



**SOCIOECONOMIC ENVIRONMENT, STAKEHOLDER ENGAGEMENT, LOCAL
LEADERSHIP & STRATEGIC MANAGEMENT AND SUCCESS OF HUMANITARIAN
PROJECTS IN THE THIRD SECTOR: THE CASE OF SIAYA COUNTY, KENYA.**

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Declaration and Approval

I hereby state this Thesis Report is my own work, and, to the best of my knowledge, it does not contain materials previously published or written by other people, nor has its content ever been substantially accepted in exchange for academic grades or university degrees from AIU or other post-secondary institutions, except properly acknowledged within the document.

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Dedication

I dedicate this study to my loving wife Rosemary and beloved children, Florence, Stephanie, Jessica, and Chris Gillum Ojiro, for their moral, material and inspirational support during the tedious and daunting prolonged time of academic study and research time. I had very limited time for them, but they understood and encouraged me to keep up the fight to the end. Especially to my beloved wife (Rosemary), she was very supportive and understanding during this hectic time. I was not available most of the time when the family needed me, but she stepped in and played an important role in the family as the Head of the household. They were a major inspiration and driving force behind my strive to the acquisition of knowledge and academic success. You made my work easier.

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Acronyms / Abbreviations

AIDS- Acquired immune deficiency syndrome

CBOs – Community Based Organizations

CDRN- Community Development Resource Network

CORAT – Christian Organization Research and Advisory Trust

FBOs - Faith Based Organizations.

HIV - Human immunodeficiency virus

IGA- Income Generating Activities

INTRAC – International NGO Training and Research Centre

LDPs – Leadership Development Programmes,

LINGOs - Learning of International Non-Governmental Organizations.

MONGOs –My Own NGO.

NEPAD - New Partnership for Africa's Development

NGOs - Non-Governmental Organizations

PLWHAs- People Living With HIV and AIDS

OVCs- Orphans and Vulnerable Children

UNDP - United Nations Development Programme

Abstract

The purpose of this study was to establish how factors, socioeconomic environment, stakeholder engagement, local leadership and strategic management affect success of humanitarian projects of the third sector in Siaya County, Kenya. The term success in this study was interpreted in terms of completed projects and in use, and the number of beneficiaries satisfied by a given project. The independent variables: Socioeconomic environment conceptualized as government policy and resource availability, Stakeholder engagement (stakeholder involvement), local leadership and strategic management was conceptualized as motivating team members and empowering team members. The investigation was conducted to determine how such variables cause a change in success of humanitarian projects. The study was guided by the following research questions: 1) To what extent does government policy affect success of humanitarian projects in the third sector in Siaya County, Kenya? 2) To what extent does resource availability affect success of humanitarian projects in the third sector in Siaya County, Kenya? 3) To what extent does stakeholder engagement on success of humanitarian projects in the third sector in Siaya County, Kenya? 4) To what extent does motivating team members on success of humanitarian projects in the third sector in Siaya County, Kenya? 5) To what extent does empowering team members affect success of humanitarian projects in the third sector in Siaya County, Kenya? Primary data was extracted from two hundred eighty-six (286) simple randomly selected humanitarian projects of the third sector Siaya County, Kenya. Semi-structured questionnaires were administered to the NGO project leaders (project officers, Project coordinators, managers, program administrators and project team members) in the sampled NGO projects. Methods included survey questionnaires, in-depth interviews and focus group discussion. Data collected was analyzed by descriptive and regression analysis interpreted and presented through tables, frequencies and percentages. The study findings revealed that ,high project success rate was prevalent among humanitarian projects managed by leaders from local community with fairly high education and training level in the age bracket 25-40 years, because of their high sense of project acceptance and ownership. They presented high project completion rate, showed highest number of completed projects which were in use, Personal factors such as marital status, age and gender of leaders of humanitarian projects, also had remarkable influence on project success in Siaya County, depending on the project target beneficiaries, for example Youth projects managed by fairly young local people succeed in realizing their objectives more, majority of the projects were completed and were in use. More local people were found to be involved in leadership of small organization run projects in Siaya County. The Study concluded that socioeconomic environment, stakeholder engagement, local leadership and strategic management have significant effect on success of humanitarian projects. They were the key determining factors on whether a project fail or succeed, when jointly aligned and integrated. The study findings provided pertinent information source to academicians, scholars, policy makers and practioners. Appropriate recommendations were made in line with the findings and discussions which emanated from the study results.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The concept of Project success and impact is ever growing and becoming a major concern globally, regionally and in the contextual perspective. Different organizations and key stakeholders alike are now raising more queries on how best participatory approach in development projects' leadership and management and all related factors can be aligned and integrated to make projects achieve desired organizational goals in the third sector and others in Kenya, Africa and other developing worlds. Though not a new idea, it is changing the socio-economic, political and leadership landscape in the local areas in the third worlds where majority of projects especially, humanitarian projects are being implemented by different players, and predominantly the third sector (NGOs), which are crisis driven, humanitarian, and change driven (Dodge and Aded, 1992). The concept of project ranges far back to the time of Noah's Ark construction in the bible, great Pyramids of Egypt construction, the Tower of Babel, invention of light bulbs and others (Jack.R.M, 2009).

Project by definition is a temporary endeavor undertaken to create a unique product or service (PMI, 2004). The project by its nature of being temporary and unique (short time and special), has in past decades attracted a lot of attention for adoption by several different organizations and government sectors. Most organizations, for profit and not for profit, have resorted to a new kind of organization structure known as project organization or enterprise project management which in other words referred to as managing organizations by projects (Dinsmore, 1998; Levine, 1998; Williams, 1997). More, than before, most organizations,

companies and government sectors are now applying in their operation process, a leadership style called management of organizations by projects to achieve desired organization goals or objectives. The ultimate reason is to attain 100% project success rate if not close to that out of all projects implemented. In gravitating towards these ideals, typically, every country, region, or continent's socio-political, or economic landscape will be in a constant state of change and growth through improved project leadership and management that ensures majority of projects are effectively implemented and completed to the success of the projects.

The main objective of most organizations especially NGOs has been to create economic empowerment through humanitarian project implementation in both peri-urban and the rural regions that ensure economic sustainability (income growth) and self-reliance among the vulnerable people in the society.

Most commonly, the project success rate, sustainability or failure can be attributed to predominantly poor management of project time, cost, scope or performance and beneficiary satisfaction (Shenhar et al, 1997). The four parameters outlined underpins the key reason why a project exist in a given region and area, to serve which purpose to who , why and within what time frame. Shenhar et al, 1997) further opined that project success has four dimensions name 1) project efficiency, 2) impact on the beneficiary, 3) the project impact on the organization, and, 4), opening new opportunities for the future (sustainability). In this study, project success is interpreted as the number of projects completed and in use within the planned time, cost, specifications and beneficiary satisfaction level (Darnell, 1997).

Kenya just like most developing world's attempts to achieve high project success rate through effective initiation and final completion has not achieved much success to the

satisfaction of the key stakeholders. The graveyards of failed turnaround humanitarian projects are symbolic and severe pain in the neck of the key stakeholders that once banked much hope in the outcome of the same to alleviate or reduce the plight of the vulnerable people in the society. NGOs, which are the key players in the humanitarian project implementation, have been blamed for being relief dispensers rather than solution oriented (Aded, 1998). All the best Project Management approaches and strategies have been employed, but most organizations are still grappling with the reality of dismal performance of projects, on a yearly basis in Kenya and other developing worlds.

It is upon this background that this study sought to investigate and establish how socioeconomic environment (government policy and resources availability), stakeholder engagement, local leadership and strategic management (motivating team members and empowering team members) affect success of humanitarian projects in the third sector in the developing worlds. The study will further explain how the independent variables cause a change in the dependent variable (project success) in relationship to the contextual situation.

The critical role of the third sector (NGOs) should be seen in accelerating the process of economic and social development. This is widely recognized for enhancing development in the developing countries where they have played increasingly important and catalytic role by ensuring the involvement of the grass root people in project implementation. As Hossain, Dodge and Aded (1992) argued the generations of NGOs that are functioning these days are ventured in institution building and transforming themselves from relief to integrated community development and the target group approach. Many NGO's, using the grass root experience began responding to the development needs of the poor and are promoting self sustained social and economic development of the poor, effective people's participation in

leadership roles, awareness creation to empower people, and build organizations at the grass root level to create sustainable growth in project income. This has been witnessed in Africa and the rest part of the world including Latin America, where most people live in abject poverty and other human afflictions. A development project is often an essential part of country's development plan. It is earned specifically to increase the capacity of the economy whether it is through structures, organization or methods (Price, 1995).

1. 2 Statement of the Problem (Description),

In Kenya and Africa as a continent, third sector (NGOs) are involved in aid development projects. NGOs are voluntary non-profit organizations with altruistic and philanthropic motives. NGOs are perceived to be in a better position to reach the poor than the government or large financial institutions. Besides being seen as having a more human face, are more capable of responding to emergencies, flexible, less bureaucratic, promoting work at grass root level and involve participation of local people (Price, 1995).

A number of NGOs have been formed in Kenya like most developing countries, estimated at over 1,000 in the 1950s to over 30,000 to date, with most activities in rural areas. But poverty and human sufferings are still on the rise with high poverty rate in peri-urban and rural areas at 70% (Achieng' R, Kate, 1993). Where most families live on less than a dollar a day and can't afford even two or one meal(s) a day. Main project objective to achieve community self-reliance through projects' success and impact on the beneficiaries had remained significantly elusive and unachievable in Siaya County, Kenya. Third sector in their bid to effectively implement more projects to attain organization desired objectives of achieving maximum project success had consistently hit the bottom rock. Year in, year out;

they were sadly faced with dismal project performance or significant project failure and high unsustainability rate if at all completed (Achieng' R. Kate.F, 1993).

This triggered the need to investigate and explain how socioeconomic environment, stakeholder engagement, local leadership and strategic management affect success of humanitarian projects in the third sector in Siaya County, Kenya.

1.3 Purpose of the Study,

Was to establish how socioeconomic environment, stakeholder engagement, local leadership and strategic management affect success of humanitarian projects in the third sector in Siaya County, Kenya.

1.4 .0 Study Objectives,

1.4.1 The Objectives of the study were:

- i. To establish how government policy affect success of humanitarian projects in the third sector in Siaya County Kenya.
- ii. To examine how resource availability affect success of humanitarian projects in the third sector in Siaya County, Kenya.
- iii. To assess the effect of stakeholder engagement on success of humanitarian projects in the third sector in Siaya County, Kenya.
- iv. To determine the effect of motivating team members on success of humanitarian projects in the third sector in Siaya County, Kenya.
- v. To establish how empowering team members affect success of humanitarian projects in the third sector in Siaya County, Kenya.

1.5.0 Research Questions,

1.5.1 The study was guided by the following research questions:

- i. To what extent does government policy affect success of humanitarian projects in the third sector in Siaya County, Kenya?
- ii. To what extent does resource availability affect success of humanitarian projects in the third sector in Siaya County, Kenya?
- iii. To what extent does stakeholder engagement on success of humanitarian projects in the third sector in Siaya County, Kenya?
- iv. To what extent does motivating team members on success of humanitarian projects in the third sector in Siaya Country, Kenya?
- v. To what extent does empowering team members affect success of humanitarian projects in the third sector in Siaya Country, Kenya?

1.6. Hypotheses of the study,

1.6.1. The following Hypotheses were tested,

- i. Government policy has no significant effect on success of humanitarian projects in the third sector in Siaya County, Kenya,
- ii. Resource availability has no significant effect on success of humanitarian projects in the third sector in Siaya County, Kenya,
- iii. Stakeholder engagement has no significant effect on success of humanitarian project in the third sector in Siaya County, Kenya,
- iv. Motivating team members has no significant effect on success of humanitarian projects in the third sector in Siaya County, Kenya,
- v. Empowering team members has no significant effect on success of humanitarian projects in the third sector in Siaya County, Kenya,

1.7. Significance of the Study,

The findings of the study will benefit the third sector (NGOs, local organizations, CBOs, CSOs) local community and the government (ministry of health, education, local government, ministry of planning, and special program with development projects at regional and grass-root level. It provides a rich reference resource for learners, scholars and researchers. If adopted, the findings of this research will shape the project leadership in Kenya and the rest of the world. It will boost project success rate and sustainability through improved leadership and eventual poverty reduction in Siaya County, Kenya. The study findings provide alternative solutions to project leaders both, in the regional and local areas in Kenya. It will also serve academic and scholars who may be interested in future research on the subject.

1.8. Delimitation of the Study

The selected area of study (site) Siaya County is a home of so many NGO humanitarian projects. Hence data required for the study was easily extracted. The researcher come from the study area (Siaya, County), hence had a local language advantage; familiarity with the study area, less time was spent in movements in the field when collecting data.

1.9. Scope of the Study

The study focused on humanitarian projects implemented by the third sector in Siaya County, Kenya. Siaya County was selected as the study area since it had the highest number of humanitarian projects in the Lake side region in Kenya, but with very low economic growth and very high poverty rate, Carty (Sept.18, 2009). Rural Service Delivery and Ground breaking Research, reported Siaya County as among the poorest areas in Kenya, with most people living on less than a dollar a day. Thus, despite the high number of humanitarian

projects being implemented in Siaya County, Kenya but very little to show in terms of development (Achieng and Wellard, 1993).

The study was conducted in Siaya County among respondents sampled from the list of humanitarian project leaders and managers of the third sector (NGO) projects. The study sought to establish how socioeconomic environment, stakeholder engagement, local leadership and strategic management affect the success of humanitarian projects being implemented by the third sector in Siaya County, Kenya. The leaders of NGO projects were randomly selected as the study target group, because they formed part of the important study group and their opinion was key to the outcome of the study. The study also drew respondents from relevant NGO staffs, local CBOs, and FBOs working in partnership with major NGOs. The researcher used questionnaires consisting of mixed questions to collect data and analyzed using linear regression method. The data reported in figures and tables.

1.10. Research Gaps and General Analysis,

This study unraveled the knowledge gaps existing, facts and factors that had consistently inhibited the effective implementation resulting to dismal performance, failure or poor project success rate in Siaya County in Kenya. Thus, in order to break the successive decline in performance of humanitarian projects in the third sector that culminates to high poverty and human suffering. It was imperative that the third sector appropriately integrate and align socioeconomic environment factors (government policy and resources availability), stakeholder engagement, Local leadership and strategic management (staff motivation and staff empowerment) to spur performance (completion rate) of humanitarian projects in the third sector in Siaya County, Kenya. The project team competencies should be catapulted into high performance team (HPTs) to underscore all the project coordinating inputs and

deliverables to achieve maximum project success in line with the desired organization objectives or goals in the project thematic areas.

1.11. Operational Definitions

Local Leadership refers to the supervision / or direction by heads of development projects in local areas /community or selected area of study people from the local community. Thus to take advantage of the human resource power of the local community. It is the ability to mobilize local resources and community for the success of the NGO projects, in terms of high benefit generation to the community realized from quality leadership of local projects by the locals themselves.

Development implies to increase in production, economic growth and living standard, bread and dignity (UNDP, 1996).

Development project: Is short term income generating activities meant to increase production, living standard, alleviate poverty, curb diseases and make life better to the people in the project area.

A project is a temporary endeavor undertaken to create unique product/service.

Stakeholder is a person, group, institutions and organizations with an interest in an activity/ or project.

1.12 Summary

This chapter gave the introduction of the study. It also outlined the background information, statement of the problem, objectives of the study, research questions, significance of study, justification or purpose of the study, scope of the study, delimitation of the study, limitations of the study, assumption of the study and operational definitions. The next chapter deal with literature review related to the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents empirical review of literature pertinent to the study, alongside theoretical underpinning the concept under study followed by contextual perceptual review and conceptual framework.

It involves reviewing different literatures, books and journals relevant to the study title to establish knowledge and research gaps. It underscores what efforts have been made over time to improve Project Success, and more so of humanitarian projects in the third sector in Kenya and other developing worlds. The reviewed literature encompasses the effect of socioeconomic environment, stakeholder engagement, local leadership and Strategic management on success of humanitarian projects of the third sector in the developing worlds.

The term project success has been given considerable amount of attention in organizational management literature, both in relation to the third sector (NGO) projects, government and private entrepreneurs' business structure. The trend has been crosscutting, ranging from government, private, small to big organizations, applying same mode of leadership and management styles to achieve desired organizational goals. What varies is the level of application and styles organizations adopts, depending on the organization size besides external forces.

The researcher found out that while many studies have been done on factors affecting project success in Kenya, none had been done to establish how socioeconomic environment, stakeholder engagement, leadership of projects by local people(local leadership) and strategic management affect success (completion and beneficiary satisfaction) of humanitarian projects of the third sector (NGOs) in Kenya, especially how components of socioeconomic environment (government policy and resource availability), Stakeholder engagement, local leadership (motivating team member and empowering of team member) could cause a project success to shift upward or downward, where social, economic or environmental factors are aligned and integrated well. The researcher also found out that there was no record on what was specifically being done by the development agents to avert the low humanitarian project success (completion rate) of the third sector (NGOs) in Kenya and other developing worlds.

Furthermore, there was no research being done to assess how constructs of the study of IV affect the DV, success (completion) rate of NGO projects in Kenya. If any was being done by the third sector in the developing worlds to make humanitarian projects more successful to alleviate rampant and high poverty rate in most rural areas in Kenya and developing worlds.

This study was therefore the first research effort in this field to determine how the aligned and integrated factors such as socioeconomic environment, stakeholder engagement, local leadership and strategic management affect success of humanitarian projects in the third sectors in Kenya and developing worlds.

The literature relevant to this study of IV factors versus project success includes:

- (i) Books and articles discussing socioeconomic environment, consensus building, leadership and strategic management theories, leadership types, styles and behaviour, NGO project leadership and management within the wider sphere of international or global, national and contextual leadership theory and
- (ii) Journal articles and research papers, web on the IV factors that cause a change in project success (completion) rate shift upwards (increase) or shift downward (decrease).

2.2 Theoretical Framework,

The purpose of this paper was to develop theoretical framework that explains how socioeconomic environment, stakeholder engagement, local leadership and strategic management affects the success of humanitarian projects in the third sector.

The critical role of the third sector (NGOs) in accelerating the process of economic and social development is widely recognized for enhancing development in the developing worlds, where they have played increasingly important and catalytic role by ensuring the involvement of the grass root people. As Hossain, Dodge and Aded (1992) argued the generations of Non-Governmental Organizations (NGOs) that are functioning these days are ventured in institution building and transforming themselves from relief to integrated community development and the target group approach. Many NGO's, using the grass root experience began responding to the development needs of the poor and are promoting self-sustained social and economic development of the poor, effective people's participation, awareness creation to empower people, and building organizations at the grass root level to create sustainable growth through the implementation humanitarian projects and ensuring their success.

A humanitarian project, according to Marsden and Oakley (1990) is a mechanism, which bring together different interests and preoccupations to address particular issues and change particular circumstances. Humanitarian projects include interventions geared towards mitigating and alleviating human plights and suffering arising from natural disasters, poverty, human rights, education, health, securing livelihood, food security, children rights, women and the vulnerable people in the society to live normal live. The separation of the humanitarian project from the normal functioning of people's lives should be constantly borne in mind. Some would argue that a constantly evolving theme in the development process has been the attempt to create an even lighter fit between the realities of the beneficiaries and the imperatives of aid, Marsden and Oakley (1990).

For any meaningful gains and success to be realized by NGO project all over the world, all the factors contributing to the third sector project success including socioeconomic environment, stakeholder engagement, leadership and strategic management must be well aligned and integrated. The role of NGO leaders and the socioeconomic environment in which they impact on this role is equally important. Individual leaders play a central role in shaping the destiny of many the third sector, but their roles and effectiveness is partially determined by the socioeconomic environment in which they work (Keller & McLaren, 1996, Fowler, 1997, Smillie & Hailey, 2001, James et al, 2005). More to this, there have been worries about lack of leadership talents within the context of NGOs as a whole. It is projected that this leadership deficit will become a matter of urgency as the sector expands over the next twenty years. It is estimated that in US alone over a half-million new senior managers will have to be developed for leadership positions in the period of 2007-2026 (Hailey, 2006).

It is important to note that program (project) leadership and management follows five main domains as an approach namely: strategy alignment, program benefits management, program stakeholder management, program governance (leadership), and program cycle management (Mark.C.B, 2014). The five domains permeate everything a program leader is responsible for, to ensure that stakeholder expectations are clearly communicated to delivering benefits on time, within planned budget (cost), specification (scope and quality) and beneficiary satisfaction.

The attainment of the planned and expected outcome in the surest way is the surest way of accomplishing the promises made to all stakeholders involved in the humanitarian projects being implemented by the third sector including the county government and the direct beneficiaries. In view of this, Bamberger (2000) asserts that tangible and demonstrable results from the success of humanitarian projects of the third sector should be certain. However, the main concern is that even though some projects might have been successfully implemented, the target outcome may not have been achieved.

A recent paper by Astebro (2004) reports on a study of more than 500 R&D projects established that, four project characteristics were excellent predictors of a project's commercial success, namely: expected profitability, technological opportunity, development risk, and appropriability, meaning the degree to which the project is appropriate for the beneficiaries and the organization undertaking it.

The theoretical orientation of this study was based on the notion that effective alignment and integration of the conspiring factors, socioeconomic environment, consensus building, local leadership and strategic management contribute to either success or failure of the humanitarian projects executed by the third sector in the developing worlds. The theoretical framework for this study was based on five major theories of Community

participation and Project Success: ADKAR model pioneered by Jeff Hiatt, (2003), Theories of change by Carol Weiss (1995), Theory X and Y by Douglas McGregor (1960), deliberative democracy theory by the great philosophers John Rawls (1997), and Jurgen Habermas (1989) and Stakeholder theory by Freeman (1983).

The above theories were used in this study based their pertinence and appropriability in the study to explain how Socioeconomic environment, stakeholder engagement, Local leadership and strategic management cause a change in the success of humanitarian projects in the third sector. Consequently ADKAR model was used to explain how effective leadership and management of projects can integrate the goal oriented nature of the theory. Thus through change management teams by focusing on the pertinent activities that are directly linked to the goals it want to achieve (Jeff. H, 2003).

The application of Theories of change was adopted in the study because of its causality and outcome based nature. This made it very suitable in the study sense that it could explain how the factors (socioeconomic environment, consensus building, local leadership and strategic management)associated with project success cause a change in it ,why, how and what is the outcome. Why something will cause something else, (Carol .W, 1995). The theory of change depicts a causal package of activities plus assumptions that together are expected are sufficient to contribute to the intended results, Cartwright and Hardie (2012).

In a bid to explain how motivation which is an important component of leadership affect performance of staff and eventual project success. The study adopted Theory X and Theory Y which is at times referred to as a carrot and a stick model,(Douglas.M,1960).In 1960 ,Douglas McGregor formulated Theory X and Theory Y, which suggested two aspects of staff behavior at work. The negative behavior, he called Theory X and the positive behavior he called Theory Y. Douglas McGregor on keen analysis of the two theories

elucidated that Theory X technique encourages use of tight control and supervision, since employees are reluctant to organizational changes and thus not give room for innovation. Theory Y technique on the other hand encourages a lot of staff freedom and little supervision. It encourages a work environment that provides opportunities to employees to be innovative and self-direction. Besides decentralization of authority, teamwork and participative decision making in an organization. The application of carrot and a stick, work best achieve motivational purposes among the employees with negative behaviour and attitudes towards work explained in Theory X. If the employees accomplish target tasks or exceeds the target, they are rewarded (carrot) and if they fail to meet the target, they are penalized (a stick).

The fourth theory used in this study was deliberative theory, it was used to enunciate how leadership and socioeconomic environment factors like government policies and resources can be aligned and integrated to spur project success rate in the third sector. Its main weakness was inability to justify conflicts of values goals in an external source. The problem with deliberative democracy theory according Habermas (2000) is self-legislation, similarly to Rawls (1993), which state that in a democratic framework, nobody can follow a norm if he or she is not linked to it. Bureaucracy, though coordinates actions in instrumental terms, has necessarily to adapt, from the point of view of deliberative theory. In opposition to teleological domination, Habermas (1988) gives considerations to communicative development which emanates from the legalization of social relations and confronts this new sphere of socialization with expansion of bureaucracy. According to Habermas, they are not antagonist forces, but different. The first instantiates action geared towards understanding, which serves as a privileged framework for all individuals within a single context interweaved with life experiences, cultural norms and values. In contrast to the action oriented towards goals, which allows a strategic action based on individual interest, in the

communicative action, cooperation and solidarity bonds take priority, since actions are resolved through understanding to attain desired set goals.

The fifth theory used to concretize and expound the relationship between the study variable was stakeholder theory by Freeman (1983). The theory opines that the stakeholders' task is to protect and safeguard the interest of all the people with a stake in the project. The third sectors (NGOs) are seen as social entities, with responsibilities surpassing their fiduciary roles to stakeholders, project team and clients (Bowie, 1982). But the impact of stakeholders and stakeholder perspectives on success of projects lacks empirical assessment. The focus is partially on legitimacy: stakeholders are perceived to represent the interests of an assorted group of people, individuals, organization and government institutions which are in one way or the other linked to the project and implementing organization. In view of this the county government in which the project is implemented, has no right to spend or interfere with the third sector financial expenditure. But instead, should provide for the general welfare of the society besides a peaceful and friendly environment in which projects flourish, (Freeman, 1983).

The third sector has a network of relationships in which provide enabling environment for a social world in which caring has a primary significance (Freeman and Liedtka, 1992). This supports the Coase (1937) that view the government as a "nexus of contracts" both explicit and implicit, between similar stakeholder groups. Bowie (1991) developed a central position in which corporate responsibility obliges political government officials to solve part of the social while profit, consequent to their duties for the society's benefits. Classical theory posit as "strategic stakeholder synthesis" under which the third sector takes stakeholder values and interests into account before formulating its strategy. Freeman (1983) is pragmatic that from a philosophical perspective, there must be no absolute decision principle. The third

sector therefore, must accept to challenge each of its opinion in order to really take into its stakeholders' needs.

2.3 Empirical Review,

2.3.1. Empirical Literature Review,

The emphasis on project success came under serious criticism, that it under played or over looked the influence of external factors for example impact of organizational culture, organizational structure, socioeconomic environment, stakeholder engagement, leadership and others on success of projects. By 1970s researchers began to focus attentions on what leaders did in practice and how organizations shaped different leadership styles, how leaders adapted their public persona and leadership style to suit the situation they found themselves in or people whom they involved with (Mitzberg ,1998). By 1998s there was a growing demand for leaders who actively promoted organizational change. Besides the said virtues, competencies sort for in NGO leaders all over the world with ability to communicate vision or strategy, inspire teams, motivate individuals, and identify opportunities and initiate transformation. Leadership is about relationships, it is a dynamic process of mutual influence between leaders and followers.

The terms “leadership” and ‘management “are commonly used interchangeably, many theorists distinguish between them. Leaders provide strategic direction and inspiration, initiate change, encourage new learning and develop a distinct organizational culture, whereas Managers plan, implement and monitor on a more operational and administrative level (Hailey,2006).

The core issue to leadership success in realizing potential results such as project success relies on leadership traits, style and competencies. Early thinking about leadership was influenced by the belief that leadership was innate and that some individuals were born with certain traits that made them effective leaders. A lot of emphasis was put on personality and charisma of what came to be known as “heroic leaders”. None the less it has not been possible to identify and isolate a definitive list of leadership traits (Stogdill, 1974). Though a review of the research on leadership traits suggests that leaders should score high in such areas as ability (intelligence, relevant knowledge, verbal facility), sociability (participation, cooperativeness, popularity) and motivation (initiative and persistence). This research didn’t look at the link between socioeconomic environment, stakeholder engagement and success of humanitarian projects implemented by the third sector in the developing worlds.

In a recent research finding among NGO leaders in Uganda, has shown that leaders embrace a more participatory leadership style. Traditionally dominant leaders are increasingly sharing decision making process with their staff and encouraging amore participatory culture in their organization (James et al, 2005). Collective management and effective team work has been crucial to the success of such local NGO leaders and they all acknowledge the importance of their colleagues in their success. More-over, NGO leaders are said to have a chameleon like ability to play different roles and adopt different leadership styles (Hailey, 2006). This study gave more prominence to leadership, since it is the key factor that coordinates, align and integrates associated factors for effective implementation of interventions for the successful accomplishment of project goals.

Due to fast growing leadership needs, many international NGOs have created assessment tools that try to capture both hard and soft skills, for example International Federation of the Red Cross introduced an effective leadership inventory of seventy questions

to elicit and reinforce the leadership qualities, Save the children Alliance has established a set of leadership standards that apply to all levels of the organization, independent of function or country. The list of standards is self-measurable and designed to encourage learning and self-improvement. This depends on an individual leader to (create and communicate individual strategy) (Hailey, 2006).

In South Asia and Africa little research has been done on potential and capabilities of NGO in humanitarian projects through effective leadership. In Bangladesh, India and Pakistan, the research findings emphasized crucial role of individual leaders in the development and growth of these organizations (Hailey, 2006). This study never looked at how other key factors like socioeconomic environment, stakeholder engagement; local leadership and strategic management affect the performance (success) of humanitarian projects implemented by the third sector in the developing worlds.

2.3.2. Trends in Project Management and Leadership,

A lot of changes have occurred overtime in the area project management and development at large. Many new developments and interests in project management are being driven by fast changing global markets, technology, and education, (Jack.R.M, 2008). This is catapulted by the dynamic global competition thus exert pressure on prices, response times, and product or service innovation. Most organizations have adopted a management strategy referred as organization management by projects as a sure way to reliably achieve their desired goal.

The advent of mass computer and telecommunication technologies together with greater education are allowing organizations and companies to respond to these pressures,

pushing the boundaries of project management and leadership in regions where new tools are being developed for genre of projects that have never been considered before. The pressure for more products and services led to the initiation of more projects with faster life cycles, (Jack.R.M, 2009). As listed and explained below the modern trend in application of project and leadership.

2.3.2.1. Achieving Strategic Goals,

The greater pressure brought about my new developments and massive interests in project management has resulted into greater push to use projects to achieve more strategic goals, and filtering existing major projects to ensure that their objectives support the organization's strategy and mission.

2.3.2.2. Achieving Routine Goals,

There has been a major push to use project management and leadership to accomplish routine departmental tasks which would previously have been handled as a functional role. Since, the lower management has become aware that projects accomplish their objectives within their planned time, budget and scope. Organizations have established project selection add and omit committees to choose projects which most suit and fit in the organizations' selection criterion model, this due to scarce resources tradeoffs. Projects that do not have clear ties to the strategy and mission are terminated and their resources are redirected to those that do have clear ties to the strategy and mission of the organization.

2.3.2.3. Improving Project Effectiveness,

A lot of efforts are being made to improve the results of projects, project management and leadership, thus include both strategic and routine. One such important

effort is the invent of a formal project management office (PMO) which is currently used in many organizations, which is credited with the successful initiation and completion of projects throughout the organization. Another effort is the evaluation of an organization's project maturity "maturity" or skill and experience in managing projects.

2.3.3. Global Project Leadership Techniques and Application,

According to a study conducted by Kuponyi in Ajawa, Yoruba (Nigeria), it was established that local leadership is very important in spurring income growth in the community through projects (Kuponyi, 2008). Kuponyi further suggested that local leadership should act as a continuity factor in the execution of development projects between incumbent development interventionist and the successors (Kuponyi, 2008). The study further established that characteristics of a leader such as ability to motivate team member, empower team member, plan effectively, resolve disputes and conflicts and designation to build high performing team could be of significant effect to their performance and project success but it affirm it strongly. Moreover, the study established that leadership is not the preserve of a particular age or sex though men are the majority. Women are also found in the rank of leadership, though very few in numbers (Kuponyi, 2008).

Leadership is a major prerequisite to project success, sustainable development, rural education, participation and the development of productive partnerships between the third sector and rural community, and government. Proper alignment and integration other contributing factors such as socioeconomic environment and stakeholder engagement could also play a major role in the project success in the third sector in the developing worlds. Grass root communities and other co-actors with stake in poverty reduction are called to work

together. Globally several projects, have come up with leadership strategies meant to steer up development. For example an integrated development project in greater Mafkeng, South Africa. It came up with a participatory benevolent leadership style with an aim of coordinating a wide spectrum of social, economic and environmental projects in the area. Many organization running projects like, Participatory urban action plans in Somolu, Nigeria, Integrating the Youth in Kasserine city, Tunisia (to eradicate poverty and improve living standard, improve opportunity for training skills in the youth (Stogdill, 1974).

Naga City participatory planning Initiatives, Naga is the Philippine local governance model. It advocated for participation of key stakeholders like NGOs and government organs. Slum improvement project in Dhaka metropolitan city in Bangladesh was founded to address social and environmental problems affecting slum dwellers. SIP adopted participatory approach to improve the project area; it also worked on a component, micro credit program, which had been seen to be successful and most attractive. SIP achievements included increase in local people's income; it significantly raised level of awareness in health, significant reduction of diseases, empowered poor women through the savings and credit programme. Participatory development has also been supported by Jean Philippe, as an effective way of using aid absorption in countries to fight poverty, this in community based development approach (Jean, 2006). This to attract massive infusion of donor funds, to ensure effectiveness in poverty reduction. For the successful achievement of this objective, Jean pointed out intra-community competition for leadership as an important factor in aid absorption in poor countries (Jean, 2006).

Jean in his Journal *Disciplinary Local leaders in community Based Development* (Jean, 2006) pointed out ways of disciplining leaders to ensure proper use of donor funds, to

curb fraud rampant in most NGOs and government projects, as a way of increasing project success rate. Jean cited cases where traditional elites were frequently involved in tactical alliances with educated persons and politicians operating outside the local community interest to siphon funds meant for thematic projects. She further talked of witnessed cases of proliferation of national NGOs that were created at the initiative of educated unemployed individuals, politicians or state employees who are laid off; without a proper agenda. Such people see NGOs as the best means of procuring funds from the international organizations (Bebbigton, 1997).

Alnoor (2003) faulted NGO Evaluations that reward successes, while punishing failures “encouraging NGO to exaggerate success while discouraging them from revealing and closely scrutinizing their mistakes.” Such leadership practices cannot spur tangible income growth or results in the targeted projects. Local leaders have the responsibility for ongoing activities in a community project. Because they represent, understand the people, culture and are aware of community needs in many cases, Alnoor (2003),

More-over this reflects the impacts of leaders as a catalyst of participation. They gain influence over the local community achieved through their ability to organize and the closeness of their relationship with residents. For example, the most successful development projects under the Seamaul Udong Movement Programme in the republic of Korea were those where leadership was most able to mobilize participation. Those were charismatic leaders who inspire trust and confidence, and are well equipped to inculcate the belief that participation is necessary. The chairman of Mathare Village 2 in Nairobi was very effective and dynamic leader he made good contacts and actively participated in community work efforts and also had great personal integrity, Hailey (2006).

Several authors have pointed out that leadership is a key variable in up grading. Effective leadership is seen in, settlement, development projects and servicing. Leadership dictates resource allocation, for example to same class, ethnic group or to leaders themselves. This is typical to African leadership style where leaders amass much wealth at the expense of its subjects. In Uttar Pradesh in India, for example, wealthy village leaders are usually high – caste, Thukurs or Brahmins who capture the benefits of development programmes for themselves and their immediate followers. In Kenya, Mathare Valley, Nairobi local land lords monopolized development programmes which was assisted by the National Christian Council of Kenya and took advantage of the opportunities to develop open plot at the expense of the poorer groups within, Alnoor (2003).

2.3.4. Project Leadership in Africa

There is a major crisis of leadership in Africa. It has resulted to continued poverty for millions of men, women and children. This has been attributed to issues such as failure by leaders to, identify and address their personal strengths, and weaknesses. As leaders, to understand the challenges they face as participants in a rapidly changing globalizing society, and to lead by example in building the society. For this matter, Peter Reining (1998) came up with the principle of value-based leadership in 1998. It was focused on the power aimed to alleviate poverty by increasing production and services.

World Peace Foundation also reiterated that political leadership in Africa is weaker than it should be and need to be reinforced through leadership training and international exposure. It further asserts that future African leaders can lead from the examples of Asia, Europe and the Americas. Poor leadership has been the expressing norm in Africa for decades, (Robert, 2004).

The study carried out in Ideato in Nigeria on the role of leaders in community development programme revealed many things. The results revealed that women were not being given equal opportunity for leadership participation in community development initiatives like their male counterparts due to cultural barriers, lack of respect for women, domestic engagements and entrenched gender stereotypes. In general the study revealed many factors that hinders leaders from achieving better results in community development such as: incompatibility of government policies with community programmes, poor implementation of programmes, insufficient sources of funds for community development projects, gender bias, high cost of labour, lack of cooperation among stakeholders, unequal participation of stakeholders, scarcity and problems of land resource, poor monitoring and evaluation of projects, self-centredness of some local leaders, political instability, time required for community development efforts, illiteracy, Low education qualifications, negative effects of traditions and culture of people, lack of adequate communication infrastructure, disagreement between local leaders and the grassroots, women discrimination, religions crisis, large household sizes, lack of interest in community development programmes and adverse weather conditions (climate change effect), Hailey(2006).

Modernity has put emphasis on leadership qualities as being pragmatic, national and inspirational. Besides development of leaders who are characterized as being self-driven, knowledge based and responsive, and have clear vision and a firm personal value set (have greater sense of commitments), curiosity and ability to scan external environment, strong communication and interpersonal skills, have the ability to balance competing demands on their time and manage the pressures from a range of different stakeholders, socioeconomic environment and culture. A recent study of NGO projects and leaders in Sub-Saharan Africa

identified similar characteristics, the ability to balance the demands of different stakeholders including donors, local communities and extended families, a determination to lead, and willingness to embrace change (James, 2005).

To advance this knowledge gap theory, three capacity building organizations in Africa under CORAT Africa in Kenya, INTRAC in Malawi and Community Development Resource Network (CDRN) in Uganda interviewed 45 NGO leaders to find out their perspectives on leadership's, nature of leadership, change processes they had experienced and factors that had promoted and constrained change in their leadership behaviour in the past. This study didn't establish the effect socioeconomic environment, stakeholder engagement, staff motivation, staff empowerment on success of humanitarian projects in the third sector in the developing worlds.

According to a study conducted in Ideato, Nigeria, it established that women who attain leadership roles in NGOs and other sectors have had to develop specific coping strategies to deal with the cultural and social pressures they face. Despite all these, women face more challenges in performing leadership role, when a woman performs well she starts being labeled a 'man' (Kyakula Ssajja- she is manly) an expression commonly applied to women activist (James et al, 2005).

New research in women leadership in Africa has highlighted the pressure women face, feeling of inadequacy due to lack of leadership and management training, a feeling to over-perform to get promotion on to leadership positions. Reason for this is that, women have been traditionally socialized to see men as key decision makers from childhood starting with their fathers to brothers to their husbands. More-over women leaders in Africa face cultural

expectations as to their gender roles. But still women appear better leaders than men; they bring a mix of skills learnt at home and adopt a motherly comforting role in leadership hence more desirable, (Jean, 2006).

2.4.0. Contextual Review,

2.4.1. Project Leadership in Kenya

An examination of Kenya's development problems since 1980s reveals that the economic issues have often been subordinated by political dictates; the way politics is practiced affects economic development for the most part (NEPAD- Economic Recovery paper1). NEPAD, Africa's strategy for achieving sustainable development in the 21st century. It aimed to poverty alleviation and development within the context of Kenya's realities. It called for the reorientation of mindset of leaders in order to drive the development process forward and regenerate the continent. Kenyan leaders within public, private and NGOs must discard the "politics before the development"; this is the mindset that has characterized the style of leadership since 1980s. They should adopt a more accountable and responsible mindset (NEPAD – Economic Recovery Paper1).

NGOs have major flaws in which the main players are benevolent leadership management with officers appointed from anywhere and whose interests are not with the local people. Hence such project does not work for the interest of the local beneficiaries, does not trigger growth and success of the NGO projects they lead.

Project failures to trigger desirable results in NGOs in Kenya and parts of the world has been attributed to several issues, such as lack of leadership skills, lack of access to resources, lack of market, poor infrastructure, low education and status differences. More

over age, skills, technology information are major hurdles to the success of the NGO /CBO projects, (Levine, 1998).

Gender disparities, low levels of education, attainment by women coupled with retrogressive socio-cultural practices have resulted to low women participation and representation in project leadership and decision-making positions. The traditional gender roles over-burden the girl child eliminating her opportunities for social, education and economic development. For these reasons women in Kenya have come up with many organizations at grass root level in the form of CBOs, FBOs, NGOs and women groups, but they are not performing well. Besides many women at the local level, lack relevant training (formal and informal training in leadership) needed in NGO project leadership and management to enhance performances of projects implemented by NGOs, (Riddell et al 1995).

In looking at the management and leadership issues Clark (1991) reflects that NGOs are characteristically weak on management planning though reasons for such weaknesses are not stated. He continued his argument saying NGOs are prone to slow response resulting from cumbersome decision making, are susceptible to paralysis arising from power struggles between competing factions, and can evolve conflicting aims as different departments perceive a freedom to interpret their own role without reference to strongly defined over all mission. Although, adequate reasons that brought these weaknesses are not identified in detail, it is obvious to understand that these weaknesses are mainly related to the management and leadership practices of NGOs in respect to development projects, Clark (1991).

In Kenya and Africa as a continent, the third sector (NGOs) is involved in aid and humanitarian projects' implementation. The third sectors (NGOs) are voluntary non-profit organizations with altruistic and philanthropic motives. NGOs are perceived to be in a better position to reach the poor than the government or large financial institutions. NGOs are seen as having a more human face, are more capable of responding to emergencies, flexible, less bureaucratic, promoting work at grass root level and involve participation of local people. A number of NGOs have been formed in Kenya like most developing countries, from over 1,000 in the 1950s to over 30,000 to date, with most activities in rural areas. But poverty rate is still on the rise, project objective to achieve community self-reliance and increase in project completion, through employing various factors including improving the skills and abilities of project leaders have not yielded much. A humanitarian project is often an essential part of country's development plan. It is earned specifically to increase the capacity of the economy whether it is through structures, organization or methods (Price, 1995).

Over the last 30 years rural communities have witnessed a determined effort by governments and NGOs to improve their socio-economic welfare through the establishment of development projects. However, many of these projects fail to achieve self-reliance through capacity building, or to become financially sustainable of the simple fact that these projects were not community based or initiated, lacked local leadership (Galillee College Website, 2002). On the basis of this idea, it has been assumed that when the management and leadership involved the local community and the staffs in humanitarian and development project problems analysis and proposing potential solutions, the effectiveness of project implementation is far greater than when the initiative is undertaken by non-community sources.

Stating among the various reasons for increasing importance of NGOs in development issues of developing countries, Riddell et al (1995) argue that the growth in the number of such NGOs has been caused partly by the increase in official funding but, also to the changing, and increasing positive perception of the public. This has significantly increased their contributions to the NGOs' involvement in development and humanitarian projects. The other reason is that, the growth of NGOs have occurred as a result of the failure of official aid programs to reach down and assist the poor, and donor pressure on recipient governments to reduce their direct involvement in development projects, Siaya County and Kibera, Nairobi in Kenya a like, have the biggest number of NGO projects, that have been going on for the past ten years, but very little to show in terms of development. Poverty rate is still very high; most families live on below a dollar a day and cannot afford a mere two meals a day (Achieng' and Willard, 1993).

A study by Awuor (1987) examined the role of women in development projects' leadership in Siaya County. It established that women play major role in development at the community level. Achieng and Willard (1993) looked at agricultural and environmental projects work undertaken by government and NGOs in Siaya County. Its main aim was to locate and show where projects of each NGO were in Siaya County and their impact on the local people. This study revealed gaps and overlaps in the areas of operation. But it didn't bring out clearly how these projects were run, thus relationship between leadership and project completion rates, therefore justifying this study to be carried out.

2.5.0. The Effect of Independent Variables on Dependent Variable of the study,

2.5.1. Socioeconomic Environment and Success of Humanitarian Projects,

The term socioeconomic environment refers to all nations and its surrounding in which a project is executed and the project leader may interact with the government and its representative, (Jack.R.M, 2009). This with regardless to whether government controls the project or project controls the government in the country of operation. This has adverse implications on project performance and success in many ways.

The term environment refers to the set of pressures and forces surrounding an organization that have the potential to affect the way it operates and its ability to acquire scarce resources, (Gareth. R.J, 2013).The scarce resources include the raw materials, skilled man power, road network, electricity and water. This boils down to resource availability which is a major aspect of socioeconomic environment, which Gareth.R.J. (2013) opined that has a significant correlation with project success, he further expounded that most projects normally either because of lack of resources lack of raw materials and skilled man power or poor tradeoffs between the scarce resources. Therefore easy access to essential resources would definitely spur project completion rate and hence ultimate high success rates of projects within set time, budget, scope and beneficiary satisfaction, (Mark .C.B ,2014).The scarce resources include inputs and skilled employees required by an organization to produce goods and services by a project. This includes the information an organization require to improve its technology or decide on its competitive strategy and the support of outside stakeholders such as government, project client, beneficiaries, donors, banks and financial institutions and suppliers who sustain a project , Nixon (1987).

The socioeconomic environment is a very crucial factor in the effective implementation and increased completion rate of projects, since the forces in the environment including government policy and resources availability affects the ability of an organization to complete projects. Thus, the environment forces further more affect the organization's ability to secure the scarce resources including beneficiary taste and preferences, rapid changes in technology that might erode its competitive advantage, and an increase in price of essential inputs that raises operating costs. Therefore socioeconomic environment has far reaching ramification on project success, if unfavorable would definitely translate into project failure, if favorable then it would boost project success rate, Gareth.R.J. (2013).

The two concepts underpinning this discussion are government policy and resource availability, as the aspect of socioeconomic environment. So far have looked at how resources availability and associated factors can affect an organizational performance and eventual, effective initiation and success of the project in question. Now we shift the focus to government policy as the second aspect of socio-economic environment, to critically and analytically show case its effect on success of project. According to Jack. R. M. (2009), on the third sector projects, project managers and leaders can expect to deal with bureaucracy at several different levels (local, regional, regional, and national government functionaries).

Government policy is spelt in various ways, including rules and regulations, may result from ancient traditions restricts the consumption of certain products, alcoholic beverages in Islamic nations, no consumption of pork products in Israel. Government policy cascades across cutting edge, tax exemption, subsidies, non-tariffs to excise duty free on humanitarian projects' inputs that increase resources availability and therefore boost success of humanitarian projects, (PMI, 2009). Some government policies can be favorable while others

can be unfavorable, hence hinder effective implementation of projects in a given region. Government policies enhance the adoption of certain project selection models like sacred cow models, which are favoritists in nature and exclude the application of appropriate and rigorous evaluation, may heap all projects in a small section of a region as dictated by the leader, Gareth.R.J. (2013). This can deprive and deny other much deserving regions equity in development and hence culmination to adverse humanitarian plights, suffering and even death from hunger and controllable diseases.

2.5.2. Stakeholder Engagement and Success of Humanitarian projects,

Organizations exist because of their ability to create value and acceptable outcomes for various groups of stakeholders. In a wider sense, Freeman (1984), referred to Stakeholder as any group or individual who is affected by or can affect the achievement of an organization's objectives. In a narrow sense, Freeman (1983), described stakeholder as any identifiable group or individual on which organization is dependent for its continued survival. Since then, this definition has been expanded to include groups who have interest in the project regardless of the project's interest in them.

Gareth.R.J, (2013) referred to stakeholder as any group or individuals who have an interest, claim or stake in an organization's project and how well it performs. In a nutshell, stakeholders are motivated to participate in an organization if they get inducements that surpass the value of the contributions they are required to make. The inducements can be in form of rewards including money, power, and organizational status. While on stakeholders' contributions to organization's projects include the skill, knowledge, and expertise that organizations require for effective task or project performance. Gareth, further to outline two main groups of organizational stakeholders as inside stakeholders and outside

stakeholders. He described inside stakeholders as people who are closest to an organization and strongest or most direct claim on organizational resources: shareholders (donors), managers, and project team (work force). While outside stakeholders are people who don't have shares in the organization and non-employees, but they have some claim on or interest in the projects being implemented.

Stakeholders are a crucial element to the success of a project and span beyond project sponsor, executives, public/community, beneficiaries, resource suppliers, and government, (Mark.C.B, 2014). Therefore, project managers and leader must clearly identify and enunciate the stakeholders of the project besides ensuring that stakeholders clearly understand what the project scope is. Project leaders must always strive to align project expectations with program deliverables, otherwise the reverse will results to frustration and a loss of support for the support. Hence, communicating expectations in terms of features, functionality, schedule, cost and quality must be an ongoing dialogue validating that stakeholders clearly understand and what is proposed and how the project will meet needs, (Preston, L.E., & Sapienza, H.J., 1990).

Project leaders can't be inconsistent and illogical, or demonstrate lack of knowledge. They must adequately knowledgeable and fully aware of at all times of the statuses of the projects, efforts, and tasks. They must be able to participate at any level as challenges are brought to them by the project coordinators on the team, progress of the effort, technical challenges, financial issues, and resource concern, (Mark.C.B, 2014). The relationship between project leaders is deeply embedded in honesty, reliability, and trust ,which in turn influence stakeholder active involvement in project initiation and completion.

The main focus of stakeholder management is to maintain effective communications to ensure that the stakeholders benefit from the project, achieve satisfaction, and that expectations are managed. The four levels of stakeholder management are based on the interest level of the stakeholder and leverage that it has over the outcome. The lowest quadrant of monitor is used for stakeholders, who will be impacted by the project but do not have influence, and a minimal interest in the project. While on the same breath, project sponsor will have the highest interest and power over the project and the expectations must be adequately managed to ensure that the project meets their expectations and project success can be achieved.

Success of a project is measured against the completion of a project within a set time, budget, scope and level of satisfaction that is achieved. Project leaders need to communicate openly and honestly the success factors, the good and bad of the project regardless of the potential outcry from the stakeholder community, (Jack, R.M., 2009).The information must be instantiated into the context and balanced between fears of failure and the realities of issues encountered. This is because, a project leader full of all bad news or full of all good news, loses credibility with the stakeholders.

Stakeholders who are concerned about project success will look to the project leaders to instill confidence in the objectives since this motivate and increase their level of participation in the project. Besides boosted morale, project acceptance and ownership. Moreover, project team members will be more successful following someone leading the team who is confident in the approach. Project objectives, potential benefits, and technical approach, and evangelizes the solution will generate a following of stakeholders who begin to believe that success is achievable, (Mark. C. B, 2014).

While stakeholder engagement is touted as a significant factor in boosting the success of humanitarian projects in the third sector in the developing worlds, the theory of stakeholder has elicited a lot of debate among several scholars. Many scholars have criticized that the theory does not make clear who is a stakeholder and who is not. These scholars allude to the fact stakeholder theory focuses heavily on the importance of meeting needs of all stakeholders, but does not tell anyone who the stakeholders actually are or how to identify them, (Grunig, J. E. & Repper, F. C. 1992). It is upon this backdrop underscoring the uncertainty that so many different, yet similar, definitions of who and what a stakeholder is have escalated. It is therefore opined by different schools of thought that stakeholder management must move towards a “names and faces” orientation, with specific identification and communication with stakeholders, to curb rising cases of uncertainty and the anxiety of facing an infinite number of persons who interest in ,or affected by the organization’s projects, Dunham, L, Freeman, R. E., & Liedtka, J. (2001). More often than not, employees, beneficiaries, government, donors, and suppliers are those most commonly classified as stakeholders within an organization.

In a bid to identify and classify stakeholders, several scholars and theorists attempted to elucidate facts surrounding stake theory in different dimensions and perspectives. Freeman (1984), has attempted identify stakeholder using systematic criteria. However the focus has been on the attributes of the stakeholder to the organization and project. Consequently, some school criticized this model, stating that an organization should first attempt to identify all stakeholders before categorizing them by their attributes.

Harrison, J.S. and St. John, (1994), categorized stakeholders according to Freeman's original classification: stake in the organization and influence on behavior. Whereas Stake is divided into three parts: stakeholders, who have ownership in an organization, those who are economically independent on the organization, and those who are linked directly to an organization, but are interested to see the organization act socially responsible.

On the other hand, Savage, Nix, Whitehead and Blair (1994) considered two attributes for identifying who is a stakeholder: namely a claim and ability to influence. This brought into effect the concepts of legitimacy and power as important attributes for recognizing stakeholders. The stakeholders were broken down according to level of support to organizational projects. Thus supportive stakeholder and marginal stakeholder, whereas supportive stakeholder supports the actions and goals of the organization. Marginal stakeholder has a minimal stake in the organization and isn't very threatening. It is important to note that the mixed blessing stakeholder has a potential for cooperation and as a threat to the organization.

Mitchell, Agle, and Wood (1997), developed a more comprehensive model that included attributes of power and legitimacy, and added the attribute of urgency. By combining these attributes Mitchell et al were able to identify the dependent stakeholder which was missing from the Savage et al, model. The dependency of stakeholders on organizations as equally important as their influence over organizations in the context of social responsibility.

Stakeholders have power when they influence when they can influence other parties to make decision, the other party would have not made. Mitchell et al used Etzioni's categorization of power: coercive power, based on physical resources of force, violence or restraint, utilitarian power, based on material or financial resources, and normative power, based on symbolic resources. Legitimacy is determined by whether the stakeholder has legal, moral, or presumed claim that can influence the organization's behaviour, direction, process or outcome. Stakeholders are risk bearers who have invested some of capital, human, financial or something of value in an organization's project to achieve a desired strategic goal; Mitchell et al (1997). Urgency was added to address two conditions: when a relationship or claim is of a time sensitive nature and when that relationship or claim is important or critical to the stakeholder. In a nutshell, urgency aid an organization to respond to stakeholder claims in a timely manner. More-over, a combination of power and legitimacy is authority.

Level of involvement is measured by the extent to which stakeholders connect themselves personally with the project. These strategies will depend on whether stakeholders are supportive or non-supportive and active or inactive. Stakeholders can be divided into four groups by the adoption of communication strategy. The strategies should be developed based on the four groups: advocate stakeholders (active and supportive)- This group is willing to be involved in supportive actions such as third party endorsement, donations and attend functions, dormant stakeholders (inactive and supportive) – This group isn't ready to be involved in any supportive actions , adversarial stakeholders (active and non-supportive) - This group is defensive and full of excuses no practical support but passive, and apathetic stakeholders (inactive and non-supportive) – This group is on the fence not for or against the project but does not support any action for the project completion , (Plowman, K. D., Briggs, W. G., & Huang Y.H. 2001).

2.5.3. Local Leadership & Strategic Management and Success of Humanitarian Project,

The concept of project management and leadership is an iterative and interactive one. It is grounded on the premise on how leadership can create high performance teams (HTPs) that exceeds expectation in terms of goal achievement, and at the same time operate as collective, innovative, communication driven, and conflict-positive group, (Mark .C.B, 2014).

Project Management and Leadership are predominantly about creating successful dynamic teams. It focuses on two thematic areas: leadership which entails the styles, traits, and choices that a leader makes and how they work with stakeholders and team members, to set vision, objectives, and management plans to ensure that projects achieve the desired objectives. The second important aspect of project management leadership focus on how to bring project team members for a temporary time, to set aside their personal objectives and to work toward the Project Leader's vision. Besides leading a project to success, achieving the objectives, resolving stakeholder needs and minimizing project risks, (Nyagaka and Ajowi, 2013).

Leadership refers to the process of encouraging and helping others enthusiastically to strive towards achieving a desired objective. A leader is expressed as someone others choose to follow and support, someone who can get others to set their personal objectives a side to pursue a new goal contributing to a more common objective, (Hogan, Curphy, and Hogan, 1994). Leaders motivate and empower staff to identify and complete the work necessary to achieve the established outcome (project success). Teams led through effective leadership minimize risk, transition conflict from negative and unhealthy to positive and innovative, and

hence capable of exceeding expectations ,thus through open communications, and clear lines of responsibility,(Mark .C.B, 2014).

Leadership is the act of motivating and building of teams to achieve an established outcome by creating positive and a healthy environment, using communication channels, implementing conflict resolution strategies, team building ,and developing clear roles and responsibilities so that teams work more effectively together,(Mark .C.B, 2014).Project Management leadership is concerned more with driving leadership and application of management to help overcome the obstacles and challenges that an organization identifies in the delivery of a project. This involves solving individual problems besides working as a cohesive team to support organization achieve its objectives. It furthermore, focuses on how a leader achieves success with projects and assists the organization to achieve more consistent success, deliver projects more efficiently,increase overall quality ,enforce effective governance models, reduce costs and prices ,and subsequently increase productivity and profitability,(PMI,2013).

Project Management leadership focus more on adjusting personal working styles to different environments and cultures ,learning communication patterns ,motivating staff,training,retaining both employees and executives ,building governance models, and reengineering process approaches. Leadership and development of high performance teams (HTPs), have the key to success of projects. According to Admiral James B. Stockdale, Leadership must be based on good will; goodwill means obvious and wholehearted commitment to helping followers. People are tired of leaders they fear; tired of leaders they love, and tired of leaders who allow them to take liberty in them. What people need for

leaders, are men of the heart who are so helpful that they, in effect, do away with the need of their jobs and great leaders gain authority by giving it away.

Five styles of leadership were delineated by Steinheider, Bayerl and Weustewald(2006):autocratic, democratic, laissez –faire ,transformational and transactional leadership. Whereas democratic leadership is also referred to as participative leadership, is a type of leadership style in which members of the group take a more participative role in decision making process (Debruin, 2007).

While the style of leadership is a very important phenomenon to this study, the study was concretized on the two important and formidable aspect of leadership, accentuated on as: staff or team member motivation and team member empowerment. The two sub- independent variables were regressed against the dependent variable (success of humanitarian projects) implemented by the third sector in the developing worlds. The study looked at how motivation of staff through the adoption of Douglas McGregor’s Theory X and Theory Y Mounted on the Theory of a carrot and a stick can cause a significant change in staff performance and success of humanitarian projects in the selected study area. It went further to establish how staff empowerment through training by the leadership of the organization could exhibit salient relationship with project success.

According to PMI (2013),every area in project management and implementation cycle and process require a unique set of skills, talents, and in-depth working knowledge of the organization ,technology, drive innovation, ability to minimize project risks, resolve conflicts in healthy ways, and demonstrate a level of confidence ,vision, and the successful outcome, all are dependent on staff training. Staff training could tilt project success either downward or upward depending on the application of skills acquired and expertise level of

the staff. In this study, Local leadership was used to explain how employing people from the local community from which the projects are being implemented impact differently on success of humanitarian projects in comparison to projects under the leadership of people from outside the local community and ethnicity.

Motivation which is a formidable aspect of leadership is also seen as a crucial determinant ingredient in the success of humanitarian projects. Herzberg, posit motivation as a state of positive satisfaction arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth. Abraham Maslow's theory of motivation linked the feelings, attitudes, and their connection with industrial mental health. His findings have had considerable theoretical and practical, influence on attitudes towards administration. Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work,(Northouse,2013).This theory didn't state how worker motivation (satisfaction) influence worker's performance and eventual project success. This study adopted Douglas McGregor's Theory X and Theory Y of motivation to establish how staff motivation affect the success of humanitarian projects or at best, if there is a correlation between project team member motivation and success of humanitarian projects which were being implemented by the third sector in Siaya County, Kenya.

In a bid to explain how motivation which is an important aspect of leadership affect performance of staff and eventual project success in the third sector. The study adopted Theory X and Theory Y which is at times referred to as a carrot and a stick model,(Douglas.M,1960).In 1960 ,Douglas McGregor formulated Theory X and Theory Y, which suggested two aspects of staff behavior at work. The negative behavior, he called

Theory X and the positive behavior he called Theory Y. Douglas McGregor on keen analysis of the two theories elucidated that Theory X technique encourages use of tight control and supervision, since employees are reluctant to organizational changes and thus not give room for innovation. Theory Y technique on the other hand encourages a lot of staff freedom and little supervision. It encourages a work environment that provides opportunities to employees to be innovative and self-direction. Besides decentralization of authority, teamwork and participative decision making in an organization. The application of carrot and a stick, work best achieve motivational purposes among the employees with negative behavior and attitudes explained in Theory X. If the employees accomplish target tasks or exceeds the target, they are rewarded (carrot) and if they fail to meet the target, they are penalized (a stick).

2.6.0. Operational definition of variables

This is the art of operationalizing or operationally defining a concept to make it measurable. It is done by looking at the behavioral dimensions, indicators, facts or properties denoted by the concept. These are then translated into observable and measurable elements so as to develop on index of the concept.

Measures can be objective or subjective. A subjective measure is based on opinion i.e. staff satisfaction measured by perception. Objective measures is based on the numbers accrued i.e., successful projects would be measured in the number of completed projects in use by the community and number of beneficiaries satisfied by the completed projects, thus considered objective.

2.7.0. Conceptual Framework,

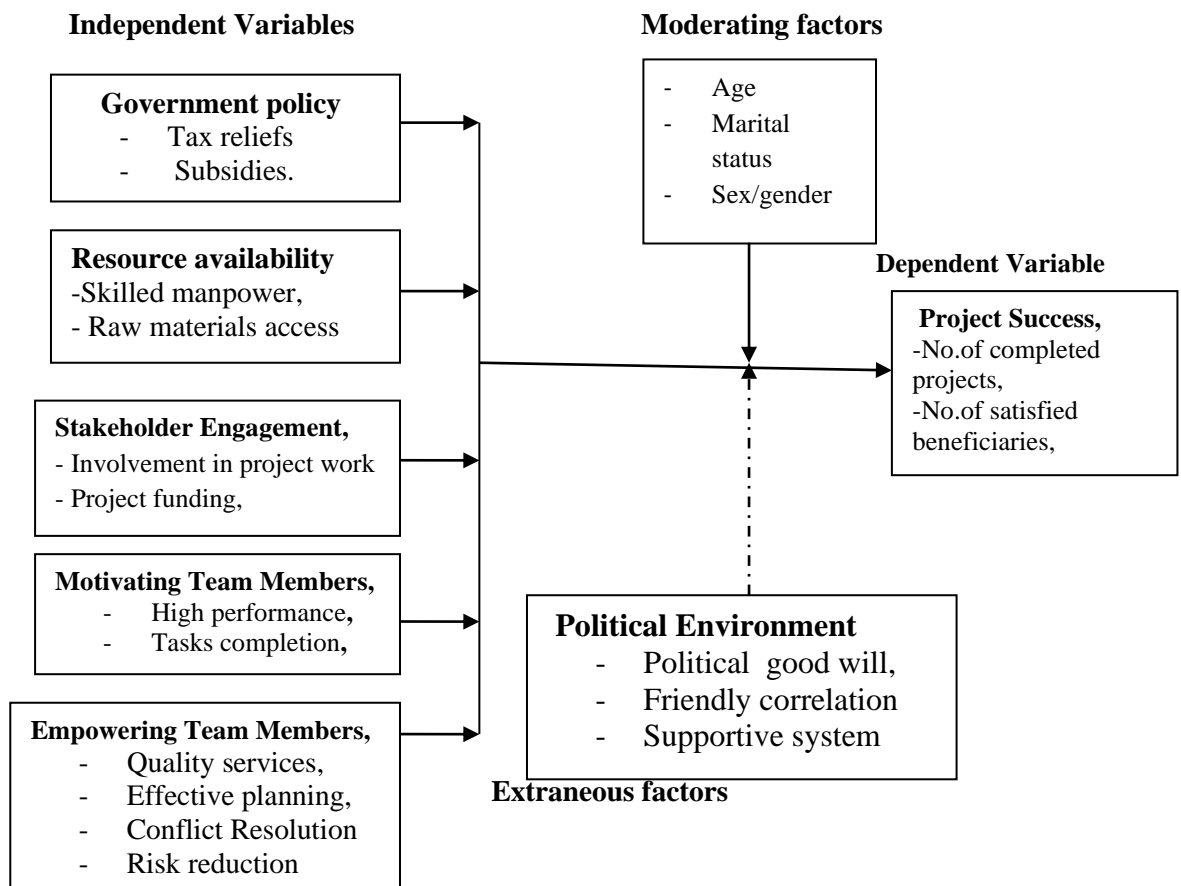
The study sought to establish how key variables: Socioeconomic environment (government policy and Resource availability), Stakeholder engagement, local leadership and Strategic Management (Motivating Team Member and Empowering Team Member) affect or cause a change in success of humanitarian projects in the third sector in Siaya County, Kenya. An investigation was conducted to establish if there exist a relationship between socioeconomic environment, Stakeholder engagement, local leadership & Strategic management and the success of humanitarian projects in the third sector in Siaya County, Kenya.

The independent variables expected to cause or explain a change in the dependent variable were the socioeconomic environment (government policy and resource availability), Stakeholder engagement, Local leadership and Strategic Management (Motivating Team Members and Empowering Team Members). The dependent variable in this case was the number of completed projects within the planned time, budget, scope, in use and number of satisfied beneficiaries. The underlying assumption was that, socioeconomic environment (favorable government policies and Resource availability), Stakeholder Engagement (High Stakeholder Involvement), Local leadership and Strategic Management (Motivating Team Members and Empowering Team) would result to success (high completion rate) of humanitarian projects by the third sector in the developing worlds. Favourable and unfavourable government policies had varied effect on success of humanitarian projects in the third sector. Tax wavers on NGO related materials led to completion of many NGO projects. Government subsidies like free training and institutional capacity building to project leaders resulted to leaders' competence and completion of many NGO projects under CBOs.

Personal factors sex, age, and marital status, also had significant influence on the NGO project success (project completion rate).

The relationship between the independent variables, the dependent variable, moderating variables and control extraneous variable was introduced to explain the relationship between IV and DV; it is further reflected in the conceptual framework shown below in figure 2.7.A.

Figure 2.7.A. Conceptual framework



2.8.0. Chapter Summary

This chapter reviewed various literatures and journals relevant to the area of the study. It also outlined the background information, theoretical frame work, analyzed research findings for justification of the study and outlined conceptual framework, it discussed what efforts have been made to improve success(completion rates) in the third sector (NGOs) in the developing worlds(Siaya County, Kenya in our case).

From the numerous literatures and journals reviewed in this chapter, much effort has been made to improve performance and success rate of humanitarian projects in Kenya. The study looked at key study variables, socioeconomic environment (government policy and resource availability), Stakeholder engagement (involvement in direct project work and funding), Local leadership and Strategic Management (Motivating Team Members and Empowering Team Members) affect or impact on the success of humanitarian projects by the third sector in the developing worlds. This, besides how by effectively aligning and integrating conspiring factors, socioeconomic environment and stakeholder engagement in project life cycle management and leadership tilt project success rate to which direction(upward and downward).

The next chapter outlines research methods used to collect, analyze and present data for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

To fill the study gaps that usually exist in chapter two (secondary data source) ,it was imperative that we integrated the primary data collection approach which entails the extraction of reliable and valid data from the field, be analyzed and presented. Therefore this chapter covers the research design & scope, target population, sampling size and frame, data collection techniques and development of research instrument (validity and reliability) and data analysis method.

3.2 Research Paradigm

The term paradigm originated from the Greek, the word “paradeima” meaning a “pattern”. This term was first used by Thomas, K, (1962) describe a conceptual framework which was later shared by a group of scientists as a convenient model for examining problems and finding solutions in research work. Bryman, Bell and Yue (2010), citing Bryman (1988), asserts that paradigm is “a cluster of beliefs and dictates which for scientists in a particular discipline, influence what should be studied, how research should be done, and how results should be interpreted”

A research paradigm directs and assists articulate theories already established, as well as choice of research design, methods of data collection, analysis and the interpretations of research findings (Mertens, 2005).It is the choice of paradigm that sets down the intent, motivation and expectations for the research (Johnson and Onwuegbuzie, 2004).There exist

very many paradigms in research include positivist or post-positivist, Interpretivist or Constructivist, emancipatory or transformative, realism or pragmatism(Mackenzie & Sally,2006).These research paradigms are guided by diversity in their ontological, epistemological, methodological and axiological underpinnings.

Positivism is based on rationalistic, euphemistic and empiricist research philosophy reflecting a deterministic approach, where causes determine effects (Mertens, 2005).Positivist test theory and describe phenomena through observation or measurement. Positivism was replaced with post-positivism which believes in multiple realities, and both are commonly to quantitative method of data collection and analysis (Creswell & Plano, 2011).Constructivists, on the other hand, views research as a world of human experience and that reality is socially constructed. In this context, the research relies upon participant's views of the phenomenon under study. Constructivist researcher is most likely to rely on qualitative method of data collection and analysis, sometimes a combination of qualitative and quantitative methods (Mackenzie & Sally, 2006).Emancipatory or transformative paradigm emanated due to dissatisfaction with dominant research paradigms of positivists and constructivists (Mertens, 2005).Hence emancipatory researchers utilize quantitative and qualitative data collection and analysis methods in the same way as in interpretivists or constructivist allowing them for an understanding of greater diversity of values and positions (Mackenzie & Sally,2006).

Pragmatism is not committed to any system of reality or philosophy. Pragmatists focus on what and how with regard to research problem (Creswell, 2012). Comparatively, Mackenzie & Knipe (2006) asserts that pragmatists take the research problem as central, data collection and analysis chosen as those likely to provide greater insight into question with no philosophical loyalty to any alternative paradigm. While positivism is concerned with a

single reality and interpretivism multiple realities, while pragmatism is concerned with multiple perceptions of a single reality (Krauss, 2000). More-over, it is important to note that pragmatists are value laden as opposed to positivism that is value free. As such pragmatists or realists observe empirical domain by discovering it through a mixture of theoretical reasoning and experimentation, naming and describing generative mechanisms that drives actions and events.

This study was grounded on pragmatic (realist) paradigm. Pragmatic paradigm was chosen for this study because it allowed the researcher to be free of mental and practical constraints and that at times is a big challenge when considering dichotomy between positivism and constructivism (Creswell & Clarkwell, 2011). Epistemologically, pragmatism allowed the researcher to decide how to interact with research: ontologically, pragmatism offered a middle ground providing for a balance between fixed nature in construction of reality as advocated by positivism, constructivism and emancipatory paradigms in qualitative designs. Comparatively from the axiological view, John & Onwuegbuzie (2004) concurred that pragmatism offers the value free with no research biasedness, and balance between quantitative and qualitative research. Similarly, Creswell (2012) asserts that pragmatists are of the view that measurable worlds relate to an existing reality, with encompassing objectives, some subjective and sometimes a mixture of the two. Methodologically, pragmatism balances between deductive and inductive logic as postulated by Tashakkori and Creswell (2007), unlike positivism and post – positivism that is guided by deductive logic only (Bryman et al, 2010), which would have been a limitation to the researcher in this study. While emancipatory paradigm advocates for the disadvantaged people which is not only the focus of this study, but the study targeted the local people, third sector, humanitarian project leaders and key project stakeholders in Siaya County.

3.3. Research Design

A research design provides a framework for collecting and analyzing data. A choice of portrays decisions about the priority being given to arrange of dimensions of research process (Bryman et al, 2010).This include data collection methods, data analysis methods, interpretation and presentation of the analyzed data (Sunders,Lewis,and Thornhill,2009).This study adopted mixed method research approach utilizing both quantitative and qualitative of data collection and analysis. Mixed method approach involves the gathering both numeric information using questionnaires as well as text information using interviews so that the final database represents both quantitative and qualitative information(Cresswell,2003).According to Johnson and Onwuegbuzie,2004),mixed method approach offered a bridge and a continuum by using quantitative methods to measure some aspects of the phenomenon under study and qualitative methods for measuring information which are subjective in nature. The mixed method approach provided for complementarity, completeness, expansion, corroboration/confirmation, compensation, and diversity in data collection and interpretation.

The study was modeled on a survey and quantitative research design amongst others. The Survey is a method of collecting detailed information relating to representative groups. One great advantage of survey design was that, it was a post- facto design. Meaning that, it did not manipulate the findings, (Ahuja, 2001).A survey study was conducted among the sampled projects of the target population. The survey was conducted to collect primary data from a population in order to determine the current status of that population with respect five variables, (Mugenda and Mugenda, 1999). The survey research design helped the researcher describe data and characteristics of the phenomenon being studied and answer the questions, who, what, where, when, and how (Cresswell, 2012).

Correlation research design allowed for the measurement of two or more variables and allow for the determination of the extent to which values for the variables are related (Mertens, 2005). While descriptive research design helped the researcher identify predictive relationships by use of both correlations and regression models, hence survey, descriptive and correlation research designs were found to be suitable for this study. The mixed method approach allowed for the use of both of qualitative and quantitative data analysis. Similarly, (Cresswell, 2012), states that mixed method approach provides for flexibility where the researcher can use descriptive and inferential data analysis.

3.4. Research Location

The study area was Siaya County. Siaya County is one of the counties in the former Nyanza Province in the South West part of Kenya. It is bordered by Busia County to the North, Kakamega County and Vihiga County to the North East and Kisumu County to the South East and shares a border with Homa Bay County to the South. Siaya County covers an area of 2,496 km² and had a population of 993,183 people by March' 2019.

3.5 Target Population

The target population of this study was 1000 humanitarian projects in the third sector (NGOs) in Siaya County, Kenya. An appropriate sample was drawn for study from the target population for study. The focus was on the project leaders or managers to respond to study questions on their respective projects performance. Siaya County was selected as the study site, because it had the highest number of humanitarian projects while project success rate was still very low and poverty rate was very high at 70% (Achieng. R.C and Wellard (1992).

3.6 Sampling Method,

The sampling method used in this study was a simple random sampling; the projects to be studied were randomly selected from a list of projects run by the third sector (NGOs) in Siaya County, Kenya. Survey research method was used to collect data from the field. Because Survey is a post-facto design hence the most suitable design, because it did not manipulate the findings.

3.7 The Sample Size.

Sample size refers to the number of observations that constitute a sample. Sample size is denoted by **n**, a positive integer (natural number), larger sample size leads to increased precision in estimates of various properties of the population, hence results become less accurate. More over the larger the sample size, the more the answers reflect the population (**N**).

To derive the sample size, the study adopted Yamane (1967)) formula,

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

Where **n** represent the sample size; **N**- represents the population size and e- represents precision level (sampling error). Glenn, I (1992) proposed the use of the formula in calculating the sample sizes for social research. The study target population was 1000 humanitarian projects in Siaya County. Therefore, sample size (n) was?

Where N = 1000, at 95% confidence level and P = .5 (e = 0.05) $n=N/\{1+N(e)^2\} = 1000/\{1+1000(.05)^2\} = 285.7 = 286$ projects (n=286).

3.8 Sampling Frame

The sample frame was determined by the target population size. Sample frame or survey frame refers to the actual set of units from which a sample has been drawn: In the case of a simple random sample, all units from the sampling frame have equal chances to be drawn and to occur in the sample. The sampling frame should coincide with the population of interests.

In our case the sampling frame include all the humanitarian projects being implemented by the third sector (NGO), headed by local leaders and experts from outside working in Siaya County (Kenya). The projects were identified and listed in three categories. The sampling frame consisted of respondents drawn from NGO projects (solely run by NGOs), CBO projects in partnership with NGOs and FBO projects in partnership with NGOs in Siaya County.

3.9. Sampling Procedure

The sampling method used in this study was a simple random sampling. Desired project samples to be studied were randomly selected from a list of target project population in Siaya County.

The unit of analysis in this case, was humanitarian projects implemented by the third sector (NGOs) in Siaya County from which data was collected for analysis. The data collected from the sampled NGO projects and aggregates was used to describe the relationship between Socio-economic environment, Consensus building, leadership Strategic Management and success of humanitarian projects in the third sector in Siaya county, Kenya.

3.10. Methods of Data Collection

The main data collection techniques that were employed in this study were: survey technique (a survey questionnaire), face to face interview guides, and in-depth interviews, self-administered questionnaires and FGD to collect data from the field. The source of the data was primary and secondary data. The methodology of data collection was individual face to face, in-depth interviews and self-administered questionnaires. The sampled humanitarian projects' leaders were the selected as respondents to be interviewed.

3.11. Research Instrument

The research tool used in the study was a semi-structured questionnaire. Both open and close ended questions were used to extract primary data from the field (original source). In primary data collection, a close and open-ended semi - structured questionnaires was used to extract data from the respondents. The instrument measured how Independent variables cause a change in the dependent variable in the study area. The data collection instrument was tested for validity and reliability before use.

3.11.1. Instrument Validity

To ensure that the tool (questionnaire) measured what it was intended to measure, the researcher conducted a pilot study to test the validity of the tool, to determine its appropriateness. The questions in the questionnaire were reviewed to determine to what extent it was related to the variable. Prior to pre-testing, the researcher sought expert judgment (opinion) on the representativeness and suitability of the items. Suggestions for improvement were made with regards to pertinent amendments order. For construct validity, the researcher attained it through operationalization of the research variables. The researcher ensured that operationalization through translation depicts the true meaning of the constructs.

Kothari (2004) postulates that construct validity is how the researcher translates or transforms a concept of an idea into function and operating reality.

To ensure content validity, the researcher provided theoretical definitions of the variables and selected indicators that cover the domain and dimensions of each of the research variables.

Criterion validity was achieved by use of a suitable sampling method that allowed for good measurements of the variables as well allow for generalization and transferability. The use of correlation was helpful to ensure criterion validity through establishing the causal relationship of variables.

3.11.2 Instrument Reliability

Instrument reliability was achieved by use of the split half parallel form technique, where questionnaire of 28 items were split into odd numbered questions 14 and even numbered questions 14 administered to the pilot group. The scores then correlated to estimate reliability. The results of the first and the second test were correlated with an aid of Statistical Package for Social Sciences (SPSS). The reliability coefficient was found to be close to 0.81, which meant that such a tool, instrument had a good reliability. This to ensure that the questions clear and easily understood across the board, hence the tool was consistent.

3.12. Methods of Data Analysis

The study collected and analyzed both qualitative and quantitative data. Qualitative data was analyzed using Thematic Analysis, whereas descriptive statistics and multiple regression analysis were used to analyze quantitative data. Descriptive statistics was used to assess the factors affecting success of humanitarian projects in the third sector. The factors included socioeconomic environment (government policy and resource availability), stakeholder engagement, local leadership and strategic management. In this regard, measure of central tendency such as mean (M) and standard deviation (SD) were applied. The data got from the focus group discussion with project staff was used to triangulate the data obtained from face to face, in depth interviews and self-administered survey questionnaires to humanitarian project managers and leaders in the third sector (NGOs).

The data collected was analyzed using descriptive quantitative and qualitative techniques and presented in table, bar graph, frequencies, pie charts and percentage forms. The descriptive analysis (ANOVA, Co Variation, mean, standard deviation-test, Chi-square) was used to test for each variable in the objectives. Descriptive statistics was used to analyze the data because of its ability to use sample information to explain abstraction of population “phenomena”. It brought out the association or relationship between the study variables. Since descriptive research design attempts to “infer”, “predict”, find “cause-and-effect”, “influence”, and “relationship”. Data was analyzed at 95% degree of confidence and .05 level of significance as the maximum value of the probability of rejecting the null hypothesis when it is true. The statistics derived mean, standard deviation and variance.

Data was keyed into the computer using a statistical package for social scientist (SPSS) and Excel. This was done after open - ended questions had been coded (assigned

codes).SPSS and excel were used to present data via frequency distribution, pie-charts and tables in the form of descriptive statistics

3.12.1. Descriptive Data Analysis,

Descriptive analysis was used to analyze non-parametric data, thus by use of central tendency and measures of dispersion. The arithmetic mean is the measure of central tendency while standard deviation is the measure of dispersion. Due to relative homogeneity, groups guided by common organizational vision and implemented through a uniform strategy approach of uniform activities, the finite research population expected to be normally distributed data was expected cluster around statistical averages. Data was therefore measured to assess if it had strong or weak central tendency.

3.12.2. Inferential Statistics,

Data was analyzed according to indicators as summarized in the table 3.12.2A below,

Table 3.12.2A.Variables and Indicators

Variables	Indicators
Dependent	Project Success
Independent	No. of completed projects,
1. Socioeconomic Environment	Government policy(X1) Tax free, subsidies
	Resource Availability(X2) cheap inputs, skilled labour
2. Stakeholder Engagement	Stakeholder Involvement(X3) direct work, material support
3. Leadership & Strategic Management	Staff Motivation (X4) No.of tasks completed on time, Staff empowerment(X5) Quality services, less conflicts, Time management, efficiency

3.12.3. Regression Data Analysis

To establish the relationship that existed between the independent variables: socioeconomic environment (government policy and Resource availability), Stakeholder engagement, local leadership and strategic management (Staff motivation and Staff empowerment) and dependent variable, the researcher used a general multiple regression to test the variables. The researcher selected regression for the analysis because the relationship between success of the humanitarian projects and five variables (Independent variables) were categorical in nature. In our case here, since we are dealing with more than two independent variables, the analysis concerning relationship is referred to as multiple correlation and the equation describing such relationship as multiple regression equation.

The regression equation below:

$$Y_i = a_i + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Where **Y** is the dependent variable and **X_{1-i}** are the independent variables, **a** is regression coefficient and **b** is a constant value.

Whereas in practical sense and in this study case,

Y = The success of humanitarian projects, measured by a likert scale of **1-5**,

Whereas, 1- strongly disagree and 5- strongly agree.

1-5: Y₁ is the unit of project success due to government policy

Y₂ is the unit of project success due to resource availability,

Y₃ is the unit of project success due to stockholder engagement,

Y₄ is the unit of project success due to staff motivation,

Y5 is the unit of project success due to staff empowerment

a = Level or rate of project success when the influencing factors: socioeconomic environment, stakeholder engagement, local leadership and strategic management are unchanged (a_1 - a_5).

a_1 is the rate of project success when government policy is unchanged,

a_2 is the rate of project success when resource availability is unchanged,

a_3 is the rate of project success when stakeholder engagement is unchanged

a_4 is the rate of project success when staff motivation is unchanged,

a_5 is the rate of project success when staff empowerment is unchanged,

b_i is the coefficients of the predictor (being socioeconomic environment- government policy and resource availability, stakeholder engagement, local leadership and strategic management- staff motivation and staff empowerment):

b_1 is the unit change in project success due to change in government policy,

b_2 is the unit change in project success due to change in resource availability,

b_3 is the unit change in project success due to change in stakeholder engagement,

b_4 is the unit change in project success due to change in staff motivation,

b_5 is the unit change in project success due to change in staff empowerment,

X_i = Independent (explanatory) variables (X_1 - X_5)

X_1 = Change in government policy explaining unit change in project success

X_2 = Change in resource availability explaining unit change in project success

X_3 = Change in stakeholder engagement explaining unit change in project success,

X_4 = Change in staff motivation explaining unit change in project success,

X_5 = Change in staff empowerment explaining unit change in project success.

e_i = margin of error,

e_1 = unit change in project success not explained by unit of change in government policy,

e_2 = unit change in project success not explained by unit of change in resource availability,

e_3 = unit change in project success not explained by unit of change in stakeholder engagement,

e_4 = unit of change in project success not explained by unit of change in staff motivation,

e_5 = unit of change in project success not explained by unit of change in staff empowerment,

A partial regression coefficient represents the change in dependent variable, due to one unit change in independent variable; e is the margin error term.

3.12.4. Qualitative Data Analysis,

The qualitative data obtained from open ended questions in the fourth and fifth objectives was analyzed by use of Thematic Analysis. It involved categorizing generated answers into outstanding themes and reported in narrative forms. The qualitative data was used to compliment the information obtained from analyzed documents.

Table 3.12. 4A. summary of analysis of the variables and related objectives

Objectives	Type of Analysis
<p>Objective 1. To establish how government policy affect success of humanitarian projects in the third sector in Siaya County Kenya.</p>	<p>Descriptive Co Variation (mean, standard deviation) Regression analysis</p>
<p>Objective 2. To examine how resource availability affect success of humanitarian projects in the third sector in Siaya County, Kenya.</p>	<p>Descriptive Co Variation (mean, standard deviation) Regression Analysis</p>
<p>Objective 3. To assess the effect of stakeholder engagement on success of humanitarian projects in the third sector in Siaya County, Kenya.</p>	<p>Descriptive Co Variation (mean, standard deviation) Regression Analysis</p>
<p>Objective 4. To determine the effect of motivating team members on success of humanitarian projects in the third sector in Siaya County, Kenya</p>	<p>Descriptive Co Variation (mean, standard deviation) Regression Analysis</p>
<p>Objective 5. To establish how empowering team member affect success of humanitarian projects in the third sector in Siaya County, Kenya.</p>	<p>Descriptive Co Variation (mean, standard deviation) Regression Analysis</p>

Co Variation descriptive method was used in the study to analyze each objective to answer the research questions. The choice was based on its ability to explain why a change in one variable was attributed to the causes of another variable (Kelley, 1973).

This technique requires that the researcher observe the behavior of the variables under study over several occasions to acquire useful data. Main weakness of this method of analysis was lack of distinction between intentional and unintentional behavior, between reason and cause explanations (Malle, 1999). For instant, during this study the researcher

came across local leaders of NGO projects in Siaya County without training or basic motivation but with very good results in terms of the number of successful (completed) projects. Under such circumstances explanation between reasons and causes may not be easy. Lack of training and motivation among these leaders may not be intentional. Secondly; the distinction between subjective and rational reasoning as important factors acting on attributions of behavior may be not accounted for by the Co variation model or method. Serious focus should be put on variables under study, more emphasis put on Co Variation (mean and standard deviation) to overcome the weaknesses by reducing error margin.

3.13 Ethical Considerations,

It is very essential to consider the ethical implications of the study work. After explaining the purpose and objective of the visit to the relevant authorities, before engaging the respondents, informal consent to participate in this study was obtained the respondents. The researcher first sought for a research authorization from all the pertinent authorities including the National Council for Science, Technology and Innovation. Copy of research authorization was given to the County Director of Education (MOE) Siaya County and the Siaya County government. The researcher considered adherence to basic individual, group and government ethics. Confidentiality and privacy of information collected was communicated and assured to the respondents before the start of interviewing process.

3.14. Operationalization of Study Variables,

This section provides an operational explanation of the variables as used in the study. The variables to be studied included as independent variables (Socioeconomic environment- government policy and resource availability, stakeholder engagement, local leadership and strategic management- staff motivation and staff empowerment), dependent variable (success of humanitarian projects in the third sector), and moderating variables(age, gender/sex and marital status of project leaders) and extraneous factors were also introduced in the study to see how the affect the dependent variable (project success) of the third sector (NGOs) projects. Table 3.14A below, gives a summary of the operational definition of variables

which include their respective indicators, measurements, and types of statistical and tool of analysis.

Table 3.14.A. Operationalization of study variables,

Variables	Instrument used	Indicators	Measurement Scale
A. <u>Independent Variables</u>			
1. Government policy	Project leaders' questionnaires	<ul style="list-style-type: none"> • Tax free inputs • Subsidies • Duty free inputs 	<ul style="list-style-type: none"> • Ordinal • Nominal • Interval
2. Resource availability	Project leaders' questionnaires	<ul style="list-style-type: none"> • Cheap raw materials, • Cheap unskilled labor • Cheap skilled personnel • Land for expansion 	<ul style="list-style-type: none"> • Nominal • Ordinal • Interval
3. Stakeholder engagement (Level of involvement)	Project leaders' questionnaires	<ul style="list-style-type: none"> • Working in project • Material support, • Project acceptance • Project ownership 	<ul style="list-style-type: none"> • Nominal • Interval
4. Motivating Team Members (Staff Motivation)	Project leaders' and staff questionnaires, FGD guide	<ul style="list-style-type: none"> • No. of tasks completed on time, • Punctuality at work, • Job satisfaction 	<ul style="list-style-type: none"> • Ordinal • Interval • Nominal
5. Empowering Team Members, (Staff Empowerment)	Project leaders' and staff questionnaires, FGD guide	<ul style="list-style-type: none"> • Quality services, • less conflicts, • Time management • Efficiency in execution 	<ul style="list-style-type: none"> • Nominal • Interval
B. <u>Dependent variable</u>			
1. Project success	Project leaders' questionnaires	<ul style="list-style-type: none"> • No. of completed projects in use by community. • Increased living standard • No. of satisfied beneficiaries. 	<ul style="list-style-type: none"> • Ordinal • Nominal
Control/Moderating Variables	Project leaders' questionnaires	<ul style="list-style-type: none"> • No. of youth in leadership, • No. of female in leadership, • No. of mature people leadership, • No. of male leadership. • No. of married and married 	<ul style="list-style-type: none"> • Ordinal
1. Age			
2. Marital status			
3. Sex/gender			

3.15. Summary.

This chapter covered the methodology of the study. It stated that, the study adopted a descriptive survey to determine how independent variables like socioeconomic environment, stakeholder engagement, local leadership and Strategic Management affect or cause a change in success of humanitarian projects in the third sector (NGOs) in the developing worlds (Siaya County, Kenya). A simple random sampling design was used to get the subjects on which research tools were applied to.

Standard questionnaire was pre-tested for validity and reliability. The researcher employed triangulation in the process of data collection; a standard questionnaire was used beside a Focus Group Discussion guide, in depth interviews and self-administered questionnaires. Triangulation method was used to capture the same data from the source by use of a combination of methods to make it rich to give credible results. Thus to overcome the weaknesses or intrinsic biases and the short falls that comes from a single method. Descriptive statistics was used to analyze the data. The operational definition of terms was given with socioeconomic environment (government policy and resource availability), stakeholder engagement, local leadership and strategic management (motivating team members and motivating team members) as the independent variables, while project success as the dependent variable.

The next chapter presents the findings mainly from the analysis of the primary data.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION;

4.1 INTRODUCTION,

This chapter presented the findings of the study, data analysis, presentation and interpretation. The findings were presented in line with the objectives of the study. The responses from the subjects were compiled into frequencies and converted into percentages, and presented into tabular form. This was to facilitate easy analysis and understanding of the effect of socioeconomic environment, stakeholder engagement, local leadership and strategic management on the success of humanitarian projects by the third sector in Siaya County, Kenya.

The analysis was done based on research questions and objectives presented in the questionnaire.

4.2 Participants' response rate

The response rates (R) indicate the number of questionnaires duly completed well and returned as percentage of the sample size, and is calculated as follows: -

$$R = \frac{\text{No. of questionnaire returned} \times 100}{\text{Sample size}}$$

$$R = \frac{(248)}{286} \times 100 = 86.7\%$$

Out of 286 questionnaires distributed to the sampled respondents, 248 were returned. This represents 86.7% questionnaire return rate. This was fairly high response implying that valid conclusions could be drawn from data collected. Two hundred and eighty-six (286) questionnaires were provided to NGO project leaders, some were self-administered, in depth (face to face) interviews and FGDs guides, out of the 286 questionnaires, 248 questionnaires were successfully completed and returned, giving a value of 86.7% response rate.

4.3 Demographic information of the participants,

The general information of the respondents' personal characteristics such as gender, age, marital status, level of education, training of leaders and local people's inclusion in project leadership were analyzed in this section. These issues were addressed in the first and second section of the questionnaires.

4.3.1 Gender distribution of respondents,

The study sought to establish the gender distribution (number of male and female) of humanitarian project leaders and how gender affect success of humanitarian projects in the third sector (NGOs) in Siaya County, Kenya.

The findings presented in the table 4.1

Table 4.3.1. Humanitarian project leaders' gender,

Gender	Frequency	Percentage
Male	156	63
Female	92	37
Total	248	100

The information in table 4.1 shows that the largest proportion of NGO project leaders were mainly male being 63 % and minority female 37%. This was expected since culture, tradition and other issues among low education and training level of women inhibit their chances of rising to leadership positions. Besides this is concomitant with one-third gender balance rule stipulated by the constitution of Kenya (Republic of Kenya, 2010). Most third sector observer and adhere to one-third rule as stipulated by the constitution of Kenya.

Gender had major effect on the project success, especially in projects which were aligned towards a specific gender, for instance Medical Male circumcision worked best through male dominance leadership, while projects aligned to feminine gender (Women Group Based) showed high success (completion rate) with women leadership dominance. Out of the 196 successfully completed projects, 137 (70%) were under male local leaders, while 30% were under female leaders. This was a strong indicator that gender had a significant effect on the completion rate of NGO projects.

4.3.2 Distribution of respondents by age,

The study sought to establish the age distribution of the leaders of humanitarian projects, and how the age of leaders affect project success (completion rate) of the third sector in Siaya County, Kenya.

Table 4.3.2: Age category of humanitarian project leaders

Age (years)	Frequency	Percentage
18-25	47	19
25 – 40	143	58
Over 40	58	23
Total	248	100

The information in the table 4.2 shows that the largest proportion of humanitarian project leaders are in the age category (25 - 40) with 58 %, followed by the age category of over 40 years with 23 %. The analysis of the figures showed that, age played a significant role in determining whether one become a leader or not. Age just like gender can determine and define leadership ideology. Leadership abilities of the project leaders were also based on their intellects and effort.

Out of the 196 successfully completed projects, 145(74%) were under project leaders in the age category (25-40). In this age category, leaders were found to be fairly mature, active, vibrant and more willing to learn new skills, hence had significant effect on project completion rate. The analysis of the figures showed that age of leaders had a great effect on project success.

4.3.3 Marital status of humanitarian project leaders

The study sought to establish the distribution by marital status of the humanitarian project leaders of the third sector, and how marital status of local leaders influence project success.

Out of the 248 project leaders interviewed, 192(77%), were married while 56(23%), were un married .Out of the 192 married project leaders interviewed, 72 % (138) were men while 28%(54) were women.

The information in the table 4.3 shows that the largest proportion of NGO project leaders were married men with 72 % while women were minority with 28%. Marital status had great effect on project completion, majority of the project leaders were married with77%. Out of 196 successfully completed projects, 137(70%) were under married leaders, while

30% were under un married leaders. The analysis of the figures showed that marital status of project leaders had great effect on humanitarian project success rate of the third sector in Siaya County, Kenya.

4.3.4 Level of Education humanitarian project leaders,

The study sought to establish the distribution NGO project leaders by level of education, and the effect of education on project success of the third sector in Siaya, County, Kenya.

Table 4.3:4 Level of education of humanitarian Project leaders,

Education level	frequency	Percentage
Below primary	2	0.81
Primary (KCPE)	5	2
Secondary (KCSE)	10	4
Diploma	60	24.19
Degree	171	69
Total	248	100

The analysis from the above table 4.4 shows that majority, 69 % of the project leaders had bachelor’s degree qualification followed by diploma at 24% of the project leaders. It was observed that project leaders with KCSE, KCPE and below KCPE qualifications were prevalent among CBOs and FBOs owner managed projects working in partnership with established NGOs in Siaya County. This implied that most project leaders had post primary education and were in a position to make reasonable leadership decisions to ensure completion of projects.

Chances of project success were increasing with increase in the level of education. Highly educated leaders showed (45%) rise in project completion rate, with all objectives realized as desired. While high cases of failures were cited among project leaders with low level of education or no education.

Out of the 196 successfully completed projects, 163(84%) project were under local leaders with education level of diploma and above. The projects were planned, designed and implemented well. This was a strong indicator that level of education of local leaders had major effect on project completion. Since the leaders had the intellects and ability to make better decisions coupled with acceptance, ownership and moral support from the local commune, they impacted significantly on project initiation process resulting to high success rate of humanitarian projects.

4.3.5 Level of training of project leaders

The study sought to establish form and level of training of project leaders and how they affect success of humanitarian projects of the third sector.

Table 4.3.5: Level of training

Training level	Frequency	Percentage
No training	9	3.7
In office /Workshop / seminars	23	9.3
Diploma in Management,	89	35.7
Degree in Leadership skills	115	46.3
Total	248	100

The analysis from the above table 4.5 shows that majority of the project leaders (46.3%) had degree in leadership training, followed by diploma in management training at 35.7%, while 9.3% got their leadership skills on job in office through inductions, seminars and workshops. The information above shows that majority of the project leaders had good training and skills in leadership and were capable of making better and rational leadership decisions to perform their duties well to ensure project completion in time, budget and scope and satisfaction of beneficiaries. Through building high performance teams and effective conflict resolutions at work, that is key to effective project initiation, implementation and successful completion on set time, budget and specifications.

The study established that 196 projects were successfully completed in the last two years in Siaya County were under the trained leaders. Out of the 196 successfully completed projects, 168 (85%) were under local leaders who had degree in leadership skills , while 15%

under project leaders with degree in leadership skills from outside the local community, while 15% were local leaders with diploma and degree training. The analysis of the table and figures showed that training (formal and informal) had great influence on NGO project completion and success.

4.3.6 Level of Involvement of local People in project leadership

The study sought to establish the proportion of local people involved in project leadership, and their influence on project completion and success.

The study established that out of 248 project leaders interviewed, 166 projects were from the local community with 67% representation, while 82(33%) were from outside the local community.

$$= \frac{166}{248} \times 100 = 67\%$$

The analysis of the figures showed that majority of the humanitarian project leaders in Siaya County were from the local community with 67% while 33% minority was from outside the local community. An indicator of high involvement of local people humanitarian project leadership backed up with project acceptance and ownership, an important contributing factor in project completion and success.

How the inclusion of local people influence the completion rate of NGO projects was determined, Out of the 248 project leaders, 166 (67%) were under the leadership of leaders from the local community. Out of the 196 the successfully completed projects, 177(90%) were under projects with highest local community involvement in leadership, while 19(10%) were under projects with low local community involvement. This indicated that inclusion of local people had a great effect on the completion of NGO projects. The interpretation of the figures showed that local people found it easy to trust and work with project leaders recruited from the local community based on their ethnical affiliation, local language, culture and knowledge of the area advantage. Hence together achieving a unifying goal.

4.4.0. Measurement of Variables,

4.4.1. Descriptive Analysis,

This section presents descriptive analysis of the study variables. It begins with the analysis of the dependent variable followed by the independent variables.

Having determined and described the demographic characteristics of the respondents, the researcher proceeds to run a descriptive analysis on the effect of factors (socioeconomic environment, stakeholder engagement, local leadership and strategic management) on success of humanitarian projects by the third sector in Siaya County, Kenya. The independent variables were conceptualized as: socioeconomic environment (government policy and resource availability), Stakeholder engagement (involvement), local leadership and strategic management (Motivating Team Members and Empowering team members), while dependent variable: Project Success was characterized by the number of projects completed in use, and the number of satisfied beneficiaries by the third sector in Siaya County, Kenya.

The respondents were requested to react / answer several statements on the questionnaire on these variables intended to assess the status of subsidiary variable by indicating from a scale of 1-5: strongly disagrees, disagree, neutral, agree and strongly agree. Responses were recorded on an interval scale such as: strongly agree was score 5, agree 4, neutral 3, disagree 2, and strongly disagree 1. The respondents were also requested to react to some statements by choosing the best statements that most reflect their answers and position. The total scores of each respondent on each variable were obtained from the sum total of all scores on each item under the variable; the scores were converted to scale of Good, Moderate and Poor. The scores of socioeconomic environment range between 7-35 scores were weighted 7-16 scores were regarded as poor and weighted 1, scores 17-25 were rated Moderate and weighted 2, and scores of 26-35 were regarded as good and weighted 3. The scores of Stakeholders engagement range between 9-33. scores 9-17 scores were regarded as poor and weighted 1, scores 18-25 were rated Moderate and weighted 2, and scores of 26-33 were regarded as good and weighted 3. The scores of local leadership and strategic

management range between 5-28. scores were weighted 5-12 were regarded as poor and weighted 1, scores 13-20 were regarded moderate and weighted 2, scores of 21-28 were regarded as good and weighted 3.

Project Success was measured from its constituent characteristics as the number of projects completed within the planned time, budget and scope, besides the number of beneficiaries satisfied by the project. Respondents were asked to react to several statements on this variable to assess the status of each subsidiary variable by indicating by a tick, yes or no, their opinion on some statements that most reflects their answers and opinion, the sum of each response on each subsidiary variable were added together to obtain a respondents overall score on the variable, the produced minimum score was 4 and maximum was 25. The scores converted into percentages in order to obtain a standard basis for comparison. The result obtained in table 4.4.1a. Below,

Table 4.4. 1a. Scoring and Weighting of Variables

Variables	Scores	Code	Decision on Variable
Socioeconomic environment (GP and RA)	7 – 16	1	Poor
	17– 25	2	Moderate
	26 -34	3	Good
Leadership and Strategic Mgt,	5-12	1	Poor
	13-20	2	Moderate
	21-28	3	Good
Stakeholders Engagement	9-17	1	Poor
	18-25	2	Moderate
	26-33	3	Good
Project Success,	4-11	1	Poor
	12-18	2	Moderate
	19-25	3	Good

4.4.2. Socioeconomic Environment and success of humanitarian projects,

The first objective of the study was to establish the effect of socioeconomic environment on success of humanitarian projects of the third sector (NGOs) in Siaya County, Kenya. Socioeconomic environment was measured as government policy and resource availability. A descriptive analysis was run on the effect of government policy on success of humanitarian projects of the third sector, analysis attempted to explain how unfavorable and favorable government policies such tax exemptions, tariffs lifting, government subsidies and others cause a change in success of humanitarian projects. A descriptive analysis was also run on the effect of resource availability on success of humanitarian projects by the third sector. Descriptive analysis attempted to explain how availability of cheap unskilled labor, skilled labor, inputs /raw-materials, land and abundant clean water affect success of humanitarian projects implemented by the third sector.

Respondents were asked to react to several statements on the variables and responses were used to determine the status of socioeconomic environment in the humanitarian projects. Project success was run and compared against different status of socioeconomic environment constructs in the humanitarian projects of the NGOs. A scale of 1-5: Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree were used to measure the responses from the respondents. Table 4.4.2a. Presents the descriptive statistics obtained by the study.

Table 4.4.2a.Descriptive Analysis of Socioeconomic environment on Project Success,

Government Policy	N	Mean	SD
Tax free	248	4.32	0.736
Tariff lifting	248	3.36	0.946
Subsidies	248	3.43	0.966
Material support	248	4.15	0.766
Mean Score	248	3.815	0.854

Table4.4.2a. indicates that success of the humanitarian projects against government policy. The sampled respondents generally agreed to the listed aspects of government policies above as was in the study instrument. Mean score for the aspects of government policy on project success is 3.815, and based on the study instrument 3.815 leans closer to 4.0,denoting agreed(M=3.815, SD=0.854) that public policy affect success of humitarian projects. Equally, the sampled respondents agreed (M= 4.32, SD=0.736) that there is significantly positive effect of favorable government policies through tax free services on humanitarian projects' inputs on success of humanitarian projects of the third sector. While, the sampled project leaders exhibited a neutral position (M=3.36, SD=0.946) that government tariffs affect

success of humanitarian projects. Similarly, the sampled respondents assert neutral position (M=3.43, SD=0.966) that government subsidies cause a change in success of humanitarian projects. While, the same respondents agreed (M=4.15, SD=0.766) that government material supports positively affect success of humanitarian projects of the third sector.

4.4.3. Resource Availability and Success of humanitarian Projects,

The second objective of the study was to establish the effect resource availability on success of humanitarian projects by the third sector in Siaya County, Kenya. Resource availability was characterized by the availability of cheap unskilled labor, skilled labor, cheap inputs /raw-materials, land and abundant clean water. The respondents were asked to provide responses concerning resource availability and how they suite humanitarian project implementation and success. Based on a likert scale of 1-5, Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree, responses obtained from the sampled project leaders are presented in Table 4.4.3a.

Table 4.4.3a.Descriptive Analysis of Socioeconomic environment and Project Success,

Resource Availability	N	Mean	SD
Cheap inputs	248	4.65	0.998
Land	248	3.56	0.897
Clean water	248	3.54	0.945
Cheap Skilled labor	248	4.45	1.005
Mean Score	248	4.05	0.961

Based on the study instrument in table 4.4.3a.illustrates that the sampled project leaders generally agreed (M=4.05, SD=0.961) that resource availability was very important for and affect success of humanitarian projects. Conversely, the respondents almost strongly

agreed (M=4.65, SD=0.998) that availability of cheap inputs in the project area was very important for and positively affect success of humanitarian projects, respondents slightly agreed (M=3.56, SD=0.897) that land plays an important role (affect) in success of humanitarian projects, similarly, the sampled respondents slightly agreed (M=3.54, SD=0.945) that availability of clean water in the project environment play important role in success of project. However, the sampled project leaders agreed (M=4.45, SD=1.005) that the availability of cheap skilled labour in the project environment was of noble importance and effect to success of humanitarian projects by the third sector in Siaya county, Kenya.

4.4.4. Stakeholder Engagement and Project Success,

The third objective of the study was to establish the effect stakeholder engagement on success of humanitarian projects by the third sector in Siaya County, Kenya. Stakeholder engagement (Involvement) was characterized by direct work in project, project ownership, project acceptance and material support/funding. The respondents were asked to provide responses regarding stakeholder engagement and how it suite humanitarian project implementation and success. Based on a frequency scale of 1-5: Never, very rarely, Not Often, Oftenly, and Always, responses obtained from the sampled project leaders are presented in Table 4.4.4a.

Table 4.4.4a.Descriptive Analysis of Stakeholder Engagement and Project Success,

Stakeholder engagement	N	Mean	SD
Project Acceptance,	248	3.21	0.897
Project Ownership	248	3.64	1.023
Project Funding	248	3.84	0.975
Direct Work	248	2.98	0.992
Mean Score	248	3.42	0.972

Table 4.4.4a. indicates that the sampled respondents generally asserted (M=3.42, SD= 0.972) that stake engagement was not oftenly achieved. It is not regularly achieved by the third sector in their bid to effectively implement and achieve full potential of humanitarian projects. The sampled respondents indicated (M=3.21, SD=0.897) that project acceptance was not oftenly achieved by humanitarian projects, while project ownership (M=3.64, 1.023) and project funding (M=3.84, SD=0.975) were slightly oftenly achieved by humanitarian projects. While the sampled project leaders asserted (M=2.98, SD=0.992) that stakeholders were not oftenly involved in direct work that supports humanitarian projects by the third sector in Siaya County.

4.4.5. Local Leadership & Strategic Management and Project Success,

This covers two important aspects of leadership and strategic management: Staff Motivation and Staff empowerment. They constitute fourth and fifth objectives of the study. A descriptive analysis was run on the effect of staff motivation on success of humanitarian projects of the third sector, analysis attempted to explain how by motivating team members cause a change in success of humanitarian projects. A descriptive analysis was also run on the effect of staff empowerment on success of humanitarian projects by the third sector.

In assessing the effect of Staff motivation on project success, various aspects of staff motivation were presented to the respondents and requested to react to them by ticking their choices. Based on a likert scale of 1-5:Strongly disagree(1),Disagree (2),Neutral(3),Agree(4) and Strongly agree(5).Thus to establish how the aspects of staff motivation have tended to affect success of humanitarian projects of the third sector in the study area. Table 4.4.5a. Presents descriptive analysis of staff motivation on project success.

Table 4.4.5a.Descriptive Analysis of Staff Motivation and Project Success,

Staff Motivation	N	Mean	SD
Completed tasks,	248	4.76	0.705
Punctuality	248	4.23	0.964
Job satisfaction	248	3.89	0.723
Little Supervision	248	3.84	0.749
Mean Score	248	4.18	0.785

Based on the study instrument in table 4.4.5a.illustrates that the sampled project leaders generally agreed (M=4.18, SD=0.785) that staff motivation was very important for and affect success of humanitarian projects. Conversely, the respondents almost strongly agreed (M=4.76, SD=0.705) motivated staff did complete their assigned tasks on time that greatly contributed to success of humanitarian projects, respondents agreed (M=4.23, SD=0.964) that motivated staff were always punctual at work, which positively affect success of humanitarian projects. Similarly, the sampled respondents slightly agreed (M=3.89, SD=0.945) that motivated staff were satisfied with their job which was very key to success of projects. The sampled project leaders, also slightly agreed (M=3.84, SD= .749) that motivated staff work with little supervision which was of noble importance and effect to success of humanitarian projects in the study area.

4.4.6. Empowering Team Members and Project Success,

The fifth objective of the study was to establish the effect of empowering team members on success of humanitarian projects by the third sector in Siaya County, Kenya. Empowering Team Members (Staff Empowering) was characterized by quality services (high performance), less conflicts at work, Time management and efficiency in task execution. The

respondents were asked to provide responses regarding empowering team members and how it suite humanitarian project implementation and success. Based on a likert scale of 1-5: Strongly disagree, Disagree, Neutral, Agree and Strongly agree, responses obtained from the sampled project leaders are presented in Table 4.4.6a.

Table 4.4.6a.Descriptive Analysis of Staff Empowerment and Project Success,

Staff Empowerment	N	Mean	SD
Quality Services	248	3.98	0.892
Less Conflicts	248	4.48	0.945
Time Management	248	3.79	1.003
Efficient execution	248	4.45	1.005
Mean Score	248	4.18	0.961

Table 4.4.6a.indicates that the sampled respondents generally agreed (M=4.18, SD= 0.961) that staff empowerment affect success of humanitarian projects. The sampled respondents slightly agreed (M=3.98, SD=0.892) that empowered staff produce quality services affect success of humanitarian projects. However, the sampled respondents agreed (M=4.48, 0.945) less conflicts at work affect success of humanitarian projects. Consequently, the sampled respondents slightly agreed (M=3.79, 1.003) that time management at work affect success of humanitarian projects, conversely, the sampled respondents agreed (M=4.45, 1.005) that efficient execution of tasks affect success of humanitarian projects of third sector in the study.

4.4.7. Project Success,

The purpose of establishing the status of project success in the study area, descriptive analysis was run on the effect of IVs on success of humanitarian projects of the third sector.

In this regards, respondents were asked to state their level of agreement or disagreement on of statements presented in a questionnaire in line with project success. A likert scale of 1-5: Strongly disagree, Disagree, Agree, and Strongly Agree to measure the response of the respondents. Responses obtained from the sampled project leaders are presented in Table 4.4.7a.

Table 4.4.7a.Descriptive Analysis of the status of Project Success,

Project Success	N	Mean	SD
Completed projects	248	4.88	0.945
Living Standard	248	3.75	0.892
Beneficiary Satisfied	248	4.79	0.793
Mean Score	248	4.47	0.877

Table 4.4.7a indicates that sampled respondents generally agreed (M=4.47, SD=0.793) that project success is interpreted well in its three listed aspects analyzed above. The sampled respondents strongly agreed (M=4.88, SD=0.945) that the number of completed projects and in use, signifies success of humanitarian projects. More-over, the sampled respondents slightly agreed (M=3.75, SD=0.892) that living standard of the project beneficiaries is an indicator of success of humanitarian projects. The sampled respondents strongly agreed (M=4.79, SD=0.793) that beneficiary satisfaction is an indicator is a strong indicator of project success in the study.

4.5.0. Hypothesis Testing,

To determine the relationships between the independent and dependent variables, the researcher ran a regression analysis to establish if there was significant effect independent variables on dependent variables. Thus, socioeconomic environment, stakeholder engagement, local leadership and strategic management does not have significant effect on success of humanitarian projects by the third sector.

4.5.1. Hypothesis 1.

H₀₁ Government policy does not have significant effect on success of humanitarian projects of the third sector in Siaya County, Kenya.

To determine the relationship between government policy and success of humanitarian projects, a linear regression analysis was run. Table 4.5.1a presents linear regression analysis between government policy and success of humanitarian projects.

Table 4.5.1a Linear Regression of Government Policy and Project Success

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
Constant	2.023	.326		6.204	.000
Government Policy	0.438	.108	.508	4.047	.003

Dependent Variable: Project Success,

Table 4.5.1a present the actual effect of the coefficient (government policy) on the independent variable (success) of the humanitarian projects. The unstandardized beta for

government policy is .438. This implies that for every unit improvement in the government policy, there were .438 unit improvements in the success of humanitarian projects. This shows that government policy has significant effect and is a positive predictor of project success ($\beta = .438$, $p = .003$). The regression equation $Y = \beta_0 + \beta_1 X + e_i$. Where the constant (β_0) is 2.023, the coefficient can be tuned into the formula to predict success of humanitarian projects based by the effect of government policy.

$$Y = \beta_0 + \beta_1 X + e_i$$

$$\text{Project Success} = 2.023 + .438 \text{ of government policy} + e_i$$

The direction of the relationship (Negative or Positive) between government policy and humanitarian project success, was also analyzed. Table 4.5.1b presents the model summary of the analysis.

Table 4.5.1b. Model Summary,

Model	R	R ²	R ² adj.	Std. E of Estimate	Change R ² Change	Statistics F Change	Df1
1	.508 ^a	.645	.606	.324	.505	16.377	1

Predictors (Constant), Government Policy,

Table 4.5.1b illustrates the “goodness of fit”, of model .The R-square of .645 indicates that government policy causes 65% change in success of humanitarian projects. This implies that, the relationship between government policy and project success is positive and strong. The remaining 35% is the contribution due to other factors other than government policy.

Since, F is the measurement of the overall significance of the regression model. $F_c(1, 21) = 4.32$, $P = .003$, and $F_o = 16.377 > F_c(1, 21) = 4.32$, which led to the rejection of null hypothesis. Therefore, the study established that government policy has significant effect on success of humanitarian projects of the third sector (NGOs) in Siaya County, Kenya. This simply implies that favorable government policies like free tax duty on imported project inputs, non-tariffs, government subsidies and material support to NGOs leads to high success rate of humanitarian projects.

4.5.2. Hypothesis 2

H_{02} Resource availability does not have significant effect on success of humanitarian projects of the third sector in Siaya County, Kenya.

The second hypothesis tested the relationship between resource availability and success of the humanitarian projects by the third sector. The actual effect of the coefficient (resource availability) on success of humanitarian projects was computed using a linear regression analysis. Table 4.5.2a. Presents the linear regression analysis.

Table 4.5.2a Linear Regression of Resource Availability and Project Success

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
Constant	240.945	5.116		
Resource Availability	19.277	1.896	.502	
			47.093	.000
			10.167	.000

Dependent Variable: Success of humanitarian Projects,

Table 4.5.2a present the actual effect of the coefficient (resource availability) on the independent variable (success) of the humanitarian projects. The unstandardized beta for resource availability is 19.277. This implies that for every unit improvement in the resource availability, there were 19.277 unit improvements in success of humanitarian projects. This shows that resource mobility has significant effect and is a positive predictor of project success ($\beta = 19.277$, $p = .000$). The regression equation $Y = \beta_0 + \beta_2 X + e_i$, Where the constant (β_0) being 240.945, the coefficient can be tuned into the formula to predict success of humanitarian projects based by the effect of resource availability.

$$Y = \beta_0 + \beta_2 X + e_i$$

$$\text{Project Success} = 240.945 + 19.277 \text{ of the resource availability} + e_i$$

The direction of the relationship (Negative or Positive) between resource availability and humanitarian project success was also analyzed. Table 4.5.2b presents the model summary of the analysis.

Table 4.5.2b. Model Summary,

Model	R	R ²	R ² adj.	Std. E of Estimate	Change Statistics		
					R ² Change	F Change	Df1
2.	.503 ^a	.582	.606	.324	.545	16.377	1

a. Predictors (Constant), Resource Availability,

Table 4.5.2a shows that R² is .482 (R² = .482; $P < 0.05$). This illustrates that the direction of the relationship between resource availability and project success is positive and strong; the contribution of resource availability towards success of humanitarian projects is strong, hence resource availability was a good predictor of the variation in the dependent variable.

This study finding implies that resource availability in the project socioeconomic environment contributes to the 58% of variation in success of humanitarian projects of the third sector in the study area. Consequently, 38% of variation in success of humanitarian projects is explained by other variables including type, style of leadership and organization structure.

Since, F is the measurement of the overall significance of the regression model $F_c(1, 21) = 4.32$, $P = .000$, and $F_o = 16.377 > F_c(1, 21) = 4.32$, which led to the rejection of null hypothesis. Therefore, the study established that resource availability has significant effect on success of humanitarian projects of the third sector (NGOs) in Siaya County, Kenya. This simply implies availability of cheap resources like land for expansion, clean water, cheap unskilled skilled manpower, and project inputs in the socioeconomic environment contributes significantly to success of humanitarian projects of the third sector.

4.5.3. Hypothesis 3

H_{03} Stakeholder engagement does not have significant effect on success of humanitarian projects of the third sector in Siaya County, Kenya.

The third hypothesis tested the relationship between stakeholder engagement and success of the humanitarian projects by the third sector. The actual effect of the coefficient (stakeholder involvement) on success of humanitarian projects was computed using a linear regression analysis. Table 4.5.3a. Presents the linear regression analysis.

Table 4.5.3a Linear Regression of Stakeholder Engagement and Project Success

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
Constant	321.023	.326		6.204	.000
Stakeholder Engagement	51.390	.108	.811	4.047	.003

Dependent Variable: Success of humanitarian Projects,

Table 4.5.3a present the actual effect of the coefficient (stakeholder engagement) on the independent variable (success) of the humanitarian projects. The unstandardized beta for stakeholder engagement is 51.390. This implies that for every unit improvement in the resource availability, there were 51.390 unit improvements in success of humanitarian projects. This shows that stakeholder engagement has significant effect and is a positive predictor of project success ($\beta = 51.390$, $p = .003$). The regression equation $Y = \beta_0 + \beta_3 X + e_i$, Where the constant (β_0) being 321.023, meaning that project success rate when stakeholder engagement is zero is 321.023. The coefficient can be tuned into the formula to predict success of humanitarian projects based on the effect of stakeholder engagement. The regression model is therefore presented as:

$$Y = \beta_0 + \beta_3 X + e_i$$

$$\text{Project Success} = 321.023 + 51.390 \text{ of stakeholder engagement} + e_i$$

This study further sought to establish the direction of the relationship (Negative or Positive) between stakeholder engagement and humanitarian project success. Table 4.5.3b presents the model summary of the analysis.

Table 4.5.3b. Model Summary,

Model	R	R ²	R ² adj.	Std. E of Estimate	Change R ² Change	Statistics F Change	Df1
3.	.811 ^a	.745	.706	.324	.645	16.377	1

Predictors (Constant), Stakeholder Engagement,

Table 4.5.3b shows that R² is .745 (R² =.745: P<0.05). This illustrates that the direction of the relationship between stakeholder engagement and project success is positive and strong. This implies that the contribution of stakeholder engagement towards success of humanitarian projects was strong; hence stakeholder engagement was a good predictor of the variation in the dependent variable. This study finding implies that stakeholder engagement contributed to the 75% of variation in success of humanitarian projects of the third sector in the study area. Consequently, 25% of variation in success of humanitarian projects is explained by other variables other than stakeholder engagement.

Since, F is the measurement of the overall significance of the regression model $F_c(1, 21) = 4.32$, $P = .003$, and $F_o = 16.377 > F_c(1, 21) = 4.32$, which led to the rejection of null hypothesis. Therefore, the study established that stakeholder engagement has significant effect on success of humanitarian projects of the third sector (NGOs).

4.5.4. Hypothesis 4

H₀₄ Motivating Team Members does not have significant effect on success of humanitarian projects of the third sector in Siaya County, Kenya.

The fourth hypothesis tested the relationship between Staff Motivation and success of the humanitarian projects by the third sector. The prediction of the effect of Motivating Team Members on Project Success was measured through linear regression, using model

$Y = \beta_0 + \beta_4 X + e_i$, Table 4.5.4a. Presents the linear regression analysis.

Table 4.5.4a Linear Regression of Staff Motivation and Project Success

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
Constant	287.023	.326		6.204	.000
Staff Motivation	22.598	.108	.876	4.047	.003

Dependent Variable: Success of humanitarian Projects,

Table 4.5.4a indicates that the unstandardized Beta for Motivating Team Members is 22.598. This implies that for every unit improvement in Motivating Team Members, there are 22.598 unit improvements in success of humanitarian projects. This shows that staff motivation has significant effect and is a positive predictor of project success ($\beta = 22.598$, $p = .003$). The regression equation $Y = \beta_0 + \beta_4 X + e_i$, Where the constant (β_0) being 287.023, meaning that project success rate when stakeholder engagement is zero is 287.023. The coefficient can be tuned into the formula to predict success of humanitarian projects based on the effect of staff motivation. The regression model is therefore presented as:

$$Y = \beta_0 + \beta_4 X + e_i$$

$$\text{Project Success} = 287.023 + 22.598 \text{ of staff motivation} + e_i$$

This study further sought to establish the direction of the relationship (Negative or Positive) between staff motivation and humanitarian project success. Table 4.5.4b presents the model summary of the analysis.

Table 4.5.4b. Model Summary,

Model	R	R ²	R ² adj.	Std. E of Estimate	Change R ² Change	Statistics F Change	Df1
4.	.876 ^a	.785	.756	.324	.645	16.377	1

Predictors (Constant), Staff Motivation,

Table 4.5.4b illustrates that R² is .785 (R²=.745: P<0.05). This shows a strong and positive relationship between staff motivation and project success. This implies that the model was therefore a good predictor of variation in success of humanitarian projects.

This study finding implies that staff motivation explains 79% of variation in success of humanitarian projects of the third sector in the study area. Consequently, 21% of variation in success of humanitarian projects is explained by other variables other than staff motivation.

Since, F is the measurement of the overall significance of the regression model Fc (1, 21) = 4.32, P= .003, and Fo= 16.377 > Fc (1, 21) = 4.32, which led to the rejection of null hypothesis. Therefore, the study established that staff motivation has significant effect on success of humanitarian projects of the third sector (NGOs).

4.5.5. Hypothesis 5

H₀₅ Empowering Team Members does not have significant effect on success of humanitarian projects of the third sector in Siaya County, Kenya.

The fifth hypothesis tested the relationship between Staff Empowering and success of the humanitarian projects by the third sector. The prediction of the effect of Empowering Team Members on Project Success was measured through linear regression, using model

$Y = \beta_0 + \beta_5 X + e_i$, Table 4.5.5a. Presents the linear regression analysis.

Table 4.5.5a Linear Regression of Staff Empowering and Project Success

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients, Beta	t	Sig.
Constant	285.105	.425		5.204	.000
Staff Empowering	35.433	.101	.775	3.045	.000

Dependent Variable: Success of humanitarian Projects,

Table 4.5.5a indicates that the unstandardized Beta for Empowering Team Members is 35.433. This implies that for every unit improvement in Empowering Team Members, there are 35.433 unit improvements in success of humanitarian projects. This shows that staff empowerment has significant effect on and is a positive predictor of project success ($\beta = 35.433$, $p = .003$). The regression equation $Y = \beta_0 + \beta_5 X + e_i$, Where the constant (β_0) being 285.105, meaning that project success rate when stakeholder engagement is zero is 285.105.

The coefficient can be tuned into the formula to predict success of humanitarian projects based on the effect of staff empowerment. The regression model is therefore presented as:

$$Y = \beta_0 + \beta_5 X + e_i$$

$$\text{Project Success} = 285.105 + 35.433 \text{ of staff empowering} + e_i$$

This study further sought to establish the direction of the relationship (Negative or Positive) between staff empowerment and success of humanitarian projects. Table 4.5.5b presents the model summary of the analysis.

Table 4.5.5b. Model Summary,

Model	R	R ²	R ² adj.	Std. E of Estimate	Change Statistics		
					R ² Change	F Change	Df1
5.	.700 ^a	.890	.865	.324	.645	20.154	1

Predictors (Constant), Staff Empowering

Table 4.5.5b illustrates that R² is .890 (R² = .890; P < 0.05). This shows a strong and positive relationship between staff empowering and project success. This implies that the model was a good predictor of variation in success of humanitarian projects.

This study finding implies that staff empowering explains 89% of variation in success of humanitarian projects of the third sector in the study area. Consequently, 11% of variation in success of humanitarian projects is explained by other variables other than staff empowering.

Since, F is the measurement of the overall significance of the regression model Fc (1, 21) = 4.32, P = .000, and Fo = 20.154 > Fc (1, 21) = 4.32, which led to the rejection of null

hypothesis. Therefore, the study established that staff empowering has significant effect on success of humanitarian projects of the third sector (NGOs).

4.5.6. Hypothesis 6,

H₀₆ Socioeconomic environment (government policy and resource availability), Stakeholder engagement, Local leadership and Strategic management (Staff Motivation and Staff Empowering) have significant joint effect on success of humanitarian projects .Is therefore introduced here is a new hypothesis. Table 4.5.6a. Presents model of prediction using multiple regressions,

Table 4.5.6a Model of prediction using multiple regressions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	231.105	.166		7.354	.000
Gov. Policy	.428	.102	.464	4.179	.000
Resource Av'	1.188	.093	.609	12.790	.000
Stakeholder E,	.601	.048	.568	12.414	.000
Staff Mov'	1.198	.990	.723	12.879	.000
Staff Emp'	1.124	.750	.825	12.324	.000

Dependent Variable: Success of humanitarian Projects

Table 4.5.6b. Model Summary,

Model	R	R ²	R ² adj.	Std. E of Estimate	Change R ²	Change Statistics	F	Df1	DF2	Sig F Change
6.	.890 ^a	.794	.792	.601	.794	360.831	3	281	.000	

Predictors: (Constant), GP, RA, SE, SM and SE,

Key,

GP- Government policy, RA- Resource Availability, SE- Stakeholder Engagement,

SM-Staff Motivation and SE- Staff Empowering,

Table 4.5.6a shows results from a linear regression where the independent variables were socioeconomic environment (government policy and resource availability), stakeholder engagement, local leadership and strategic management (motivating team members and empowering team members). The coefficient for government policy is 0.464. Meaning that, for every unit of improvement in government policy, there should be 0.464 increase in project success rate. Conversely, the coefficient for resource availability is 0.609. This implies that every unit improvement in resource availability, we expect 0.609 unit increase in success of humanitarian projects of third sector in Siaya County, Kenya. Consequently, the coefficient for stakeholder engagement is 0.568. This implies that for every unit improvement in stakeholder engagement, we expect 0.568 unit increase in success rate of humanitarian projects of the third sector in Siaya County, Kenya. The coefficient for staff motivation is 0.723. Thus, for every unit improvement in staff motivation, there is 0.723 unit increase in success of humanitarian projects of the third sector in Siaya County, Kenya. Lastly, the coefficient for staff empowering .825. This implies that, for every unit improvement in staff empowerment, there is .825 unit increases in success of humanitarian projects of the third sector in the study area. All the coefficients are significantly different from 0 at an alpha level of 0.05.

Findings from the above model revealed that the most significant factor in determining success of humanitarian projects was staff empowering ($\beta=.825$, $p<0.01$). These results suggests that Siaya County is likely to exhibit high project success rate if project team members are sufficiently empowered. Staff empowering was followed by staff motivation ($\beta=.723$, $p<0.01$), meaning that it was also significantly crucial in determining success of humanitarian projects in the study area. This implies that to increase success of humanitarian

projects in Siaya County, staff motivation needed to be improved. Resource availability ($\beta=.609$, $p<0.01$) was also found to be significantly crucial in determining success of humanitarian projects in the study area. Hence to increase project success, resources should be cheap and available at all times. Stakeholder engagement ($\beta=.568$, $p<0.01$) and government policy ($\beta=.464$, $p<0.01$) were also established to be significantly crucial in determining success of humanitarian projects in Siaya County, Kenya.

Table 4.5.5b illustrates that R^2 is .794 ($R^2=.794$: $P<0.05$). This shows a strong and positive relationship between the joint variables and project success. The coefficient of determination (predictor indicator) reveals that 1 unit change in socioeconomic environment, Stakeholder engagement, leadership and strategic management under this study results in 79.4% change in success of humanitarian projects. This implies that government policy, resource availability, stakeholder engagement, staff motivation and staff empowering, all account for 79.4% success of humanitarian projects in the study area. The stability of this result is reflected by the minimum adjustment in the adjusted R^2 value of 0.792: only showing a decrease of 0.002. Hence, all the independent variables stated above only explain 79.2% of success of humanitarian projects, with significant model fitting ($F=360.83$, $p<0.05$). This implies that 20.8% of project success is attributed to by other factors outside the captured factors.

4.6.0. Summary

The chapter presented the findings of the study, data analysis and interpretation. A few statistical methods including descriptive analysis and regression analysis have been adopted to analyze data and test for hypothesis. The analysis of the study findings showed that factors such as, socioeconomic environment (government policy and resource

availability), stakeholder engagement, local leadership and strategic management (staff motivation and staff empowerment) have significant effect on success humanitarian projects by the NGOs Siaya County. This was evident in the link between independent and dependent variables as shown by the following figures. The study established that inclusion of local people in NGO project leadership had the greatest project success (completion rate) with (90%), followed by level of training with (85%), level of education with (84%) and personal factors averaged with (63%).

Team members' empowerment (training), both formal and informal, like the case of experiential training was crucial in project success (completion), Cunningham, (1996). Reasonable level of knowledge through education enables leaders to make better decisions, plan project well and solve problems arising from project leadership.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS,

5.1 Introduction

This chapter discusses the findings, draw conclusions and give recommendations on the effect socioeconomic environment, stakeholder engagement, local leadership and strategic management on success of humanitarian projects of the third sector (NGOs) in Siaya County, Kenya. This chapter wraps up the study by providing a summary of the main findings of the study and presenting salient conclusions. It goes further to highlight the contribution the study has made to the body of knowledge and gives recommendations on the effect of the five independent variables (government policy, resource availability, stakeholder engagement, staff motivation and staff empowerment) on the success of humanitarian projects, drawn from the study findings pertinent to policy making, third sector, research and academic to resource. The chapter ends with suggestions for further research.

5.2.1 Summary of the study findings and discussions

The study was conducted in Siaya County (Kenya) with a major focus to the effect socioeconomic environment (government policy & resource availability), Stakeholder engagement (stakeholder involvement), local leadership and strategic management (Motivating team members & Empowering Team Members) on success of humanitarian projects of the third sector (NGOs). The specific research objectives guided the collection of required information from the respondents.

The technique used in primary data collection was survey questionnaire by self-administered questionnaire, direct face to face (in-depth) interview and FGDs to NGO projects sampled by simple random sampling design.

The study findings revealed that the most significant factor in determining success of humanitarian projects was effective leadership and strategic management by empowering team members (staff empowering) at ($\beta=.825$, $p<0.01$).These results suggests that Siaya County is likely to exhibit high project success rate if project team members are sufficiently empowered. Thus implies that Empowering Team Members through training, education and imparting pertinent skills, third sector is capable of spurring great project success, since staff empowering has significant effect on success of humanitarian projects in the study area. By doing this NGO leadership ensures high performance teams (HPTs) thus triggers effective and efficient project execution resulting to high performance and attainment of desired set objectives of organizations through project success. Empowering Team Members (Staff Empowering) through quality service (high performance), less conflicts at work, Time management and efficiency in task execution was to established to be the most significantly crucial factor in determining success of humanitarian projects by the third sector in Siaya County, Kenya,

Conversely, Staff empowering was followed by leadership and strategic management second aspect, staff motivation ($\beta=.723$, $p<0.01$), meaning that it was also significantly crucial in determining success of humanitarian projects in the study area. This implies that to increase success of humanitarian projects in Siaya County, staff motivation needed to be improved. The study findings revealed that motivated team members completed the tasks on time, were always punctual at work, were satisfied with their job and worked with little

supervision resulting to high efficiency and success of humanitarian projects of the third sector in the study area. Hence, staff motivation was second most significant factor in determining success of humanitarian projects of the third sector in Siaya County, Kenya. In a nutshell, staff motivation has significant effect on humanitarian project success.

Consequently, Resource availability ($\beta=.609$, $p<0.01$) was also found to be significantly crucial in determining success of humanitarian projects in the study area. Hence to increase project success, resources should be cheap and available at all times. The study findings revealed that socioeconomic environment through (resource availability) provision and availability of cheap unskilled and skilled labour, cheap inputs and raw materials, land for expansion and abundant clean water, also had reasonably significant effect on success of humanitarian projects in the study area.

The study findings further showed that, Stakeholder engagement ($\beta=.568$, $p<0.01$) was significantly crucial in determining success of humanitarian projects in the study area. Hence to increase project success in Siaya County, stakeholder involvement needed to be cheap improved. The study revealed that stakeholder engagement (Involvement) through direct work in project, project ownership, project acceptance, material support and funding was significant in determining success of humanitarian projects in Siaya County, Kenya.

More-over, Socioeconomic environment through government policy ($\beta=.464$, $p<0.01$) was also established to be slightly significant in determining success of humanitarian projects in Siaya County, Kenya. Socioeconomic environment by being the area in which project is implemented provide a host of opportunities, resources and government involvement by either directly or by proxy. Government policy, evident in tax exemption on

project inputs, Tariff free on imported project inputs, government subsidies to NGOs implementing humanitarian projects and material support such as giving land to NGOs implementing humanitarian projects, had relatively low significance on success of humanitarian projects of the NGOs in Siaya County, Kenya.

The study findings showed that, majority of the project leaders were in the age category (25 - 40) with 58 %, followed by the age category of over 40 years with 23 % and 18 - 25 with 19%. This implied that age played a significant role in determining whether one become a leader or not. Age just like gender determines and defines leadership ideology. Leadership abilities of the project leaders were also based on their intellects and effort.

More-over personal factors such as marital status, age and gender and combined had significant influence on the success, of NGO projects with 45% rise effect, it was noted that project leaders in the age bracket (25 - 40) shown the greatest leadership influence on project completion by (58%), this was attributed to their, maturity, coupled with reasonable experience, flexibility to learn new things and stable family background.

The level of inclusion of local people was established to be very high with 67% of the overall project leaders. Inclusion of local people in project leadership had the greatest influence on success of NGO projects with (90%) in terms, of initiation, implementation, termination, and sustainability. Local people found it easy to believe, trust and work with project leaders from local community. They actively took part in project activities and made financial contribution in support of the projects. There was a reasonable rise (30%) in success by projects headed by leaders from local community with fairly high level of training and education. This was attributed to the overwhelming support they got from local project

members (beneficiaries), as compared to their counter parts (project leaders) from outside the local community. Projects headed by leaders from the local community enjoyed massive acceptance and ownership from local and assured sustainability.

Leadership training, both formal and informal, like the case of experiential training was crucial in the success of NGO projects, Cunningham (1996). The study established that good people management training skills had the greatest impact on project success (completion) by 46%, followed by good income resource management by 30% and good marketing strategy at 24%. While diploma and degree training are touted as the best in imparting leadership skills on leaders, the study established that formal training such as degree level had the greatest impact on project success with (46.3%), followed by diploma training with (35.7%), and while training in-office training /Workshop / seminars almost last with ((9.3%). This implied that leadership training, both formal and informal like the case of experiential training are very crucial in project completion, Cunningham, (1996).

The study further established that NGO projects lacked strong leadership policies to ensure continuous appraisal or improvement of leadership skills to match the ever the changing social and economic trend in the society.

The study findings revealed that most project leaders had fairly high education, 69 % of the project leaders had degree qualification, followed with diploma qualification by 24.19%, and secondary education KCSE qualification holders came almost last with 4%. This meant that most project leaders had post primary education hence were in a better position to make rational leadership decisions that ensured the success of the projects they led. Chances of project success were increasing with increase in level of education. The fairly high

educated leaders showed 45% rise in project completion cases, with all objectives realized as desired. While high cases of project failures were cited among project leaders with low education level, they lacked basic leadership skills like people management skills, finance management, and resource mobilization skills. This implied that most project leaders in Karemo division had not explored these skills which have been rated by other studies as central to the success of projects especially IGAs (OAYE, 2000).

5.3 Conclusion

Based on the study findings, it was revealed that R^2 is .794 ($R^2 = .794$; $P < 0.05$). This shows a strong and positive relationship between the joint variables and project success. The coefficient of determination (predictor indicator) reveals that 1 unit change in socioeconomic environment, Stakeholder engagement, leadership and strategic management under this study results in 79.4% change in success of humanitarian projects. This implied that government policy, resource availability, stakeholder engagement, staff motivation and staff empowering, all account for 79.4% success of humanitarian projects in the study area. Hence the study therefore, authoritatively concluded that the stated joint factors (variables) aligned and integrated effectively have significant positive effect on success of humanitarian projects of the third sector (NGOs) in Siaya County, Kenya.

More-over based on the study findings, it was concluded that the success (completion) of NGO projects depends significantly on local leadership of humanitarian projects of the third sector in Siaya County. The success(completion) of projects were significantly influenced by the inclusion of local leaders with (90%), followed by level of training with (85%), level of education with (84%) and personal factors with (63%).

Empowerment exposes the leaders to different skill areas, make them able to make quality decisions and manage people well. Given the enlightenment of project leaders most projects were completed in within the planned project time frame, most projects were planned and implemented as designed. Meaning set objectives were achieved as desired. Leadership training, whether formal or informal, like the case of experiential training are very crucial in project success (completion), Cunningham, (1996).

5.4 Recommendations

- i. Project leaders should have at least diploma education. This is important for future career development and leadership skills acquisition through training on different skill areas necessary for project success.
- ii. Project leaders should get some form of leadership training whether formal or informal , this include leadership skills acquired through a well-designed curriculum at the tertiary institutions or on job (experiential learning) through seminars and workshops, are very key to project success. They impart crucial skills to project leaders.
- iii. Third sector organizations involved in humanitarian project implementation should conduct both competency analysis and resource mapping to ascertain the status of socioeconomic environmental factors that support the projects or work against the project in the planned project area before initiating the project. This can enable the organization to establish the risks that might hinder the projects from completion.

- iv. Third sector implementing humanitarian projects in the county should strongly embrace local people inclusion and involvement in project leadership, as this bring in formidable and a rich leadership ingredient of project acceptance and ownership ,which is a very catapulting key to project success.

5.4.1 Recommendation to third sector (NGOs and CBOS) and Project policy Makers,

- i. NGOs should strengthen partner (CBO/FBO) leadership capacity and structure, through capacity building to make them independent and effective to manage people, market their products and mobilize income recourses for the success of the projects. This should be through formal and informal training in different leadership skill areas. This study therefore recommends that training of project leaders should be a continuous process not a one-time affair.
- ii. The NGOs should adopt a participatory approach in project leadership. Local people should be involved in various project leadership tasks including committee. Their participation normally brings in the implication of project acceptance and ownership by the community Maylor, (2005)
- iii. The NGOs and government should establish a joint funding policy to support projects that rampantly fail due to lack of funding. Success of projects depend on NGO and government funding policy, Rajula and Wallentine (2007)
- iv. The NGOs should establish leadership structures that focus on empowering and developing leadership skills on partners (CBO/FB) projects leaders. This

should be majorly through informal training (vocational training, seminars and workshops).

- v. NGOs should strongly consider and establish better and sustainable staff motivation mechanisms to spur consistent project success.

5.4.2 Suggestions for further Research.

- i. An evaluation of the financial services advanced by NGOs through income generating activities (projects) be carried out to determine effectiveness of income generating activities in poverty reduction.
- ii. An assessment of the role of NGOs in leadership empowerment of women managing NGOs, CBOs and FBO projects at both national and local level should be done. Women are the majority project leaders at the community level; hence their influence to project success is very significant.
- iii. This study was restricted to success of humanitarian projects in Siaya County, though poor performance, low sustainability and high failure rates of projects is a common phenomenon in all developmental and non-developmental projects in Kenya. The researcher therefore recommends that a study be conducted in the remaining projects other than humanitarian projects to establish factors contributing to high and rampant projects' failures in Kenya. This will be a sure way of curbing down ever escalating poverty rates, human suffering and underdevelopment in Kenya and other developing worlds.

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APPENDICES

Appendix I: Letter of Transmittal

Richard Ayimba Ojoro
Atlantic International University,
The School of Business and Economics,
Honolulu, Hawaii, USA,
May'16th 2020

To whom it may concern,

Dear Sir/Madam,

RE: ASSISTANCE IN RESEARCH STUDY,

I wish to undertake a research study on the Title “**Socioeconomic Environment Stakeholder Engagement, Local Leadership & Strategic Management and Success of humanitarian Projects in the third sector (NGOs) in Siaya County, Kenya**” in partial fulfillment of the requirements of the degree of Doctor of Philosophy in Project Management at AIU.

I hereby seek your support and cooperation in the data collection process. All information obtained will be treated with maximum confidentiality and will only be used for academic purposes. A copy of the research report will be availed to you on request.

Your cooperation, honesty, truthful and candid response will be highly appreciated.

Yours' Sincerely,

Richard A. Ojoro.

ID: UD46348BPR55245

Appendix II. Questionnaire.

Dear Respondents,

This questionnaire aim to collect data for the study entitled: **“Socioeconomic Environment Stakeholder Engagement, Local Leadership & Strategic Management and Success of humanitarian Projects in the third sector (NGOs) in Siaya County, Kenya”**” This questionnaire forms an integral part of the study and the respondents are kindly requested to complete and give any additional information they might feel is necessary for the study. The data required is for academic purposes only and will be treated with strict confidentiality. (Please be as objective as possible, be honest and truthful)

GENERAL INFORMATION

SECTION I BACKGROUND INFORMATION

1. Organization name.....
2. Year of establishment.....
3. Respondent’s gender (Please tick one)
 - a) Male
 - b) Female
4. Which of the following statements describes your marital status? (Please tick one)
 - a) Married
 - Single/un Married
 - Widowed
5. Which the following statements describes your origin? (Please tick one)
 - a) From the local community promoted to a project leader.
 - b) From outside the local community (hired as a project leader).
6. Which one of the following age groups do you belong to? (Please tick one)
 - a) 18-25 yrs.
 - b) 25-40 yrs.
 - c) 40-55 yrs.
 - d) Over 55 yrs.
7. Which of the following statement describes your position in the organization? (Please tick one).

- a) Junior employee
- b) Project/Program Manager
- c) Project/Program Officer
- d) Project/Program Supervisor
- e) Any other please specify.....

8. Please state the category of your organization (Please tick one)

- a) CBO in partnership with NGO
- b) FBO in partnership with NGO
- c) NGO
- d) Any other please specify.....

SECTION II – IN DEPTH INTERVIEW GUIDE,

1. Please indicate the type of projects your organization has undertaken in the last two years, (*list and specify them in the space below*),

- i).....
- ii).....
- iii)
- iv)

2. How does your organization assess its' monthly/yearly (project target results)? *Tick one*

- Progress record Met up monthly target Previous months' target

3. Are there clear records of organization's monthly/yearly achievements?

- Yes No.

4. By referring to the organization records, please state the organization's yearly total output (achievement) for the last two years? (*beneficiary life style change and impact*)

.....

5. Approximately how many people are being supported and are participating in each project component in your organization? (Please state the number of people against each project component in the space provided below)

Names of Programmers	No. of People	Incremental Change.No.of.ppl
Women Revolving Funds		
Youth Income Initiatives.		
PLWHAs Income Support P.		
Children education support		
Livelihood projects		

6. Approximately how many employees does your Organization have now? *(Please tick the box that indicate the approximate number)*

- a) 20-50
- b) 60-80
- c) Above 80

7. How many projects have your organization completed in the last four years?

8. How many projects have been completed successfully (realized their objectives or exceeded) by your organization in the last two years? *(Tick one)*

- a) None
- b) Below 3
- 3-5
- 5-8
- Over 8

9. How many projects have enjoyed major support and acceptance from the local community?

10. What made people like, accept, own and support such projects in that manner?

11. Approximately what has been an average total achievement of each project component per year for the last two years? *(give in terms number of beneficiaries whose life have been changed and how in relation to organization objectives),*

12. By leadership, we mean project supervisors, officers, managers and directors.

Please state the number of projects leaders in your organization that fall in the various qualification categories below?

Qualifications of leaders	No. of leaders
Graduate degree holders	
Diploma Holders	
Certificate Holder	
Primary School certificate Holder	
Below primary education	
Any other please specify----	

13. Given the level of education of leaders stated above, what leadership challenges do your organization face in the daily project/program operations (please list them in the space below)

14. What has your organization done to enable you overcome the challenges you have listed above? (please provide the answer in the space below)

.....

15. Which statement below best describes the level of training of the project leaders in your organization including yourself? (*Tick one*)

- a) Have good Leadership training (from college)
- b) Fairly trained (trained in college while on job)
- c) Trained on job through (Induction, Seminars & W/Shops)
- d) Have no leadership training
- e) Any other please specify.....

16. In terms of training which skill area has your organization found most useful in terms of project success i.e. high income or results generation?

- a) Income Resource Management
- b) People Skills Management
- c) Marketing
- d) Finance Management

17. Looking at your organization leadership style, how do you assess it in terms of local people inclusion in leadership? Please provide the answer in the space below)

.....
.....

i) How many women are in project leadership positions in your organization? Please provide the answer in the space below)

.....

ii) How many men are in project leadership positions? Please provide the answer in the space below)

.....

18) Why do NGOs like yours, initiate and support community income generating activities (IGAs) in the areas they work in?

- To support poor families, Support Widows Support PLWHAs
 Support OVCs to empower the community economically.

19) Challenges faced by Female NGO project leaders (married/un married)?

.....

20) Challenges faced by Male NGO project leaders?

.....

SECTION III – SURVEY QUESTIONNAIRE,

SECTION III A. Socioeconomic environment – Government Policy,

The questions below provide various indicators of government policy. Please tick the most appropriate response to government policy on success of humanitarian projects of the third sector in Siaya County, Kenya. The responses are rated on a five point likert scale of 1-5, where 1- Strongly disagree (SD), 2 – disagree (D), 3- Neutral (N), 4- Agree (A), 5-Strongly agree (SA),

	Statements about government policy,	DA	D	N	A	SA
1	Anytime we import project inputs from overseas we don't pay taxes					
2	Humanitarian projects implemented by our organization, enjoys government subsidies,					
3	Our organization projects enjoys free tariffs,					
4	County government support actions enhancing project implementation in many ways,					
5	Abrupt change of policies adversely affects projects organization achieving projective objectives,					
6	County leadership is able to address project problems promptly					
7	County appreciate and accept the implementation of humanitarian projects in the County,					

SECTION III B. Socioeconomic environment – Resource Availability,

The questions below provide various indicators of Resource Availability. Please tick the most appropriate response to Resource Availability on success of humanitarian projects of the third sector in Siaya County, Kenya. The responses are rated on a five point Likert Scale of 1-5: Strongly Disagree (SD) -1, Disagree (D) -2, Neutral (N) -3, Agree (A)-4, and Strongly Agree (SA) - 5.

	Statements about Resource Availability,	SD	D	N	A	SA
1	We did resource mapping from inception time of project,					
2	There is abundant and cheap labour around us that make our project implementation easy and success of projects.					
3	Inputs for projects are easily available and accessible ,resulting to project success,					
4	Inputs for projects are cheap thus supporting effective implementation and project success					
5	There is sufficient skilled manpower around that supports efficient implementation of projects,					
6	There is adequate supply of associated project raw materials,					
7	There is adequate supply of clean water, good road network and other social amenities,					

SECTION III C. Stakeholder Engagement,

The questions below provide various indicators of Stakeholder Engagement. Please tick the most appropriate response to Stakeholder Engagement on success of humanitarian projects of the third sector in Siaya County, Kenya. The responses are rated on a five point Frequency scale of 1-5, where 1-Never (N), 2 – At times (OA), 3- Oftenly (O), 4- Regularly (R), 5- Always (A),

	Statements about Stakeholder Engagement,	D	N	A	SA
1	The community members are able to analyse project performance				
2	The County government leadership is able to able to address project problems promptly				
3	Most of the community members are highly involved in the project planning and implementation processes in our organization				
4	The individuals or organizations with a stake in organization mission, support actions of the project success,				
5	Organizations and individuals with interests in our project contribute financial support to project interventions.				
6	Most of the community members are satisfied with the level of their involvement in the project success,				
7	Our organization is satisfied with the County government leadership's level of level of involvement in project success,				

SECTION III D. Local Leadership and Strategic Management- Motivating Team Members (Staff Motivation),

The questions below provide various indicators of Motivating Team Members. Please tick the most appropriate response to Motivating Team Members on success of humanitarian projects of the third sector in Siaya County, Kenya. The responses are rated on a five point likert scale of 1-5, where 1- Strongly disagree (SD), 2 – disagree (D), 3- Neutral (N), 4- Agree (A), 5- Strongly agree (SA),

	Statements about Motivating Team Members (Staff Motivation),	DA	D	N	A	SA
1	Most team members are happy working with the NGOs in humanitarian projects.					
2	Team members’ satisfaction lead to high performance and success rate of humanitarian projects.					
3	Team members are satisfied with motivation mechanisms put in place by the third sector (NGOs) implementing the humanitarian projects.					
4	Team members get good recognition and appreciation for any task accomplished well within target time in our organization.					
5	Team members who achieve target or exceed target in terms task accomplishment get material reward and good recognition in our organization.					
6	Team members, who consistently fall short of the target, get penalised or reprimanded.					
7	The motivational support to team members improved project performance margin and project success rate in our organization.					

SECTION III E. Local Leadership and Strategic Management- Empowering Team Members (Staff Empowerment),

The questions below provide various indicators of Empowering Team Members. Please tick the most appropriate response to Empowering Team Members on success of humanitarian projects of the third sector in Siaya County, Kenya. The responses are rated on a five point likert scale of 1-5, where 1- Strongly disagree (SD), 2 – disagree (D), 3- Neutral (N), 4- Agree (A), 5-Strongly agree (SA),

	Statements about Empowering Team Members (Staff Empowerment),	DA	D	N	A	SA
1	Skilled human resource has contributed to better project performance					
2	Trainings have helped improve the quality of project benefits and services					
3	Technical skills' support improved the overall project performance margin					
4	Engagement of professional team members ,contributes to successful projects					
5	Team members are encouraged to attend capacity building and training workshops to acquire pertinent skills to boost their performance.					
6	Work place conflicts are resolved effectively and very fast, resulting to very cohesive and high performance team.					
7	Managers delegate some of their tasks to the lower level staff, because they are competent to handle them.					

SECTION III F. Project Success,

The questions below provide various indicators of Project Success. Please tick the most appropriate response to success of humanitarian projects of the third sector in Siaya County, Kenya. The responses are rated on a five point likert scale of 1-5, where 1- Strongly disagree (SD), 2 – disagree (D), 3- Neutral (N), 4- Agree (A), 5-Strongly agree (SA),

	Statements about Project Success,	DA	D	N	A	SA
1	Most beneficiaries are satisfied with our projects services and					
2	Most of projects are completed within set time in our organization,					
3	Our organization is committed to delivery of services and products to our beneficiaries.					
4	Most of the humanitarian projects by our organizations are relevant to community beneficiaries’ needs,					
5	Most of the humanitarian projects by the third sector impact positively on the community beneficiaries ‘needs,					
6	Most of projects are completed within planned budget in our organization,					
7	Most projects are completed in within set scope in our organization,					

Thanks so much for taking your time to respond,

FOCUS GROUP DISCUSSION GUIDE

(12 participants – Group Discussion Moderator, Recording Clerk and participants)

- a. How many of you have been working with humanitarian projects for the last 3 years in Siaya County under third sector (NGOs)?
- b. What is your understanding of a humanitarian project? Explain and give a few examples,
- c. How do you know if a project is successful? Give some indicators of a successful project,
- d. What are some of the factors that affect project success in your organization in this county? How do they affect the project success?
- e. Does the County government support the operation of the humanitarian projects in your organization? If yes, in what ways?
- f. Do you know what project stakeholders are? Which role do they play in your organization in project implementation processes? How can you describe their level of involvement in the scale of (Low, Medium and High),
- g. Which socioeconomic environmental factors are you aware of? How do they contribute to project success?
- h. Does your organization have some well-established staff motivational mechanisms in place? List them. How do they influence staff performance?
- i. Does your organization support staff to advance their career or to acquire unique skills? How does that influence staff performance?
- j. How easy is it for your organization access raw materials and other pertinent inputs for project implementation in Siaya County?

This is the end of our discussion.

Thanks for your participation,

Appendix III

Research Schedule For March – August'2020,

Activity	Duration	Dates
PhD Proposal Development	20 days	March'17 th – April'07 th 2020
PhD Proposal Submission To AIU And Approval	7days	April'03 rd –April 10 th 2020
<ul style="list-style-type: none"> • Write the Background of the Study • Contact Advisor/Supervisor for consultation, • Literature Review • Develop theoretical framework, 	20 days	April15 th – May'05 th 2020
<ul style="list-style-type: none"> • Development of data tool, • Plan Data Collection design • Recruit and Train enumerators, • Pretest Questionnaire • Collect data/Administer Questionnaire 	30 days,	May'16 th – June'17 th 2020
<ul style="list-style-type: none"> • Data Analysis • Draft thesis Submission 	10 days	June'20 th – July'16 th
<ul style="list-style-type: none"> • Thesis Revision and Correction • Proof reading and final editing • Supervisor and University approval • Final Thesis Submission, • Publication of the PhD Thesis 	15 days	July'17 th – August'4 th
<ul style="list-style-type: none"> • Graduation for PhD award 	60 days	December 2020

Research Budget,

No.	Description	Units	Amount in \$	Total in \$
1	Field assistants	4	\$40	\$160
2	Data Entry Clerk	1	\$50	\$50
3	Stationary expenses	30	\$2	\$60
4	Transport	\$10 Days	\$8	\$80
Grand Total (Four hundred and twenty USD)				\$350