An Evaluation of Critical Success Factors Influencing the Performance of Non-Governmental Organisations within The sports for Development Sector in Kenya: Case of Nairobi County

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Abstract-The youth population is increasing the world over with UNICEF estimating a figure of over 1.3billion among those aged 15-24 years. In Kenya and indeed elsewhere, the youth population isfaced with myriad problems including unemployment, low literacy levels among others. Sports-for-development NGOs can address many of those problems if optimally managed. Using sportsas platform for their programs, these NGOs have proved to be critical in advancing youth s.Technical skills, talent development, leadership development and offer entrepreneurial skills as ameans for self reliance Amongthe youth. However, recently there has been proliferation ofsports-for-development NGOs leading to duplication of their programs, competition for donorsupport, lack of innovation in their programs, lack of community involvement and total relianceon the donor community. Many of these NGOs have failed to take risks and have becomevictims of donor manipulation. That notwithstanding, some of the sports-for-development NGOshave registered impressive growth and come up with sustainable programs that have become amodel for replication. With this in mind, it is the purpose of this research to establish the criticalsuccess factors in themanagement of these sports-for-development NGOs. The study aims tofind out why there is a gap in performance of these NGOs. To assist in this, the study proposesfour objectives. First is to find out how community involvement affects management of sports-for-development NGOs, to find out the extent to which development partners affect managementof sports-for-development NGOs, to establish how leadership skills affect management of theseNGOs and lastly to determine how information dissemination affects the management of theNGOs. The research questions employed by the study are, how does community developmentaffect the management of sports-for-development NGOs? To what extent do development partners affect the management of these NGOs, how do leadership skills influence themanagement of the NGOs? And lastly what is the effect of information dissemination in themanagement of those NGOs. The study will be conducted in Nairobi County. It will focus on 31sports-for-development NGOs according to NGO Coordination Board (see appendix) as thepopulation from which simple random sampling will come up with 14 NGOs representing 45percent of the population. From the resulting sample the managers, assistant managers andcommunity representatives will be engaged using questionnaires. The study used quantitative research design. The data collected was analyzed using SPSS and presented using pie charts,tables and bar graphs. Advanced statistical analysis was performed to establish correlation shipsbetween the variables, from which candid recommendations was drawn.

I. INTRODUCTION

Optimal development and the realization of Kenya s vision 2030 heavily depends on theresourcefulness of the nation human capital, government s commitment to the cause, theavailability and sustainability of natural resources to meet the population demand comprehensively. The public and private sectors by themselves are imperfect and cannot meet allthe demands. With this in mind, it has become imperative for sports-for-development non-governmental organizations to chip in an effort to meet the demands of the weak and vulnerablemembers of the society (Willis, 2007).In an effort to address its economic development plan in poverty eradication, meeting itseducation obligation, developing market access and infrastructure, fulfilling the constitutionalmandate, gender balance and more the Kenyan government has found that it s developmentmechanism is indeed inadequate. The private sector has been unable to effectively tackle the un-employment problem now in its all time high of 60% among the youth. Political and ethnic divisions have spiraled unchecked and thwarted development efforts. It is therefore quiteapparent that a third force that can assist in these critical development areas is required. It haslong been recognized that sports-for-development NGOs can play a critical role in engagingyouths and vulnerable members of society, create awareness through education and trainingprograms, unite communities and more (UNESCO, 2011).Engaging in sports is recognized as a powerful tool for social and economic development. Itpromotes equality, respect, acceptance and empowerment. It is a truly universal language andevokes a passion and sense of belonging that transcends borders and barriers and that is rarelyreplicated in other settings. Fighting gender and ethnic discrimination, providing a source ofincome to local communities, promoting stronger education and health awareness, organizingenvironmental cleanups, promoting peace and

reducing violence are just some examples of thedifferent ways in which the tremendous power of sport can be harnessed to improve andtransform people s lives (Laird, 2007).

II.   STATEMENT OF THE PROBLEM

The awareness of sport as a tool for promoting social development and peace in areas marked byconflict and poverty, have increased considerably during the last decade in particular. Sport hasmoved from a marginal position to a more privileged and strategic role globally in policymaking. A myriad of sports related NGO s of various kinds have been established since the1990 s. So crucial are sports-for-development programmes that United Nations decided to launchthe UN Year of Sport and Physical Education in 2005 focusing on areas such as povertyeradication, physical education, effective management and building the skill-set of the youth.It has however become apparent that while some of the NGOs spearheading sports-for-development programs have been very successful in the implementation of their mandate, othersare beleaguered with ineffective management, fraud, staff turnover unsustainable programs anddiscord with local communities. In addition to that, there is mistrust with the internationaldevelopment partners with the result being underfunding of programs and imposition of stringentaudit mechanisms as a requirement for further funding (Mbote, 2000).In a survey conducted by Willis (2007) in Kenya on the significance of youth sports associationsto the society, the study found that some sports associations were rated very high among thelocal communities as they were most responsive to the needs of the communities. However manyothers were rated neutral to insignificant in the same research. The study however did not delvedeep into the underlying factors which led to the disproportionate rating of sports-for-development NGOs in Kenya.In other countries such as Zambia and South Africa, it has been noted that partnerships andlinkages among the sports-for-development NGOs as a result of leadership initiatives have led tomore successful and sustainable programs (Batsell, 2005). This has not been carried out in Kenyato establish whether there are such management initiatives and how effective they are. With thatin mind, it is the purpose of this research to find out the critical success factors in themanagement of sports-for-development NGOs in the Kenya.

III.   LITERATURE REVIEW

Over the years sports hascome to be definedin severalcontexts due to the varying degree ofactivities involved. This has further been aggravated by the literatures available that mainlyfocuses on certain aspects under the study and tends to generalize the entire sports within thelimits being investigated. For this reason Sports Accord an association of the largest sportsfederations defines sport as all forms of competitive physical activity organized either formallyor informally to achieve a certain objective. The objective here can rangefrom entertainment,peace-building and development efforts to mention but a few (UNDP, 2007).According to Right to play (2007), sports entails all forms of physical activity that contribute to physicalfitness, mental well-being and social interaction, such as play, recreation, organized orcompetitive sport, and indigenous sports and games. This is a slightly abbreviated version of thedefinition given in the European Sports Charter (2001) that define sport as all forms of physicalactivity which, through casual or organized participation, aim at expressing or improvingphysical fitness and mental well-being, forming relationships or obtaining results in competitionsat all levels.Far from the social construct on the definition of sports given by various organizations and themedia, thereare e notable descriptions of sports byimminent personalities. For instance NelsonMandela said:'*Sport has the power to unite people in a way little else can. Sport can create hope where therewas once only despair. It breaks down acialbarriers'*(Right to Play, 2012).In reference to the Olympic Truce in 2011, International Olympic Committee President JacquesRogge said:

'Sport fosters understanding between individuals, facilitates dialogue betweendivergent communities and breeds tolerance between nations'

(Right to Play, 2012).Development, on the other hand is a terminology that has evolved radically over the years. Thelevel of development was initially recognized by the extent to which a country depended onagriculture, industrial or service sectors. Countries depending on the latter were seen to be more developed. The level of development was measured in terms of the gross domestic product(GDP) or gross national product (GNP). However this notion received discontent inmanyquarters (Right to Play, 2007).Eventually the idea that economic growth deter mined the well-being of a country was widelychallenged, culminating in the UN Declaration on the Right of Development (1986), whichrecognized that development is a comprehensive economic, social, cultural and political process,which aims at the constant improvement of the well-being of the entire population and of allindividuals on the basis of their active, free and meaningful participation in development and thefair distribution of benefits therefrom (UNDP, 2003).The United Nations Development Program followed this declaration with a more comprehensivemeasure of development based on human development index (HDI) based on three criteria.Firstly was measure of development based on the literacy levels. Knowledge, as measured by theadult literacy rate (2/3 weight), and the combined gross enrolment ratioin primary, secondaryand tertiary education (1/3 weight). Secondly, human development index was measured by lifeexpectancy at birth and lastly it was based on quality of life defined by the

GDP per capita andthe people purchasing parity (Human Development Report, 2006).

a) Theoretical Review

Sport has in history played a very important role in the society whether in the form ofcompetition, entertainment or play. In fact so important is sport that it has come to be recognizedas a universal human right by the UN system. For this reason the UN has used sport as a low costbut high-impact tool for peace, capacity building, international cooperation and resource

Mobilization among other ends.Sport has also been used by the national governments, non-governmental organizations and the media for humanitarian, sensitization and team building. Forthis reason, sport is no longer considered a luxury but an important investment for development particularly in the developing countries (UNESCO, 2011).The UN Inter-Agency Task Force on Sport for Development and Peace defined sport, for thepurposes of development, as "all forms of physical activity that contribute to physical fitness,mental well-being and social interaction, such as play, recreation, organized or competitive sport,and indigenous sports and games. This definition has since then been accepted by many proponents of Sport for Development (Harrison, 2007).The international development community is continually engaging in new models and methodsto reduce poverty and empower the poor. One such concept that is gaining in popularity is theuse of sports to assist poor, marginalized youth. Sports for youth development programs oftenutilize athletic activities, such as soccer, to teach young people life skills, like providinginformation on issues affecting them in terms of health, economic empowerment, leadership andmany other issues (EEAS, 2012).that the population targeted is also the most vulnerable within the society. Sports-for-development NGOs present a unique opportunity to educate the youths on health matters,economic empowerment, environmental conservation, accountability in governance and genderparity among many other pressing concerns (Laird, 2007).In Kenya, an initiative by CARE international along with 31 national sports-for-developmentNGOs has established a network through which their core objectives can be achievedcollectively through partnerships. This has seen a major boost in key areas that CARE focuses onespecially in education, health, poverty alleviation and capacity building for the youths. Thispartnership has been instrumental in lobbying for effective policy changes in government,exchange of ideas and learning from each other especially with regard to nascent NGOs. This hashelped them avoid mistakes experienced by the older members. The networks also form aplatform for further lobbying and support from other international development partners (CARE,2007).With regard to sport-for-development NGOs targeting youths

and children, it has beenconsistently reinforced that the benefits or failures of sport and youth development projectscannot be understood in isolation from other social factors and reasons for social change (SportEngland, 2002). Bailey (2006) further emphasizes that it is important in all cases to differentiatebetween necessary conditions for participation in sport and sufficient conditionsor conditionsunder which the potential outcomes are achieved. Thus, it is essential that sport projects be awareof the risk factors, social conditions and material realities of the children and youth they serve, inorder to have a positive impact.A documentation of successful sport and child/youth development projects have, in nearly allcases, pointed to the impact and importance of skilled, enthusiastic project coordinators, leadersand core staff. The leadership skills, interpersonal skills, and behavior of the coach or sportleader are, therefore, essential to positive development in the children and youth they teach. Ithas also been found that character, notions of fair play, and moral development are onlytransferred to sports participants when the goals of the program and coach are in line with moral

attitudes and behaviors, and when coaches enact specific teaching strategies to promote apositive change in moral growth (Ewinget *al.*, 2002). Positive benefits of sport may only beachieved through sporting experiences that provide positive experiences and minimize negativeones.It has been noted the over the years that multi-agency approach to child and youth developmenthas been consistently emphasizedin theliterature as leading tosuccess outcomes for sport-focused programs for young people. This approach recognizes the role that sport can play inaddressing some of the many issues and factors that contribute to positive (or negative)development in children and youth. Furthermore, long-term commitments to these types ofprojects are necessary if successes and quantitative monitoring are to be effective(SportEngland,2002).

b) Summary of Research Gaps

Sport has been identified as one of the most cost effective and popular means through whichyouths can explore their talents and build on technical skills for economic empowerment. Indeedthe United Nations named the year 2005 as both the year of sport and physical educationrecognizing it as both an end and means to national development. However sport-for-development NGOs continue to be relegated to the sidelines in terms of literature development.In terms of partnerships between the sports-for-development, donors and the nationalgovernment, an incisive study has not been done yet to establish the optimal level ofengagement.This research aims to establish the influence of community involvement in the overallmanagement of sports-for-development programs. It

also seeks to find out how leadership skills and informationdissemination within theseNGOs affectthe running of the programs therein.Given that there are many small sports-for-development NGOs already established the researchwould like to find out the level of innovation and uniqueness of the programs being offered.Previous research done on the level of reception of sports-for-development NGOs among thelocal community members established that while some were very highly rated due to theresponsiveness of their programs to the needs of the community, others were rated neutral toinsignificant showing there was disproportionate level of acceptance in the local communities.However the research did not delve deep in the underlying causes on why there was thisdifference which this research aims to establish.

IV.   CONCEPTUAL FRAMEWORK
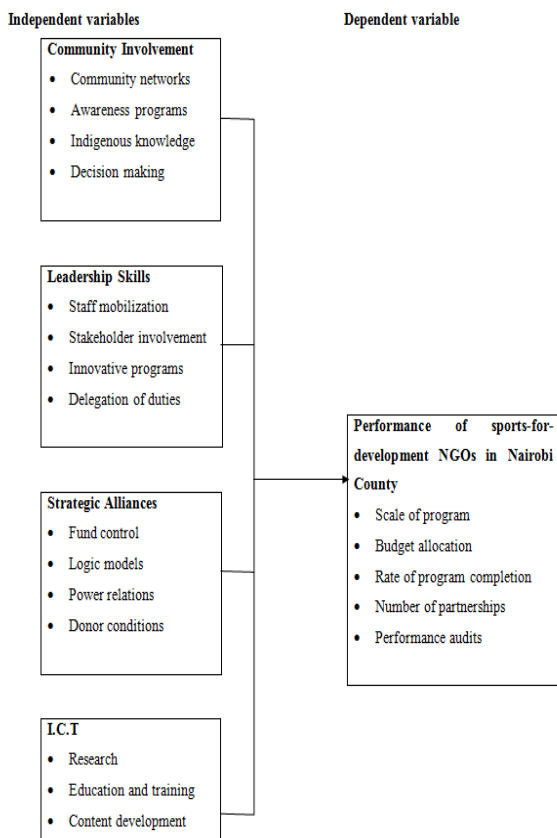
Target Population

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

Sampling Design

From the 31 sports-for-development NGOs mentioned earlier, a total of 14 NGOs will be selected for the study using probabilistic statistical method. The preferred

method used is random sampling. This will be achieved by labeling the NGOs from 1-31. Using MS-excel random sampling function, a sample of 14 NGOs will be selected. This represents 45% of the total population. This sample is a reflection of the total population and the researcher will engage the management, assistant managers and community representatives of the NGOs resulting thereof.

Target Population and the resulting Sample Size

	Population size of Ngos (p)	Sample size (s)	% of sample to population size (s/p*100)
Managers	31	14	45.161
Assistant Managers	31	14	45.161
Communiy representatives	31	14	45.161
TOTAL	93	42	45.161

This sample size has been considered based on three factors namely: the need for the sample to be representative of the population in which Mugenda and Mugenda (2003) recommends at least 10% of the population. In addition the researcher had considered that only the management and the community representatives, chosen to represent the interests of the community are privy to the information sought by the research. Lastly the researcher considered time and budget constraints as articulated by Kothari (2004).

V.   OVERALL INFLUENCES OF FACTORS
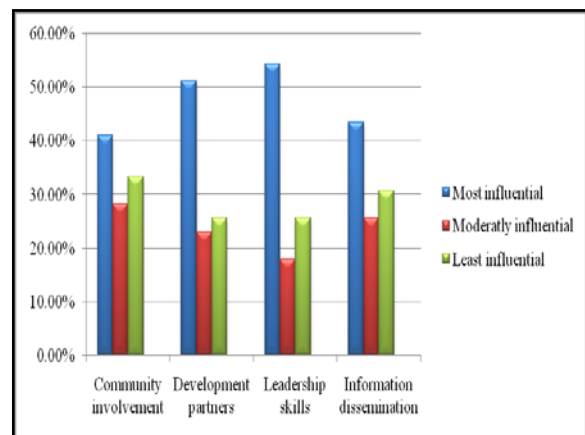

Figure: above summarizes how the respondent's rate andtheir opinions on the various factors that affect the management of the sports and development NGOs, as from community involvement, 41.02% of the respondents rated it as most influential, 28.005 indicated that it was moderately influential while 33.00% indicated that it was least influential. 51.28% rated development partners as most influential in the SFD NGOs, 23.075 rated it at

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

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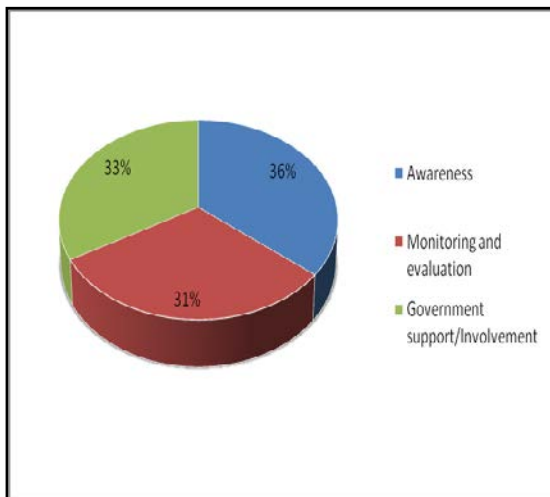
Respondents were probed on the recommendations they have on effective management of sports-for-development NGOs in Kenya, 36.00% sited creation of awareness about the programs to the stakeholders, 33.33% voiced out the need for government support and involvement while 31.00% sited monitoring and evaluation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

VI.   DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary of findings

The study sought to find out the critical success factors influencing the performance of non-governmental organizations within the sports for development sector in Kenya. Under the studywere community involvement factors, leadership, strategic alliances with development partnersand information and communication technology, as the various variables that affected themanagement of sports for development NGOS in Kenya. Respondents agreed that annualperformance audits, number of organization partners,community is involved in the activitiesundertaken by the organizations, ,indigenous knowledge being incorporated into the sport-for-development programs, decision making process allowing space for community input, distinctcommunity networks who own programs after their completion, sports-for-developmentprograms being designed using a bottom-up approach, community

training playing a key role inprogram implementation process, lack of financial support, less knowledge by communitymembers, community inputs, community satisfaction, leadership and career progression, NGOand community members relationship, training and education programs, training on thecommunity skill set, improved livelihood of the community, power relations and managementinfluenced by partners, programs being dictated by development partners, proper understandingof logic models, development programs whose partner s decisions are incorporated, programsbeing controlled by development partners, monitoring and evaluation, ground research to informthe programs, public awareness ,community members being educated/trained to equip theirskills, possession of adequate ICT equipment for effective communication, sharing ofinformation among other NGOS being upheld, information calibrated to suit the needs of theYouths and gender al community all play an important role in the performance of the NGOs with amajority of the respondents agreeing, disagreeing or being neutral towards these elements.The researcher also noted that to add to the variables under study, creation of awareness aboutthe programs to the stakeholders, need for government support and involvement, monitoring andevaluation, low online/internet access, lack of proper communication, less, funding and poorleadership are crucial to the success or failure of the performance of sports for developmentNGOs in Kenya.

6.2 Conclusion

In conclusion, the study found out that indeed there are critical success factors that affected thesuccess of sports for development NGOs in Kenya. These are community involvement, with41.02% of the respondents rating it as most influential, 51.28% rated development partners asmost influential in the SFD NGOs, 54.41% rated leadership as the most influential and lastly43.58% rated information dissemination as most influential. A majority ofthese organizationsoperate at a countylevel advancing toa nationallevel while very few at an international leveland rely heavily on donor funding and partnerships for survival. Overall, data analysis indicatesthat the respondents felt that leadership skills was the most influential in the management of theSFD NGOs while development partners as the least influential. Further analysis showed that inaddition, less funding, poorleadership, lack of financial support,less knowledge by communitymembers also affected the success of these organizations. There is also need for the creation ofawareness about the programs to the stakeholders, the need for government support andinvolvements as well as monitoring and evaluation as recommendations for effectivemanagement of the SFD NGOs in Kenya

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