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ISSN NO: 2616 - 8421

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How to cite this article: Mugambi R, K. & Obere E (2021). The Influence of Inspirational Motivation on Performance of Health Sector NGOs in Nairobi County, Kenya. Journal of Human Resource & Leadership, Vol 5(2) pp. 39-50.

Abstract

Transformational leadership has become a popular aspect of organisational performance that elicits undisputable interest from research and practice. The four dimensions of transformational leadership, which include idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation) remain instrumental approaches that see the creation of vision, mobilization of commitment, and institutionalization of change in the modern era. Although previous research has investigated the impact of transformational leadership in the contexts of varied organisations and individuals, the specific focus of inspirational motivation of health sector NGOs in Nairobi County, Kenya is still limited. This study aims to investigate the influence of inspirational motivation on performance of health sector NGOs in Nairobi County, Kenya. The target population of the study was all the 41 registered NGO's in the health sector in Nairobi County, Kenya which was sampled to 20 Health Sector NGOs. The study adopts a descriptive research design, which involves collection and analysis primary data. Data gathered from the questionnaires was analysed quantitatively using statistical package for social sciences (SPSS) computer software. The findings presented shows that, an increase in Inspirational motivation would lead to increase in Performance of Health Sector NGOs in Nairobi County, Kenya. The leaders of health sector NGOs in Nairobi County, Kenya, should continue to inspire their personnel to improve their performance and help the organization reach its goals and objectives, according to the study.

Keywords: *Inspirational Motivation, Performance, Health Sector, NGOs & Kenya*

1.1 Introduction

The performance of private health sector non-governmental organizations is a critical component of operation given its instrumentality in the achievement of strategic outcomes. According to DeMars (2015), NGOs are entirely or largely independent of government in their delivery of humanitarian actions. The administration of between 10% and 20% of all aid given to Africa is handled by non-governmental organizations (NGOs) (Mahmadou, 2014). NGOs receive billions of dollars in donations (Bendell, 2016). The evaluation of NGOs' performance is required to tackle the issue of upward accountability to the donors, governments, and others in positions of power, as well as downward accountability to those affected by them (Bendell, 2016). As a result, the capacity of such organizations to acquire fresh funds and continue to receive financing and support from the sponsors and other development partners is largely determined by their success (Togbolo, 2015). Failure to track and evaluate performance can lead to inefficient programs.

Transformational leadership is virtually unrestricted in its ability to help businesses not just manage with change, but also to shape their future (McGough, 2010). To introduce drastic changes, managers in the 21st century must be well-informed, dynamic, and proactive, as well as capable of guiding oneself and their subordinate members of staff to embrace change and make additional effort to keep up with the ever-growing competition (Ahangar, 2013). Ordinary individuals may bring out the best in themselves and in others via transformational leadership 2010 (McGough). The ultimate goal of transformational leadership, in accordance with Bass and Avolio (2014), is to transform both the individuals and the associations. They explain how to alter people's minds and hearts; broaden vision, insight, and understanding; explicate purpose; align behavior with optimism, principles, or values; and create long-lasting, self-perpetuating, and momentum-building improvements (Bolden, 2014).

The potentiality of a non-governmental organization to use its funding in a timely and efficient way to accomplish organizational goals and to provide to the efforts of humankind to better their livelihood and society is referred to as NGO performance (Paton 2013). Across the world, NGOs blunders have frequently been observed more than success. Standish Group (2011) disclosed that in the USA, only 32% of NGOs operation succeed, 44% were challenged and 24% failed. It has also been established that transformational leadership influence activity completion and performance; NGOS leadership (80 percent), funding (80.73 percent), stakeholder involvement (90 percent) and effective planning (92.4 percent). According to the NGOs Coordination Board's registry (NGO Board, 2015), by 28th February 2015, approximately 16,845 NGOs functioning in all 47 Counties in Kenya. Many of NGOs-run centres provide the finest blend of healthcare and cost where it is accessible. An example is, at the Lwala Community Healthcare Center, which is run by the non-governmental organization Lwala Community Alliance, the lowest charge of Kshs. 50 (about \$0.65 USD) is relinquished for up to 85 percent of patients. Patients go up to 30 to 40 kilometres to visit the hospital because of the great quality of care and inexpensive cost. There are 1425 registered NGOs in Nairobi according to the NGO council of Kenya (2011). Out of these 667 are offering health services.

1.2 Problem Statement

Most of the NGOs still fail to achieve and realize expected benefits (Baily et al., 2012). NGOs operating across the world have continued to report more failures compared to success. Standish Group (2009) published that in the USA, only 32% of the NGOs operation succeed,

44% were challenged and 24% failed. It has also been established that transformational leadership influence completion and performance; leadership (80%), funding (80.73%), stakeholder involvement (90%) and effective planning (92.4%). Amid these high rates of failure, there is not adequate research that seeks to link leadership approaches to the performance of healthcare-related in Nairobi County. Previous studies (Ndisya & Juma, 2016; Ayub, 2013) exhibit notable contextual, thematic, and methodological gaps, thus, necessitating a new study that directly links inspirational motivation to performance of NGOs.

1.3 Aim of the Study

This study aimed to investigate the influence of inspirational motivation on the performance of health sector NGOs in Nairobi County, Kenya.

1.4 Significance

The study intends to add to field of leadership that is already rich information about the level to which transformational leadership independently influences the performance of NGOs. Through this research, the researcher hopes to contribute to the advancement of the discipline of leadership. Consequently, the purpose of this study is to provide policymakers and other stakeholders with practical and theoretical information that could be of greater exploit in organizational performance, innovation strategies, and the implementation processes to help them decide how to best combine transformational leadership with performance and fecundity.

2.1 Literature Review

2.2 Theoretical Review

Transformational Leadership Theory

Transformational leadership theory has been used as a part of firm taking a gander at the trades between the leader and the devotee (Tichy & Devanna, 2010). As indicated by Tims, Bakker & Xanthopoulou (2011), transformational leaders fill in as a way to make and maintain a setting of building human capacity that they are out to develop values and unifying purposes through identification and development of key values and a reason that unite people together thus liberating potential and increased ability thus bringing about mutual consensus and interconnectedness.

Transformational leadership with the principles of inspirational motivation, idealized influence, individualized consideration and intellectual stimulation presents great addition to theory. From articulation of Burns (2013), Transformational leadership comes from the assessment of leaders ‘past performance rather than follower’s attribution. They tend to transform weak or declining institutions through affecting them on the followers to see the compelling vision, change status quo and see the organization for what it can be rather than for what it is. The transformational leader fill in as a positive case for disciples. Since supporters trust and respect the leader, they mimic this individual and camouflage his or her models.

The theory informs the study on transformational leadership as a discipline that can enhance performance in an organization through trust, commitment, learning and satisfaction. As per theory, the 4Is of transformational leadership bring about trust, commitment, sense of belonging that facilitate learning and satisfaction. Transformational leaders motivate followers to deliver beyond their expectation and to be committed to the objectives of an organization.

The style used by transformational leaders rubs through followers influencing their behavior by creating a psychological contract (Tims, Bakker & Xanthopoulou, 2011).

Social Learning Theory of Leadership

Theory of Social learning states people can learn through observation or experience that can be direct or indirect. The assumption is that behavior is a function of consequences and the perception people have on the consequences. Most of the behaviours people learn either with intent or inadvertently through the effects of models. An illustration is much better than a consequence of unguided actions (Bandura, 2017).

The social learning hypothesis comprises of motivation, emotion, cognition and social re-enforcers. Harrison (2011), contended that social learning hypothesis binds to transformational leadership practices as inspiration (idealized impact), perception (individualized thought, tutoring and training), and modelling (persuasive inspiration and modeling fitting practices).

The theory informs the study on transformational leadership as a discipline that can enhance performance in an organization through learning. The epithets of motivation, inspiration and influence can be drawn from social learning theory. The observation supports NGOs to embrace transformation leadership that guarantees successful learning.

2.3 Empirical Review

Ndisya and Juma (2016) studied the implementation of transformational leadership components at Safaricom. To obtain data from the sample size of all the 109 respondents, the authors employed a structured questionnaire using proportionate stratified sampling. The study discovered a link between inspiring motivation and employee performance. In general, respondents agreed that there existence of desire to achieve corporate goals and objectives, embrace for teambuilding, the leader's exhibition on the activities subordinate ought to undertake, and encouraging them to discover purpose in their work.

This suggests that variations in inspiring motivation had a major impact on workers' performance, such that when inspirational motivation increased, so would workers' performance. According to the study, there is a need for organizational leadership to better on its employees' responses in order to boost service to the company. Furthermore, further research needs to be conducted about impact of transformational leadership on the financial performance of providers of communication services, the government, and the private sector.

Rawung, Wuryaningrat, and Elvinita (2015) examine the impact of inspirational motivation, emphasizing its importance towards fostering employee trust and satisfaction. According to these writers, inspirational motivation can act as a basis for knowledge sharing, which is a key component of promoting organizational success. The lack of awareness regarding the extent to which inspiring motivation effects outcomes for organizational performance necessitates examining this component independently in order to gain a more exact grasp of its effects.

2.4 Conceptual Framework

The study will be guided by the following conceptual framework.

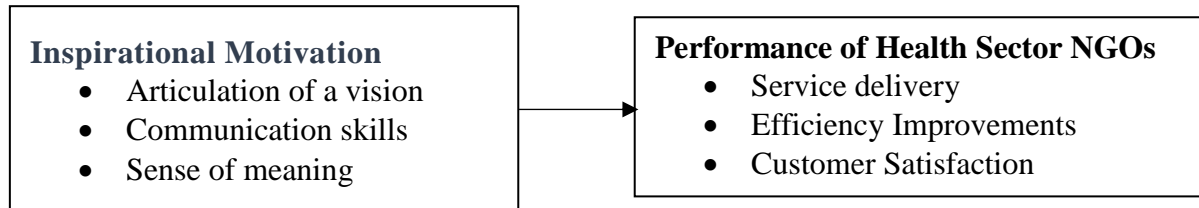


Figure 1: The conceptual framework

3.1 Methodology

Research Design

The study chose descriptive cross-sectional research design. A descriptive cross-sectional research design is a research design with the primary goal of accurately describing the situation in question, the population, or estimating proportions of the population which have specified features (Malhotra, 2016). Descriptive research is the ideal study design because it allows the researcher to employ quantitative data analysis tools to create accurate results.

Population and Sampling

As indicated by Mugenda and Mugenda (2013), population is "the whole collection of individuals or items under investigation in any field of inquiry that have a common trait." The demographic about which this study wishes to make generalized results statements is referred to as the target population. The study's population consisted of 41 Kenyan health NGOs. The accessible population, however, was 20 Health NGOs, as indicated in appendix 1. These are Nairobi's non-governmental organizations (NGOs) working in the field of health. Nairobi was chosen as the ideal location for the study since it contains the most Health Non-Governmental Organizations (NGOs) in Kenya. As a result, it is regarded as a fair representation of all Kenyan health NGOs. Due to the enormous population size, researcher choose a representative sample of one hundred and thirty eight (138) respondents, as stated by Kothari (2013), sampling is the selection of a section of a totality or aggregate on the basis of which a judgment or conclusion about the entire or aggregate is made. To pick a sample that represents the total population, the study used a stratified random sampling approach as well as plain random sampling. Stratified random sampling is seen to be acceptable because it gives all respondents an equal chance of being chosen as a research responder, eliminating bias and facilitating generalization of the obtained findings. As stated by Kothari (2013), a stratified random sample is applied if the population is heterogeneous, thus making it the appropriate sampling strategy.

Data Collection and Analysis

Data collection, according to Burns and Grove (2013), is the exact, methodical collecting of information pertinent to the research questions through relevant techniques such as interviews, observations made by participants, the focus group discussions, narratives, and case studies. Primary approaches were employed in the study. A semi-structured questionnaire was used to obtain primary data. Questionnaires are frequently used as data gathering tools given that they are simple to administer and save time. With assistance of study assistants, questionnaires were self-administered. Aided by the study assistance, the researcher applied self-introductory correspondence. The study assistants were trained on how the questionnaires should be

administered at random to the respondents. The trainings covered topics such as listening skills, decorum, and the types of responses to expect based on the study's objectives. To assure objectivity, the researcher followed up. Prior to the actual period of data collection, a pilot study was conducted on two of the NGOs to establish the reliability and validity of the research instrument.

The quantitative data collected from the surveys was statistically analysed with the use of the SPSS computer software. SPSS provided descriptive as well as inferential statistics. The mean and standard deviation are descriptive statistics that are applied to record accurately the features of the variables under examination. Multiple linear regression and bivariate correlation are examples of inferential statistics. Multiple linear regression and bivariate correlation were utilized to examine the relationship between the independent variable (inspirational motivation) and the dependent variable (Performance of Health Sector NGOs). The data was presented using pie charts and frequency tables. The primary goal of data presentation was to highlight the results and make the data or outcomes more illustrative. The multiple linear regressions applied in this model was:

$$Y = \alpha + \beta_1 X_1 + e$$

Where: Y= Project Performance

α =Constant Term,

X_1 = Inspirational motivation

In the model, β_0 represents the constant term, and the coefficient $\beta_i = 1 \dots 4$ represents the responsiveness of the dependent variable (Y) to unit change in the predictor variables is the error term that captures the model's inexplicable variances.

Research Ethics

Ethics refers to a set of principles of right conduct before research activities are convened, researcher obtained a research permit. Participants were issued with a consent letter seeking their informed permission to participate in the study and receive clarification before signing. The researcher obtained authorization to perform the empirical research from (NACOSTI). The researcher informed all respondents of the purpose of the research and allowed them to participate voluntarily. The researcher also avoided questions that are controversial. Respondents were guaranteed of anonymity and confidentiality of the information given through a letter of introduction to accompany questionnaires. The researcher took a precautions against plagiarism by acknowledging other authors works and ensuring honest representation of information.

4.1 Findings

Response rate and Reliability

The study's goal was to ascertain the respondents' response rate. The outcomes are exhibited on Table 1.

Table 1: Response Rate

	Frequency	Percentage
Responded	129	93.5
Non-Responded	9	6.5
Total	138	

Source: Field data (2019)

In order to collect data, the study targeted 138 respondents. Table 4.1 shows that 129 of the 138 target respondents completed and returned the questionnaire, resulting in a 93.5 percent response rate. This was acceptable and also illustrative, as stipulated by Mugenda and Mugenda (2013), a response of 50% is suitable for examination and investigative, 60% is exceptional, and of 70% or more is very outstanding. This also supports Kothari's (2008) claim that a response rate of 50% is appropriate, and 70% and beyond is superb. This was actualized after the researcher hired study assistants to distribute the questionnaires and continued following up with respondents to ensure the completeness of the questionnaires. This response rate was sufficient for examination and documentable purposes. Cronbach's alpha for inspirational motivation was 0.874, implying that the items of the variable were reliable.

4.2 Demographic Characteristics

The proportion of females was 45.5% while that of males was 54.5%. The majority of the respondents were aged between 35 and 45 years representing 45.5% of the total respondents, while 11.40% were aged below 25 years, 20.5% were aged between 25 and 35 years and 22.7% were aged above 45 years. In terms of work experience, most of the respondents had worked in the institution for a period of between 5 and 10 years as expressed by 43.2% while 31.8% had more than over 10 years. The study also showed that 13.6% have worked between 1 and 5 years while 11.4% of the respondents have worked for less than 1 years. 36.5% of the respondents had undergraduate degrees, 27% had post-graduate degrees, 22.7% had college diplomas, and 13.6% had secondary certificates, respectively.

Descriptive Analysis for Inspirational motivation

The study sought to explore the extent to which inspirational motivation impact Performance of Health Sector NGOs in Kenya as exhibited in Table 2.

Table 2: Extent to which aspects of inspirational motivation impact Performance

Aspects of inspirational motivation	Mean	Standard Deviation
In the realm of business, vision consists of the plan and goals you develop to guide your company into the future. If you are unable to express your vision to others, they will be unable to see how their effort will contribute to a common goal.	4.718	0.125
A leader's, manager's, or any professional's success is dependent on his or her ability to communicate. The ability to communicate is directly proportional to one's level of success. Communication breakdowns, especially in a professional setting, are extremely costly since they reduce productivity.	4.091	0.4340
The motivation that drives one toward a fulfilling future is referred to as a sense of purpose (or meaning). It also aids in making the most of what one does and achieves.	3.990	0.6444
Inspirational motivation is strongly related to idealized influence, and the two are frequently mixed in practice.	3.7312	0.9142
Motivated employees are driven to succeed regardless of the project. Managers cannot “motivate” employees, but they can build an environment that inspires and sustains high levels of employee motivation.	3.733	0.239
Aggregate score	3.911	0.512

Source: Field Data (2019)

According to the data, respondents strongly agreed with the assertions that in the realm of business, vision consists of the plan and goals you develop to guide your company into the future. If you are unable to express your vision to others, they will be unable to see how their effort will contribute to a common goal., as evidenced by a mean score of 4.718; A leader's, manager's, or any professional's success is dependent on his or her ability to communicate. The ability to communicate is directly proportional to one's level of success. Communication breakdowns, especially in a professional setting, are extremely costly since they reduce productivity, as represented through a mean score of 4.091; that the motivation that drives one toward a fulfilling future is referred to as a sense of purpose (or meaning). It also aids in making the most of what one does and achieves, as expressed through a mean score of 3.990; that inspirational motivation is strongly related to idealized influence, and the two are frequently mixed in practice, as expressed through a mean score of 3.7312; and that motivated employees are driven to succeed regardless of the project. Managers cannot “motivate” employees, but they can build an environment that inspires and sustains high levels of employee motivation, as seen by a mean score of 3.733. According to the aggregate results, inspiring motivation has an impact on the performance of health sector NGOs in Kenya, Nairobi County, as indicated by a mean score of 3.911 on the Five-Point-Likert scale in the questionnaire.

The study's findings were consistent with those of Ndisya and Juma (2016), who investigated the use of transformational leadership components at Safaricom. To obtain data from the sample size of 109 respondents, the authors employed a structured questionnaire using proportionate stratified sampling. The study discovered a link between inspiring motivation and employee performance.

4.3 Inferential Analysis

Inferential analysis results are presented in Table 3 below.

Table 3: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.341	0.423		2.829	0.0125
Inspirational motivation	0.672	0.182	0.303	3.719	0.0430

a. Dependent Variable: Performance of Health Sector NGOs in Kenya

Source: Researcher (2019)

The established optimal model for the study was:

$$Y = 4.341 + 0.672X_1$$

The findings presented also show that when inspirational motivation increases by one unit, the performance of Health Sector NGOs in Kenya increases by 0.672. The relationship is also strongly and positive, meaning the two variables have a strong and positive relationship.

4.4 Summary

The aim of this study was to examine the impact of inspirational motivation on the performance of Health Sector NGOs in Kenya, Nairobi County. According to the data, respondents agreed with the assertions that in the realm of business, vision consists of the plan and goals you develop to guide your company into the future. If you are unable to express your vision to others, they will be unable to see how their effort will contribute to a common goal; that a leader's, manager's or any professional's success is dependent on his or her ability to communicate. The ability to communicate is directly proportional to one's level of success. Communication breakdowns, especially in a professional setting, are extremely costly since they reduce productivity; that the motivation that drives one toward a fulfilling future is referred to as a sense of purpose (or meaning). It also aids in making the most of what one does and achieves; that Inspirational motivation is strongly related to idealized influence, and the two are frequently mixed in practice; and that Motivated employees are driven to succeed regardless of the project. Managers cannot "motivate" employees, but they can build an environment that inspires and sustains high levels of employee motivation. According to the aggregate results, inspiring motivation had a significant impact on the performance of health sector NGOs in Kenya, Nairobi County, as indicated by a mean score of 3.911 on the five-point Likert scale in the questionnaire.

5.1 Conclusion

The study concludes that Inspirational motivation has a positive and significant impact on Performance of Health Sector NGOs in Kenya, Nairobi County. The study concludes that top managers in these Health Sector NGOs encouraged subordinate staff to achieve more by communicating high expectations that subordinate staff wanted to achieve, while promoting optimism. Top managers in these firms enabled communication among staff and between leadership and subordinate staff, encouraging subordinate staff to express their thoughts and opinions. Top managers in these Health Sector NGOs assigned subordinate staff with tasks which they were most comfortable doing. They also encouraged followers to go beyond self-interest for the good of the organization. The study concludes that leaders in these Health Sector NGOs helped employees to understand and get past challenges, and they provided incentives that drove the staff to work harder so as to achieve organizational goals. Top managers in these Health Sector NGOs also provided challenges that motivated and inspired employees to perform in their work / tasks, while increasing their level of satisfaction in the Health Sector NGOs.

6.1 Recommendations

The study recommends that the top management of the Health Sector NGOs in Kenya, Nairobi County should offer employees with an inspiring vision and mission on a regular basis in order to improve employee efforts in attaining and exceeding organizational goals and objectives. The top management should act as role models towards attainment of the organizational goals, and encourage employees to leave their comfort zones so as to achieve more for the sake of their teams. The top management should continuously promote a team spirit among employees and encourage communication of ideas and opinions by staff members at all ranks of the organization so as to improve Performance of Health Sector NGOs in Kenya.

7.1 Suggestions for Future Research

This study was limited to healthcare NGOs operating within Nairobi County. Future researchers should replicate the study to organisations that are not based on the health sector to ascertain if similar findings will be arrived at. Furthermore, future researchers may give consideration to health sector NGOs outside Nairobi County.

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Appendix 1: Target Population

No	Name of NGOs	Top Managers	Directors	Total
1	Care International	10	4	14
2	Oxfam	8	6	14
3	International Rescue Committee	10	8	18
4	Path Kenya	11	5	16
5	Arise Child Development Organization	6	6	12
6	Help Age	4	2	6
7	Kenya Aids Ngos Consortium	7	8	15
8	Pact Kenya	9	4	13
9	World Vision Kenya	10	6	16
10	Care International	10	8	18
11	Save the Children	8	4	12
12	The vision international	10	10	20
13	Undugu Society Of Kenya	4	4	8
14	Ufadhili Trust	7	6	13
15	Separations International	10	4	14
16	RTI International	10	4	14
17	PSI- Kenya	5	2	7
18	Pathfinder International	10	6	16
19	Poverty Be History Organization	6	7	13
20	Pan Africa Climate Justice Alliance	10	8	18
TOTAL		165	112	277