactly on the black line, then the research data are normal. If they largely deviate from the black line, the data are non-normal. A close look at the dots distribution shows that the dots fall closely

around the black line and some of them are exactly on the black line indicating that the research data are normally distributed.

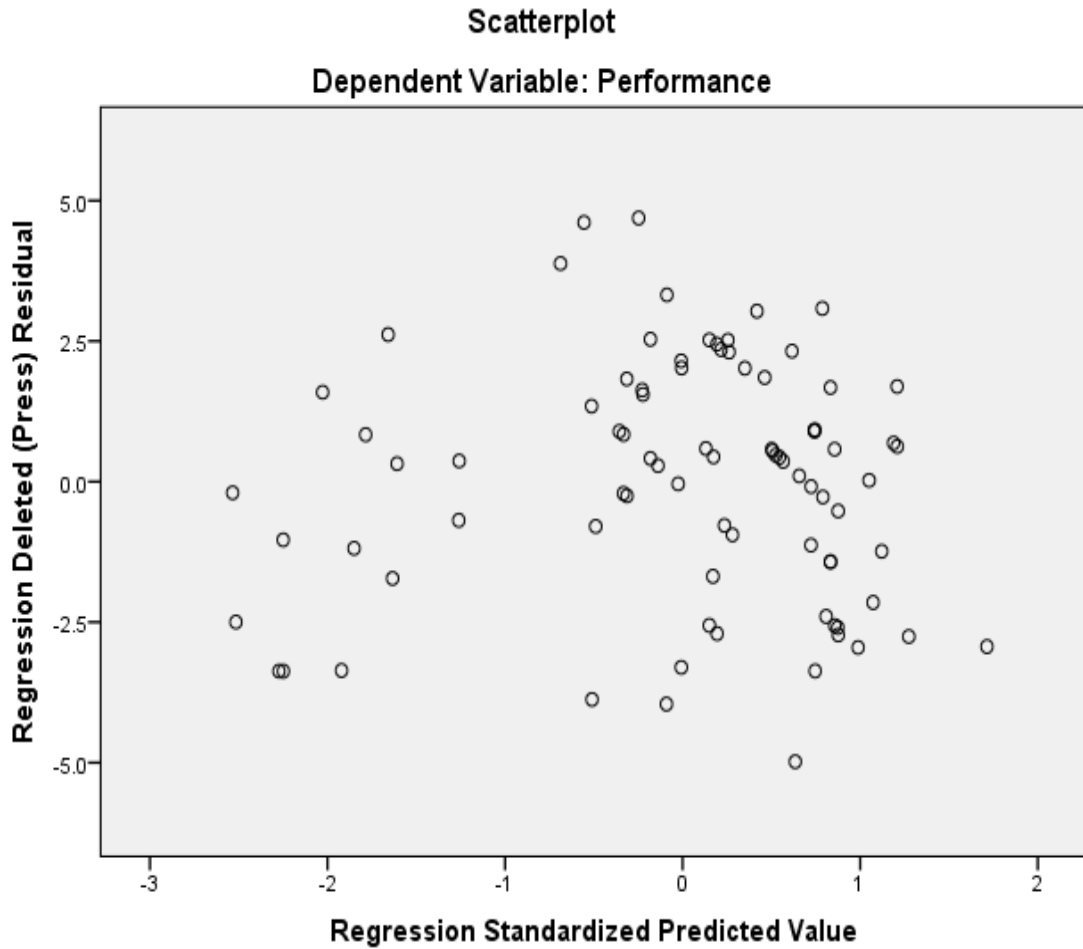


**Figure 4.2: Normal P-P Plot for normality test**

#### **4.4.5 Normality test-Scatter plot**

Scatter plots provide a visual examination of the assumption normality between the predicted dependent variable scores and the errors of prediction. The primary benefit is that the assumption can be viewed and analyzed with one glance; therefore, any violation can be determined quickly and easily. When an analysis meets the assumptions, the chances for making Type I and Type II errors are reduced, which improves the accuracy of the research findings.

A scatter plot is a figure that shows one axis for predicted scores and one axis for errors of prediction. Initial visual examination can isolate any outliers, otherwise known as extreme scores. Tabachnick and Fidell, (2007) explain the residuals (the difference between the obtained DV and the predicted DV scores) and the variance of the residuals should be the same for all predicted scores. If this is true, the assumption is met and the scatter plot takes the (approximate) shape of a rectangular; scores will be concentrated in the center (about the 0 point) and distributed in a rectangular pattern. More simply, scores will be randomly scattered about a horizontal line. In contrast, any systematic pattern or clustering of scores is considered a violation. The result in figure 4.4 shows a random displacement of scores that take on a rectangular shape with no clustering or systematic pattern. The figure shows the normality assumption was met for this research study.



**Figure 4.3: Scatter plot for normality test**

#### **4.5 Background information**

The study required the respondents to indicate their category. In this study respondents were required to indicate in the questionnaire whether they were sub county children officers, CSAC members, or complaints. The respondents were also required to indicate their gender, their highest level of education and their age category. The background information results are as shown in Table 4.4.

**Table 4.4.*****Respondent Background Information***

Variable	Response	Percent
Category of the respondent	Children officer	10.6
	CSA	30.6
	Caregivers	58.8
	Total	100.0
Gender	Male	27.1
	Female	72.9
	Total	100.0
Highest level of education	None	14.1
	Primary	34.1
	Secondary	29.4
	College	22.4
	Total	100.0
Age bracket	18-35	17.6
	36-45	29.4
	46-60	37.6
	Above 60 years	15.3
	Total	100.0

In this study, ten percent of the respondents were sub county children officers, thirty one percent were nominees of both the area member of parliament, whereas fifty nine percent were caregivers. In addition, twenty seven percent of the respondents were males whereas seventy three percent were females. It can be concluded that majority of the respondents in this study were females. The study also established that more than half of the respondents had attained secondary school education. This is an indication therefore, majority of the respondents are able to read and write having. Only fourteen percent of

the respondents indicated that they had not attained any form of education. In terms of age distribution, the study established that eighteen percent of the respondents were aged between 18-35 years; twenty nine percent were aged between 36-45 years; thirty eight percent were aged between 46-60 years whereas fifteen percent were aged 60 years and above. Based on these findings it is evident that more than fifty percent of the respondents were aged forty six years and above.

#### **4.6 Performance of Cash Transfer Program**

The researcher wanted to know the extent to which the orphans and vulnerable children cash transfer program had performed. The researcher posed a number of questions intended to measure how the program had performed and the responses are as shown in Table 4.5.

**Table 4.5.**

#### ***Statements Relating to Performance of the CT-OVC program***

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mode</b>
The department has managed to reach the targeted beneficiaries every year	1.2%	18.8%	17.6%	57.6%	4.7%	4
The pay points have been increasing yearly			15.3%	44.7%	40%	4
The number of caregiver has been reducing every year		8.2%	15.3%	34.1%	42.4%	5
Cases identified for updates have been updated on time	1.2%	4.7%	14.1%	44.7%	35.3%	4
The mobilization lists are available in the office on time	1.2%	3.5%	29.4%	30.6%	35.3%	5
Officers have monitored payment as required		2.4%	8.2%	50.6%	38.8%	4

The study established that sixty two percent of the respondents agreed that the department of children services had managed to reach the targeted beneficiaries every year. This is supported by a mode score of 4. Only twenty percent of the respondents disagreed with that statement. With regard to where the beneficiaries collected their cash, the response had a mode score of 4 with eighty five percent of the respondents indicating that they agreed with the statement that pay points had been increasing annually. On number of complaints received, the study established that these cases had been reducing with a massive seventy six percent (mode=4) of the respondents responding in affirmative. On whether cases identified for updates had been acted on time, eighty percent (mode=4) of the respondents responded in affirmative. Almost ninety percent (mode=4) of the respondents indicated that officers were monitoring payments as required. Based on the foregoing, it is evident the performance of the orphans and vulnerable children cash transfer program was performing well.

These findings are in agreement with an evaluation and operational and impact evaluation by Ward, Patrick, Alex, Hurrell, Visram, Schneider, Pellerano, O'Brien, Mac Auslan & Willis (2010) which revealed that quite many aspects related to orphans and vulnerable cash transfer programme were working well. This included regular payment to program beneficiaries and very few cases of skimming from payments. However, a study by Byrant (2009) had revealed that the existing targeting system which was employed by the government was not effective. The researcher revealed that a significant fraction of less poor households were being covered by the orphans and vulnerable children program. The findings of this study could be an indication that various key stakeholders involved



in this program could have addressed the problems associated hence the good performance in Nairobi County.

#### **4.7 Training and Performance of CT-OVC Program**

The researcher also sought to establish how training influenced performance of cash transfer program in Nairobi. Respondents were asked to state the extent to which they agreed with statements regarding the workload. Results are presented in Table 4.6.

**Table 4.6.**

*Statements Relating to Training*

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mode</b>
Training material have been disseminated to the field office		5.9%	21.2%	63.5%	9.4%	4
BWCs and CSAC members have been trained by the field officer		1.2%	18.8%	67.1%	12.9%	4
BWCs and CSAC members are happy with the training		4.7%	34.1%	49.4%	11.8%	4
BWCs have created awareness to the rest of the beneficiaries in the program		9.4%	18.8%	38.8%	32.9%	4
Trained CSAC members and BWCs are more confident while performing and making decisions		7.1%	12.9%	47.1%	32.9%	4
Assessment of the cash transfer in handling complaints is carried out frequently		4.7%	2.4%	34.1%	58.8%	5

The study revealed that materials for training stakeholders at the field office were available at the field office as shown by majority of the respondents at seventy three percent who responded in affirmative and a mode of 4. With regard to training of beneficiary welfare committees and constituency social assistance committee members

on orphans and vulnerable children cash transfer program, eighty percent (mode=4) of the respondents indicated that they had been trained by the field officer.

However, only sixty percent (mode=4) of the respondents responded in affirmative they were happy with the training. In addition, the study revealed that eighty percent (mode=4) of the respondents agreed that trained constituency social assistance committee members and beneficiary welfare committee members were more confident while performing activities related to the orphans and vulnerable children cash transfer program. This increase in confidence can be attributed to the positive performance of the cash transfer program targeting orphans and vulnerable children as shown in Table 4.5. These findings are in agreements with a study aimed at establishing the effect of employee training on organization performance by Glaveli and Karassavidou (2011) which revealed that training of employees led to higher level of job satisfaction thus leading to improved job performance in terms of better service quality and higher customer satisfaction. These findings on training are also in agreement with a study in Meru County on human resource management practices and their effect on employee performance by Kiliungu and Wambua (2013) which established that training of employees by an organization enables them to perform better, increase their self-esteem and skills thus leading to their higher performance.

With regard to handling of complaints related the cash transfer program the study revealed that majority of the respondents at ninety three percent (mode=5) agreed that was carried frequently. This could have contributed positively to the positive performance of

the cash transfer program. In addition, this handling of complaints efficiently can be attributed to the fact that the field officers carry out constant monitoring to ensure that the objective of the program has been achieved.

#### **4.7.1 Relationship between Training and Performance of CT-OVC Program**

The researcher also sought to determine whether training had statistically significant relationship with performance of the orphans and vulnerable children cash transfer program. The results are displayed in Table 4.7.

**Table 4.7.**  
*Relationship between Training and Performance of CT-OVC Program*  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.844	2.048		2.365	.020
	Training	.808	.085	.721	9.480	.000

a. Dependent Variable: Performance of CT

Based on the results in Table 4.7 it is evident that there exists a positive relationship between training and performance of the orphans and vulnerable children cash transfer program in Nairobi County. This is because the p-value (0.000) is less than 5%. It can therefore be concluded that the regression model statistically significantly predicts the outcome variable which in this study is performance of the OVC cash transfer program. The findings agree with a study by Dabale, Jagero and Nyauchi (2014) on relationship between employee training and organization performance which revealed a very strong positive relationship between the two variables.

#### **4.8 Knowledge Sharing and Performance of CT-OVC Program**

In addition to training, the researcher also sought to establish the extent to which the respondents agreed with statements relating to the performance of the orphans and

vulnerable children cash transfer program. The results of these statements are as shown in Table 4.8.

**Table 4.8.**

***Statements Relating to Knowledge Sharing***

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mode</b>
All stakeholders are aware of the policy on OVC-CT program		21.2%	23.5%	38.8%	16.5%	4
Payment returns give room for sharing experiences	1.2%	5.9%	21.2%	50.6%	21.2%	4
Quarterly stakeholders' meetings are held to share knowledge		5.9%	4.7%	50.6%	38.8%	4
Beneficiaries freely share experiences with the field officers	1.2%	5.9%	14.1%	45.9%	32.9%	4

Results from the study indicate that more than half of the respondents responded in affirmative that they were aware of policy governing the orphans and vulnerable children cash transfer program. Only twenty one percent of the respondents indicated that they did not agree that all stakeholders are aware of the policy. In addition to the knowledge about policy, the study revealed that seventy three percent (mode=4) of the respondents agreed that payment returns gave room for sharing experiences about the cash transfer program for orphans and vulnerable children.

With regard to if the meetings were held quarterly to share knowledge eighty nine percent (mode=4) of the respondents answered in affirmative whereas seventy eight percent of the respondents agreed that beneficiaries of these funds freely share experiences with the field officers. Meeting regularly to share knowledge about program can enhance how that program performs in terms of achieving objectives and the overall goal. With the

majority of the respondents indicating that they met regularly, shared experiences, and having majority of the stakeholders being aware of the policy that guide the operation of the orphans and vulnerable children cash transfer program, then this can enhance its performance. Based on a study on effects of team meetings on organization success by Kauffeld and Willenbrock (2011) it was established that better meetings were positively related to higher productivity by the teams. A study by Bagaja and Guyo (2015) revealed that knowledge collaboration had a relationship with performance of an organization. Lack of knowledge sharing especially on how a program performs can hamper its achievement of the program purpose.

#### **4.8.1 Relationship between Knowledge Sharing and Performance of CT-OVC Program**

The researcher carried out a test aimed at establishing the extent of the relationship between knowledge sharing and the performance of the orphans and the vulnerable children cash transfer program in Nairobi County. This was done by regressing knowledge sharing on the performance of the cash transfer. The output of this regression is as shown in Table 4.9.

**Table 4.9.**

#### ***Relationship between Knowledge Sharing and Performance of CT-OVC***

		<b>Coefficients<sup>a</sup></b>			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	10.887	1.718		6.336 .000
	Knowledge sharing	.847	.109	.650	7.799 .000

a. Dependent Variable: Performance of CT

The results in Table 4.9 reveals that there exist a positive and statistically significant relationship (p-value = 0.000) relationship between knowledge sharing and the performance of the orphans and the vulnerable children cash transfer in Nairobi County. The strength of this relationship can be said to be moderate as shown by a correlation (R) value equal to 0.650 in Table 4.10.

**Table 4.10.**

***Knowledge Sharing Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 <sup>a</sup>	.423	.416	2.597

a. Predictors: (Constant), Knowledge sharing

The findings of this study are in agreement with those of Zahari, Suffian, Rahman, and Baniamin (2014) on how knowledge sharing influences organization performance which revealed that knowledge sharing had a moderate correlation ( $r=0.4$ ) with organization performance. The researcher also established that knowledge sharing contributed positively and significantly in explaining the dependent variable which in this case was organizational performance. In addition, Wang and Wang (2012) in a study on influence of knowledge sharing, innovation on organization performance also revealed that knowledge sharing practices not only facilitate innovation but also performance in an organization.

**4.9 Partnership and Performance of CT-OVC Program**

In this section, the researcher required the respondents to indicate the extent to which they agreed with statements about partnership. Respondents were required to choose only one response measured on a 5-point Likert scale from strongly disagree to strongly agree.

After analysis the results are as shown in Table 4.11.

**Table 4.11.*****Statement Relating to Stakeholder Partnership***

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mode</b>
CSAC members actively participate in the OVC-CT program		3.5%	24.7%	58.8%	12.9%	4
All stakeholders are involved in formulating policies in the program		3.5%	23.5%	43.5%	29.4%	4
Stakeholders attend and actively participate in partners meetings		3.5%	16.5%	60.0%	20.0%	4
The program encourages stakeholders' engagement		4.7%	21.2%	42.4%	31.8%	4
Partnership roles, responsibilities, and expectations are clearly defined	1.2%	2.4%	8.2%	28.2%	60%	5

Results from Table 4.11 indicate that when respondents were asked to state the extent to which CSAC members participated actively in the orphans and vulnerable children cash transfer program seventy one percent (mode=4) answered in affirmative. This high proportion can be said to contribute reduced number of complainants as well as an increased number of cases identified for updates being updated on time as shown in Table 4.5. With regard to whether all stakeholders were involved in policy formulation about the program seventy two percent (mode=4) responded in affirmative. However, a slightly higher proportion of eighty percent (mode=4) of the respondents indicated that they agreed that stakeholders actively attend and participate in partners meetings. Seventy four percent of the respondents agreed that OVC-CT program encourages stakeholder engagement. These findings are in agreement with a study by Muyanga (2014) on factors that influenced the implementation of the orphans and vulnerable children cash transfer program in Embu West Sub-county which revealed that participation of the stakeholders

in the OVC-CT program increased stakeholder engagement thus contributing to improved decision making. A study by Otieno (2016) also revealed that stakeholder participation both in strategy formulation and implementation has a positive effect on the way organization performs.

#### **4.9 Relationship between Stakeholder Partnership and Performance of CT-OVC Program**

The researcher sought to determine the degree to which stakeholder partnership influenced performance of the orphans and vulnerable children cash transfer program in Nairobi. Analysis of data provided the following results shown in Table 4.12.

**Table 4.12.**

#### ***Relationship between Stakeholder Partnership and Performance of CT-OVC***

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	4.364	2.133		2.046	.044
Stakeholder Partnership	.977	.105	.715	9.324	.000

a. Dependent Variable: Performance of CT

Source: (Author, 2018)

According to Table 4.12 the p-value (0.000) is less than five percent. In addition, the partial regression coefficient is 0.977. Based on this it can be concluded that stakeholder partnership has a positive and statistically significant relationship with the performance of the orphans and vulnerable children cash transfer program in Nairobi County.



**Table 4.13.**

***Stakeholder Partnership and Performance of CT-OVC Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 <sup>a</sup>	.512	.506	2.389

a. Predictors: (Constant), Stakeholder Partnership

The strength of the relationship between stakeholder partnership and performance of the orphans and vulnerable children cash transfer program in Nairobi County can therefore be concluded to be strong as shown by an R-value which is equal to 0.715 in Table 4.13. In addition, based on this analysis, stakeholder partnership alone can explain fifty one percent of the performance of OVC-CT program in Nairobi County.

**4.10 Technology and Performance of CT-OVC Program**

The researcher requested the respondents to indicate the extent to which they agreed with statements concerning technology. Five point Likert scale questions were provided for respondents to indicate the extent to which they agreed with them. The findings are presented in Table 4.14.

**Table 4.14.*****Statement Relating to Technology***

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mode</b>
The CT program uses technology to efficiently run its services			4.7%	49.4%	45.9%	4
The CT program has implemented the latest technology in its operations management			3.5%	50.6%	45.9%	4
CT uses banks as service providers during the payment to caregivers			1.2%	36.5%	62.4%	5
Each beneficiary gets the exact money entitled to them		4.7%	9.4%	37.6%	48.2%	5
Beneficiaries easily access the money during payment cycle		2.4%	11.8%	40.0%	45.9%	5

From the above results, ninety five percent (mode=4) of the respondents indicated that orphans and vulnerable children cash transfer program uses technology to efficiently run its services. Ninety six percent (mode=4) of the respondents responded that the orphans and vulnerable children cash transfer program has implemented the latest technology in its implementation. In addition, it was established that almost all the respondents (mode=5) reported that this cash transfer program uses banks as service providers while paying caregivers. Eighty five percent reported that they received exact amount they entitled to get from this program. Eighty six percent of the respondents reported they easily accessed money they are entitled to get. Based on the foregoing, this high proportion of respondents reporting positively about technology use in the orphans and vulnerable program cash transfer program is an indication that technology has improved performance of this program. The findings in this study are in agreement with a study on

impact of information technology on organization performance by Shaukat and Zafarullah (2009) which established that that technology impacted positively on how organizations performed, with the banking sector having the highest impact followed closely by multinational manufacturing companies. Kariuki (2015) in a study aimed at determining the level of use of information and technology and how it influenced organizational performance, also revealed that the use of modern technology influenced organizational performance. There is no doubt that with proper use of the right technology, an organization or a program can perform efficiently.

#### **4.10.1 Relationship between Technology and Performance of CT-OVC Program**

An analysis of the relationship between technology and performance of the orphans and vulnerable cash transfer program in Nairobi County was also carried out. The findings of this analysis are as shown in Table 4.15.

**Table 4.15.**

#### ***Relationship between Technology and Performance of CT-OVC***

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.829	2.582		1.870	.065
	Technology	.875	.116	.636	7.511	.000

a. Dependent Variable: Performance of CT

From results in Table 4.15, the regression coefficient is positive meaning that for unit change in technology, performance of orphans and vulnerable children cash transfer program changes by 0.116. With p-value (=0.000) being less than five percent and

coefficient of the linear regression model being positive it can be concluded, therefore, that technology has a positive and significant relationship with performance of OVC-CT program.

#### **4.11 Tests of Effect of Independent Variables on Dependent Variable**

The researcher sought to establish the linear relationship between independent variables and the dependent variables. An analysis of variance was carried out and the various results are as follows.

**Table 4.16.*****Analysis of Variance of the Combined Variables***

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	628.155	4	157.039	36.746	.000 <sup>a</sup>
	Residual	341.892	80	4.274		
	Total	970.047	84			

a. Predictors: (Constant), Technology, Training, Knowledge sharing, Stakeholder partnership

b. Dependent Variable: Performance of CT

Based on data in ANOVA Table 4.16, the p-value (0.000) is less than five percent. This means that the regression model statistically significantly predicts the performance of the orphans and vulnerable children cash transfer program.

**Table 4.17.*****Coefficients Table***

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.373	2.239		-.614	.541
Training	.364	.125	.325	2.901	.005
Knowledge sharing	.181	.128	.139	1.411	.162
Stakeholder partnership	.298	.154	.218	1.930	.057
Technology	.361	.119	.263	3.050	.003

a. Dependent Variable: Performance of CT

Coefficient Table 4.17 provides the necessary information to predict the performance of orphans and vulnerable children cash transfer program in Nairobi County from the

independent variables under study. The data will also be used to determine whether the independent variables under study contribute statistically significantly to the model. All the partial regression coefficients are positive. This indicates that there exists a positive relationship between the independent variables and the dependent variable under study. However, only independent variables training, and technology which have p-values less than five percent can statistically significantly predict the performance of the orphans and vulnerable children cash transfer programme. The multiple linear regression model explaining the relationship between the variables can be derived as shown below;

$$y = 0.325 x_1 + 0.139 x_2 + 0.218 x_3 + 0.263 x_4$$

Where;

y = performance of OVC cash transfer

x<sub>1</sub> = training

x<sub>2</sub> = knowledge sharing

x<sub>3</sub> = stakeholder partnership

x<sub>4</sub> = technology

From the above model, a unit increase in training, holding other factors constant results to an increase of 0.364 units in performance of CT-OVC. Similarly, a unit increase in knowledge transfer, while holding other factors constant, results to an increase of 0.181 units in performance of CT-OVC and so on.

#### 4.12 Tests of hypothesis

**Table 4.18.**

***Relationship between Training and Performance of CT-OVC Program***

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.844	2.048		2.365	.020
	Training	.808	.085	.721	9.480	.000

a. Dependent Variable: Performance of CT

#### **1. Test of Hypothesis One**

H<sub>01</sub> There is a significant positive relationship between capacity building and training in the performance of the cash transfer program in Nairobi County.

This hypothesis intended to test whether there is any relationship between capacity building and training in the performance of the cash transfer program in Nairobi County. The hypothesis H<sub>01</sub>:  $\beta_1 = 0$  versus H<sub>1</sub>:  $\beta_1 \neq 0$  was tested. Results from the univariate regression results in Table 4.7 show that there is a positive and significant relationship between capacity building and training in the performance of the cash transfer program in Nairobi County ( $\beta_1=.808, P = .000$ ). This leads to the failure to reject of the null hypothesis (H<sub>01</sub>) and the reaction of alternative hypothesis (H<sub>1</sub>). The study, therefore, concludes that capacity building and training has a significant relationship with the performance of the cash transfer program in Nairobi County. The findings agree with a study by Dabale, Jagero and Nyauchi (2014) on relationship between employee training and organization performance which revealed a very strong positive relationship between the two variables.

**Table 4.19.*****Relationship between Knowledge Sharing and Performance of CT-OVC***

		<b>Coefficients<sup>a</sup></b>			
		Unstandardized		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	10.887	1.718		6.336 .000
	Knowledge sharing	.847	.109	.650	7.799 .000

a. Dependent Variable: Performance of CT

**2. Test of Hypothesis Two**

H<sub>02</sub> There is a significant positive relationship between knowledge sharing and the performance of the cash transfer program in Nairobi County.

This hypothesis intended to test whether there is any relationship between knowledge sharing and the performance of the cash transfer program in Nairobi County. The hypothesis H<sub>01</sub>:  $\beta_1 = 0$  versus H<sub>1</sub>:  $\beta_1 \neq 0$  was tested. Results from the univariate regression results in Table 4.9 show that there is a positive and significant relationship between knowledge sharing and the performance of the cash transfer program in Nairobi County ( $\beta_1 = .847$ ,  $P = .000$ ). This leads to the failure to rejection of the null hypothesis (H<sub>01</sub>) and the rejection of alternative hypothesis (H<sub>1</sub>). The study, therefore, concludes that knowledge sharing has a positive significant relationship with the performance of the cash transfer program in Nairobi County.



**Table 4.20.**

***Relationship between Technology and Performance of CT-OVC***

		<b>Coefficients<sup>a</sup></b>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.829	2.582		1.870	.065
	Technology	.875	.116	.636	7.511	.000

a. Dependent Variable: Performance of CT

**3. Test of Hypothesis Three**

H<sub>03</sub> There is a significant positive relationship between technology and the performance of the cash transfer program in Nairobi County.

This hypothesis intended to test whether there is any relationship between technology and the performance of the cash transfer program in Nairobi County. The hypothesis H<sub>01</sub>:  $\beta_1 = 0$  versus H<sub>1</sub>:  $\beta_1 \neq 0$  was tested. Results from the univariate regression results in Table 4.15 show that there is a positive and significant relationship between technology and the performance of the cash transfer program in Nairobi County ( $\beta_1=.875$ ,  $P = .000$ ). This leads to the failure to rejection of the null hypothesis (H<sub>01</sub>) and the rejection of alternative hypothesis (H<sub>1</sub>). The study, therefore, concludes that technology has a positive significant relationship with the performance of the cash transfer program in Nairobi County.

**Table 4.21.*****Relationship between Stakeholder Partnership and Performance of CT-OVC***

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	4.364	2.133		2.046	.044
Stakeholder Partnership	.977	.105	.715	9.324	.000

a. Dependent Variable: Performance of CT

**4. Test of Hypothesis Four**

H<sub>04</sub> There is a significant positive relationship between stakeholder's partnership and the performance of the cash transfer program in Nairobi County.

This hypothesis intended to test whether there is any relationship between stakeholders' partnership and the performance of the cash transfer program in Nairobi County. The hypothesis H<sub>01</sub>:  $\beta_1 = 0$  versus H<sub>1</sub>:  $\beta_1 \neq 0$  was tested. Results from the univariate regression results in Table 4.15 show that there is a positive and significant relationship between stakeholders partnership and the performance of the cash transfer program in Nairobi County ( $\beta_1 = .875$ ,  $P = .000$ ). This leads to the failure to rejection of the null hypothesis (H<sub>01</sub>) and the rejection of alternative hypothesis (H<sub>1</sub>). The study, therefore, concludes that stakeholder's partnership has a positive significant relationship with the performance of the cash transfer program in Nairobi County.

**Table 4.22.**

***Independent Variables and Performance of CT-OVC Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 <sup>a</sup>	.648	.630	2.067

a. Predictors: (Constant), Technology, Training, Knowledge sharing, Stakeholder partnership

Result in Table 4.22 indicates that the multiple correlation coefficient (R) is 0.805. This is a very good level of prediction of the dependent variable performance of orphans and vulnerable children cash transfer program. The results also reveal that performance of orphans and vulnerable children cash transfer program in Nairobi County can be explained by sixty three percent of the independent variables. This means that there are other factors which account for thirty seven percent that can explain variation in performance of orphans and vulnerable children cash transfer program.

**4.13 Chapter Summary**

In this chapter data results of data analysis have been presented in form tables and relevance explanations given. Reliability test and diagnostics tests were carried out. In addition, various statements about the independent and the dependent variables were analyzed and results presented in descriptive statistics. The researcher carried out inferential statistical analysis, correlations to be precise in order to determine whether the various independent variables had any statistically significant relationship with the dependent variable. Last but not least, the researcher presented a multiple linear regression model which clearly shows how the independent variables influence the dependent variable.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

In this chapter the summary of the project report is provided, conclusions about the study and researchers recommendations based on the project report's conclusions drawn from the findings. The researcher also provides recommendations for further research.

#### 5.2 Summary

This study aimed at establishing the relationship between capacity building strategies and the performance of orphans and vulnerable children cash transfer program in Nairobi County. The study was guided by four specific research objectives which included: to assess the influence of training on the performance of the cash transfer; to assess the influence of technology on the performance of the cash transfer program; to assess the influence of knowledge sharing on performance of the cash transfer; and to examine the influence of stakeholder partnership on the performance of the cash transfer program. The study was grounded on three theories namely: the social exchange theory; the general systems theory; and McKinsey 7s model. The study adopted descriptive research design and targeted a population of 635 participants. Purposive sampling technique was used to identify sub-county children officers and the nominees of both the area Members of Parliament and the woman representative.

However, in the case of caregivers simple random sampling technique was used. This mixed method of sampling resulted to a sample size of 102 respondents. A questionnaire was used as the main instrument of data collection. The study revealed that individually all the independent variables namely training, knowledge sharing, stakeholder

partnership, and technology had a positive and statistically significant relationship with the performance of orphans and vulnerable children cash transfer program in Nairobi County.

### **5.3 Conclusions**

The findings of this study have demonstrated training has a significant influence on performance. Training is a very important function in an organization. Organizations should ensure that its employees are trained so as to ensure the objectives and goals of the organizations are achieved efficiently and effectively. Organizations need to ensure that employees are provided with training material so that they can use them for future references. In this study for instance the orphans and vulnerable children cash transfer program ensured that training material were timely disseminated to the field offices. This may provide an opportunity for the field officers to further train other officers on the ground so as ensure the performance of CT-OVC program has been enhanced. Trained employees will not only be happy, but they will also have confidence while performing their duties.

With regard to knowledge sharing the findings also showed that it has a positive and statistically significant relationship with the performance of CT-OVC program. Organizations and programs that aim to uplift the living standards of society need to encourage as much as possible knowledge sharing. Knowledge sharing needs to be done across the board. At the managerial level and at the grassroots level. In the case of CT-OVC program it was revealed that majority of the respondents indicated that they held quarterly so as to share knowledge about the progress of the program. When different

stakeholders share knowledge then this will have a direct and positive effect on an organization or program performance as has been demonstrated by this study.

On influence of stakeholder partnership and performance, this study revealed that there is a direct and positive relationship. This demonstrates the importance of engaging stakeholders by joining hands to ensure success of an organization or a program. Organizations or program need to ensure that key stakeholders are brought on board, have their roles, responsibilities and expectations clearly spelt out. Stakeholders need to be engaged from policy formulation to implementation. This partnership will ensure that programs are performing more efficiently and effectively.

With regard to technology, this study has established that technology has a positive and statistically significant relationship with the program performance. With a majority of the respondents indicating that the OVC-CT program has embraced the latest technology in its operations means that organizations end up performing efficiently. This will also ensure that the customers (beneficiaries in this case) do not incur unnecessary or hidden costs while accessing their funds. It can also be concluded that with the use of modern technology programs or organizations will end achieving their objectives and goals.

#### **5.4 Recommendations on Research Findings**

To enhance performance of cash transfer program the study recommends that there is need to; continue availing training material to the field officers. Availability of training materials at the field offices will ensure that the field officers more those who are in charge of the sub-counties are in a position to timely train the officers who are in the lower administrative units such as wards and villages. This will ensure that any

bottlenecks associated with the continuous implementation of the cash transfer program are eliminated. Impacting knowledge to the field officers especially the Beneficiary Welfare Committee members, as this study has established and concluded, will ensure the more awareness has been created thus ensuring the overall objective of the program has been achieved.

The study established that a relatively significant percentage of respondents disagreed that all the stakeholders are aware of the policy on cash transfer program. This study therefore recommends that before organizations roll out such a noble program proper consultation is done by ensuring all key stakeholders are brought on board. This can be done by ensuring that there is public participation by the members of the community. This will be in line with the Sustainable Development Goals spirit of leaving no one behind.

The study also established that knowledge sharing the findings had a positive and statistically significant relationship with the performance of CT-OVC program. In regard to this the study recommends that the Government department should formulate a knowledge management policy, knowledge sharing approach as well as embracing new technologies for knowledge management.

The study revealed that there was a direct and positive relationship between stakeholder partnership and performance and performance of cash transfer program. The government has officers in the Sub Counties who are the credibly identified managers of the cash transfer program. As such, the study recommends that they should be capacity built to

understand all aspects related to partnership and alliances, dispute resolution, and governance process. In addition, the department responsible for implementation of the cash transfer program should strive to identify what elements make partnerships function and leverage on such factors.

### **5.5 Recommendations for Further Research**

Since this study was carried out in one County only. A similar study could be carried out in the other counties for generalization of study findings. The study has focused mainly on capacity building strategies and performance of the cash transfer programs in the public sector in Nairobi County, Kenya. This study has mainly focused on relationship between training, knowledge sharing, partnership, technology and performance of cash transfer program. However, the researcher recommends further studies on how institutional, organizational, and technical factors can affect the performance of cash transfer program.

The study researcher also recommends further studies on the investment patterns and asset ownership of the cash transfer program beneficiaries. This should be carried out with a view to assessing the impact of the cash transfer program on direct indicators of socio-economic wellbeing of the beneficiary household. Further studies should be done also to establish the sustainability of the Cash Transfer program in Nairobi County and other Counties in Kenya.

Further study should also be done on the other cash transfer programs that are; Older persons cash transfer and people living with severe disability bearing in mind that most of the beneficiaries get the funds directly as compared to the orphans and vulnerable children cash transfer program in the study.



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## **APPENDIX I: LETTER OF INTRODUCTION**

Dear respondent,

### **RE: RESEARCH DATA COLLECTION**

I am a postgraduate student of Kenya Methodist University pursuing a masters degree in business administration. Currently, I am collecting data for my research project on “*the relationship between capacity building strategies and the performance of the cash transfer programme*”. The respondents of this study will be the sub-county children officers, nominees of both the area Member of Parliament and the county woman representative, and complainants. The data will be collected using questionnaire whereby information regarding the capacity building strategies and performance of the cash transfer programme will be obtained. I therefore assure the respondents that all comments, responses and information they provide will be anonymous and will be treated confidentially. Your participation in this study will be on voluntary basis and all ethical issues will be put into consideration.

Your response and cooperation in this exercise will be highly appreciated. Thank you in advance,

Yours Faithfully,

**Beth Njoroge**

**APPENDIX II: QUESTIONNAIRE FOR CHILDREN OFFICER, CSAC MEMBERS AND CAREGIVERS**

**PART I: BACKGROUND INFORMATION**

1. Indicate your category:

Children officer                       CSAC                       Caregiver

2. Gender:

Male

Female

3. Highest Level of Education

None

Primary

Secondary

College

4. Age

18-35

36-45

46-60

Above 60 years

## PARTII PERFORMANCE

Please tick appropriate statement about the performance of cash transfer program.

*To be completed by the Sub-county Children Officers only.*

Statement	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The department has managed to reach the targeted beneficiaries every year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The pay points have been increasing yearly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The number of complaints has been reducing every year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cases identified for updates have been updated in time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The mobilization lists are available in the office in time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officers have monitored payments as required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## TRAINING

What are the extent to which the following statements are true on training and its influence on the performance of cash transfer program? (Tick the most appropriate scale)

Statement	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Training material has been disseminated to the field office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beneficiary Welfare Committees and CSAC members have been trained by the field officers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Beneficiary Welfare Committees and CSAC members are happy with the training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beneficiary Welfare Committees have created awareness to the rest of the beneficiaries in the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trained CSAC members/BWCs are more confidence in their performance and decision making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An assessment of the cash transfer program in handling complaints and grievances is carried out frequently and key issues are addressed on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## KNOWLEDGE SHARING

What are the extent to which the following statements are true on knowledge sharing and its influence on the performance of cash transfer program? (Tick the most appropriate scale)

*To be completed by the Sub-county Children Officers only.*

Statement	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
All the stakeholders are aware of the policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Payment returns give room for sharing experiences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quarterly stakeholders' meetings are held to share knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beneficiaries freely share experiences with the field officers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## STAKEHOLDER PARTNERSHIP

What is your level of agreement with the following statements on partnership and its influence on the performance of the cash transfer program? (Tick the most appropriate scale)

Statement	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The CSAC members actively participate in the cash transfer program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All stakeholders are involved in formulating policies in the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The stakeholders attend and actively participate in partners meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The program encourages stakeholders' engagement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnership roles, responsibilities, and expectations are clearly defined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## TECHNOLOGY

What is your level of agreement with the following statements on technology and its influence on the performance of cash transfer program? (Tick the most appropriate scale)

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The cash transfer program uses technology to efficiently run its activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cash transfer program has implemented the latest technology in its operations management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cash transfer program uses banks as services provider during the payment for the caregivers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each beneficiary gets the exact money entitled to them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The beneficiaries easily access the money during the payment cycle.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**THIS IS TO CERTIFY THAT:**  
**MS. BETH WANJIKU NJOROGE**  
**of KENYA METHODIST UNIVERSITY,**  
**0-60202 Nkubu, has been permitted to**  
**conduct research in Nairobi County**  
**on the topic: 'RELATIONSHIP BETWEEN**  
**CAPACITY BUILDING STRATEGIES AND**  
**PERFORMANCE OF THE CASH TRANSFER**  
**PROGRAMMES IN THE PUBLIC SECTOR IN**  
**NAIROBI COUNTY**  
**for the period ending:**  
**12th September, 2018**

**Permit No : NACOSTI/P/17/88237/19108**  
**Date Of Issue : 12th September, 2017**  
**Fee Recieved :Ksh 1000**



.....  
**Applicant's**  
**Signature**

.....  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**





**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

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When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/88237/19108**

Date: **12<sup>th</sup> September, 2017**

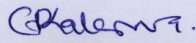
Beth Wanjiku Njoroge  
Kenya Methodist University  
P.O. Box 267- 60200  
**MERU.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "*Relationship between capacity building strategies and performance of the cash transfer programmes in the public sector in Nairobi County*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **12<sup>th</sup> September, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**GODFREY P. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.