

Effect of Functional Track of Manager on Cash Transfer Projects' Performance in Baringo County, Kenya

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Abstract: Cash transfers were first introduced in Kenya for vulnerable and orphaned children and extremely poor elderly people in the society. The programmes however, have not been able to achieve their goals due to inaccessibility of cash in good time, unknown dates of payment, delay in payment cycles, loss of national identification number and programme identification number, confusion due to change of payment dates and delay in payment of cash. The objective of the study was to the effect of functional track of manager on cash transfer projects' performance in Baringo County. Descriptive research design was adopted in ascertaining and describing functional track of manager characteristics and performance of cash transfer projects. 28 cash transfer projects including Hunger Safety Net Cash Transfer, Vulnerable Children Cash and Cash Transfer for Orphans (CT- OVC), Older Persons Cash Transfer and Persons with Severe Disabilities Cash Transfer in Baringo County formed the target population. A sample size of 26 was arrived at using stratified random sampling technique. Questionnaires was used in collecting primary data which was administered using drop and pick method. Descriptive statistics including mean, frequency, standard deviation and percentages was used to describe the variables of interest while inferential statistical techniques of correlation and multiple regression was used to determine how managerial characteristics are related to performance of cash transfer projects and a model constructed. Content analysis was used in processing of qualitative data and presented in prose form. The study findings revealed that there is a weak statistically significant relationship between functional track of manager and cash transfer projects' performance in Baringo County ($r=0.213$ and $p=0.014$). The researcher recommended that a similar study should be conducted on the government cash transfer program for generalization of the study findings. The researcher recommended that further study should be conducted on project managerial characteristics and performance of Youth Enterprises Funded Projects.

Keywords: Functional Track of manager, Cash Transfer Projects' Performance.

1. INTRODUCTION AND BACKGROUND

Social protection (SP) and assistance programmes have gained footing as strategies that are reliable to address high deprivation, vulnerabilities levels and to combat poverty after Millennium Declaration was adopted in 2000. However, even with social protection programs growing and extending in developing and develop countries, there are increasing calls for the scale-up of such programmes but with very few of them seeking to address specific vulnerabilities and needs of the older persons in society (Michael, 2015). Donors and governments have been forced by economic downturns and crisis to establish if social protection programmes can address some of the hurdles. SP uses a variety of poverty eradication strategies, one of which involves cash transfer programmes (CTPs). CTPs have emerged as poverty reduction strategies' essential components (Garcia & Moore, 2012).

Globally, Conditional Cash Transfer (CCT) programmes introduced in Caribbean and Latin America countries back as social protection tools resulted to great outcomes as highlighted by Bunderson (2013). The World Bank 2011 noted that, among beneficiaries, the benefits improved school enrollment and increased food consumption. The success of CCT programs in Latin America as tools for social change and protection resulted in a variety of positive outcomes. The key benefits included improved school enrollment and increased food consumption and provision of health care among the beneficiaries (Hambrick & Mason, 2013).

In Africa, there is also a growing focus on social protection acceptance for the elderly, for example, evidence has indicated that Social Cash Transfer Schemes beneficiaries have increased investment in productive activities and asset accumulation in Zambia (Help Age International, 2011). According to Devereux (2011), Namibia, Malawi and Zambia have also reports enhance education access by vulnerable and orphaned children. Zambia has shown economic growth evidence with a study reporting that more than three-quarter of transferred cash being spent locally resulting to growth of the economy (Marito & Moore, 2009) and Davies & Davey (2008) reported that the local economy in Malawi has been double impacted by cash transfers with a 2.02 to 2.45 regional multiplier effect.

Social protection importance's have assisted alleviation of vulnerability amongst the older persons (UNHCR, 2019b). Based on the Kenya National Population and Housing Census estimates (2019), Kenyan population is 52.57 million and of this, 36.1% are below the poverty line. Of the total population, 19.1 % were considered extremely poor and 16.6% as the gap in poverty. According to Strategic Plan, Republic of Kenya (2009), older persons are amongst highly vulnerable groups to poverty. Poverty levels amongst the elderly are influenced by various factors like; education level, household size headed by the older persons (Acc Vision 2030 blueprint document)

Baringo County is facing the challenge of drought with links to the lack of food, together with the rest of eastern Africa. Floods are affecting the county and millions of people are starving (OXFAM, 2019). The people that are affected the most by the on-going emergency are the poorest and most vulnerable ones and diseases come with the flood (IDMC, 2019a) (UNHCR, 2019c; IDMC, 2019b; UNHCR, 2019d). Baringo County was considered because it is areas such as this in Kenya where CTP has had the longest experience. It is therefore a good choice for a case study and the results from Kenya can contribute to the broader context on cash transfers in emergencies.

Project performances include hard metrics like security and environmental requirements, health, safety, project risks, project quality requirements, cost targets, meeting milestone dates, achieving the scope of the project and delivering the project within budget and on time. Hence project performance refers to stakeholder involvement, increased collaboration and effective communications (Devereux, 2016).

In this study, the performance of cash transfer projects will be measured with implementation level, impact of project, level of customer satisfaction and average payment period. In ensuring success of a project, it is important for management to implement services regularly and gives a status report on the due dates committed to and the progress made. A recognition should be made by project managers that project management and projects are part of executive discourse level. An effective manager makes sure the project's strategic value is included in the executive discourse level. If the management is updated on the project's progress and takes part in the process of decision-making (Michael, 2015). Moreover, to decide a project's success, client satisfaction is the most crucial metric. Thus, a project's future scalability and longevity is measured by the customer satisfaction level. It will be regarded a failure if target audience is not satisfied by the project regardless the short-term profit number. Any future investments from stakeholders cannot be garnered by project that is unable to take care of its clients. Personal and unspoken indices form the basis of most project success or failure perceptions. This makes the same project to be assessed differently by different people (Garcia & Moore, 2012). In these seemingly subjective evaluations, there ought to be a performance indices set for formalizing the process and making clear what is implied.

2. STATEMENT OF THE PROBLEM

Globally, social protection is increasingly viewed as a crucial policy response for promotion of social justice of whom social cohesion and inclusion are integral parts. In Kenya, social cash transfer programmes are very important with an aim of helping beneficiaries meet their basic needs (World Bank, 2005). Many resources, which include finances, facilities and human resources are used to ensure projects perform successfully. Although, most are still failing in spite the high financial resources directed to the projects. Of the projects being carried out in the recent past, only 40% are exhibiting excellent performance with 32% fairly performing, 32% are fairly performing, 8% have been terminated (MOGCSO, 2011). Leadership was cited by the report as the primary factor that influences the results.

Previously, Mathiu and Mathiu (2017) while studying performance of cash transfer projects in Kitui and Machakos Counties reported that the performance was at 45% and 48% respectively. Similar studies done by Ondigi (2017) in Garrisa County showed a performance index at 42%. This is an indication of below average performance despite the huge budgetary allocation in the Kenya's 2016/2017 national financial budget for instance, the allocation increased to Ksh 6 Billion from Ksh 1 (UNICEF Kenya, 2018b). Baringo County still is a lower income county suffering from vulnerability and high poverty rates and is faced with challenges such as natural seasonal disasters like terrorism, insecurity, droughts and floods to name a few. Baringo County is facing the challenge of drought with links to the lack of food, together with the rest of eastern Africa. Floods are affecting the county and millions of people are starving (OXFAM, 2019). The people that are affected the most by the on-going emergency are the poorest and most vulnerable ones and diseases come with the flood (IDMC, 2019a).

Very minimal research has been undertaken on cash transfer projects' performance in Kenya. The studies include Njoroge, Kihara and Gichohi (2019) who established the relationship between cash transfer program performance and technology in Nairobi County; Nkirote and Mugambi (2019) investigated the factors that influence vulnerable and orphan children programmes' performance in Kenya, they focused on Tharaka-Nithi County' unbound project; and Muyanga (2014) on the factors that influence social transfer programmes' implementation in Kenya focusing on Nginda location vulnerable children and orphans cash transfer. Hence, the research sought to address the project managerial characteristics' effect on performance of cash transfer projects in Baringo County, Kenya.

3. LITERATURE REVIEW

3.1. Human Capital Theory

The study adopted Human Capital theory. The theory that was proposed by Shultz (1981). It states that a nation's functioning and economic prosperity relies on its human and physical capital stock. Generally, the investment made by people in themselves for enhancing their economic productivity are represented by human capital. This theory was important in this study since, human capital development is promoted by cash transfers projects, raising labour productivity, improving employees' education and health. By providing guaranteed minimum income security, transfers reduce risk at the household-level. This helps households that are poor in sending the kids to school as they afford school expenses like uniforms, fee etc.

The time in the job for leaders of social cash transfers projects provide assurance that for the less fortunate there is a coping mechanism that supports a minimal subsistence level and allows them in investing money and time in improving their chance to get better jobs. Importantly, emerging evidence suggests that the older the social cash transfers projects, the more the support is in helping the poor pull themselves out of poverty. The theory hence forms a basis for the determination of how functional track manager affects cash transfer projects' performance in Baringo County.

3.2. Empirical Literature Review

3.2.1. Functional Track of Manager and Performance of Projects

Nestor (2018) established how performance in Kenya is affected by quality management practices. While the study objectives were to determine how organizational performance was affected by top management experience, employee involvement through training, customer focus, and continuous improvement. The study looked at relevant literatures based on study variables organizing them in thematic areas. The study was grounded on were resource Based and Quality improvement theories that were considered relevant and best described the study objectives. Descriptive survey was adopted, this was the best suited design because the study embarked on a mixed method approach. The total population for the study was 50 employees of KIRDI in Kisumu County and since the population was relatively manageable and small; the investigator conducted a complete census. There are advantages of census over samples. Data was analyzed using SPSS version 25 and tables presented the results. It was established that organizational performance was significantly and positively affected by continuous improvement. Performance was significantly affected by top management experience and if explaining performance variation, Customer focus was significant. However, the investigation focused on the quality management practices whereas this was purely on the performance cash transfer projects.

Shair (2016) established how performance of government funded projects in Kenya were influenced by project management skills. The objective was to determine how the performance was influenced by managers' functional track. Descriptive survey design was utilized and information obtained by interviews and questionnaires. 217 participants out of the 500 targeted population was chosen as the sample size using Krejcie and Morgan (1970) table at a 95% confidence level and 0.05 confidence interval. Inferential and descriptive statistics were generated after data analysis using SPSS, charts and tables presented the findings. It was revealed that recruitment of Kazi Kwa Vijana employees did not rely on experience from similar projects, Knowledge obtained through workplace training was not transferred and that employee training was not carried out regularly. It was further discovered that tasks at KKV were not well budgeted as there was no internal financial control system. Additionally, periodic monitoring reports were not generated, there was no regular project progress evaluation and there was no implementation activities and schedules tracking. Functional track of managers was in place and their development depended on historical information. However, the study used Krejcie and Morgan (1970) table at a 95% confidence level and 0.05 confidence interval to determine the sample size while this project used a stratified random sampling technique.

Musau and Kirui (2018) investigated the extent to which county governments' government projects implementation was impacted by project management practices, Machakos County was used as an illustration. Qualitative descriptive survey research design was utilized and 90 workers with direct involvement in completing projects of county government were targeted. Of the target population, participants were selected purposively: top, middle and lower level in obtaining a 30% sample size considered a good benchmark for use in analyzing a study. Government reports and related researches helped in generating secondary data and primary data obtained by semi-structured questionnaires which will be self-administered. Pilot questionnaire testing was equally done. The collected data was edited, classified, coded and analyzed using inferential and descriptive by use of SPSS. It was established that in Machakos County's government projects implementations and project management practices effectiveness, strategic planning has the most contribution. In Machakos County's government projects implementations and project management practices effectiveness, manager's functional track and stakeholder participation were significant at 95% confidence level and 5% significance level. Nonetheless, the study focused on the extent to which county governments' government projects implementation was impacted by project management practices, Machakos County was used as an illustration while the current study focused on project managerial characteristics' effects on cash transfer projects' performance in Baringo County, Kenya.

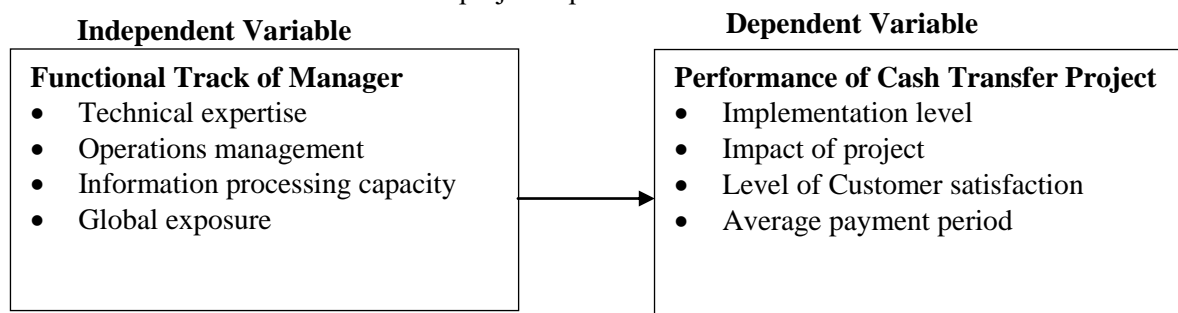


Figure 1. *Conceptual Framework*

4. RESEARCH METHODOLOGY

A research design is generally “a strategy one chooses to integrate the various study components in a way that is logical and coherent, thereby making sure the research problem is addressed effectively; it is the blueprint for collecting, measuring and analyzing data. Descriptive research design was adopted in ascertaining and describing functional track of manager characteristics, and performance of cash transfer projects. The design helped in investigating the variables' interrelationship. It analyses and classifies individual subject or a variable factor describes them in details (Ngechu, 2014). The study targeted 28 cash transfer projects including Hunger Safety Net Cash Transfer, Persons with Severe Disabilities Cash Transfer, Older Persons Cash Transfer, Vulnerable Children Cash and Cash Transfer for Orphans (CT- OVC) in Baringo County formed the target population. Baringo County faces unconquerable challenges special to their locale like insecurity, famine and drought has a prevalence of poverty.

Stratified random sampling technique was utilized. stratified proportionate random sampling technique produces an estimate of the total parameters of a population with a lot of precision and it makes sure that a much representative sample is drawn from a population that is relatively homogeneous (Denscombe, 2010).The population was grouped into strata by the study depending on types of transfer projects, 28 projects were chosen by use of simple random sampling from every stratum. The sample size was obtained through a calculation of the 28 target population with 0.05 error and confidence level of 95% utilizing Mugenda and Mugenda's (2003) formula below: An estimation of population proportion can be done from Normal distribution.

Where:

Z is the Z – value = 1.96

P Population proportion 0.50

Q = 1-P

= 5%

Adjusted sample size

$$n.' = 384 / [1 + (384/28)]$$

Approx. = 26

Questionnaire was employed in collecting primary data. This instrument was preferred since it saves a lot of time for both the participants and the researcher and it's believed to be straightforward. The questions were closed and open-ended. The questionnaire had sub-sections depending on the research questions with the first part capturing the participants' demographic data and the rest of the sections covering the primary study areas. The questionnaires were dropped and picked later.

The collected data was analyzed using tools of data analysis depending on the type of information (qualitative or quantitative) to be analyzed. Descriptive statistics by use of SPSS version 21 analyzed quantitative information. In profiling major patterns emerging from the data and sample characteristics, percentages, standard deviation, frequency and mean were included in descriptive statistics. Additionally, in tabulating the information, graphical representations, dispersion measures and central tendencies was utilized. Likert scale was employed in facilitating this; it enables easier data interpretation and presentation. Graphs, charts and tables were used in presenting data. Checking of qualitative data completeness was done and it was cleaned ready to be analyzed. Content analysis processed qualitative data and was presented by prose form. Inferential statistics made the use of simple linear regression analysis as shown in model 1 in establishing the relationship between the study variables.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \quad \dots\dots\dots \text{Model 1.}$$

Where,

Y = Cash Transfer Project Performance

X₁ = Functional track of Manager

5. RESULTS AND DISCUSSIONS

The study's purpose was to assess the effect of functional track of manager on cash transfer projects' performance in Baringo County. Out of the 26 questionnaires administered to the participants, 25 were duly filled and given back, this gave a 96% response rate. Compared to a low response rate, a high rate of response has an advantage as non-response bias is reduced (Barbie, 2014)

Table1. *Response Rate*

Sampled No. of respondents	No. of Returned Questionnaires	%
26	25	96

Source: *Research Data (2021)*

5.1. Participants' Demographic Profile

Participants' demographic profiles were analyzed depending, on the Age brackets.

Information regarding the participants' age bracket was required by the investigator and the table below displays the results

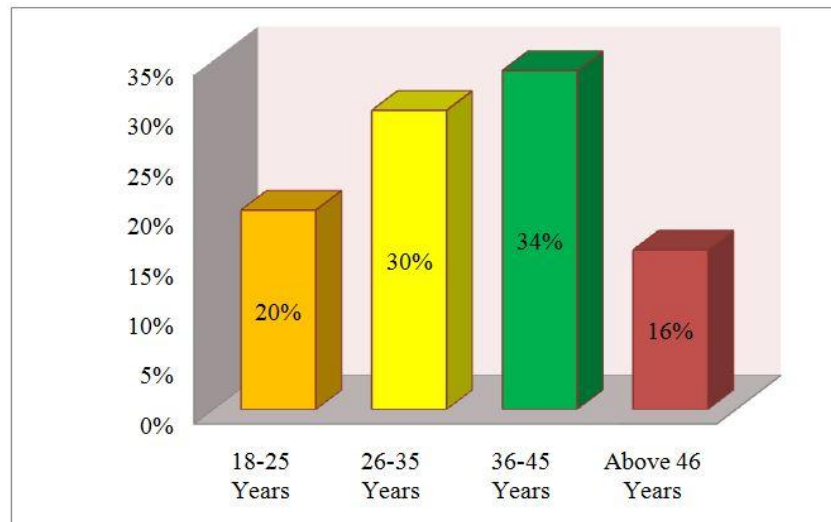


Figure1. Respondents' Age Bracket

Source: Research Data (2021)

Based on the research, 20% of the participants who responded to the questionnaire were aged 18-25 Years, 30% were between 26-35 years old, 34% were aged 36-45 Years, whereas 16% were aged 40 years and above. Majority of the participants were aged 36-45 years. On employee performance, age is not a key factor however; a correlation appears to exist between age and diminished job performance in particular job tasks like project management. In high-pressure jobs particularly high demand placed of workers, age may affect the job performance of certain individuals. The findings agree with Kunze, Boehm & Brach (2013) who argue that younger employees are more productive than their older colleagues are.

Table 2 displays participants' distribution based on their education attainment.

Table2. Respondents' Highest Education Level

Level of Education	F	%
O' Level	0	0
Diploma/ Certificate	11	46
Degree	13	50
Postgraduate Degree	1	4
Total	50	100

Source: Research Data (2021)

From the analysis, 46% of the participants had diploma, 50% of the respondents had Bachelor's degree, and 4% had postgraduate degree. Therefore, majority of the participants were bachelor's degree holders. This indicated that most of the project managers had the right level of education to respond to the issue being investigated. Education level refers to the academic credentials or degrees an individual has obtained. The findings agrees with Feldman (2019) who argue that employees who are more educated tend to have more skills and consequently affect their performance.

5.2.1. Extent to which the following aspects of functional track of manager influence the performance of cash transfer projects

This project, further sought to ascertain the extent to which the various aspects of functional track of manager influence the cash transfer projects' performance among NGOs in Baringo County. The findings are as indicated in Table 4.3

Table3. Extent to which the following aspects of functional track of manager influence the performance of cash transfer projects

Statements functional track of manager	VGE (%)	GE (%)	ME (%)	LE (%)	VLE (%)	N	Mean	Std.
Technical	58	24	8	4	6	25	4.177	0.912
Marketing management	40	48	4	8	0	25	3.984	1.032
Logistics	50	34	8	4	4	25	4.145	0.921
Human Resource	54	36	2	5	3	25	4.563	0.608

Source: Research Data (2021)

From the findings 58% of the participants stated technical influence performance of cash transfer projects among NGOs to a very great extent, 24% stated to a great extent, 8% stated to a moderate extent 4% (low extent), while 6% (very low extent). It meant that technical influences performance of cash transfer projects among NGOs to a very great extent (M=4.177, SD=0.912). The results agree with Awadh, (2013) which revealed that the ability and knowledge of performing specialized, field specific tasks is technical skills. The skills help the manager in effectively communicating, solving problems, coordinating work and having a broader perspective in line with the front-line work which have to be done.

In addition, 40% of the respondents stated marketing management influence performance of cash transfer projects among NGOs to a very great extent, 48% (a great extent), 4% (a moderate extent) 8% (a low extent), while none indicated to a very low extent. Thus, marketing management influences performance of cash transfer projects among NGOs to a very great extent (SD=1.032, M= 3.984).

Similarly, 50% stated logistics influence performance of cash transfer projects among NGOs to a very great extent, 34% stated to a great extent, 8% (a moderate extent) 4% (a low extent), while 4% stated to a very low extent. This implies that logistics influences performance of cash transfer projects among NGOs to a very great extent (SD=0.921, mean = 4.145).

Further, 54% of the respondents stated human resource influence performance of cash transfer projects among NGOs to a very great extent, 36% (a great extent), 2% (a moderate extent), 5% (a low extent), while 3% (a very low extent). Hence, human resource influences performance of cash transfer projects among NGOs to a very great extent (M = 4.563, SD = 0.608). The study findings is in agreement with those of Maheen & Yaseen who made a conclusion that human resource and organizational performance practices such as employment security, information sharing, decentralization, status differences, training and development, compensation management, selective hiring and using groups on organizational performance as operational execution such as commitment, quality, cost reduction and flexibility positively and significantly relate.

5.3. Performance of Cash Transfer Project

The study dependent variable was to determine the cash transfer projects performance among NGOs in Baringo County for the past five years. The participants indicated the aspect of performance of cash transfer projects among NGOs. Table 4 has the results

Table4. Performance of Cash Transfer Project

Performance of Cash Transfer Project	VGE (%)	GE (%)	ME (%)	LE (%)	VLE (%)	N	Mean	Std. Deviation
Implementation level	68	23	2	4	3	25	4.258	0.886
Impact of project	69	21	0	5	5	25	4.403	0.557
Level of Customer satisfaction	40	55	0	2	3	25	4.145	0.807
Average payment period	49	33	12	3	3	25	4.452	0.592

Source: Research Data (2021)

According to the analysis 68% of the participants stated that implementation level of cash transfer project has greatly improved to a very great extent, 23% sated to a great extent, 2% stated to a moderate extent 4% stated to a low extent while 3% to a very low extent. Therefore, implementation level of cash transfer project has greatly improved to a very great extent (M=4.258, SD=0.886).

Further, 69% of the respondent's stated that impact of project has improved to a very great extent, 21% to a great extent, 5% stated to a low extent and a very low extent simultaneously. Thus, impact of project has improved to a very great extent, (mean of 4.403, SD of 0.557). 40% stated to a very great extent that the level of customer satisfaction has increased, 55% to a great extent, 2% to a low extent while 3% stated to a very low extent, (mean=4.452, SD=0.592).

Finally 49% stated to a very great extent that average payment period of cash transfer projects among NGOs in Baringo County has reduced, 33% (a great extent), 3% stated to a low extent and very low extent whereas 12% stated to a moderate extent. This implies that the average payment period of cash transfer projects among NGOs in Baringo County has reduced, (mean=4.452, SD=0.592).

5.4. Diagnostic Tests Results

Pre-estimation tests were performed for justification of using the regression model. Normality test and multicollinearity test were carried out to avoid obtaining of spurious regression results

5.4.1. Test for Multicollinearity

In ensuring that predictor variables do not have co-linearity amongst themselves, a multicollinearity test was done.

Table5. *VIF and Tolerance Test*

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Functional track of manager	.775	1.291

a. Dependent Variable: Cash transfer projects' performance

According to the analysis, the variable functional track of manager had a 0.775 tolerance and a 1.291 VIF. There was no need for further examination since the VIF for all variables was not more than 10 and tolerance was more than 0.1

5.4.2. Tests of Normality

The researcher conducted a normality test to determine if the data is properly modeled by a normal distribution. The findings is indicated in Table 6

Table6. *Tests of Normality*

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Functional track of manager	.677	24	.000	.866	24	.000

a. Significance Correction

Source: *Field Data, 2021*

The findings agree with Shapiro-wilk and kolmogorov –smirnova test recorded 0.000 values less than 0.05. The study agrees with Ghasemi and Zahediasl (2012) which indicated that it can be assumed normality for samples larger than 30, even if the Kolmogorov or Shapiro states otherwise.

5.5. Inferential Statistics

In establishing the strength and nature of study variables' association, correlation analysis was undertaken by the investigator.

5.5.1. Correlation of Study Variable

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study.

Table7. *Correlation of Study Variable*

Performance of Cash Transfer Projects	Functional Track of Manager	
	Pearson Correlation	.213*
	Sig. (2-tailed)	.014
	N	25

The study conducted a correlation analysis between functional track of manager and cash transfer projects' performance in Baringo County. Based on the results, $p=0.014$ and $r=0.213$. Manager's functional track and cash transfer projects' performance had positive statistically significant association since the p value was less than the 0.01 significant level. This implies that functional track of manager affect cash transfer projects' performance in Baringo County. An individual holding an organizational unit's management authority with the role serving to successfully complete processes is a functional manager. His role is crucial in flawlessly executing complex projects.

5.5.2. Multiple Regression Coefficients

Table 8. *Regression Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.082	.127		8.529	.000
Functional Track	.225	.040	.304	5.621	.000

Dependent Variable: *Cash Transfer Projects' Performance.*

A regression analysis was also done to determine the regression coefficients that connects the variables as shown by the below illustrated equation:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Whereby Y represents cash transfer projects in Baringo County. X_1 represents functional track of manager. β_0 represents Constant defining. Cash transfer projects performance Value. The was answered by the Unstandardized Coefficients (β) values. The results indicate that management time in office, managers educational skills

leadership skills, functional track of manager positively relate with performance of cash transfer projects in Baringo County. Hence,

$$Y = 1.082 + 0.225X_1 + \epsilon$$

Cash transfer projects performance Value in Baringo County is 1.082 without the predictor variables' influence. It illustrates that, other factors held constant at 0, cash transfer projects performance in Baringo County will be 1.082 holding. Further, a unitrise in functional track of manager would result to 0.225 times increase performance of cash transfer projects in Baringo County. According, to Suliman (2012) noted that longer functional track of manager perform better than shorter functional track ones as they may have ascended to better positions or they have enjoyed working in the cash transfer programs.

6. CONCLUSION AND RECOMMENDATIONS

Based on the analysis, the study concluded that Cash Transfer Projects' Performance is influenced by functional track of manager to a very great extent. Further, technical, marketing management, logistics and human resource influences the cash management project to a very great extent. Based on the results, there is a statistically significant association between functional track of manager and cash transfer projects' performance in Baringo County.

From the conclusion, the study recommended that NGOs in Baringo County should have functional managers because their role in projects is providing supervision to project team members and managers and supplying resources. Depending on their experience and skill level, this ranges from little or no supervision to extensive. They equally act as project sponsors. Thus they must be capable of distinguishing this particular from their normal duties. The functional manager plays aa crucial role in the NGOs' project processes, according to an organizational project management view.

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