KNOWLEDGE REPOSITORY AND PROGRAM IMPLEMENTATION AT CARE INTERNATIONAL, KENYA

Richard Omollo Omondi

Master of Business Administration (Strategic Management Option), Kenyatta University, Kenya

Janet Muthimi

Department of Business Administration, Kenyatta University, Kenya

Citation: Omondi, R. O. & Muthimi, J. (2019). Knowledge repository and program implementation at Care International, Kenya. *International Academic Journal of Human Resource and Business Administration, 3*(5), 53-66

ABSTRACT

Knowledge is currently recognized as an essential resource in any organization thus viewed as a fundamental element of business success. The ability to collect, integrate and apply specialized knowledge of members of the organization is critical to the ability of a firm to sustain and create the industry`s competitive advantage. Knowledge is an important factor in non-governmental organizations whose successful application helps them deliver the desired social impact. This knowledge in the most organization is however diffused, and not properly recognized. This study sought to determine the effect of knowledge identification, knowledge acquisition, knowledge sharing and knowledge storing strategies on program implementation at CARE International Kenya. The specific objective was to determine the effect of knowledge repository on program implementation at CARE International Kenya. This study employed a descriptive survey design which is the most suitable since it ensures that the obtained data provides suitable answers to the research questions. The unit of analysis was CARE International Kenya while the unit observations were employees' working with CARE International Kenya. The target population of the study was 324 employees working with CARE International Kenya at their offices in Nairobi. The study's sample size was the 179 employees at CARE International Kenya. Primary data was analyzed. Primary data was gathered from the employees using structured and semi-structured questionnaire. Pre-testing and validation of the questionnaire were done by conducting a pilot test. Descriptive statistics were used in evaluating quantitative data gathered and it was carried out using SPSS version 21 and Microsoft Excel. The presentation of the findings was through presented tables, charts, and graphs. The association among the variables was analyzed using multiple regressions analysis. The study established that knowledge repository, knowledge identification, knowledge acquisition, and knowledge sharing had a positive relationship with program implementation at CARE International Kenya. The study recommends that the organization should provide their employees with library facilities that are well equipped to ensure that the staffs are able to sharpen their skills and expertise and also provide a suitable environment that will encourage employees to stay. Management of the organization should ensure that their systems and applications are right so as to ensure that ideas are captured and shared within the organization and help avoid incidences of memory loss.CIK should organize frequent workshops for their staff as this will enable them to share knowledge among themselves and acquire more skills.

Key Words: *knowledge repository, share point, experience of knowledge workers, library, systems, application*

INTRODUCTION

Knowledge is currently recognized as a vital resource in any given organization and is viewed as a crucial element of businesses that are successful, (Wafula, 2012). Even though certain forms of proprietary information are easily transferable, employee knowledge is not

freely copied. This, therefore, implies that knowledge embedded in the worker's minds can be lost when they depart from the organization. Therefore, the key goal of managers is to transfer employees' intellectual assets in form of knowledge into a firm's knowledge. To productively transform this knowledge, management requires knowledge management capabilities. A study by Barberand (2006), notes that a key concern that has developed regarding knowledge management is how to realize it successfully. Additionally, as firms begin to achieve and implement their knowledge, they need clarity on the key factors that will impact knowledge management, which in this case are the knowledge management capabilities.

Knowledge is considered to be a very crucial strategy for most of the organizations. The most common pattern is the one of knowledge as power and this makes someone to keep it for themselves so as to ensure they have an added advantage (Uriarte, 2008). In the year 2015, the Multimedia Development Corporation of Malaysia identified knowledge as a very important resource that needs to be managed efficiently and effectively as this enables companies to have a sustainable competitive advantage in a dynamic environment. The new economy which is knowledge-based places high significance on creation, usage and effective knowledge diffusion (Ford & Staples, 2016). Every firm must have the capability of accumulating certain intangible assets of knowledge which are significant to its different operations. The current paradigm is that, for an organization to grow, knowledge must be shared.

Tiwari and Saxena (2012) point out that Knowledge Management (KM) is a fresh idea in Pakistan and several managers have not familiarized with its practice. However, KMPs produces within the organization created that results in enhanced performance. In Pakistan, managers are more oriented in terms of performance. Unfortunately, the managers do not put a lot of emphasis on development and research, since creativity and innovation come from practices of knowledge that are widely shared which is not available in Pakistan. Thus, the key focus is to find out if Knowledge Management has the ability to improve the financial stability of the organization; if KM is found to improve financial stability then managers will have had potential saving in efforts of quality improvement. In a time of rapid technological improvement, the potential to use KM to improve the quality of project implementation is increasing exponentially (Noordende, 2010). KM can play a key role both in the prevention of humanitarian catastrophes and in building capacity to improve disaster response. In addition, it helps strengthen coordination and communication in emergencies situation. By evaluating the performance of humanitarian support, keen interest is taken on the use of KM in innovative ways to humanitarian projects, as it plays a critical component in helping extend the impact, reach and scale of initiated programs by the international humanitarian organizations (Agoti, 2014).

Humanitarian NGO is a company independent from the government and its fund is sourced elsewhere and not the state. The NGO Co-ordination Act, 1990 no. 19, through the Kenya Gazette Supplement No. 85 (Act No. 8) 23 October 1992, explained an NGO as "a private voluntary grouping of individuals or 8 associations, not operated for profit or for other

commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry, and the supply of amenities and services" (Kenya Gazette, 1990, pp.12).

Humanitarian aid is the accepted assistance and action that is aimed at saving lives, suffering alleviation, maintaining as well as protecting the dignity of the human during and in the aftermath of the natural catastrophes and man-made crises, and to strengthen preparedness and prevent such situations occurrence. There has been a huge growth both quantitative and qualitative witnessed in Kenya for the last quarter of the 20th century. For example, NGO`s recorded a cumulative growth that was over 100% between 1977 and 2017. A great number of these organizations have been registered under the Culture and Social Sciences Ministry. Those which are registered by the NGO Coordination Board as of 2014 (under the office of the president) were about 7,258 in comparison with 250 in 1993. The term NGO`s and civic organizations have been used interchangeably to also cover the civil society organizations which are not self-serving, voluntary and independent (Chandra, 2012). NGO's operations in Kenya as well as in other countries face several challenges. These factors have consequences to the autonomy of the NGO. For example, the NGO`s operational environment defines the projects and programs effectiveness undertaken by the humanitarian NGO`s. How NGO`s operate or are run relies on the social, economic and political conditions in a country. For instance, the beneficiaries, the founders as well as the donors will drive and have an influence on the operations of the NGO`s (Muiruri, 2006).

STATEMENT OF THE PROBLEM

CARE International Kenya in the recent past has not been implementing its programs effectively to the expectation of its key donors and as such, some donors have either reduced their funding or completely stopped funding the programs. Key donors like the Center for Disease Control (CDC) and Global Fund have shifted their funding to other NGO's who are CARE Kenya competitors. Over 5 years from 2012 to 2017, the commodity in-kind receipts which are revenues from multilateral donors, the government of Canada and other organizations have reduced by an average of 17% from $33.6M to $5.7M. Monetary assets which include cash and cash equivalents, receivables and contributions from donors as in 2017 had reduced by 25% in comparison to 2012 amount. Withdrawal and reductions of donor funds and support on CIK key programs have resulted in portfolio funds reducing by an average of 40% over the last 10 years (CARE Kenya, 2016). Even though CIK has been in existence in Kenya since 1968, it still does not practice a vibrant knowledge management strategy. By CIK adopting an effective knowledge management strategy, CIK will be able to build a sound, robust and secure evidence base information, CIK will develop and preserve program experience and expertise, CIK will help staff and communities to apply knowledge in their daily work, CIK will build an environment where taking time to network, share, reflect and learning is encouraged and valued with strong leadership from all levels (CIK, 2016). A McKinsey-Devex survey made a conclusion that 64% of projects that are donor-funded fail (Hekala, 2012) indicating that just 36% of the projects which are donor-funded

are what ought to be defined in the discipline of project management as "successful". If 64% of the projects of international development are not meeting the set objectives, those projects delivery requires to change (Hekala, 2012). At the sixth decade dawn of aid development, the enthusiasm of the first years has allowed disillusionment and controversy. In accordance with assistance proponents, it is working, albeit not perfectly, and a "big push" more assistance will change Africa (Sachs, McArthur, Schmidt-Traub, Kruk, Bahadur, Faye &McCord, 2004). In an organization that lacks proper management of knowledge; two key difficulties will be experienced: brain drain and memory loss of the organization. Loss of memory of the organization would occur when one area of the organizational brain becomes ignorant to the knowledge that other parts as well possess. Loss of memory is noted again when the same business unit or department fails to remember the gained knowledge from previous projects of experiences. Therefore, organizations happen to reinvent the wheel each time a new, yet in many aspects, the same, project is undertaken. This implies that the organization may unknowingly repeat similar mistakes, given that no lessons have been learned from past mistakes. The brain drain takes place whereby, resources of valuable knowledge are lost with those employees who are leaving the organization (Al-Ali, 2003). It was pinpointed that the mind of an organization is the strategy; the actions of the organization will lack consistency, direction, and impact as well. Nyamu (2012) argues that lack of proper information affects delivery among NGOs in Kenya with most performing dismally in terms of efficiency, value for money, sustainability, and innovation, the study did not mention the effect of KM on programs implementation in the humanitarian NGOs. This study concurs with Laura (2014) on NGOs ranking who found that most NGOs operating in Kenya and other developing countries performed poorly compared to those in developed countries, but it did not mention the effect of KM on program implementation in the NGOs. Due to the complex nature of programs, CIK faces many obstacles. These entail economic complications, provision of continuous humanitarian services challenge, cultural obstacles that are unpredictable, as well as hardships navigating within the systems that are already existing. These problems are exacerbated when the organization does not have well-oiled monitoring and evaluation procedures to assess their overall impact on the community. Knowledge management, however, poses the greatest challenge to the organization as when employees with knowledge leave the organization, the results go beyond the replacement integration and recruitment substantial cost. These necessitate the identification and management of organizational knowledge to cushion the organization against knowledge loss. This research sought to identify the effect of the strategies of knowledge management strategies on the implementation of the program in CIK.

THEORETICAL LITERATURE REVIEW

Resource-Based View of the Firm

The resource-based view (RBV) was formulated by Wernerfelt (1984). This is a popular theory of desirable performance. The basic logic of the theory is its belief that the intended product of an effective managerial input within the firm is a sustainable expedient performance. A resource-based view reiterates that a firm adopts its resources and

capabilities of creating a desirable performance that conclusively leads in the creation of higher value and achieves the effectiveness of the organization. For a firm to attain the effectiveness of an organization it, therefore, has to allocate its capabilities and resources wisely beside competing requirements due to the changing environment of the business (Armstrong, 2009). The firm approach RBV recognizes the strategic significance of behavioral and social interactions in the choice conceivability as well as the execution of the strategies of the organization. The RBV brings together two perspectives; the company`s internal analysis of the phenomena and the industry`s external analysis as well as its competitive environment (Dess, Lumkin, Eisner & McNamara, 2012). Additionally, the company's resources need evaluation to determine how rare, valuable and ease of duplication by rivals. Otherwise, the firm only achieves competitive parity. These resources which are intangible are often found in the firm and are commonly in the form of tacit knowledge (Makhija, 2003).

Resources are social, human, physical, financial, organizational and technological factors which enable a company to generate its customer's value. Resources of the company are either intangible or tangible (Hill & Jones, 2009). Resources which are intangible are non-physical entities which are other employees and managers creation, like names of the brand, the company`s reputation, the gained knowledge by the employees by experience, as well as the company`s intellectual property, including the one that is protected by trademarks, copyrights, and patents. Tangible resources are physical ones like buildings, land, equipment, plant, money, and inventory. The resource-based theory of a firm was used in this study to establish how knowledge management resources can be utilized to enhance program implementation. Knowledge management has been seen as a valuable resource that is inelastic in supply and that leads to effective and successful program implementation in NGO's. Different capabilities shape the plans the organizations pursue, that create great efficiency, innovation, the quality on the responsiveness of the beneficiaries. Similarly, this results in superior performance in the organization and competitive advantage.

Knowledge-Based View of the Firm

Since this originated from the literature of strategic management, this view builds upon and also extends the resource-based view of the firm (RBV) originally promoted by Penrose (1959) and expanded later by others (Weinerfelt, 1984; Barney, 2001; Conner, 1991). The theory puts into consideration knowledge as the firm`s resource that is most strategically significant. Its supporters affirm that since resources which are knowledge-based are normally hard to imitate and complex socially, heterogeneous knowledge capabilities and bases amongst firms are the key determinants of the superior corporate and sustained competitive advantage. In accordance with the knowledge-based view, innovative knowledge is what required by companies to rule over an industry (Malik & Malik, 2008). This view looks at a firm a "distributed knowledge system" comprising of knowledge-holding employees. The view argues that the role of a firm is to coordinate those employees` work so as to create value and knowledge for the firm. (Carlucci, 2004) affirms that "knowledge assets are as important for competitive advantage and survival, if not more important, than

physical and financial assets "in strategy, capabilities and knowledge-based views have extended largely resource-based reasoning through the suggestion that the primary resource which underlies creation of new value, competitive advantage, and heterogeneity (Barney, 2001).

Knowledge-based view (KBV) considers sees knowledge as the most vital source for the competitive advantage of the firm (Feng, Chen & Liou, 2005). It has been affirmed that knowledge is a vital resource of the strategies of the firm as well as the source of competitive advantage as the combination of a set of knowledge instead of individual knowledge (Felin & Hesterly, 2007).In addition, knowledge helps firms in strategic products and market development and offers another way of getting a competitive advantage and differentiation. KBV has enhanced a move from a competitive advantage which is founded on the position of the market to one which focuses on the capabilities of the firm (Felin & Hesterly, 2007). Furthermore; the orientation of the strategies of the firm has also shifted from the position-based to the capabilities-based one. Often firms utilize fresh knowledge to enhance their capabilities from collaborative partners through alliance (Kale & Singh, 2007) or the development of models that are effective (Capron & Mitchel, 2009). KBV emphasizes on competition that is knowledge-based. In summary, the KBV shows that firms may differentiate themselves based on their strategies of knowledge management (KM). As every individual asset of knowledge is hard to get and imitate; firms which gain a competitive advantage by KMS have learned to also integrate their assets of knowledge to create effectively a general capability of KM. The knowledge-based view of a firm theory was applied in this research to establish how management of knowledge resources can be utilized to enhance program implementation.

Organizational Learning Theory

Angry and Schon, (1996) are two of the most noteworthy players in the area of organizational learning theory. According to Argrys& Schon, (1996) Organizational Learning is a result of the organizational inquiry. This implies that every time anticipated outcome varies from the initial outcome, a group or individual will participate in the inquiry to understand and, if important, tackle this inconsistency. In the organizational inquiry process, the person will have an interaction with other organization`s members and learning will occur. Thus, learning is a result of this association. A learning organization is the given term to a firm or organization which enhances the members learning and transforms itself continuously. Learning organization is able to grow because they can deal effectively with challenges and burdens weighing heavily on them and are therefore able to operate in a competitive business environment. A learning organization contains five key characteristics; thinking systems, mental models, team learning, personal mastery, and shared vision. The concept of the learning organization inspires organizations to move to a better interlinked thinking way. Organizations ought to be more like communities' which employees may feel an obligation to and thus work harder (Serenko, Bontis & Hardie, 2007).

The theory of Organizational learning stipulates that, in order to become competitive in an environment that is changing, organizations must adjust their actions and goals to achieve those goals (Janz & Prasarnphanich, 2003). However, for learning to take place, a conscious decision must be made by the firm to transform actions in response to a circumstance change and have to consciously connect action to the outcome. Learning of the organization has many cognitive research and psychology similarities since the initial learning happens at the level of the individual: nevertheless, it is not organizational learning until the information is shared, stored in the memory of an organization in a way that it can be accessed and transmitted, and utilized for the goals of an organization (Cha, Pingry &Thatcher, 2008). Organizations try to utilize a number of authoritative resources, which include knowledge that some individual hold and within systems of knowledge that the organization maintains. Explicit knowledge may be categorized, documented and transmitted to other people as information, and shown to others by explanations, demonstrations and other sharing forms. However, tacit knowledge is hard to replace, duplicate or interpret, since it is founded in a blend of experience, induction, and research that may have been advanced over a lot of years (Debowski, 2006).

Strategic management of knowledge ensures the growth of corporate strategic knowledge matures and learns together with its individual members. Marquardt (2011) considers the main management task in learning organizations as enhancing learning and experimentation of the employees from experience enhanced by total disclosure as well as timely feedback. Chances are created all over the whole organization to cultivate attitudes, skills, and knowledge. The theory of organizational learning was employed in this research to establish how knowledge management resources can be utilized to enhance program implementation.

EMPIRICAL LITERATURE REVIEW

Bock, Sabherwal, and Qian (2015) undertook a study on social context effect on systems of knowledge repository success. This paper tests and develops a model of the success of KRS, that include perceived searchability of KRS, output quality of KRS, perceived usefulness as well as the satisfaction of the user and looks at how three social context aspects (intrinsic and extrinsic reward and the trust of the organization) affect KRS success dimensions. This study employed the method of a survey as the key method for collection of data. The target respondents included business workers who are using KRS.

The research employed the method of a survey amongst Singapore and China organizations by email (for respondents in China) and mail for those in Singapore, respectively, during a period of four months from February to May 2004. To enhance equivalency of translation between the questionnaires of the English and the Chinese version, two bilingual translators were invited to do back-translation. Empirical findings from a survey of 141 users of KRS in Singapore and China show that perceived KRS quality of output relies on searchability of KRS as well as the social context, perceived usefulness relies on perceived KRS quality of output, and satisfaction of the user relies on perceived KRS quality of output and perceived searchability of KRS. The study, however, gives some surprises: perceived searchability of

KRS indirectly only (by perceived output quality of KRS) affects perceived usefulness. This study focused on the success of systems of knowledge repository social context. The current research targets to assess the knowledge repository effect on program implementation. The study was conducted in China and Singapore which are developed countries; hence the findings cannot be generalized to developing countries.

Bock, Mahmood, Sharma, and Kang (2015) studied the overload of contribution and the overload of information effect on continued use of repositories of electronic use. This research employed the theory of cognitive dissonance in determining if IO and CO have any effect on the willingness of employees to use EKRs. The findings from 144 respondents of the survey give the first empirical evidence that overload contribution exerts a significant and direct negative effect on the intention of continued use of EKR through alteration of perceived system satisfaction and usefulness. This study focused on electronic knowledge repositories. The current research targets to come up with the knowledge repository effect on program implementation.

RESEARCH METHODOLOGY

This research adopted a descriptive research design; the design is the most suitable because it ensures that the obtained data provide suitable answers to the study questions. The target population of this study N was 324 staff working with CIK in Kenya (CIK, 2017). A sampling frame is a detailed list of all the units of sampling, that sample was; picked out (Kombo & Tromp, 2006). The sampling frame was the list of all 324 employees in the class of top, middle as well as low management level respectively, from where the selection of the respondents was done. The research adopted the Slovin's formula to arrive at the sample size. The study sample size was 179 respondents out of 324, which represented 55.24% of the target population. Stratified random sampling was employed in sample selection and simple random sampling was used in selecting a sample from each stratum to form a sample size of 179. The research adopted structured and semi-structured questionnaires in collecting primary data from the respondents. Primary data was collected from the employees by use of structured and semi-structured questionnaires. The researcher administered the questionnaires individually to the respondents. A method of drop and pick-later was used to send out questionnaires to the respondents who were sampled. The research conducted a study pilot to pre-test and validates the questionnaire. The research instrument was piloted in which 10 respondents who were not part of the respondent who is selected for the final research. Face validity was conducted in determining the degree to which the questionnaire covers the concept it purports to measure. Construct validity was adopted by this study in measuring the extent to which collected data by use of a specific instrument symbolizes a particular domain or a specific concept. Questionnaire`s reliability was assessed by Cronbach`s Alpha that measures the internal consistency. The quantitative data collected was evaluated using descriptive statistics as frequency, percentages, mean and standard deviation using Statistical Package for Social Sciences (SPSS) version 21 and Microsoft Excel. The findings were presented using frequency tables, charts, and graphs. The study also used multiple regressions analysis to analyze the collected data to measure the relationship between KM strategies and

program implementation at CIK. In this study, there were four independent variables; knowledge repository, knowledge identification, knowledge acquisition, knowledge sharing. Multiple regression models equation;

$$Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \varepsilon$$

Where; Y = Program Implementation at CIK; β0 = Constant (coefficient of intercept); B1… B4 = regression coefficient of four variables.X1= Knowledge Repository; X2= Knowledge Identification; X3= Knowledge Acquisition and X4= Knowledge Sharing; ε = Error term.

RESEARCH FINDINGS AND DISCUSSIONS

The study targeted sample size of 179 respondents from which 152 filled in and returned the questionnaires making a response rate of 84.9%. This response rate was satisfactory to make conclusions for the study. The first objective of the study was to determine the effect of knowledge repository on program implementation at CARE International Kenya. Regarding SharePoint, the respondents were in agreement that there is an online platform where information is stored and can be accessed by staffs as shown by a mean of 4.342, SharePoint platform is continually updated with current information as shown by a mean of 4.250 and there is a secured online platform which is accessed only by authorized personnel as shown by a mean of 4.138. On experience of knowledge workers, the respondents were in agreement that staffs are specialists in their own field of expertise as shown by a mean of 4.309, the organization ensures that the experienced employees are retained as shown by a mean of 4.224, staffs are conversant with their own tasks as shown by a mean of 4.099, and staff can effectively communicate within their departments and with members of other departments on their areas of responsibility as shown by a mean of 4.059. These findings concur with Bock, Mahmood, Sharma and Kang (2015) who studied the overload of contribution and the overload of information effect on continued use of repositories of electronic use and found out that overload contribution exerts a significant and direct negative effect on the intention of continued use of EKR through alteration of perceived system satisfaction and usefulness.

The respondents further agreed on the library that is equipped and has updated information about the organization and the programs as shown by a mean of 4.322, library facility is accessible to all staffs in the organization as shown by a mean of 4.276 and there exists a library facility in the organization as shown by a mean of 4.197. Additionally, the respondents agreed on systems and applications that awareness of appropriate knowledge storage system are documented well for accomplished chores for future use as shown by a mean of 4.355, organization has the right systems to capture and share new ideas and experiences as shown by a mean of 4.316 and organization uses technology to enhance service quality in every department as shown by a mean of 4.217. Bock, Sabherwal and Qian (2015) undertook a study on social context effect on systems of knowledge repository success and found that perceived KRS quality of output relies on searchability of KRS as well as the social context, perceived usefulness relies on perceived KRS quality of output, and

satisfaction of the user relies on perceived KRS quality of output and perceived searchability of KRS.

INFERENTIAL STATISTICS

The model summary is used to analyze the variation of the dependent variable due to the changes in independent variables. The study analyzed the variations of program implementation at CARE International Kenya due to the changes of a knowledge repository, knowledge identification, knowledge acquisition, and knowledge sharing.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.891[a]	.794	.779	1.1836

Adjusted R squared was 0.779 implying that there were 77.9% variations of program implementation at CARE International Kenya due to the changes of a knowledge repository, knowledge identification, knowledge acquisition, and knowledge sharing. The remaining 20.6% implies that there are other factors that lead to program implementation at CARE International Kenya which was not discussed in the study. R is the correlation coefficient, which shows the relationship between the study variables. From the findings, there was a strong positive relationship between the study variables as shown by 0.891.

The analysis of variance ANOVA is used to determine whether the data used in the study is significant.

Table 2: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	24.352	4	6.088	58.037	.001[b]
1	Residual	15.42	147	0.105		
	Total	39.772	151			

From the ANOVA statistics, the processed data (population parameters) had a significance level of 0.001. This shows that the data is ideal for making conclusions on the population's parameter as the value of significance (p-value) is less than 5%. The F calculated was greater than F critical (58.037 > 2.433). This shows knowledge repository, knowledge identification, knowledge acquisition, and knowledge sharing significantly influence program implementation at CARE International Kenya. The findings concur with the findings of Tow (2015) who undertook a study on the contribution of knowledge identification to knowledge management effectiveness and found out that knowledge identification significantly plays a part to effective Knowledge Management.

The knowledge repository is statistically significant in explaining program implementation at CARE International Kenya as shown by (β = 0.224, P = 0.003). This is an indication that knowledge repository had a positive relationship with program implementation at CARE

International Kenya thus a unit increase in knowledge repository results to an increase program implementation at CARE International Kenya.

CONCLUSIONS AND RECOMMENDATIONS

The study found that knowledge repository is statistically significant in explaining program implementation at CARE International Kenya. The study also established that knowledge repository had a positive relationship with program implementation at CARE International Kenya. The study, therefore, concludes that a unit increase in knowledge repository results to an increase in program implementation at CARE International Kenya.

Knowledge repository was found to positively relate with program implementation at CARE International Kenya. The study recommends that the organization should provide their employees with library facilities that are well equipped to ensure that the staffs are able to sharpen their skills and expertise and also provide a suitable environment that will encourage employees to stay. This will ensure that the organization retains its competent staff thus avoiding brain drain in the organization. The study also recommends that the management of the organization should ensure that their systems and applications are right; this is to ensure that ideas are captured and shared within the organization thus ensure that the organization does not suffer memory loss. The organization should also introduce the use of new technology in its operations to enhance service quality in every department.

This study sought to establish the effect of knowledge management strategies on program implementation at CARE International Kenya. The study recommends replication of the research study in other NGO's in the country. The study recommends identifying and develops specific processes to support a Knowledge Management System. The study further recommends a study to be conducted on the challenges facing program implementation at CARE International Kenya.

REFERENCES

Agoti, D. N. (2014). *Information and communication technology outsourcing and performance of humanitarian organizations in Kenya.* Unpublished MBA, University of Nairobi

Al-Ali, N. (2003). *Comprehensive intellectual capital management: step-by-step*, New Jersey: John Wiley and Sons.

Argrys, K & Schon, R., (1996) The Knowledge Management Methodology Team. (2001). A Systems Thinking Framework for Knowledge Management. *Decision Support Systems, 31*(1), 5-16

Armstrong, W. (2009). *Are aid agencies improving?* (Brooking Global Economic and Development. Working Paper 9).

Bardis, R., Markovskyi, Y., Doukasand, W., & Drigas, A (2015) Achieving Strategic Advantage and Organizational Legitimacy for Small and Medium Sized NFPs Through the Implementation of Knowledge Management. *The Business Renaissance Quarterly*, Fall, 3(3), 21-42.

Barney, J. B. (2001). Is the resource-based view a useful perspective for strategic management research? Yes. *Academy of Management Review*, Vol. 26, pp 41–56.

Bock, R., Mahmood, T., Sharma, K., &Kang, Y., (2015) Knowledge sharing and innovation in Spanish and Colombian high-tech firms. *Journal of knowledge management, 16*(6), 5–5.

Bock, Y.G., Sabherwa, J.W., & Qian, Y. (2015) *Evaluating knowledge resources in R&D organizations in China: An application using structural equation modeling and analytic hierarchy process.* Retrieved fromInformation Development 0266666914556822, on 12th April 2018.

Capron, L. & Mitchell, W. (2009). Selection capability*:* How capability gaps and internal social frictions affect internal and external strategic renewal. *Organ.Sci. 20*(2), 294–312.

Carlucci, D., Marr, B., &Schiuma, G. (2004). The Knowledge Value Chain: How Intellectual Capital Impacts on Business Performance. *International Journal of Technology Management,* 27(6/7), 575-590.

Cha, H. S., Pingry, D. E., & Thatcher, M. E. (2008). Managing the Knowledge Supply Chain: An Organizational Learning Model of Information Technology Offshore Outsourcing. *MIS Quarterly*, 32(2), 281-306.

Chandra, H., (2012). The growth of NGOs. *Journal of Geophysical Research 117: doi: 10.1029/2011JD016946. ISSN: 0148-0227.*

CIK (2016). *Effective Knowledge Management Strategy*. Retrieved from www.care.or.ke

CIK (2017) December 2017 Payroll data.

Debowski, S. (2006). *Knowledge Management*. Wiley: Sydney.

Deming, W. E., (2000). *Sample Design in Business Research*. New York, NY: John Wiley & Sons

Dess, G.G., Lumkin, G.T., Eisner, A.B. & McNamara, G. (2012). *Strategic Management: Text and Cases*. McGraw-Hill: New York.

Felin, T., &Hesterly, W. 2007. The knowledge-based view, nested heterogeneity, and new value creation: philosophical considerations on the locus of knowledge. *The Academy ofManagement Review (AMR)*, *32*(1): 195-218.

Feng, K., Chen, E. T. &Liou, W. (2005). Implementation of Knowledge Management Systems and Firm Performance: An Empirical Investigation. *Journal of Computer Information Systems,* 45(2), 92-104.

Ford, D.P. & Staples, D.S., (2016). The perceived value of knowledge: The potential informer's perception, *Knowledge Management Research, and Practice*, 4(1), 3–16.

Handayani, H., Pahlevi, R&Pinem, K., (2015) Understanding the antecedents of effective knowledge management: The importance of a knowledge-centered culture, *Decision Sciences*, 34 (2) (2003), 351-384

Hekala, W. (2012). *Why donors should care more about project management.* Retrieved from http://www.devex.com/en/news/why-donors-shouldcare-more-about-project/77595.

Hill, Charles W. L, and Gareth R. Jones. Essentials of Strategic Management. Mason, OH: South-Western/Cengage Learning, 2009.

Janz, B. D. &Prasarnphanich, P. (2003). Understanding the Antecedents of Effective Knowledge Management: The Importance of a Knowledge-Centered Culture. Decision Sciences, 34 (2), 351-385.

Kale, P. & Singh, H. (2007). Building Firm Capabilities through Learning: The Role of The Alliance Learning Process in Alliance Capability and Firm-Level Alliance Success. *Strategic Management Journal*. (28), 981-1000.

Kenya Gazette (1990). *Gazette Supplement No. 85, Act No. 8*. Nairobi: Government Printing Press.

Kim, L. (2014). HR strategy. *People Management*, 3(15), 24 July, pp. 22-27

Kombo D. K. & Tromp D. L. A. (2006). *Proposal and Thesis Writing – A Production*: Nairobi: Paulines Publications Africa.

Laura, J. (2014). *Top 100 Best NGOs ranking by The Global Journal*. Global Humanitarian assistance. Geneva.

Makhija, M. (2003). Comparing the resource-based and the market-based views of the firm: empirical evidence from the Czech privatization. *Strategic management journal*, 24, 433-451.

Malik, K. P. & Malik, S. (2008). Value Creation Role of Knowledge Management: a Developing Country Perspective. *The Electronic Journal of Knowledge Management* 6(1), 41 – 48.

Marquardt. M.J., (2011). *Building the Learning Organization: – A Systems Approach to Quantum Improvement*. McGraw-Hill, 220 (242).

Muiruri, D. W. (2006). *Non-Governmental Organizations in Kenya: Improving the Regulatory Framework*. Unpublished University of Nairobi LL.B. dissertation.

Noordende, V. S. (2010). *Accenture Development Partnerships*. Livingstone Media.

Norregaard, S., Bengsten, K., & Jorgensen, P., (2017) Curcumin modulates efflux mediated by yeast ABC multidrug transporters and is synergistic with antifungals. *Antimicrob Agents Chemother* 53(8):3256-65.

Nyamu, T. (2012*). Impact of Supply Chain Management Challenges on Humanitarian Organizations in Kenya*. Unpublished Thesis, University of Nairobi.

Penrose, W. (1959). *The white man's burden: Why the West's efforts to aid the rest have done so much ill and so little good.* New York, NY: Penguin.

Serenko, A., Bontis, N. & Hardie, T. (2007). Organizational Size and Knowledge Flow: A Proposed Theoretical link. *Journal of Intellectual Capital*, 8 (4), 610-627.

Susanty, Y., Salwa, T., Chandradini, R., Evanisa, K., &Iriani, R (2016) Role of Knowledge Management In Enhancing Organizational Performance. *The LearningOrganization*, 13(3), 118-132

Tiwari, P., & Saxena, K. (2012). Human resource management practices: A comprehensive review. *Pakistan Business Review,* 669–705.

Tow, R., Venable, Y & Dell, W (2015) Influence of knowledge management capabilities on the learning organization and the moderating effect of its infrastructure and corporate culture. *New Directions for Institutional Research*, 2002(113), 5-16.

Uriarte, F. (2008). *Introduction to Knowledge Management*. Indonesia, ASEAN Foundation, Jakarta,

Wafula, H.K., (2012) Knowledge management & institutional framework: Kenyan veterinary services. *Journal of Knowledge Management Practices*, 11(3), 119-186.

Wagner, R., Chung, R., &Najdawi, T (2014) Factors that impact knowledge management fit in the corporate sector of Pakistan.*Far East Journal of Psychology and Business,* 1(2), 15-31.

Wernerfelt, B. (1984). A resource-based view of the firm, *Strategic Management Journal*, 5(7), 171-80.

Williams, R., Kessler, M., & Williams, T (2015) What is knowledge management? *International Journal of Knowledge Management, 1*(4), i-iv.