

AFRICA INTERNATIONAL UNIVESITY

EFFECT OF *COMPOSITION* OF MANAGEMENT COMMITTEES ON
PERFORMANCE OF CHILDREN DEVELOPMENT CENTERS
SUPPORTED BY COMPASSION INTERNATIONAL
IN KENYA

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of the requirements for the degree of Master
of Arts in Organizational Leadership.

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DECLARATION

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IN KENYA

I declare that this is my original work and has not been submitted to any
other College or University for Academic Credit

The views presented herein are not necessarily those of Africa International
University or Examiners

(Signed) _____
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July,2017

ABSTRACT

Local churches drawn from different denominations can enter into a partnership with Compassion International for holistic development of children who come from economically poor households. The result of the partnership is an entity called Children Development Center (CDC). Each CDC has an oversight committee called Church Partner Committee (CPC). CDCs have been observed to have a wide range of program and operational results from excellent to poor. Why such a wide disparity in performance among CDCs that operate in similar context and have access to similar resources is not well understood. But one important variation is how CPCs are composed and operate. The study examined the effect of composition of management committees on performance of children development centers in Kenya.

The study design is a descriptive survey using an exploratory approach. The study population was 340 centers. Using stratified random sampling, a sample size of 241 or 71% of 340 was selected for the study. A self-administered questionnaire was used to collect data. The overall response rate was 93% representing 67% of target population. Primary data was analyzed using descriptive and inferential statistics and variables association analysis. The study found no statistically significant relationship between dependent variable performance and independent variables gender and level of education. However, managerial experience and proportion of outsiders in CPC (independence) had statistically significant effect on CDC performance. Additionally, data analysis by denominations found statistically significant variation in performance meaning a local church denomination affect CDC performance. The study recommends including in CPC selection criteria a requirement to have a higher proportion of members having managerial experience and eligible persons from outside the local church.

DEDICATION

This work is dedicated to my beloved wife Sally and our children; Jesse, Karen and Olivia.

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TABLE OF CONTENTS

ABSTRACT	iv
DEDICATION	i
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
DEFINITION OF TERMS	xiii
CHAPTER ONE: INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the study.....	1
<i>1.2.1 Profile of Compassion International and Children Development Centers</i>	<i>2</i>
1.3 Statement of the Problem	4
1.4 Objectives of the Study	5
<i>1.4.1 General Objective</i>	<i>5</i>
<i>1.4.2 Specific Objectives</i>	<i>5</i>
1.5 Research Questions	5
1.6 Hypotheses	6
1.7 Justification of the Study	6
1.8 Scope and Delimitation of the Study.....	7
CHAPTER TWO: REVIEW OF RELATED LITERATURE	8
2.1 Introduction	8
2.2 Theoretical Literature Review	8
2.2.1 Modern Organization Theory	8
<i>2.2.2 Classical Decision Theory</i>	<i>9</i>
<i>2.2.3 Agency Theory</i>	<i>10</i>
<i>2.2.4 Resource Dependence Theory</i>	<i>11</i>

2.2.5 <i>Theoretical Framework</i>	12
2.3 Empirical Literature Review	12
2.3.1 <i>Gender in Relation to Performance</i>	14
2.3.2 <i>Level of Education in Relation to Performance</i>	15
2.3.3 <i>Managerial Experience in Relation to Performance</i>	16
2.3.4 <i>Independence in Relation to Performance</i>	16
2.4 Conceptual Framework	18
2.5 Operationalization Framework.....	20
2.6 Summary of Literature Review	20
CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction	21
3.2 Research design	21
3.3 Target Population	22
3.4 Sampling Technique and Sample Size	22
3.5 Research Instrument	23
3.6 Reliability and Validity of the Research Instrument	24
3.7 Data Collection Procedure.....	24
3.8 Data Analysis Procedure	25
3.9 Legal and Ethical Considerations.....	25
CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION	27
4.1 Introduction	27
4.2 Response Rate	27
4.3 CPC Practice.....	28
4.4 Multiple Regression Analysis	29
4.5 CDC Performance	30
4.6 Gender Composition and Performance	33
4.6 CPC Members Level of Education and Performance	38
4.7 CPC Members Managerial Experience and Performance	41
4.8 CPC Members Independence and Performance	44
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	48
5.1 Introduction	48
5.2 Summary of the Findings	48

5.3. Conclusions of the Study.....	49
5.4 Recommendations for CPC Selection Criteria.....	49
5.5 Recommendation for Further Research.....	50
REFERENCES.....	51
APPENDICES	53
Appendix I: Research Instrument	53
Appendix II: List of Children Development Centers.....	58
Appendix III: Copy of data collection letter	69

LIST OF TABLES

Table.....	page
1: Number of CDCs per denomination	22
2: Response rate by denomination	27
3: CPC duties and responsibilities	28
4: R squared summary	29
5: ANOVA: all variables	29
6: All variables Beta coefficients	30
7: Employee turnover rate.....	31
8: Audit score by denomination.....	31
9: Performance analysis by denomination – ANOVA.....	33
10: Performance analysis by denomination - descriptive	33
11: Gender & performance regression analysis	35
12: Gender & performance one way ANOVA.....	36
13: Gender vs performance Beta coefficient.....	36
14: Gender and performance - descriptive.....	36
15: one way ANOVA - gender and performance	37
16: Level of education & performance regression analysis	40
17: Level of education & performance one way ANOVA	40
18: Level of education vs performance Beta coefficient	40
19: Managerial experience & performance regression analysis	42
20: Managerial experience & performance one way ANOVA.....	42
21: Managerial experience vs performance Beta coefficient.....	43
22: Independence & performance regression analysis.....	46
23: Independence & performance one way ANOVA	46
24: Independence vs performance Beta coefficient	46

LIST OF FIGURES

Figure.....	page
1: Theoretical Framework.....	12
2: Conceptual Framework.....	19
3: Operationalization Framework	20
4: CPC meetings frequency	28
5: Number of members per CDC	34
6: CPC members by gender	34
7: CPC chair by gender.....	34
8: CPC members' level of education	38
9: CPC members' occupation	39
10: CPC members' mode of selection.....	44
11: Stakeholders represented in CPC.....	45

ABBREVIATIONS AND ACRONYMS

CDC	Children Development Center
CDW	Children Development Worker
CEO	Chief Executive Officer
CI	Compassion International
CPC	Church Partner Committee
CSR	Corporate Social Responsibility
MFI	Micro Finance Institution
OSS	Operational Self Sustainability
PF	Partnership Facilitator
PFM	Program Field Manual
PWC	PricewaterhouseCoopers LLP
ROA	Return on Assets

DEFINITION OF TERMS

Composition

Refers to the makeup of a management committee in terms of gender, level of education, managerial experience and independence

Performance of CDCs

Refers to accomplishment of stated program and operation goals of children development centers

Independence

In this study, an independent member of the management committees is one either drawn from outside the local church or whose mode of selection is not directly determined by the local church.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This chapter covers background of the study, statement of the problem, general and specific objectives, research questions and hypotheses, justification of the study and scope and delimitations of the study.

1.2 Background of the study

This study is on the effect of composition of management committees on performance of Children Development Centers (CDCs) supported by Compassion International in Kenya. At the time of conducting the study, there were three hundred and ninety two (392) Children Development Centers supported by Compassion International in Kenya. CDCs are a function of specific local church that have a formal partnership agreement with Compassion International aimed at holistic development of children and youth originating from households with a daily income below two United States Dollars or about two hundred Kenyan Shillings at the time of writing. Each CDC in Kenya has a management committee known as Church Partner Committee (CPC). A CPC is usually made up of three to seven members. The key roles of a CPC are offering management direction, supervision and resources linkage (Compassion International, 2014). In this study, composition is the dependent variable while performance of CDCs is the independent variable. To allow for deeper analysis, the dependent variable is subdivided into four components namely; gender, level of education, managerial experience and independence. Similarly, the independent variable is subdivided into program and operational performance. Program

performance consists of educational attainment and health status of children and youth served by CDCs. Operational performance is further categorized into audit ratings, proportion of budget supported by self-generated financial resources and employees' turnover. CPCs are important in the effective running of CDCs to accomplish program and operational goals. The study investigates if the composition of a CPC has any effect on CDC's performance.

1.2.1 Profile of Compassion International and Children Development Centers

Compassion International (CI) is a Christian not-for-profit organization that started during the Korean War in 1952. The initial focus was to rescue and nurture children disenfranchised by the raging war. At the time of writing, the organization strategy was Christian holistic development of children in poverty in partnership with local churches and funded by sponsorship and non-sponsorship grants. The organization was in partnership with about seven thousand local churches directly serving about two million children and young adults in twenty six countries in Asia, Africa and Latin America. According to Compassion International (2014), the partnership serving children and young adults is commonly referred to as a 'Children Development Center' (CDC) or a 'Project'. A CDC or Project is established by the signing of a Partnership Agreement between the leadership of the local church and a representative of Compassion International. In essence, the CDC is a unit within the local church. Typically, a CDC will have an administration office located in the local church premises, a management committee, full time children development workers (CDW), part time tutors and support staff such as cooks and security guard(s). An employee of Compassion International called a Partnership Facilitator (PF) manages the relationship between the organization and the local church. PF main roles are to provide coordination and advice on program and operational matters. A viable CDC is

expected to achieve a set of minimum operational and program results. There is a defined system to track operational and program results or outcomes. Program design and operational guidelines are contained in a document called a Program Field Manual (PFM).

At the beginning of year 2017, there were 392 CDCs in Kenya each directly serving an average of two hundred and seventy (270) registered children and young adults from the host community. On average, a CDC will have two to four full time children development workers (CDW), about five to ten part time tutors and a management committee officially called Church Partner Committee (CPC). A CPC is made up of volunteers from the local church and often some from the local community. Members of a CPC serve pro bono usually for a term of three years. According to Compassion International (2014), the CPC is an accountability structure that serves to provide support and oversight to the CDC. Support and oversight are achieved through the establishment of criteria and a clear process that helps ensure the best possible decisions.

The PFM standards for a CPC is at least three (3) persons who have the competence and time to provide ongoing leadership and to ensure that partnership with Compassion International is effective and leads toward the overall goals of the partnership agreement. A CPC can be an existing governing church structure or a new committee made up of leaders from the church, caregivers/parents and youth beneficiaries (Compassion International, 2014). Among the key roles of a CPC are; set staff selection criteria, selection of the Project Director (lead CDW) and other full time and part time workers; review and approve annual plan and budget, provide ongoing financial and administrative oversight.

1.3 Statement of the Problem

Considering the preceding background information, the CPC plays a critical role in the success or failure of a CDC. CDCs operate in similar socio-economic context and geographical locations and are provided with about the same financial resources, training, processes, systems and technical support.

However, CDCs often achieve very different program and operational results. Some CDCs performance in aspects such as children education and health outcomes are high while others are unacceptably low. Some CPCs hire, motivate and retain capable employees while others struggle to do so, resulting in high employees' turnover or ineffective ones. In some CDCs, children caregivers are well informed and actively participate in their effective running while in others caregivers complain of inadequate information and participation. Periodic audits have uncovered loss of funds due to weak internal controls in some CDCs while others have effective controls that safeguard their assets from loss. In the past, some CDCs have been closed due to the inability or unwillingness of CPCs to meet partnership agreement commitments.

CPCs composition varies in terms of members' gender, level of education, managerial experience and independence. The researcher hypothesizes that CPCs' composition is a key driver of level of performance of a CDC. Therefore, the study seeks to find out the effect of composition of CPCs on performance of children development centers in Kenya.

1.4 Objectives of the Study

1.4.1 General Objective

To find out the effect of composition of management committees on performance of children development centers supported by Compassion International in Kenya

1.4.2 Specific Objectives

- i. To find out whether gender composition of a management committee affect performance of children development centers
- ii. To determine whether the level of education among management committee members affect performance of children development centers
- iii. To investigate whether managerial experience among management committee members affect performance of children development centers
- iv. To examine whether independence of management committee members affect performance of children development centers

1.5 Research Questions

- i. What is the gender composition of management committees and how does it affect performance of children development centers?
- ii. What is the level of education among management committee members and how does it affect performance of children development centers?
- iii. What is the level of managerial experience among management committee members and how does it affect performance of children development centers?
- iv. What is the proportion of independent management committee members and how does it affect performance of children development centers?

1.6 Hypotheses

H₀: Gender composition of a management committee has no significant effect on performance of children development centers.

H₁: Gender composition of a management committee has significant effect on performance of children development centers.

H₀: The level of education among management committee members has no significant effect on performance of children development centers.

H₁: The level of education among management committee members has significant effect on performance of children development centers.

H₀: Managerial experience among management committee members has no significant effect on performance of children development centers

H₁: Managerial experience among management committee members has significant effect on performance of children development centers

H₀: Independence of management committee members has no significant effect on performance of children development centers.

H₁: Independence of management committee members has significant effect on performance of children development centers.

1.7 Justification of the Study

Management committees have been an enduring part of children development centers.

The committees vary in their composition and effectiveness. The researcher is not aware of any study that has been done to find out if composition characteristics of management committees have significant effect on children development centers'

performance and if they do, to what extent? The study findings will be useful in making policy and practice recommendations regarding constituting management committees to enhance the performance of children development centers. The findings will also contribute to the body of knowledge about effect of management bodies on performance of Children Development Centers in Kenya and beyond.

1.8 Scope and Delimitation of the Study

Limiting the scope of a study using criteria such as narrowing geographical coverage and setting a time period enables the researcher to focus on solving the problem of the study in a practical manner (The Kenya Institute of Management, 2009). The study population was the 392 children development centers supported by Compassion International in Kenya. A longitudinal study would have better established the relationship between independent and dependent variables. However, due to limitation of time and financial resources, the researcher conducted a cross sectional study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter contains theoretical literature review, empirical literature review, conceptual framework and summary of literature review. Review of theoretical and empirical literature provides a framework for the study, guide discussion of research findings, conclusions and recommendations.

2.2 Theoretical Literature Review

In different fields, theories or models about relationships between variables have been developed. A researcher may be interested in testing part of a theory. The researcher must show how the study is related to or connect with the larger theoretical framework (Mugenda and Mugenda, 2003). Review of related literature found four theories relevant to this study namely; modern organization theory, classical decision theory, agency theory and resource dependency theory. The following is a discussion of each of the four theories.

2.2.1 Modern Organization Theory

According to Murugan (2016), modern organization theory developed in the early 1960s to try and overcome drawbacks of earlier theories. Earlier theories were the Classical organization theory and Neo Classical or Behavioral theory. Modern organization theory is an amalgamation of different theories such as system, contingency and decision theories. Cole & Kelly (2011) present modern organization theory as the study of structure, functioning and performance of an organization and the behavior of groups and individuals within them. Murugan (2016) considers an

organization as a system. A system is a combination of parts forming a complex unitary whole. Each part is known as a subsystem. Subsystems interact in a way that the whole is more than the sum of its parts in a phenomenon called synergy. Cole & Kelly (2011), suggests that system approach to understanding an organization is focused on the interrelationships of structure, behavior and other variables within the organization and the wider environment.

Modern organizations often have a governance framework that describes whom the organization exists to serve and how its purposes and priorities are decided. A system of corporate governance is often established to control and direct operations of the organization (Cole & Kelly, 2011). An important part of corporate governance is the establishment of an apex body such as a board of directors that review and monitor actions of management. According to Kilpatrick, Cvsa and Jansen (2016), an effective board is essential in enabling an organization achieve its mission.

2.2.2 Classical Decision Theory

According to Cole & Kelly (2011), a decision is commitment of resources. Key resources are time, people and money. Organizations are run by a series of decision making and implementation of those decisions (Murugan, 2016). Classical decision theory is based on the assumption that decision makers are objective and have complete information and considers all possible alternative and consequences before selecting the optimal solution (Cole & Kelly, 2011).

Classical decision making model starts by defining the problem, collecting and analyzing relevant data, develop alternative solutions, assess implication of each alternative, select best solution, implement, measure and monitor. There are two categories of decisions namely structured and semi-structured. Structured decisions

are repetitive and are suitable for well-defined problems. Semi structured decisions apply to problems that have a combination of well-known and unknown information. Semi-structured decisions will use a combination of structured decision model and managerial discretion based on experience.

In making decisions, managers make use of tools such as decision support systems and decision tree. Decision support systems are computer based information system that combines models and data in an attempt to solve semi-structured problems with extensive decision maker judgement. A decision tree is a diagram showing the sequence of events, decisions and consequent actions that occur in a decision making process. According to Murugan (2016), the performance of an organization depends on the quality of decisions and their implementation to convert plans and intentions to results or outcomes. Making quality decisions is dependent on the capacity of decision makers. Decision makers' capacity is developed from education and practical experience.

2.2.3 Agency Theory

Agency theory is concerned with resolving problems that may arise in agency relationships i.e. between principals e.g. shareholders and agents of the principals such as managers. In modern organizations, those responsible for day to day operations are often professional managers and not the owners. An apex body such as a board of directors is established to monitor the actions of management thereby safeguarding the interests of owners. It is assumed that left on their own, management can make decisions that are in conflict with the owners' interests (Mori and Olomi, 2012).

According to Parker (2003), it is often assumed that there is a direct and clear causal link between the actions of the board and the success of the organization as measured

in terms of factors such as profitability, reputation and share price. However, the link to organizational performance is rarely strong, ranging from satisfactory to weak.

There are different ways by which board effectiveness can be enhanced. The most important is to separate the roles of the chair of the board and CEO. The segregation of the two duties is important in guarding against the problem of conflict of interests that arise when one person is entrusted to safeguard the interests of shareholders but can derive personal gain by taking actions such as paying generous performance bonuses to management and employees or awarding skewed contracts to interested parties.

2.2.4 Resource Dependence Theory

Resource dependency theory looks at how the external resources affect the behavior of an organization. Obtaining external resources can have strategic and tactical value to an organization. According to Lencioni (2012), the ability to attract and retain quality people is a source of competitive advantage that is hard for competitors to copy.

A global survey conducted by McKinsey & Company found compelling evidence that the share prices of companies perceived by informed investors to have strong and effective boards of directors command a premium of as much as twenty percent on their market price (Parker, 2003). The expertise and network clout of board members can help propel an organization towards achieving its mission. Based on resource dependency theory, the board of directors' key roles and value then become that of advising and aiding access to external resources (Mori and Olomi, 2012). Those resources include decision makers in different private and public institutions and people with expert skill.

2.2.5 Theoretical Framework

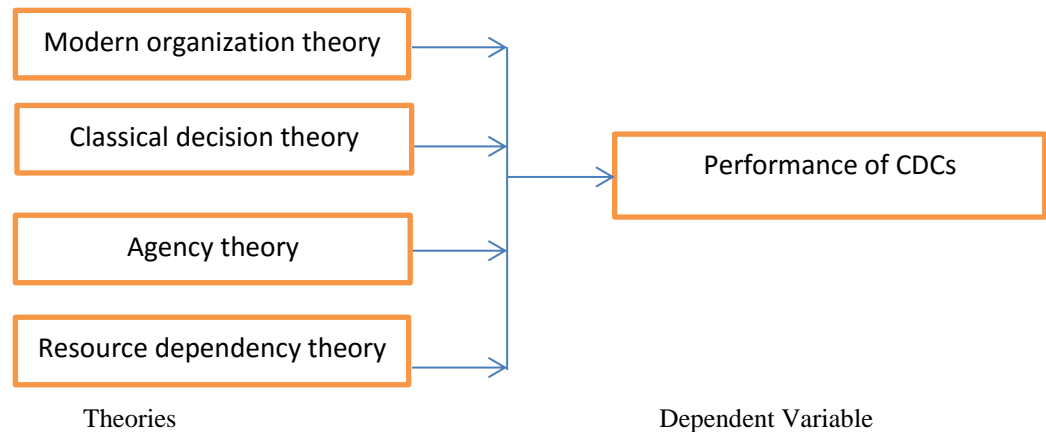


Figure 1: Theoretical Framework

2.3 Empirical Literature Review

In a report published by PricewaterhouseCoopers LLP (PWC, 2016), they listed the following board composition variables as important in determining an organization success: appropriate industry knowledge, years of experience in a similar role, skills i.e. ability to evaluate management performance, strategy and risk, tenure and succession planning. In the same paper, PWC (2016) argued that some observers think long tenure impairs independence; objectivity and performance while others think longer tenure allow building of deep organizational and industry knowledge to make one more effective in a board.

Kilpatrick, Cvsa and Jansen (2016) of McKinsey & Company conducted interviews with board chairs or CEOs/Executive Directors of 32 leading nonprofit organizations in the US. They wrote a report summarizing best practices noted from their interviews. They noted that the most common roles nonprofit boards play are policy oversight and helping to secure resources. Specifically, board members played three distinct roles namely: shaping direction of the organization through its mission,

strategy and key policies, matching leadership, resources and finances to the aspirations of the organization, monitor performance and ensure prompt corrective actions are taken as needed to keep the organization on track. Effective boards are dynamic or change to adapt to the changing internal and external realities. In selecting board members, the following factors were considered important; experience, expertise, networks, gender and ethnicity. But once members are on board, there is need to invest in their development for ongoing and increasing effectiveness. An effective board then becomes an essential component of an organization capacity to deliver on its mission. PWC (2016) made a similar assertion that board composition influences ability to oversee management and strategy in a competitive environment with changing preferences and regulation.

Based on their research findings, Mori and Olomi (2012) recommended that it is important to look for the right people and mix beyond what conventional wisdom assumes. A practical way to get the right members and mix is to maintain a pool of potential members from which to choose from when a vacancy arises. In addition, it is important to deliberately develop the capacity of board members and make it easier to identify effective substitutes where necessary. In the same study, Mori & Olomi (2012) proposed that a simple board manual should be developed to guide members on their role and processes, appraisal and refresher training. In addition, expose board members to risk management, including basic control systems and processes. There should be an evaluation of the performance of board members and the board annually. The study found that Board members were largely aware of their roles but some were either not aware or not assertive enough to be effective at oversight or monitoring.

Similar to Mori & Olomi (2012), PWC (2016) recommended that when composing effective boards, there should be in place a selection matrix that contains and considers: range of experience, expertise, perspective, constituents and interests that need to be present to serve the organization needs, periodically list qualities that could be added or dropped to strengthen board effectiveness, avoid automatic re-nomination of board members, periodically review board members experience and expertise relevance, recruit and select from a diverse pool that considers gender, race, ethnicity, experience and age among others. There should be periodic board performance evaluation to inform decision on changing composition mix including planning for membership succession. Important consideration for becoming a board member should be how well ones profile fit the current and future needs of the organization to ensure that the organization remain effective, competitive and continue to grow.

2.3.1 Gender in Relation to Performance

Zhang, Zhu, and Ding (2013) examined data from over 500 of the largest companies listed on the US stock exchanges spread in 64 different industries. They found empirical evidence showing that greater presence of women directors was positively correlated with better corporate social responsibility (CSR) performance. Considering CSR performance as a source of a firm's social acceptance, the study recommended that deliberate structuring of corporate boards to include women may be an effective approach to enhance a firm's moral legitimacy.

Mori and Olomi (2012) found that contrary to expectations, less educated, female and local board members were associated with better financial and social performance of micro finance institutions (MFIs). Seemingly lower capacity members may possess contextually relevant skills e.g. a keener understanding of needs and realities of target

social groups hence are more effective than those that may be perceived as possessing higher capacity but lack contextual understanding of their target clientele.

PWC (2016) paper concluded that diversity (gender, race, ethnicity, skills, background and experience) is associated with increased innovation (adapting to remain effective and competitive in the industry), attracting and retaining quality employees. According to Mori and Olomi (2012), a higher proportion of female board members were associated with significantly better financial performance in terms of return on assets (ROA) and operational self-sustainability (OSS), and social performance (having more female clients, providing smaller-sized loans and having a greater number of customers). The findings lend support to the need for gender diversity and including people who are aware of the needs of the target group in boards.

2.3.2 Level of Education in Relation to Performance

Board members characteristics that are associated with lower level capacity, such as being less educated can bring about positive financial and social results. Higher education or other traditional dimensions of capacity are not always an asset and may indeed be a liability in certain context. Therefore, according to resource dependency theory, it is important to consider what resources are valuable in what context (Mori & Olomi, 2012).

Darmadi (2011) found that educational qualifications of board members and CEO influence return on assets and share price. CEOs holding degrees from well-known universities performed significantly better than those without such qualifications.

In a study on board members' education level and firm's performance, Phan (2016) found no statistically significant effect on performance. Even where education level

affected performance of a firm, the effect reversed over time hence no meaningful lasting effect.

2.3.3 Managerial Experience in Relation to Performance

In their study on MFI board composition in relation to performance, Mori and Olomi (2012) found that contrary to expectations, less experienced (not having international experience) local board members were associated with better financial and social performance of MFIs. The study concluded that it's important to look beyond traditional dimensions of capacity such as level of international experience when selecting board members of MFIs. Local board members with no international experience were associated with a higher return on assets (ROA – a measure of financial performance) and operational self-sustainability (OSS – another measure of financial performance).

The findings of Mori and Olomi (2012) were contrary to that of PWC (2016) who found that components of board diversity such as experience in years was associated with increased innovation (adapting to remain effective and competitive in the industry), attracting and retaining quality employees. In a study of how board members characteristics influence financial performance, Horváth & Spirollari (2012) found that younger and less experienced board members were associated with higher financial performance. They found that younger board members were willing to take higher risks hence driving higher financial performance.

2.3.4 Independence in Relation to Performance

Waweru & Kagiri (2015) considered components of board compositions namely; independence and Chief Executive Officer (CEO) duality and their relationship to Kenyan banks' financial performance. Proportion of non-executive Board members

that were not employees of the bank were considered independent. CEO duality variable referred to those simultaneously serving in management and as the chair of the Board of Directors. The study tested whether board composition is related to financial performance (expressed as Return on Assets -ROA) at determined significance level. They found that proportion of independent non-executive directors was inversely correlated with financial performance. CEO duality was found to positively correlate to return on assets. Regarding CEO duality, even though the study found a positive relationship to financial performance, it has potential to cause conflict of interest as the same person making management decisions is also part of the organ that review those decisions. Such conflict of interest can lead to propagation of unethical or sub-optimal decisions that runs counter to financial performance and health of an organization. The foregoing reasoning may have informed the researchers' recommendation that even though their study found a positive correlation, it is advisable to separate CEO and Chair of the Board of Director's roles. Another recommendation emanating from Waweru & Kagiri (2015) study was that there should be regular meetings between of Executive Directors (management) without the CEO and non-executive members. The recommendation can be understood as a way of improving corporate governance by having management employees directly interact with independent non-executive directors in confidence in the absence of the CEO.

In their study, Mori & Olomi (2012) found no significant difference in performance between internal and external board members. Zhang, Zhu, and Ding (2013) found empirical evidence showing that greater presence of outside directors was positively correlated with better CSR performance. Postma, Van Ees, and Sterken, (2001) found

that size of a management board had no significant influence on a firm's performance. However, they found an inverse relationship between size and proportion of outsiders of a supervisory board and performance. The inverse relationship can be attributed to outsiders not having adequate knowledge of a firm to effectively supervise management.

Chiang and Lin (2011) studied the relationship between board composition and listed firms performance in Taiwan. The board composition variables studied in relation to performance were; board leadership structure, CEO duality, and independence (outsider) of directors. The study found that a firm that had CEO duality (CEO was also the chair of the board) was positively associated with better performance. The researchers thought the positive association between CEO duality and performance was due to alignment of interest (as agent and owner) as those CEOs had a controlling or significant shareholding in those firms. The study found a positive correlation between the number of outside independent directors and performance. The researchers concluded that corporate ownership structure and board composition are key factors in determining corporate governance effectiveness and performance.

2.4 Conceptual Framework

Marshall and Rossman (2011) suggest that in a conceptual framework, a researcher should link specific research questions to larger theoretical hypotheses. According to Mugenda and Mugenda (2003), a conceptual framework depicts how a researcher conceptualizes the relationship between variables and shows the relationship graphically or diagrammatically. In this study, *composition* and its elements or components are the independent variable while *performance* of CDCs and its subsets are the dependent variable. An independent variable is the one a researcher manipulates to determine its effects on another variable i.e. dependent variable.

Dependent variable also known as criterion variables varies as a function of independent variables (Mugenda and Mugenda, 2003). Based on review of similar studies, the researcher hypothesized that management committee composition elements namely; gender, level of education; managerial experience and independence have a significant causal relationship with performance of CDCs as depicted by the following illustration.

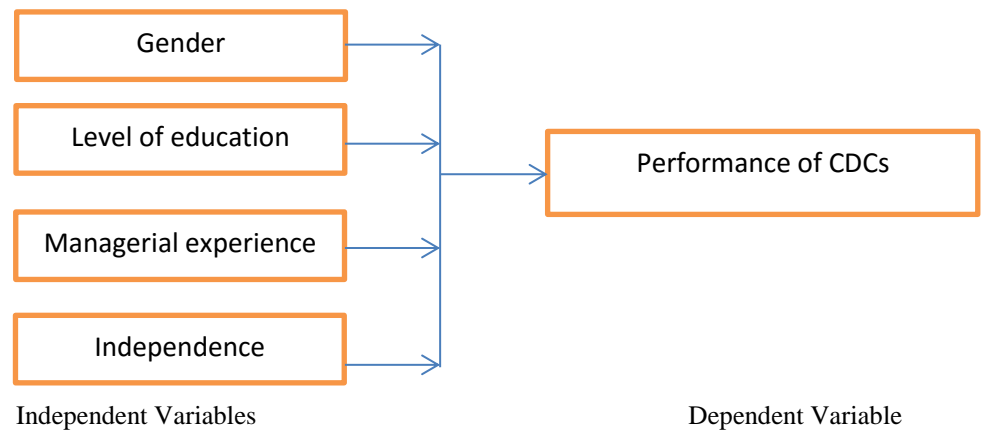


Figure 2: Conceptual Framework

2.5 Operationalization Framework

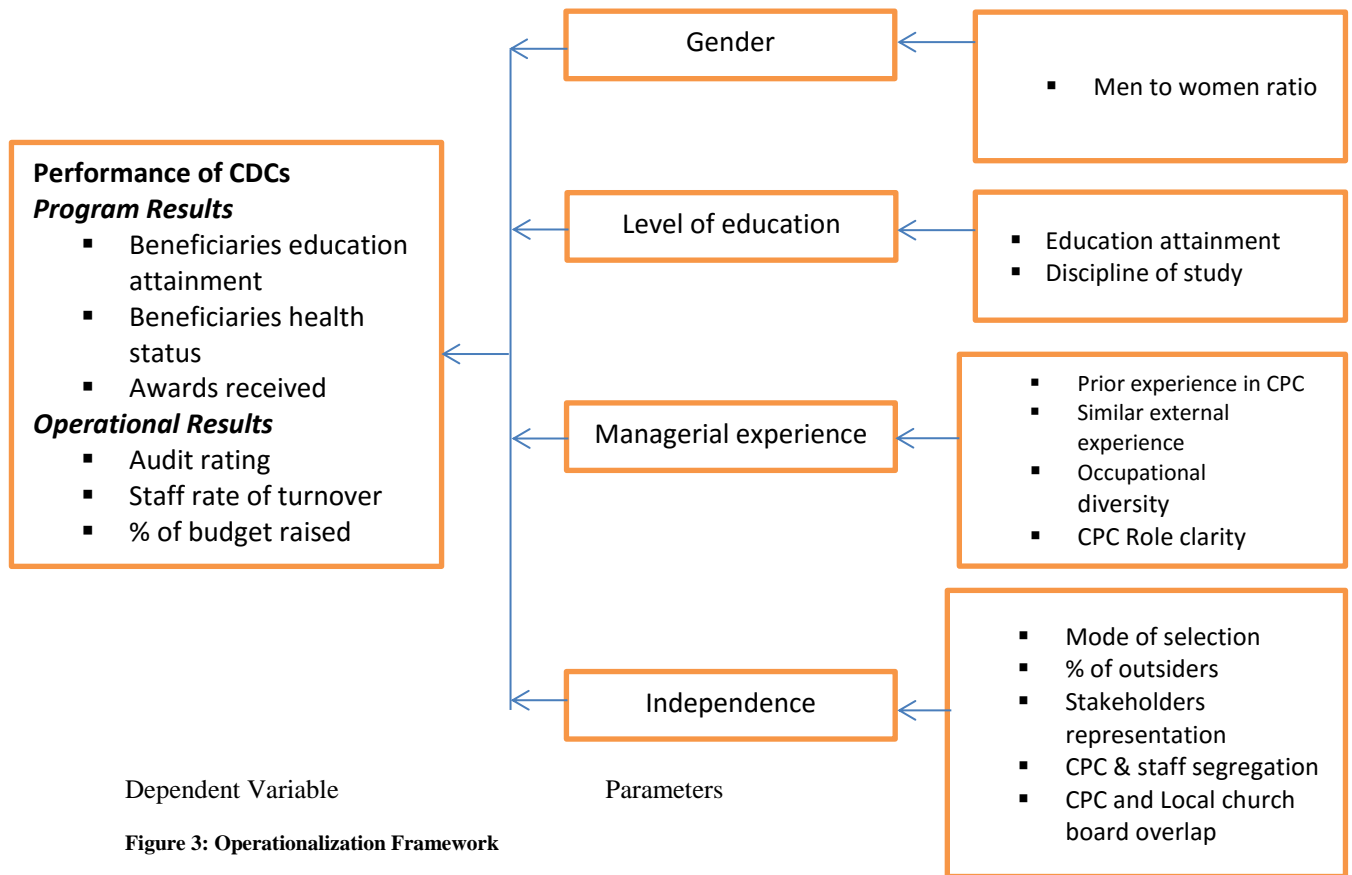


Figure 3: Operationalization Framework

2.6 Summary of Literature Review

Reviewed literature on relationship between board composition and performance of organizations indicates that composition affect the effectiveness of the board to carry out its mandate and therefore the performance of the organization. In composing an effective board, diversity should be an important consideration. Aspects of diversity that should be put into consideration include gender, managerial experience, skills, level of education and independence. A board's mandate need to be clearly articulated and periodic reviews done to ensure their effectiveness. Researchers also suggest organizations should have a pool of suitable board members to replace those exiting

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher presents and discusses the research methodology used in conducting the study. The chapter consists of research design, target population, sampling procedure and sample size, research instrument, data collection procedure, data analysis procedure, data quality control and legal and ethical considerations.

3.2 Research design

Research design refers to the manner in which researchers go about collection and analysis of data to achieve research objectives (Kothari, 2004). Unlike natural science research designs concerned about controlling conditions during research window, qualitative or non-standardized research design refers to a plan for collecting and analyzing evidence to answer specific research questions (Flick 2011). According to Denscombe (2014), a research design is neither right nor wrong but depends on fitness for purpose.

The study design is a descriptive survey using an exploratory approach. Descriptive research design is defined as a process of collecting data to test hypotheses or to answer questions regarding current status of the subjects. In a survey, data is collected from a sample of a population, or whole population to determine current status in relation to one or more variables. Survey research could be descriptive, exploratory or use advanced statistical analysis (Mugenda and Mugenda, 2003).

3.3 Target Population

At the time of the study, there were a total of 392 Children Development Centers located in 29 Counties of Kenya (see list of centers and respective counties in Appendix II) supported by Compassion International. Compassion International office is located along Kerarapon road, off Ngong Road Karen, Nairobi.

However, since the tenure of management committees is three years, the target population was adjusted to eliminate Children Development Centers that were less than three years since inception at the end of 2016. A total of 340 Centers were at least three years by end of 2016. Table 1 is a summary of CDCs grouped by international denomination affiliation.

Table 1: Number of CDCs per denomination

DENOMINATION	NUMBER OF CDCs
AFRICAN INLAND CHURCH	47
ANGLICAN	74
ASSEMBLIES OF GOD	22
BAPTIST	19
CHURCH OF GOD	21
METHODIST	24
PENTECOSTAL	112
PRESBYTERIAN	21
Total	340

3.4 Sampling Technique and Sample Size

A researcher should take a large sample as possible to increase confidence that the findings represent the population characteristics (Mugenda and Mugenda, 2003).

Denscombe (2014) recommends that usable responses of about 50% should be drawn using a probability sampling method to achieve a 95% confidence level for a population of between 250 and 500. As a population moves toward 5000, changes in the population have insignificant effect on sample size.

Stratified random sampling using Microsoft Excel 2010 was used to randomly select respondents from different denomination affiliation. However, denominations with a population of less than 30 were all selected while at least 30 centers were selected from denominations whose half of the population would be less than 30. Therefore, the sample size was 241 or 71% of 340 CDCs that were at least three years in operation at the end of December 2016. Since the 340 Children Development Centers count is between 250 than 500, Denscombe (2014) sample size model was thought suitable. A sample size of 71% was likely to elicit at least 50% usable responses recommended by Denscombe sampling model. Since the stratified random sampling is a probability sampling technique, sample characteristics can be generalized to the population at 95% confidence level.

3.5 Research Instrument

According to Mugenda and Mugenda (2003), questionnaires are common instrument for primary data collection as they are relatively easier to develop and convenient to administer. The researcher used a questionnaire to collect data related to specific research questions and to test hypotheses. The questionnaire is in appendix I. The questionnaire was made up of 41 structured questions or statements subdivided into three parts namely; A, B and C. Part A contained eleven statements and questions with multiple choices for respondents to select from. Part B had thirteen statements and questions with a range of numbers for a respondent to select from. Part B was used to generate numerical data. Part C contains 17 statements that respondents used to rate using a Likert scale of 1 to 5, with 1 being strongly disagree and 5 strongly agree.

3.6 Reliability and Validity of the Research Instrument

Reliability of research instrument is a measure of the degree of consistency in obtaining data. If the instrument can be used by different researchers in similar population and produce consistent data, then it can be said to be reliable (Kenya Institute of Management, 2009).

In order to assure reliability and validity, the questionnaire was first administered to selected respondents in a pilot study. Pilot study respondents were Partnership Facilitators. Each Partnership Facilitator is responsible for about 13 CDCs. Feedback and observations from the pilot study were used to revise the questionnaire to assure validity and reliability of data gathered in the main data collection stage. In addition, responses from primary data collection stage were corroborated by comparing with secondary sources such as internal reports containing CDC program and operational data.

3.7 Data Collection Procedure

Denscombe (2014) state that in a survey, carefully identified respondents are asked questions using telephone, Internet, postal service or face-to-face contact.

Questionnaires and interviews are the commonly used data collection methods in a social research. Surveys can also involve observation of behavior and analysis of documents.

As noted under the study population and sampling procedure, data collection was done among Children Development Centers that have been in operation for at least three years located in 29 counties in Kenya. An Internet link to a Google Form version of the questionnaires in appendix I was sent via email to randomly selected CDCs. In each CDC, the respondent was the CDC Director. The Directors of the

selected CDC accessed the questionnaire via the Internet link, completed and submitted online. At the close of the response time, response data was reviewed then downloaded for analysis.

3.8 Data Analysis Procedure

In social science research, data is commonly analyzed using descriptive, inferential and association analysis (Munyoki & Mulwa, 2012). In this study, data was first be analyzed using descriptive statistics namely measures of central tendency and dispersion. Examples of descriptive statistics are; mean mode, median, range and standard deviation. Inferential statistical measures used include analysis of variance (ANOVA), multiple linear regression (coefficient of determination (r-squared)). Association analysis between variables was tested using correlation coefficient. Results of the analyses are presented using tables, graphs and discussions. Data collected was analyzed using Statistical Package for Social Science (SPSS) and Microsoft Excel.

3.9 Legal and Ethical Considerations

Awareness of ethical issues in research is a precondition to protecting the integrity of the researcher and ensuring honest results. There are laws that apply to different situations such as prohibiting unethical behavior in research. Examples of unethical and unlawful behavior are plagiarism and fraud. During conduct of a research, important ethical considerations include; confidentiality, privacy, anonymity, voluntary and informed consent and obtaining relevant permissions (Mugenda and Mugenda, 2003). Since the research focused on Compassion International and its local church Partners, respondents were informed about the purpose of the study and their consent sought. Partnership Facilitators were informed of the study and its intent.

Participation was on voluntary basis. Respondents were given opportunity to ask questions related to the research. Respondents' identity was not disclosed or responses directly attributed to any specific participant

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter contains primary data analyzed using descriptive and inferential statistics followed by interpretation and discussion to answer research questions and test hypotheses. Inferential statistical measures used include analysis of variance (ANOVA), multiple linear regression (coefficient of determination (r-squared)) and correlation analysis.

4.2 Response Rate

Table 2 is a summary of response rate by denomination. Even though a total of 229 responses were received, some respondents did not respond to some questions. Response rate across denominations was satisfactory with the least being 64%. Overall, the response rate was 93% which represent a sample of 67% of the target population.

Table 2: Response rate by denomination

Denomination	CDCs	Sample size	Responses	Response Rate
African Inland Church	47	30	29	97%
Anglican	74	41	38	93%
Assemblies of God	22	22	14	64%
Baptist	19	19	16	84%
Church of God	21	21	20	95%
Methodist	24	24	24	100%
Pentecostal	112	63	63	100%
Presbyterian	21	21	21	100%
Total	340	241	225	93%

4.3 CPC Practice

A large majority of CPCs were meeting once a month. Five percent (5%) were meeting every two weeks while the remaining 1% met on a quarterly basis. Figure 4 is a graphical representation of CPC meetings frequency.

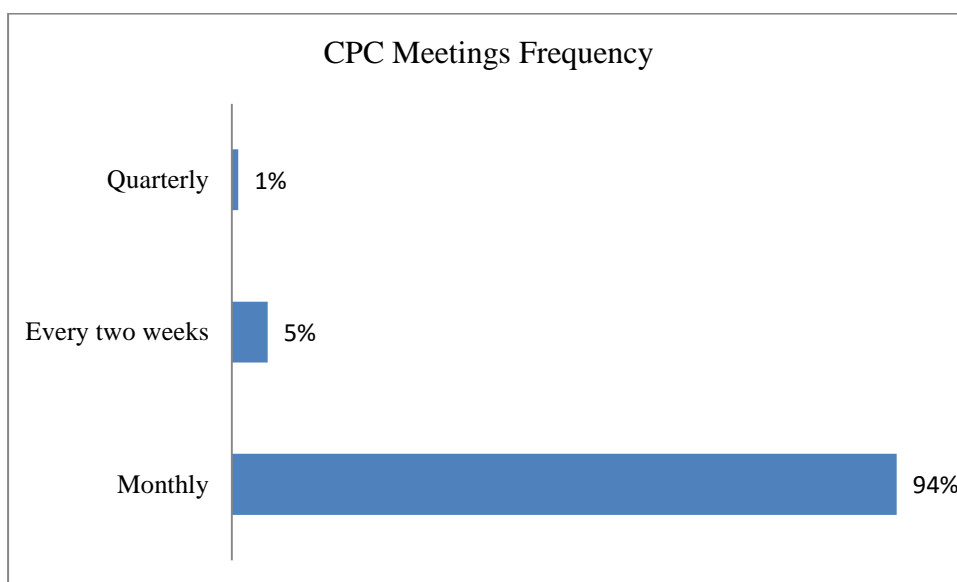


Figure 4: CPC meetings frequency

Respondents were asked to indicate duties and responsibilities performed by CPC members. Table 3 is a summary of roles and responsibilities commonly carried out by members.

CPC duties and responsibilities	# of CDCs
Approve beneficiaries registration and exit	212
Review and approve annual plans and budgets	219
Review and approve expenses	224
Select and supervise staff	222
Develop and oversee policy implementation	189
Link and mobilize human and financial resources	174
Others:	
Safeguarding CDC assets	1
Participate in normal CDC activities, for instance mentorship sessions	2
Educate and mobilize the community to support the CDC	1

Table 3: CPC duties and responsibilities

4.4 Multiple Regression Analysis

According to Freedman, et al. (2010), coefficient of determination denoted R^2 or r^2 is a key output of regression analysis. It is interpreted as the proportion of the variance in the dependent variable that is predictable from the independent variable. An R^2 between 0 and 1 indicates the extent to which the dependent variable is predictable from the independent variable with a score of 1 indicating the strongest predictor value. If the R^2 value is low, there are statistically significant predictors that can still draw important conclusions about how changes in the predictor values are associated with changes in the response value.

Table 4 is a summary of coefficient of determination score suggesting a low causal relationship between combined independent variables and the dependent variable.

Table 4: R squared summary

R ² Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.293 ^a	.086	.067	.25938
a. Predictors: (Constant), LN Independence, LN Female proportion, LN Education level, LN Managerial experience LN = Natural Logarithm				

Table 5 is the result of all variables multiple regression and a test of significance.

Taken together, the independent variables do not have a statistically significant causal relationship with the dependent variable.

Table 5: ANOVA: all variables

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.272	4	.318	4.727	.001 ^a
	Residual	13.591	202	.067		
	Total	14.863	206			
a; Predictors: (Constant), LN Independence, LN Female proportion, LN Education level, LN Managerial experience						
Dependent Variable: LN Performance						

Table 6 presents the results of beta coefficients and test of statistical significance at 95% confidence level. The analysis indicates that gender (proportion of females in a CPC) was the best predictor of the variance in performance. The second best predictor was the level of education. All beta coefficient values were relatively low at below 0.2. However, even though the beta coefficient values were low, independence and managerial experience were statistically significant.

Table 6: All variables Beta coefficients

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.550	.069		22.509	.000
	LN Female proportion	.132	.049	.182	2.688	.008
	LN Education level	.093	.037	.172	2.507	.013
	LN Managerial experience	.049	.036	.097	1.364	.174
	LN Independence	-.012	.037	-.023	-.327	.744
Dependent Variable: LN Performance						

4.5 CDC Performance

CDCs had an average of three full time employees. Some CDCs had one full time staff at the time of data collection while the highest number of employees was seven. Overall, 19% of full time employees left employment in the last twelve month. A 19% employee turnover is relatively high and can adversely impact CDC performance. Table 7 presents a summary of full time employees' turnover rate. Nearly two thirds of the CDCs retained all their employees in the last twelve months while the rest had a number or all staff leaving within one year. Those with more than 100% turnover rate mean employees were hired and left within the same year. High employee turnover can be disruptive to good performance since it takes time for new employees to learn

work requirements and gain knowledge, skills and competences needed to be effective.

Table 7: Employee turnover rate

Turnover rate	CDCs with Rate	CDCs % with Rate
0%	149	65.1%
14%	1	0.4%
20%	5	2.2%
25%	8	3.5%
33%	24	10.5%
50%	19	8.3%
67%	7	3.1%
100%	14	6.1%
133%	1	0.4%
200%	1	0.4%

CDCs are audited at least once in 30 months. Audit score range from A to E, with A being the best possible rating. ‘B’ rating was the most common followed by ‘C’.

Some respondents said they had not yet received most recent audit report hence did not know their ratings. Table 8 summarizes the most recent audit score by denomination.

Table 8: Audit score by denomination

Denomination	Audit Score					Total
	A	B	C	D	E	
African Inland Church		15	15			30
Anglican	1	24	12	1		38
Assemblies of God		11	1	2		14
Baptist	1	4	10			15
Church of God		15	3	1		19
Methodist	1	11	12			24
Pentecostal	1	32	26	1	1	61
Presbyterian		12	7	2		21
Total	4	124	86	7	1	222

A total of 103 CDC indicated they had received one to three different awards for exemplary performance. The awards categories included Partner of the Year Award

(POYA), sports, arts, and academic excellence. Most awards were received from Compassion International with a few from other organizations.

On a scale of 1 to 5 with 5 being strongly agree, the average response to the statement: Children and youth registered in the CDC attained satisfactory grades in school or college was 3.25 meaning somewhat agree. Respondents average score on the statement that: In the most recent health checkup, children and youth registered in the CDC were in good health was 4.05 meaning they agreed with that statement. On the statement that: The CDC has been increasing the amount of money raised from none Compassion sources, the average score was 3.32 meaning they somewhat agreed with the statement. The response to the three statements is consistent with recent program effectiveness studies by Compassion International and internal reports on education, health and CDC internally generated incomes.

Tables 9 and 10 present performance analysis by denomination. Even though the performance means score in table 10 were close, there were significance variations among denominations as measured by standard deviation. The variation in performance among the CDCs from different denominations was statistically significant with a probability value of .812. Even though the focus of the study was not on effect of denomination on performance, the statistical analysis indicates that a denomination has a significant effect a CDC performance. Since CPC independence and members' managerial experience have statistically significant effect on performance, the variation can perhaps be explained by some denominations selecting members biased towards the two variables. Further study would be necessary to find out why denominations affect a CDC performance.

Table 9: Performance analysis by denomination – ANOVA

ANOVA					
LN performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.303	7	.043	.529	.812
Within Groups	17.847	218	.082		
Total	18.150	225			

Table 10: Performance analysis by denomination - descriptive

Descriptive								
LN performance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
African Inland Church	30	1.5805	.17086	.03119	1.5167	1.6443	1.20	1.87
Anglican	38	1.6120	.17646	.02863	1.5540	1.6700	1.30	2.20
Assemblies of God	14	1.5749	.24850	.06642	1.4315	1.7184	.92	1.95
Baptist	15	1.5320	.25597	.06609	1.3903	1.6738	1.10	2.05
Church of God	20	1.5225	.46698	.10442	1.3039	1.7411	.00	1.95
Methodist	25	1.4876	.35243	.07049	1.3421	1.6330	.00	1.79
Pentecostal	63	1.5562	.30438	.03835	1.4795	1.6329	.00	2.08
Presbyterian	21	1.5844	.25098	.05477	1.4702	1.6987	.92	1.95
Total	226	1.5604	.28402	.01889	1.5232	1.5976	.00	2.20

4.6 Gender Composition and Performance

CDCs had an average of 6.7 or approximately 7 members. Proportion of men in CPCs was higher than that of women. Women constituted 43% of CPC membership. But the proportion of women leading the CPCs as the chair was far less at 29%. Figure 5 shows the distribution of number of CPC members among CDCs

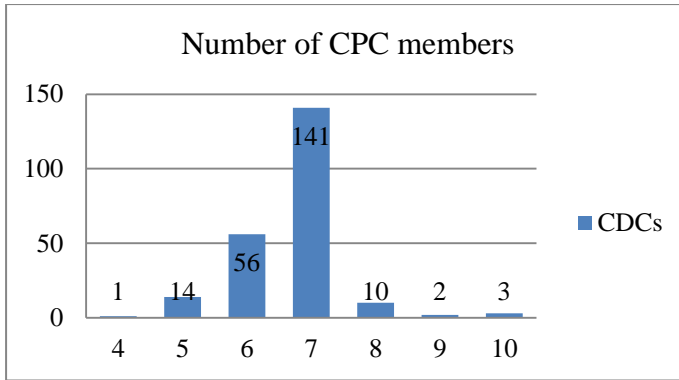


Figure 5: Number of members per CDC

Figure 6 shows gender composition in CPCs while figure 7 indicate CPC chair by gender.

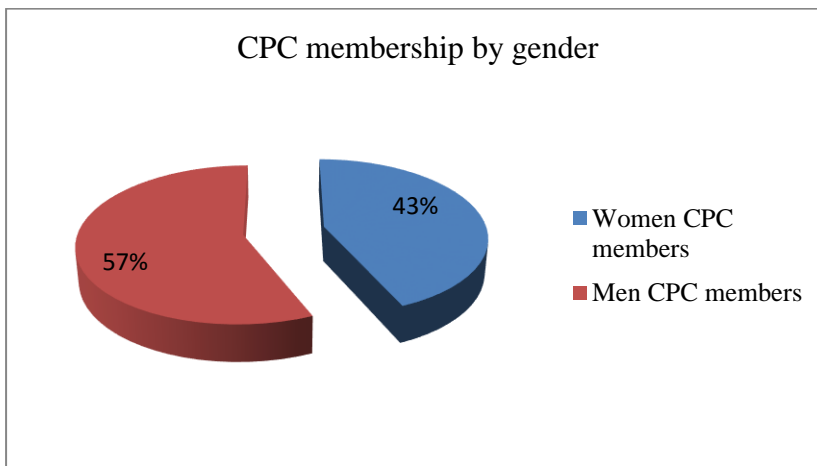


Figure 6: CPC members by gender

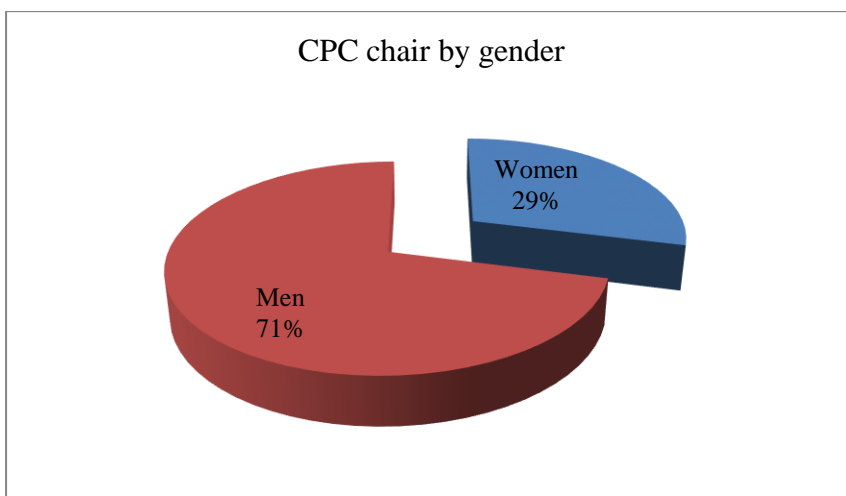


Figure 7: CPC chair by gender

To gauge respondents' perception on the relationship between gender composition and performance, four statements were rated on a scale of 1 to 5 with 5 being strongly agreed. On the first statement that: Women CPC members are more aware of the issues affecting children in the community than men, the average score was 3.63 meaning they somewhat agreed. On the statement: More women in CPC results in better education and health outcomes for children, the average score was 3.29 meaning muted agreement with the statement. However, respondents somewhat disagreed with the next two statement. On the statement: More women in CPC results in better administration (e.g. financial, audit, budgeting), the average score was 2.91 while the average score for the statement: Women in CPC are better at linking the CDC to external resources than men was 2.62. Overall, respondents perceived more women in CPC as better for improved care and development of children but less effective at administrative oversight and linking CDCs to external resources.

Correlation coefficient was used to test the strength and direction of the relationship between genders composition (proportion of women in CPC) and performance. The analysis resulted in a correlation coefficient of 0.12 meaning a weak positive association between the two variables.

A regression analysis between performance and gender (female proportion in CPC) was done and the results presented in table 11. An r^2 value of 0.022 indicates gender had a low predictor value to performance.

Table 11: Gender & performance regression analysis

R ² Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.161 ^a	.026	.022	.26132
a. Predictors: (Constant), LN Female proportion				

To test hypothesis and determine if gender composition affect performance, one way ANOVA and Beta coefficient analysis presented in tables 12 and 13 were carried out. The analysis indicates gender composition has no statistically significant effect on performance.

Table 12: Gender & performance one way ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.409	1	.409	5.993	.015 ^a
	Residual	15.297	224	.068		
	Total	15.706	225			
a. Predictors: (Constant), LN Female proportion						
b. Dependent Variable: LN performance						

Table 13: Gender vs performance Beta coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.661	.042		39.711	.000
	LN Female proportion	.112	.046	.161	2.448	.015
a. Dependent Variable: LN Performance						

Since past studies such as Zhang, Zhu, and Ding (2013) and Mori and Olomi (2012) found empirical evidence showing that greater presence of women directors was positively correlated with better performance, further analysis was done to test relationship between gender composition and performance. A descriptive analysis and one way ANOVA analysis were carried out at below and above 50% proportion of women. The analysis results are presented in Tables 14 and 15.

Table 14: Gender and performance - descriptive

Table 15: Gender and performance - descriptive

Descriptive								
LN performance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Female Less than 50%	130	1.5272	.31914	.02799	1.4719	1.5826	.00	2.20
Female More than 50%	98	1.6031	.22064	.02229	1.5589	1.6474	.69	2.08
Total	228	1.5599	.28302	.01874	1.5229	1.5968	.00	2.20

Table 16: one way ANOVA - gender and performance

ANOVA						
LN performance						
	Sum of Squares	df	Mean Square	F	Sig.	
Between Groups	.322	1	.322	4.074	.045	
Within Groups	17.861	226	.079			
Total	18.183	227				

The results indicate that there is a statistically significant difference between the mean performance of CDCs with less than 50% of members being female and those with more than 50% of members being female ($t = -2.018$, $p = .045$). The analysis concludes that CDCs with more than 50% women in CPC have a statistically significant higher performance than those below. However, the overall probability level of .045 is less than 0.05. Therefore, at 95% confidence interval, the null hypothesis is accepted. Therefore, gender composition of a management committee has no significant effect on performance of children development centers.

4.6 CPC Members Level of Education and Performance

Figure 8 shows the distribution of CPC members by highest level of education attainment. Those with a primary and secondary level education constituted about 30% each. A small proportion of members either had no formal education or had a post graduate education attainment.

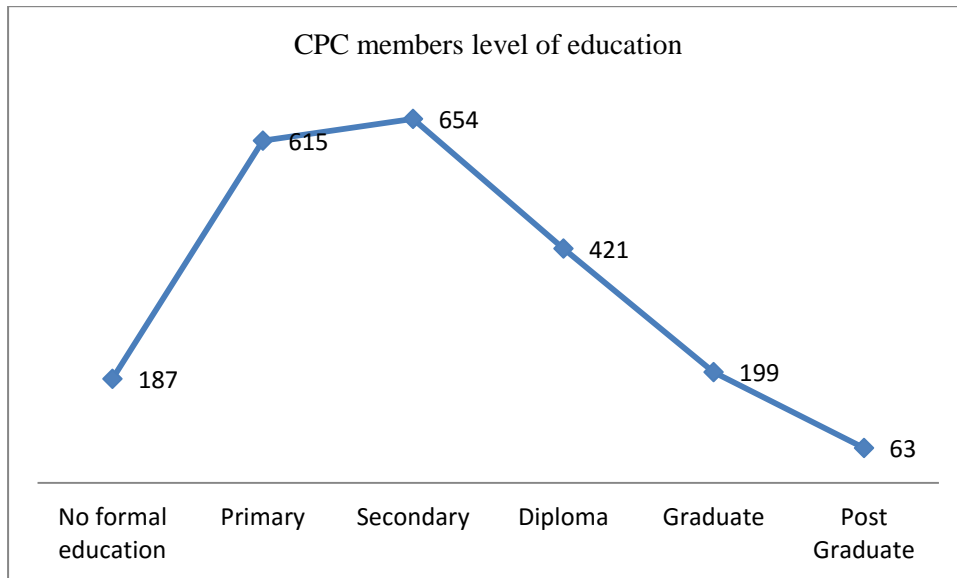


Figure 8: CPC members' level of education

Most CPC members by occupation were farmers, engaged in business or trading, clergy and teachers. A smaller number were in accounting and medical professions. Responses received under the 'others' category include people working in the civil service, human resource, information technology and media, elected representative, media, civil construction, engineering, banking, agricultural extension, food technology, general administration and day laborers. Figure 9 is a summary of the distribution of CPC members by occupation. There was little occupational diversity in most CPCs which may be explained by the fact that about two thirds (67%) of CDCs are in rural communities.

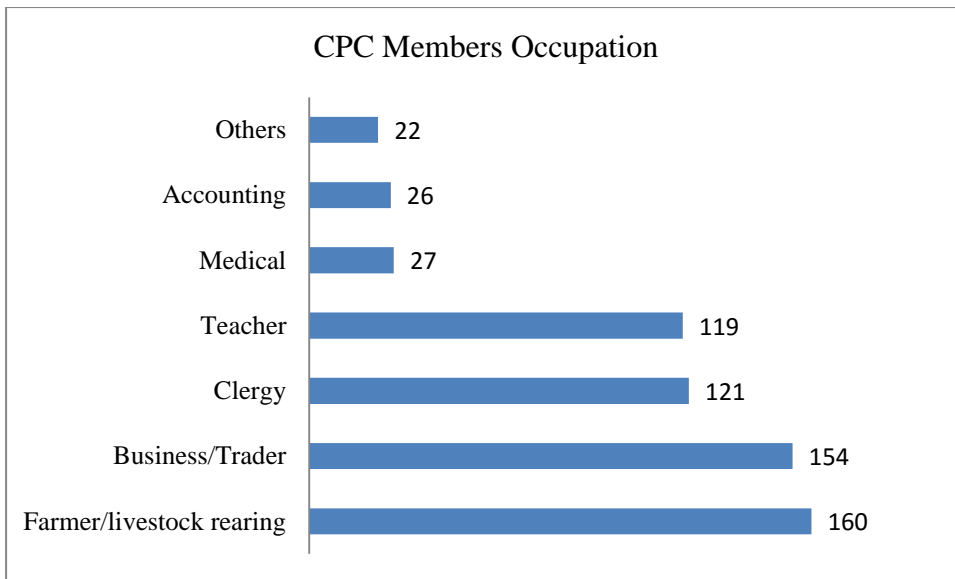


Figure 9: CPC members' occupation

To gauge respondents' perception of the relationship between CPC members' level of education and performance, four statements were rated on a scale of 1 to 5 with 5 being strongly agreed. On the first statement that: Levels of education of CPC members affect their ability to supervise CDC operations, the mean score was 4.19 indicating agreement. On the second statement that: Levels of education of CPC members affect their ability to oversee program implementation, the mean score was 4.14 indicating agreement. On the third statement that: Levels of education of CPC members affect their ability to link CDC to external resources, the mean score was 3.95 indicating agreement. The last statement that: Diversity in field of study or occupation is important in effectiveness of a CPC, the mean score was 4.38 indicating somewhat strong agreement.

However, respondents' perception was not empirically supported as inferential analysis did not return a statistically significant relationship between the level of education and performance. Correlation analysis between level of education and

performance returned a correlation coefficient of 0.14 indicating a low positive association between the two variables.

A regression analysis between performance and level of education returned an r^2 value of 0.017. The results are presented in table 16. The r^2 value is relatively low indicating level of education had a low predictor value on performance.

Table 17: Level of education & performance regression analysis

R ² Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.146 ^a	.021	.017	.26165
a. Predictors: (Constant), LN Level of education				

To test hypothesis and determine if level of education has significant effect on performance, one way ANOVA and Beta coefficient analysis presented in tables 17 and 18 were carried out. At 95% confidence level, the analysis indicates that level of education has no statistically significant effect on performance.

Table 18: Level of education & performance one way ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.335	1	.335	4.894	.028 ^a
	Residual	15.404	225	.068		
	Total	15.739	226			
a. Predictors: (Constant), LN Level of education						
b. Dependent Variable: LN performance						

Table 19: Level of education vs performance Beta coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.470	.047		31.235	.000
	LN Level of education	.074	.034	.146	2.212	.028
a. Dependent Variable: LN performance						

Based on the results of the analysis, at 95% confidence interval, the null hypothesis is accepted. Therefore, level of education of management committee members has no significant effect on performance of children development centers. The finding is consistent with Mori & Olomi (2012) who found that low educated female members were more effective members of micro finance institution boards in Kenya and Tanzania targeting low income borrowers. Similarly, Phan (2016) found board members level of education had no significant effect on a firm's performance. However, the finding is contrary to Darmadi (2011) who found that educational qualifications of board members and CEO influence return on assets and share price. Since both micro finance institutions and CDC target low income groups, it may explain why the findings are consistent.

4.7 CPC Members Managerial Experience and Performance

About 40% of current CPC members had previously served a three year term or terms. Nearly half or 47% of the current CPC members were current or previous members of similar management committees in other institutions such as schools, churches, government agencies, public benefit organizations and businesses. Only 18 CDCs or 8% said none of their current members had served in previous CPCs perhaps because those CDCs were just over three years since inception. Fifteen or 7% of CDC indicated that none of their current CPC members serve or have served in similar management committees elsewhere. Overall, CPC members had fairly strong managerial experience gained either from previous tenure or from similar membership in other institutions. Some members were serving concurrently in both CDC and other institutions. Such overlapping membership can help foster managerial experience and provide resource linkages for the CDC.

To gauge respondents' perception about the relationship between managerial experience and performance, they were asked to rate three statements on a scale of 1 to 5 with 5 being strongly agree. On the first statement that: CPC members who have served in previous committees are more effective than new ones, the mean score was 3.47 indicating somewhat agree. On the second statement that: CPC members who have served in similar external committees are more effective in overseeing operation and program, the mean score was 3.8 indicating near agreement. On the last statement that: CPC members who have served in the past or similar external committees are better at linking the CDC to external resources, the mean score was 3.6 indicating near agreement.

Correlation analysis between managerial experience and performance returned a correlation coefficient of 0.16 indicating a low positive association between the two variables. Regression analysis between the two variables returned an r^2 of 0.012 indicating managerial experience has a low predictor value on performance. Table 19 is a summary of the regression analysis between the two variables.

However, a one way ANOVA and Beta coefficient analysis indicated a statistically significant relationship between the two variables. The results are presented in tables 20 and 21.

Table 20: Managerial experience & performance regression analysis

R ² Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.130 ^a	.017	.012	.26461
a. Predictors: (Constant), LN Managerial experience				

Table 21: Managerial experience & performance one way ANOVA

Table 22: Managerial experience & performance one way ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.266	1	.266	3.793	.053 ^a
	Residual	15.404	220	.070		
	Total	15.670	221			
a. Predictors: (Constant), LN Managerial experience						
b. Dependent Variable: LN performance						

Table 23: Managerial experience vs performance Beta coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.565	.018		88.099	.000
	LN Managerial Experience	.066	.034	.130	1.948	.053
a. Dependent Variable: LN performance						

The results of foregoing analysis show that at 95% confidence interval, managerial experience has a statistically significant effect on performance. The null hypothesis is rejected and alternative hypothesis accepted. Therefore, CPC members' managerial experience has a significant effect on performance of children development centers. The finding is consistent with that of PWC (2016) which found that components of board diversity such as experience in years was associated with increased innovation (adapting to remain effective and competitive in the industry), attracting and retaining quality employees. The result can also be attributed to more experienced CPC members having adequate knowledge and competence to effectively supervise CDC staff.

4.8 CPC Members Independence and Performance

A large majority of CPC members were congregants of the CDC local church with only 13% coming from other churches. Similarly nearly half or 44% of CPC members were also in the local church leadership. Eighteen (18) or 8% of the CDCs had all CPC members drawn from the local church council or committee meaning there was no separation of leadership. A total of 96 or 42% of the CPCs had half or more of the members drawn from the local church councils.

Appointment by local church leaders was the most common way of becoming a member of a CPC. The next most common modes of selection were election by members of the local church and being appointed by the Pastor. Other modes of selection were election by various stakeholders such as caregivers, nomination by outgoing CPC members and finally in one CDC, they relied on people coming forward voluntarily. Figure 10 is a summary of frequency of each mode of selection.

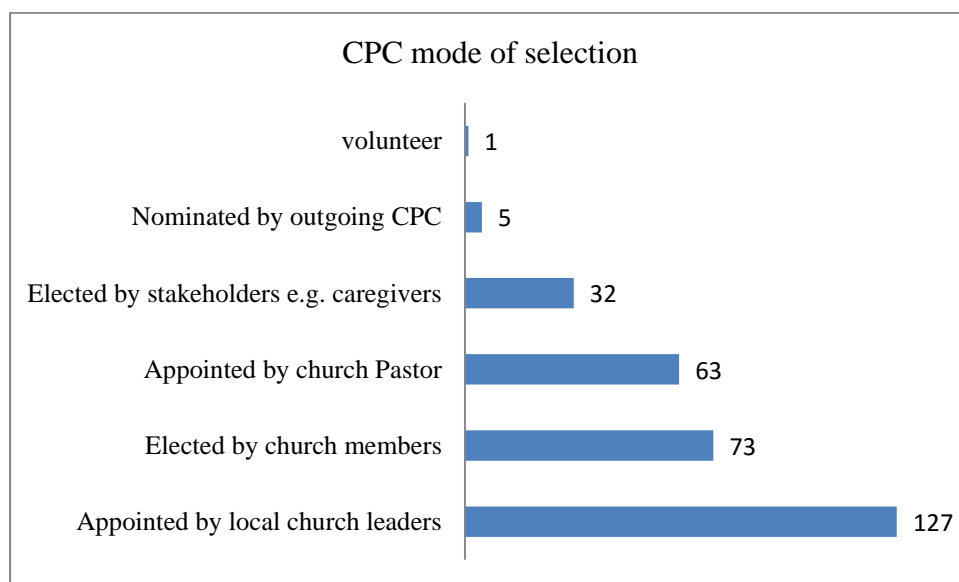


Figure 10: CPC members' mode of selection

Caregivers were the most commonly represented stakeholder in the CPC closely followed by local church leaders. Youth and children and local community also had

significant representation in the CPC composition. Figure 11 is a summary of proportion of stakeholders' representation.

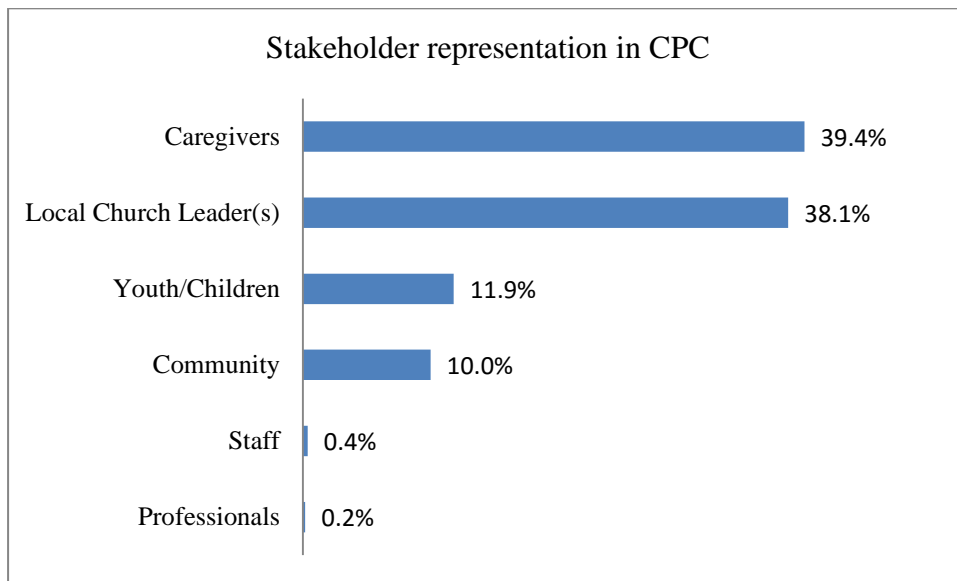


Figure 11: Stakeholders represented in CPC

All respondents stated that CDC employees attend CPC meetings with 15% of Directors attending while in 84% of CDCs, both the Director and other employees attends. Only two respondents stated that CDC Director or employees attend meetings only on invitation in special occasions such as annual budgeting meetings.

To assess respondents' perception on the effect of CPC members' independence on performance, they were asked to rate three statements on a scale of 1 to 5 with 5 being strongly agreed. On the first statement that: A CPC with more members from outside the host church offer better operational oversight, the mean score was 3.16 indicating somewhat agree or near neutral. On the second statement that: A CPC with more members from outside the host church leads to better program results, the mean score was 3.05 again indicating neither agree nor disagree. The final statement that: A CPC with more members from outside the host church is better at linking and mobilizing

external resources, the mean score was 3.15 again indicating neutral or somewhat agree.

A correlation analysis between the two variables returned a correlation coefficient minus (-) 0.06 indicating a very low association but of significant note, an inverse relationship. Similarly, regression analysis between the two variables resulted in an r^2 value of minus (-) 0.002, an indication that independence variance has low effect on performance variance and that the two have an inverse relationship. Table 22 is a summary of the r^2 analysis.

Table 24: Independence & performance regression analysis

R ² Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.054 ^a	.003	-.002	.28610
a. Predictors: (Constant), LN Independence				

A one way ANOVA and Beta coefficient analysis indicated a high statistically significant relationship between the two variables. Out of the four independent variables, independence has the strongest statistical significance. The results are presented in tables 23 and 24.

Table 25: Independence & performance one way ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.051	1	.051	.625	.430 ^a
	Residual	17.353	212	.082		
	Total	17.404	213			
a. Predictors: (Constant), LN Independence						
b. Dependent Variable: LN performance						

Table 26: Independence vs performance Beta coefficient

Table 27: Independence vs performance Beta coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.545	.025		60.678	.000
	LN Independence	-.031	.039	-.054	-.791	.430

a. Dependent Variable: LN performance

Based on the strong statistical significance, the null hypothesis is rejected and alternative hypothesis accepted. Therefore, CPC members' independence has a significant effect on performance of children development centers. The finding is consistent with that of Zhang, Zhu, and Ding (2013) who found empirical evidence showing that greater presence of outside directors was positively correlated with better CSR performance. The finding is also consistent with that of Postma, Van Ees, and Sterken, (2001) who found an inverse relationship between size and proportion of outsiders of a supervisory board and performance. Another consistent finding is by Chiang and Lin (2011) who found a positive correlation between the number of outside independent directors and performance. However, the finding is contrary to that of Mori & Olomi (2012) who found no significant difference in performance between internal and external board members.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains summary of the research findings, conclusions of the study, recommendations for improving CPC selection criteria and recommendation for further research.

5.2 Summary of the Findings

The study used stratified random sampling technique to select respondents. The responses received were equivalent to 67% of the target population. Probability sampling and a high response rate lends confidence that the sample characteristics can be generalized to the population. The following is a summary of the study hypotheses.

The null hypothesis that: Gender composition of a management committee has no significant effect on performance of children development centers is accepted.

However, it is important to note that further that there was a statistically significant effect of gender composition on performance when women constitute 50% or more in a CPC.

The null hypothesis that: The level of education among management committee members has no significant effect on performance of children development centers is accepted.

The null hypothesis that: Managerial experience among management committee members has no significant effect on performance of children development centers is

rejected and the alternative hypothesis that: Managerial experience among management committee members has significant effect on performance of children development centers is accepted.

The null hypothesis that: Independence of management committee members has no significant effect on performance of children development centers is rejected and the alternative hypothesis that: Independence of management committee members has significant effect on performance of children development centers is accepted.

5.3. Conclusions of the Study

The study concluded that CPC members' managerial experience and independence affect CDC performance. Having higher proportion of members who have had past experience either as CPC members or served in similar capacity in other institutions such as schools boards of management are an important consideration is selecting members who will be effective in their CPC role. Similarly, higher proportion of CPC members drawn from outside the church and local church leadership are important in having an effective CPC. Another important finding is that at least a 50% proportion of women in CPC are important in better CDC performance.

5.4 Recommendations for CPC Selection Criteria

Based on the findings of the study, the researcher recommends to church leaders and other stakeholders to include in the CPC selection criteria a requirement to have a higher proportion of members having similar managerial experience and from outside of the church. In addition, having at least women make up 50% of the CPC is recommended.

Similar to the recommendations given by PWC (2016) and Mori & Olomi (2012), it is recommended that CDCs have a practice of maintaining a pool of suitable replacement CPC members to help replace those exiting. Regular training of CPC members is recommended to improve on their role effectiveness hence better CDC performance.

5.5 Recommendation for Further Research

Since CPC independence and members' managerial experience have statistically significant effect on performance, the variation can perhaps be explained by some denominations selecting members biased towards the two variables. The researcher recommends further study would be necessary to find out why denominations affect a CDC performance. A similar study is also recommended for other countries having similar children development centers.

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APPENDICIES

Appendix I: Research Instrument

Questionnaire

Introduction

Hallo, my name is Joel K. Macharia, a final year Master of Arts in Organizational Leadership student at Africa International University. I am doing a study on the *effect of composition of management committees on performance of children development centers supported by Compassion International in Kenya*. Please take a moment and complete this questionnaire. Your responses will be kept confidential and only be used for the purpose of the study. You can contact me on email at: jkmacharia@ke.ci.org or on phone: 0722 860 163. Thank you.

Part A: Read each statement or question and select correct answer(s) from the options provided

CDC and CPC information

1. Please select your CDC local church denomination

Denomination	Select only one
African Inland Church	
Anglican	
Assemblies of God	
Baptist	
Church of God	
Methodist	
Pentecostal	
Presbyterian	
Others (Please specify)	

2. Indicate how members are selected to join the CPC

Mode of selection	Select all that apply
Appointed by church Pastor	
Appointed by local church leaders	
Nominated by outgoing CPC	
Elected by stakeholders e.g. caregivers	
Elected by church members	
Others (Please specify)	

3. Please indicate if the following have a representative in the CPC

Representative in CPC	Select all that apply
Local Church leader(s)	
Youth/Children	
Caregivers	
Community	
Others (Please specify)	

4. Please indicate the gender of the current chair of CPC

Gender	Select only one
Man	
Woman	

5. CPC members' duties and responsibilities are?

CPC duties and responsibilities	Select all that apply
Approve beneficiaries' registration and exit	
Review and approve annual plans and budgets	
Review and approve expenses	
Select and supervise staff	
Develop and oversee policy implementation	
Link and mobilize human and financial resources	
Others (Please specify)	

6. Indicate how many members constitute the CPC

Number of members	Select only one
3	
4	
5	
6	
7	
Others (Please specify)	

7. How often does the CPC meet?

Frequency of meetings	Select only one
Weekly	
Every two weeks	
Monthly	
Quarterly	
Others (Please specify)	

8. Please indicate if CDC employees attend CPC meetings

Staff attending CPC meeting	Select only one
Project director only	
Project director and other staff	
No staff attends	

9. Please select occupation of current CPC members

CPC members occupation	Select all that apply
Clergy	
Teacher	
Farmer	
Business/Trader	
Medical	
Accounting	
Others (Please specify)	

10. In the most recent CDC audit, what was the rating given?

Audit rating	Select only one
A	
B	
C	
D	
E	

11. In the last 12 months, indicate if the CDC received any of the listed national awards

Awards Received	Select all that apply
Partner of the year award (POYA)	
Sports award	
Soft talent award	
None	
Others (Please specify)	

Part C: Please read each statement and select one option that best represent your response

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

Gender	1	2	3	4	5
1. Women CPC members are more aware than men of the issues affecting children in the community					
2. More women in CPC results in better education and health outcomes for children					
3. More women in CPC results in better administration (e.g. financial, audit, budgeting)					
4. Women in CPC are better than men at linking the CDC to external resources					
Level of education					
5. Levels of education of CPC members affect their ability to supervise CDC operations					
6. Levels of education of CPC members affect their ability to oversee program implementation					
7. Levels of education of CPC members affect their ability to link CDC to external resources					
8. Diversity in field of study or occupation is important in effectiveness of a CPC					
Managerial experience					
9. CPC members who have served in previous committees are more effective than new ones					
10. CPC members who have served in similar external committees are more effective in overseeing operation and program					
11. CPC members who have served in the past or similar external committees are better at linking the CDC to external resources					
Independence					
12. A CPC with more members from outside the host church offer better operational oversight					
13. A CPC with more members from outside the host church leads to better program results					
14. A CPC with more members from outside the host church is better at linking and mobilizing external resources					
Performance of CDCs					
15. Children and youth registered in the CDC attained satisfactory grades in school or college					
16. In the most recent health checkup, children and youth registered in the CDC were in good health					
17. The CDC has been increasing the amount of money raised from non-Compassion sources					

Appendix II: List of Children Development Centers

List of Children Development Centers supported by Compassion International in Kenya

NO	CDC NAME	DENOMINATION	COUNTY	DURATION (YRS)
1	ACK KAMWAACDC	ANGLICAN	EMBU	32
2	ACK KATHIGACERUCDC	ANGLICAN	EMBU	32
3	ACK CIANTHIA CDC	ANGLICAN	EMBU	31
4	ACK NGOCE CDC	ANGLICAN	EMBU	32
5	ACK KOGARI CDC	ANGLICAN	EMBU	31
6	ACK KANYUMBORA CDC	ANGLICAN	EMBU	30
7	RIACIINA CDC	ANGLICAN	EMBU	30
8	ACK KARANGARE CDC	ANGLICAN	EMBU	30
9	ST PAULS CATHEDRAL CDC	ANGLICAN	EMBU	29
10	ACK ST THOMAS CATHEDRAL CDC	ANGLICAN	BUSIA	3
11	ACK SINAI CHURCH CDC	ANGLICAN	BUSIA	12
12	OLOPIKIDONGOE ACK CDC	ANGLICAN	NAROK	9
13	CHEMICHEMI CDC	PENTECOSTAL	NAIROBI	4
14	FPFK EMALI CDC	PENTECOSTAL	MAKUENI	3
15	ACK ST PHILIPS RWIKA CDC	ANGLICAN	EMBU	9
16	ACK ST LUKES KIRIMA CDC	ANGLICAN	EMBU	9
17	ACK ST JAMES MAYORI CDC	ANGLICAN	EMBU	9
18	ACK KAMWERINI CDC	ANGLICAN	KITUI	9
19	ACK ALL SAINTS MUSHILILIE CDC	ANGLICAN	KAKAMEGA	8
20	ACK NGOMOLA CDC	ANGLICAN	EMBU	8
21	ACK FAITH CHURCH MARWA CDC	ANGLICAN	MAKUENI	6
22	ACK ST MARY'S ENA CDC	ANGLICAN	EMBU	5
23	ACK ST JAMES NGURUKA CDC	ANGLICAN	EMBU	5
24	AIC KALAMBA CDC	AFRICAN INLAND CHURCH	MAKUENI	3
25	GFBC THAVU CDC	PENTECOSTAL	MAKUENI	3
26	GNCA KIKUMINI CDC	PENTECOSTAL	MAKUENI	3
27	GNCA MAKINDU CDC	PENTECOSTAL	MAKUENI	3
28	AIC MAKUTANO CDC	AFRICAN INLAND CHURCH	MAKUENI	3
29	AIC MATINGA CDC	AFRICAN INLAND CHURCH	MAKUENI	3
30	KATHYAKA BAPTIST CDC	BAPTIST	MAKUENI	3
31	RGC MASONGALENI CDC	PENTECOSTAL	MAKUENI	3
32	AIC KALAWA CDC	AFRICAN INLAND CHURCH	MAKUENI	3
33	PEFA CHURCH OLOIKARA CDC	PENTECOSTAL	KAJIADO	3
34	GFBC MBUMBUNI CDC	PENTECOSTAL	MAKUENI	3

35	RGC KAVETE CDC	PENTECOSTAL	MAKUENI	3
36	PAG NTHONGONI CDC	ASSEMBLIES OF GOD	MAKUENI	2
37	AIC KORR CDC	AFRICAN INLAND CHURCH	MARSABIT	2
38	PCEA BORUHARO CDC	PRESBYTERIA N	MARSABIT	2
39	ACK CHURCH LAISAMIS CDC	ANGLICAN	MARSABIT	2
40	AIC KARARE CDC	AFRICAN INLAND CHURCH	MARSABIT	2
41	FGCK SEREOLUPI CDC	PENTECOSTAL	MARSABIT	2
42	EAPC MARSABIT CDC	PENTECOSTAL	MARSABIT	2
43	PEFA IKEREGE CDC	PENTECOSTAL	MIGORI	2
44	PEFA MIGORI CDC	PENTECOSTAL	MIGORI	2
45	DELIVERANCE CHURCH KENDU BAY CDC	PENTECOSTAL	HOMABAY	1
46	FGCK MASOGO CDC	PENTECOSTAL	HOMABAY	2
47	FGCK ORIANG CDC	PENTECOSTAL	HOMABAY	2
48	FGCK LWANDA CDC	PENTECOSTAL	HOMABAY	2
49	FGCK RANGOMBE CDC	PENTECOSTAL	HOMABAY	2
50	PEFA HOMABAY CDC	PENTECOSTAL	HOMABAY	1
51	PEFA NYAGORO CDC	PENTECOSTAL	HOMABAY	1
52	DELIVERANCE CHURCH NGONG CDC	PENTECOSTAL	KAJIADO	1
53	RGC NANYUKI CDC	PENTECOSTAL	LAIKIPIA	0
54	FGCK CHUMVI CDC	PENTECOSTAL	LAIKIPIA	0
55	KIMANJO PCEA CDC	PRESBYTERIA N	LAIKIPIA	0
56	PCEA SIRAI CDC	PRESBYTERIA N	LAIKIPIA	0
57	DELIVERANCE CHURCH OL-MORAN CDC	PENTECOSTAL	LAIKIPIA	0
58	FGCK MAINA CDC	PENTECOSTAL	LAIKIPIA	0
59	KONGOWEA MCK CDC	METHODIST	MOMBASA	1
60	KAWANGWARE FPFK CDC	PENTECOSTAL	NAIROBI	27
61	FPFK KIRIENE CDC	PENTECOSTAL	MERU	12
62	MARANATHA ENOOSAEN CDC	PENTECOSTAL	NAROK	12
63	ECA ST PETERS CATHEDRAL CDC	ANGLICAN	KISUMU	13
64	EAPC ARCHER'S POST CDC	PENTECOSTAL	ISIOLO	6
65	EAPC KATHOROKO CDC	PENTECOSTAL	KITUI	9
66	OLDANYATI MARANATHA CDC	PENTECOSTAL	NAROK	8
67	KAG MLANGO KUBWA CDC	ASSEMBLIES OF GOD	NAIROBI	26
68	KAG FREE AREA CDC	ASSEMBLIES OF GOD	NAKURU	14
69	KAG MERU CDC	ASSEMBLIES OF GOD	MERU	12
70	KAG GITHUNGU CHU CDC	ASSEMBLIES OF GOD	KIAMBU	11
71	RGC TUMAINI CDC	PENTECOSTAL	MACHAKOS	6
72	KAG RWAMBURI CDC	ASSEMBLIES OF GOD	KIAMBU	10
73	MTAA PEFA CHURCH CDC	PENTECOSTAL	KWALE	8
74	EAPC MABESHENI CDC	PENTECOSTAL	KWALE	8

75	EAPC MAAMBA CDC	PENTECOSTAL	KILIFI	17
76	EAPC MAZOLA CDC	PENTECOSTAL	KWALE	12
77	EAPC KINANGO CDC	PENTECOSTAL	KWALE	12
78	EAPC NYALANI CDC	PENTECOSTAL	MOMBASA	12
79	MWELE PEFA CHURCH CDC	PENTECOSTAL	MOMBASA	12
80	EAPC MUZAMBARAUNI CDC	PENTECOSTAL	KILIFI	12
81	EAPC MWATUNDO CDC	PENTECOSTAL	KILIFI	12
82	EAPC ISIOLO CDC	PENTECOSTAL	ISIOLO	11
83	EAPC MUKOTHIMA CDC	PENTECOSTAL	THARAKA NITHI	11
84	GATUKU EAPC CDC	PENTECOSTAL	THARAKA NITHI	11
85	KIAMAUTI CDC	PENTECOSTAL	THARAKA NITHI	11
86	FPFK KILIFI CDC	PENTECOSTAL	KILIFI	10
87	WESA PEFA CDC	PENTECOSTAL	KILIFI	10
88	RGC MTANGANI CDC	PENTECOSTAL	KILIFI	10
89	PEFA DABASO CDC	PENTECOSTAL	KILIFI	10
90	BOFU PEFA CDC	PENTECOSTAL	KWALE	8
91	GOSPEL REVIVAL CENTRE KILIFI SHINGILA CDC	PENTECOSTAL	KILIFI	8
92	FPFK SOLAI CDC	PENTECOSTAL	NAKURU	9
93	GOSPEL REVIVAL CENTRE KIMANGAO CDC	PENTECOSTAL	KITUI	6
94	DELIVERANCE CHURCH KISERIAN CDC	PENTECOSTAL	KAJIANDO	24
95	NDUMBERI ANGK CDC	PENTECOSTAL	KIAMBU	17
96	DC ONGATA RONGAI CDC	PENTECOSTAL	KAJIANDO	22
97	OUTREACH COMMUNITY CENTRE MATHARE CDC	PENTECOSTAL	NAIROBI	17
98	DELIVERANCE CHURCH DORCAS CDC	PENTECOSTAL	KISUMU	16
99	DELIVERANCE CHURCH NAKURU DESTINY CDC	PENTECOSTAL	NAKURU	14
100	DELIVERANCE CHURCH LIKONI CDC	PENTECOSTAL	MOMBASA	12
101	DELIVERANCE CHURCH KALOENI CDC	PENTECOSTAL	MOMBASA	12
102	IVOLA PAG CHURCH CDC	ASSEMBLIES OF GOD	KAKAMEGA	25
103	PAG AMALEMBA CDC	ASSEMBLIES OF GOD	KAKAMEGA	16
104	PAG ENENKESHUI CDC	ASSEMBLIES OF GOD	NAROK	12
105	PAG BUOYE CDC	ASSEMBLIES OF GOD	KISUMU	12
106	PAG GEE CDC	ASSEMBLIES OF GOD	KISUMU	11
107	MUSEYWA PAG CHURCH CDC	ASSEMBLIES OF GOD	KAKAMEGA	12
108	MUSEMBE PAG CDC	ASSEMBLIES OF GOD	NANDI	10
109	PEFA MASHURU CDC	PENTECOSTAL	KAJIANDO	11
110	PEFA ARROI CDC	PENTECOSTAL	KAJIANDO	11
111	RGC JIPE MOYO WAITHAKA CDC	PENTECOSTAL	KIAMBU	25
112	RGC KOROGOCHO CDC	PENTECOSTAL	NAIROBI	24
113	RGC HURUMA CDC	PENTECOSTAL	NAIROBI	24
114	RGC MATHARE CDC	PENTECOSTAL	NAIROBI	24
115	PEFA SULTAN HAMUD CDC	PENTECOSTAL	KAJIANDO	11

116	PEFA KIIMA KIU CDC	PENTECOSTAL	MAKUENI	11
117	KAG SIANY CDC	ASSEMBLIES OF GOD	KISUMU	8
118	ECA ST BARNABAS CDC	ANGLICAN	KISUMU	8
119	CCI NTHINGINI CDC	PENTECOSTAL	EMBU	8
120	CCI GITARAKA CDC	PENTECOSTAL	EMBU	8
121	KIPCHEPKWEN PAG CDC	ASSEMBLIES OF GOD	NANDI	10
122	DELIVERANCE CHURCH NGUUTANI CDC	PENTECOSTAL	KITUI	6
123	DELIVERANCE CHURCH NKAIMURUNYA CDC	PENTECOSTAL	KAJIANDO	9
124	KAG UMOJA CDC	ASSEMBLIES OF GOD	NAIROBI	10
125	DELIVERANCE CHURCH NZALAE CDC	PENTECOSTAL	KITUI	6
126	AFCEA CHURCH LUBAO CDC	PENTECOSTAL	KAKAMEGA	10
127	FPFK KABAZI CDC	PENTECOSTAL	NAKURU	8
128	ELCK KISUMU CDC	ANGLICAN	KISUMU	8
129	PEFA BONJE CDC	PENTECOSTAL	KWALE	5
130	MAWEU PEFA CDC	PENTECOSTAL	KWALE	5
131	MKWAJUNI PEFA CDC	PENTECOSTAL	KILIFI	5
132	VUMA GOSPEL REVIVAL CENTER CDC	PENTECOSTAL	KILIFI	5
133	IFC MKONGANI CDC	PENTECOSTAL	KILIFI	5
134	CCI JOY FAMILY CDC	PENTECOSTAL	KIAMBU	5
135	RGC THOKOA CDC	PENTECOSTAL	KITUI	9
136	CCI RUIRU CDC	PENTECOSTAL	KIAMBU	5
137	KAG MARALAL CDC	ASSEMBLIES OF GOD	SAMBURU	10
138	KAG WAMBA CDC	ASSEMBLIES OF GOD	SAMBURU	10
139	KERETH CHURCH WAMBA CDC	PENTECOSTAL	SAMBURU	10
140	KISIMA PENTECOSTAL CHURCH CDC	ASSEMBLIES OF GOD	SAMBURU	10
141	KIMA COG CDC	CHURCH OF GOD	VIHIGA	31
142	EMMABWI COG CDC	CHURCH OF GOD	SIAYA	31
143	EBUSIRALO CDC	CHURCH OF GOD	VIHIGA	31
144	ESSUNZA CDC	CHURCH OF GOD	VIHIGA	30
145	ESIRABE CDC	CHURCH OF GOD	VIHIGA	25
146	COG KANGEMI CDC	CHURCH OF GOD	NAIROBI	31
147	COG MULWANDA CDC	CHURCH OF GOD	KAKAMEGA	31
148	COG BURENDWA CDC	CHURCH OF GOD	KAKAMEGA	31
149	KAG KAMAE CDC	ASSEMBLIES OF GOD	KIAMBU	5
150	COG MATIOLI CDC	CHURCH OF GOD	KAKAMEGA	31
151	EKAMBULI COG CDC	CHURCH OF GOD	SIAYA	31
152	COG MAHIKALO CDC	CHURCH OF GOD	KAKAMEGA	31
153	COG IMUSALI CDC	CHURCH OF GOD	KAKAMEGA	31
154	COG KIBERA CDC	CHURCH OF GOD	NAIROBI	30

155	COG KONGOWEA CDC	CHURCH OF GOD	MOMBASA	12
156	COG GATITHINI CDC	CHURCH OF GOD	THARAKA NITHI	11
157	COG IBINZO CDC	CHURCH OF GOD	KAKAMEGA	10
158	MARIAKANI NEW TESTAMENT CHURCH CDC	CHURCH OF GOD	MOMBASA	6
159	MASHANGWA COG CDC	CHURCH OF GOD	NAROK	9
160	OLDONYOOROK AGC CDC	PENTECOSTAL	NAROK	9
161	MARANATHA FAITH ASSEMBLIES ANGATA CDC	PENTECOSTAL	NAROK	9
162	LUTHERAN ISOKON CDC	ANGLICAN	NAROK	8
163	LOLGORIAN COG CHILD DEV CENTER	CHURCH OF GOD	NAROK	8
164	KAMAYAGI CHURCH OF GOD CDC	CHURCH OF GOD	KITUI	9
165	KEY TO LIFE KISUMU CDC	PENTECOSTAL	KISUMU	5
166	ACK MAYENJE CDC	ANGLICAN	BUSIA	5
167	ACK NAMAINDI CDC	ANGLICAN	BUSIA	5
168	CTM MURUMBA CDC	PENTECOSTAL	BUSIA	4
169	KALOLENI COG CDC	CHURCH OF GOD	NAIROBI	12
170	DELIVERANCE CHURCH BUSIA CDC	PENTECOSTAL	BUSIA	4
171	ACK BUDOKOMI CDC	ANGLICAN	BUSIA	4
172	ACK BOYOFU CDC	ANGLICAN	BUSIA	4
173	PEFA MURIGI CDC	PENTECOSTAL	THARAKA NITHI	9
174	EAPC MUTHANTHARA CDC	PENTECOSTAL	THARAKA NITHI	9
175	EAPC NTHIGIRANI CDC	PENTECOSTAL	THARAKA NITHI	9
176	EAPC KIUGU CDC	PENTECOSTAL	THARAKA NITHI	9
177	EAPC PORO CDC	PENTECOSTAL	SAMBURU	6
178	KIWANJA PEFA CDC	PENTECOSTAL	KIAMBU	8
179	JOE MINISTRIES ADUNGOSI CDC	PENTECOSTAL	BUSIA	4
180	PPFK LUKOLIS CDC	PENTECOSTAL	BUSIA	4
181	CALVARY REVIVAL CENTRE AMUKURA CDC	PENTECOSTAL	BUSIA	4
182	PPFK ATURET CHURCH CDC	PENTECOSTAL	BUSIA	4
183	MRCC SIMBACHAI CDC	PENTECOSTAL	BUSIA	5
184	MRCC KOTUR CDC	PENTECOSTAL	BUSIA	4
185	ACK MALABA CDC	ANGLICAN	BUSIA	5
186	ACK ST PAULS BUDUMA CDC	ANGLICAN	BUSIA	2
187	YUUMBU GNCA CDC	PENTECOSTAL	KITUI	6
188	ACK ST MARKS MIKINDANI CDC	ANGLICAN	MOMBASA	6
189	KAG KAMIRITHU CDC	ASSEMBLIES OF GOD	KIAMBU	6
190	KING JESUS FAITH MINISTRIES KAYOLE CDC	PENTECOSTAL	NAIROBI	6
191	AIC NAMUNCHA CDC	AFRICAN INLAND CHURCH	NAROK	6
192	ENTASHATA BAPTIST CHURCH CDC	BAPTIST	NAROK	6
193	EOR EMAYIAN CDC	AFRICAN INLAND CHURCH	BARINGO	6

194	ACK MASURURA CDC	ANGLICAN	NAROK	6
195	MARIAKANI BAPTIST CDC	BAPTIST	MOMBASA	6
196	AIC MWARANGENI CDC	AFRICAN INLAND CHURCH	KITUI	4
197	AIC SANDAI CDC	AFRICAN INLAND CHURCH	BARINGO	0
198	AIC CHEMOLINGOT CDC	AFRICAN INLAND CHURCH	BARINGO	0
199	LOONGEIWUAN BAPTIST CDC	BAPTIST	BARINGO	0
200	FGCK MARIGAT CDC	PENTECOSTAL	BARINGO	0
201	FGCK SIBILO CDC	PENTECOSTAL	BARINGO	0
202	FGCK KIBINGON CDC	PENTECOSTAL	BARINGO	0
203	ACK BUNGULU CDC	ANGLICAN	TAITA TAVETA	0
204	AIC MANDAKINI CDC	AFRICAN INLAND CHURCH	TAITA TAVETA	0
205	AIC MAKUTANO TAVETA CDC	AFRICAN INLAND CHURCH	TAITA TAVETA	0
206	ACK ST. MARY'S CDC	ANGLICAN	TAITA TAVETA	0
207	AIC VOI CDC	AFRICAN INLAND CHURCH	TAITA TAVETA	0
208	ETERNITY GOSPEL CHURCH BUGUTA CDC	PENTECOSTAL	TAITA TAVETA	0
209	AGAPE SANCTUARY MINISTRIES NAKURU CDC	PENTECOSTAL	NAKURU	0
210	CHANGAMWE BAPTIST CDC	BAPTIST	MOMBASA	30
211	KIEMBENI BAPTIST CDC	BAPTIST	MOMBASA	30
212	USHINDI BAPTIST CHURCH CDC	BAPTIST	MOMBASA	14
213	VICTORIA BAPTIS CHURCH CDC	BAPTIST	MOMBASA	12
214	SOLAI BAPTIST CHURCH CDC	BAPTIST	NAKURU	9
215	PCEA KISAUNI CDC	PRESBYTERIA N	MOMBASA	3
216	DANDORA BAPTIST CDC	BAPTIST	NAIROBI	26
217	MTONDIA PEFA CDC	PENTECOSTAL	KILIFI	10
218	SHAURI MOYO LIGHTHOUSE CHURCH CDC	PENTECOSTAL	MOMBASA	10
219	CASURINA BAPTIST CDC	BAPTIST	KILIFI	10
220	USHINDI BAPTIST CHURCH KIJIWETANGA CDC	BAPTIST	KILIFI	10
221	IMARORO CDC	PENTECOSTAL	KAJIADO	27
222	KILOH BAPTIST CDC	BAPTIST	KAJIADO	27
223	ILLMAMEN BAPTIST CDC	BAPTIST	KAJIADO	14
224	LENCHANI BAPTIST CDC	BAPTIST	KAJIADO	14
225	OLOONTOTO PEFA CDC	PENTECOSTAL	KAJIADO	14
226	OLUTOROTO PEFA CDC	PENTECOSTAL	KAJIADO	14
227	MIATSANI PEFA CDC	PENTECOSTAL	KWALE	12
228	KOLOCH CDC	BAPTIST	NANDI	24
229	FIRST BAPTIST SEREM CDC	BAPTIST	NANDI	10
230	MCK OLOSHAIKI CDC	METHODIST	KAJIANDO	10

231	OLOLULUNGA FGCK CDC	PENTECOSTAL	NAROK	10
232	OLEPOLOS MENONITE CDC	PENTECOSTAL	NAROK	10
233	PAG NAROK CDC	PENTECOSTAL	NAROK	10
234	PENTECOSTAL ACTS CENTRE MADZIMBANI CDC	PENTECOSTAL ASSEMBLIES OF GOD	MOMBASA	5
235	KAG NAROK CDC	BAPTIST	NAROK	10
236	MIGUNENI BAPTIST CDC	BAPTIST	KWALE	8
237	NZOVUNI FELLOWSHIP BAPTIST CDC	BAPTIST	KWALE	8
238	KAG OLOORITO CDC	ASSEMBLIES OF GOD	BARINGO	10
239	ST PETER'S ACK KWA NDONGA CDC	ANGLICAN	KITUI	34
240	ACK KYANIKA CDC	ANGLICAN	KITUI	29
241	FGCK NDUNGIRI CDC	PENTECOSTAL	NAKURU	9
242	ACK RONGAI CDC	ANGLICAN	NAKURU	12
243	ACK ST JOHN KABUKU CDC	ANGLICAN	KIAMBU	14
244	ACK KIRIMON CDC	ANGLICAN	SAMBURU	6
245	ACK ST ANDREWS LOOSUK CDC	ANGLICAN	SAMBURU	6
246	ACK MUGUMO CDC	ANGLICAN	LAIKIPIA	6
247	ACK DAGORETTI CDC	ANGLICAN	KIAMBU	26
248	AIC KILIFI CDC	AFRICAN INLAND CHURCH	KILIFI	10
249	ACK ST ANDREWS BARANI CDC	ANGLICAN	KILIFI	10
250	ST JAMES ACK GEDE CDC	ANGLICAN	KILIFI	10
251	ACK ISINYA CDC	ANGLICAN	KAJIADO	14
252	OLOIREIN ACK CDC	ANGLICAN	KAJIADO	14
253	ST MARK'S ACK NGATU CDC	ANGLICAN	KAJIANDO	11
254	ACK ST JAMES NGAAMBA CDC	ANGLICAN	KAJIANDO	11
255	ACK ST MATHEW'S CDC	ANGLICAN	KILIFI	21
256	ACK ST SIMEON MAZERAS CDC	ANGLICAN	MOMBASA	12
257	ACK ST ANDREWS SOWETO CDC	ANGLICAN	MOMBASA	12
258	ACK ST PHILLIPS KAKUMI CDC	ANGLICAN	KITUI	10
259	ST MICHAEL ACK KWALE CDC	ANGLICAN	KWALE	8
260	ACK SIRATA OIROBI CDC	ANGLICAN	SAMBURU	10
261	MCK KAAGA CDC	METHODIST	MERU	29
262	MCK RUNOGONE CDC	METHODIST	MERU	30
263	MCK ISIOLO CDC	METHODIST	ISIOLO	25
264	MCK TIMAU CDC	METHODIST	MERU	25
265	MCK MURERWA CDC	METHODIST	MERU	25
266	MCK MWENDA CDC	METHODIST	MERU	25
267	MCK KAMBEREU CDC	METHODIST	MERU	25
268	MCK KIBUURINE CDC	METHODIST	MERU	25
269	MCK MUGUNA CDC	METHODIST	MERU	25
270	MCK THANGATHA MWETERI CDC	METHODIST	MERU	25
271	MCK KINANGO CDC	METHODIST	KWALE	9
272	MCK MBUNDINI CHURCH CDC	METHODIST	KWALE	12

273	MBUNGONI METHODIST CHURCH CDC	METHODIST	MOMBASA	12
274	MCK KISIMA CDC	METHODIST	MERU	12
275	MCK LUBUNU CDC	METHODIST	MERU	11
276	LUC URAFIKI CDC	METHODIST	NAIROBI	24
277	AIC MAJENGO CDC	AFRICAN INLAND CHURCH	KWALE	8
278	SHANKOE METHODIST CDC	METHODIST	NAROK	12
279	MCK MIOMPONI CDC	METHODIST	THARAKA NITHI	11
280	MCK THIITI CDC	METHODIST	THARAKA NITHI	11
281	AIC NDERU CDC	AFRICAN INLAND CHURCH	KIAMBU	27
282	AIC THIGIO CDC	AFRICAN INLAND CHURCH	KIAMBU	27
283	AIC KAMANGU CDC	AFRICAN INLAND CHURCH	KIAMBU	27
284	AIC MANZA CDC	AFRICAN INLAND CHURCH	MACHAKOS	17
285	AIC LOCHORAI CDC	AFRICAN INLAND CHURCH	NAKURU	13
286	AIC NJORO TOWN CDC	AFRICAN INLAND CHURCH	NAKURU	14
287	AIC JERICHO CDC	AFRICAN INLAND CHURCH	NAIROBI	14
288	AIC LIMURU TOWN CDC	AFRICAN INLAND CHURCH	KIAMBU	14
289	AIC KIU CDC	AFRICAN INLAND CHURCH	KAJIANDO	11
290	AIC KILGORIS CDC	AFRICAN INLAND CHURCH	NAROK	12
291	AIC ENDOINYO ONKOPIT CDC	AFRICAN INLAND CHURCH	NAROK	12
292	AIC GITUTHA CDC	AFRICAN INLAND CHURCH	KIAMBU	11
293	AIC NDARAKWA CDC	AFRICAN INLAND CHURCH	KIAMBU	2
294	AIC KWALE CDC	AFRICAN INLAND CHURCH	MAKUENI	11
295	AIC NACHU CDC	AFRICAN INLAND CHURCH	KIAMBU	11
296	AIC KISERIAN CDC	AFRICAN INLAND CHURCH	KAJIADO	11
297	AIC EMPEUT CDC	AFRICAN INLAND CHURCH	NAKURU	12
298	AIC KAROU CDC	AFRICAN INLAND CHURCH	THARAKA NITHI	11
299	GNCA MTONGWE CDC	PENTECOSTAL	MOMBASA	17
300	AIC KYENZENZENI CDC	ANGLICAN	KITUI	10

301	GFB CHURCH NKONDI CDC	PENTECOSTAL	THARAKA NITHI	11
302	AIC MUNGALA CDC	AFRICAN INLAND CHURCH	MACHAKOS	10
303	AIC KIINI CDC	AFRICAN INLAND CHURCH	KITUI	10
304	AIC IKANGA CDC	AFRICAN INLAND CHURCH	KITUI	10
305	GNCA ENZOU CDC	PENTECOSTAL	KITUI	10
306	JESUS CARES CENTRE MINISTRIES MUTOMO CDC	PENTECOSTAL	KITUI	10
307	EAPC KYOANI CDC	PENTECOSTAL	KITUI	10
308	GNCA KYATUNE CDC	PENTECOSTAL	KITUI	10
309	RGC CHULUNI CDC	PENTECOSTAL	KITUI	10
310	AIC KATOLONI CDC	AFRICAN INLAND CHURCH	MACHAKOS	10
311	PCEA EMBUL BUL CDC	PRESBYTERIA N	KAJIADO	9
312	AIC NGONG HILLS CDC	AFRICAN INLAND CHURCH	KAJIADO	9
313	NUC LIFE SPRING CHAPEL CDC	BAPTIST	NAIROBI	10
314	AIC NTHANGATHINI CDC	AFRICAN INLAND CHURCH	KITUI	9
315	AIC KANAN CDC	AFRICAN INLAND CHURCH	NAKURU	8
316	AIC KANZINWA CDC	AFRICAN INLAND CHURCH	KITUI	9
317	AIC TUDOR CDC	AFRICAN INLAND CHURCH	MOMBASA	8
318	AIC SHANZU CDC	AFRICAN INLAND CHURCH	MOMBASA	8
319	EAPC KIIPWA CDC	PENTECOSTAL	MOMBASA	8
320	AIC CHANAGANDE CDC	AFRICAN INLAND CHURCH	KILIFI	8
321	FGCK KALUA CDC	PENTECOSTAL	KITUI	7
322	WAITA FGCK CDC	PENTECOSTAL	KITUI	6
323	AIC LUNDI CDC	AFRICAN INLAND CHURCH	KITUI	9
324	KAMUWONGO FGCK CDC	PENTECOSTAL	KITUI	6
325	KASYALANI FGCK CDC	PENTECOSTAL	KITUI	6
326	FGCK MISUKINI CDC	PENTECOSTAL	KITUI	6
327	AIC NZEWANI CDC	AFRICAN INLAND CHURCH	KITUI	9
328	KYUSO GOC CDC	PENTECOSTAL	KITUI	6
329	AIC MBANGWANI CDC	AFRICAN INLAND CHURCH	KITUI	6
330	AIC LAREOIBOR CDC	AFRICAN INLAND CHURCH	SAMBURU	6
331	AIC GATEGI CDC	AFRICAN	EMBU	8

		INLAND CHURCH		
332	AIC KARABA CDC	AFRICAN INLAND CHURCH	EMBU	8
333	GFBC MBONDONI CDC	PENTECOSTAL	KITUI	9
334	AIC MAKUTANO CDC	AFRICAN INLAND CHURCH	EMBU	8
335	AIC KATHONZWENI CDC	AFRICAN INLAND CHURCH	KITUI	9
336	KIIO GOSPEL FURTHERING BIBLE CHURCH CDC	PENTECOSTAL	KITUI	9
337	AIC KITHYOKO CDC	AFRICAN INLAND CHURCH	KITUI	6
338	AIC ITHUMBI CDC	AFRICAN INLAND CHURCH	KITUI	6
339	MCK NTUMBURI CDC	METHODIST	MERU	6
340	MCK ST MATHEWS KITHIMA CDC	METHODIST	MERU	6
341	AIC MASHEHENI CDC	AFRICAN INLAND CHURCH	KILIFI	5
342	RGC GOGONI CDC	PENTECOSTAL	KILIFI	5
343	RGC CHIGUTU CDC	PENTECOSTAL	KWALE	5
344	AIC NGUUKU CDC	AFRICAN INLAND CHURCH	KITUI	6
345	MCK NGUSISHI CDC	METHODIST	MERU	6
346	ACK ST CLEMENT CDC	ANGLICAN	KILIFI	5
347	FGCK MARALAL CDC	PENTECOSTAL	SAMBURU	10
348	ACK ELUHOBE CDC	ANGLICAN	SIAYA	29
349	ACK MASENO CDC	ANGLICAN	SIAYA	29
350	MAHAYA CDC	ANGLICAN	KISUMU	26
351	ACK ST LUKE MANYATTA CDC	ANGLICAN	KISUMU	27
352	ST PAUL'S RANALO CDC	ANGLICAN	KISUMU	24
353	ACK LWEYA CDC	ANGLICAN	KISUMU	24
354	NYAGOKO CDC	ANGLICAN	KISUMU	13
355	ACK ST STEPHEN'S RAWA CDC	ANGLICAN	SIAYA	12
356	ACK ST PAUL'S YALA CDC	ANGLICAN	SIAYA	12
357	ACK ST PAUL'S MALANGA CDC	ANGLICAN	SIAYA	12
358	ST PAUL'S SAWAGONGO CDC	ANGLICAN	SIAYA	12
359	ACK ST ANDREW'S SIMENYA CDC	ANGLICAN	SIAYA	12
360	ST MARYS MUNJITI CDC	ANGLICAN	KAKAMEGA	12
361	ACK ST ANDREWS IMBALE CDC	ANGLICAN	KAKAMEGA	9
362	ACK ST ANDREWS EMMUTSA CDC	ANGLICAN	VIHIGA	11
363	ACK ST PETERS MARABA CDC	ANGLICAN	KAKAMEGA	10
364	ST JOHNS AGULU CDC	ANGLICAN	SIAYA	10
365	ACK ST PAULS AMBIRA CDC	ANGLICAN	SIAYA	10
366	AIC OLESHARO CDC	AFRICAN INLAND CHURCH	NAROK	9
367	BAPTIST CHURCH OLOROPIL CDC	BAPTIST	NAROK	9

368	COMMUNITY CHRISTIAN CHURCH EWASO NGIRO CDC	PENTECOSTAL	NAROK	9
369	ACK ST MARY EMULULYA CDC	ANGLICAN	KAKAMEGA	9
370	AIC KARIMA CDC	AFRICAN INLAND CHURCH	NAROK	9
371	ACK ST PAUL WENDECHE CDC	ANGLICAN	VIHIGA	9
372	MCK NGARE NDARE CDC	METHODIST	MERU	5
373	POMC OSERO ONYOKIE CDC	PRESBYTERIA N	NAROK	28
374	POMC NAJILE CDC	PRESBYTERIA N	NAROK	28
375	PCEA THOGOTO PARISH CDC	PRESBYTERIA N	KIAMBU	15
376	POMC INKIITO CDC	PRESBYTERIA N	KAJIANDO	14
377	SILOAM PRESBYTERIAN CDC	PRESBYTERIA N	MACHAKOS	9
378	PCEA ELBURGON CDC	PRESBYTERIA N	NAKURU	14
379	PCEA NGECHA CDC	PRESBYTERIA N	KIAMBU	14
380	PCEA RIRONI CDC	PRESBYTERIA N	KIAMBU	14
381	PCEA KARIOBANGI NORTH CDC	PRESBYTERIA N	NAIROBI	12
382	PCEA BARAKA CDC	PRESBYTERIA N	NAIROBI	11
383	PCEA SILANGA CDC	PRESBYTERIA N	NAIROBI	11
384	PCEA KANGOYA CDC	PRESBYTERIA N	KIAMBU	12
385	PCEA TIEKUNU CDC	PRESBYTERIA N	KIAMBU	11
386	PCEA NGENIA CDC	PRESBYTERIA N	LAIKIPIA	11
387	PCEA EMMANUEL CDC	PRESBYTERIA N	NAIROBI	11
388	PCEA EVERGREEN CDC	PRESBYTERIA N	NAIROBI	9
389	PCEA KIENI CDC	PRESBYTERIA N	NAKURU	9
390	PCEA KIBINI CDC	PRESBYTERIA N	MAKUENI	11
391	PCEA KAMITI CORNER CDC	PRESBYTERIA N	KIAMBU	8
392	PCEA EMMANUEL KAGOTO CDC	PRESBYTERIA N	NAKURU	8

Appendix III: Copy of data collection letter



*Committed to His mission
Connected to His world*

May 2 2017

To Whom It May Concern

Dear Sir/Madam,

RE: JOEL K. MACHARIA ADMISSION; RI2151

The above named person is a Masters candidate in the Master of Organizational Leadership in the School of Business and Economics of Africa International University (AIU).

He seeks to collect data and information for his research work.

His research topic is: *Effects of Composition of Management Committees on Children Development Centers Performance.*

Kindly accord him any help he may need to do his research.

Thank you for your kind assistance. Please, feel free to contact the university (see the details below) if you have any questions.

Yours Sincerely,

Samuel Ngewa, Prof.
Dean of Graduate School
E-mail: Samuel.Ngewa@africainternational.edu
Phone: 0724442070

CONSTITUENT SCHOOLS: SCHOOL OF BUSINESS AND ECONOMICS (SBE) INSTITUTE FOR THE STUDY OF AFRICAN REALITIES (ISAR); SCHOOL OF EDUCATION, ARTS AND SOCIAL SCIENCES (SEASS) KAIROBI EVANGELICAL GRADUATE SCHOOL OF THEOLOGY (KEGSL)

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