

**INSTITUTIONAL CAPACITY AND PERFORMANCE OF ORPHANS AND VULNERABLE
CHILDREN PROJECTS: A CASE OF THE CHILDREN'S TRANSFORMATION PROJECT -
KENYA IN NAIROBI COUNTY, KENYA**


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A Research Project Submitted in Partial Fulfillment of the Requirement for the Award of Master of Arts
Degree in Project Planning and Management of the University of Nairobi


2022

DECLARATION

This research is my original work and has never been presented for the award of any degree in any other university.

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This research project has been submitted for registration with my approval as the University Supervisor.
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DEDICATION

This research project is dedicated to my mum, Lucy Calsine, whose affection, love and support fueled my desire to aim higher and excel in my studies. The credit for this commitment also belongs to my fiancé Kepha, who supported me and made sure I gave it all I had to complete my research and reports.

ACKNOWLEDGEMENT

I want to express my gratitude to The University of Nairobi for allowing me to pursue my Master's degree and for providing the platform and all the required materials and equipment, for me to advance my studies. I am grateful to my supervisor, Dr. Anthony Wainaina Ndungu, for his valuable inputs during my project work, for taking time to repeatedly go through my work and correcting all my mistakes. His constructive criticism enabled me to put more effort to ensure this work is as original as it can be. Thanks to him, I performed true research and gained more knowledge on the topic I chose to work on. May God bless you sir. On the other hand, I am thankful to my lecturers, just to mention a few, Dr. John Bosco Kisimbi, Dr. M'Ndegwa Japheth Mwenda and Dr. Reuben Kikwatha, for the support and knowledge passed to me during my Master's degree. This has positively impacted my studies and I am humbled to have been among your many students. My Employer did the most by always giving me ample time needed for maximum concentration during my report writing, I am thankful. I want to sincerely thank the members of CTP-K, Nairobi, for accepting to give all the information I needed during data collection and analysis. This made my work seamless. I commend the leadership of CTP-K for organizing the staff to fill my questionnaires. My utmost regard to my parents and siblings for the encouragement and support. My classmates and friends who equipped me with ideas and suggestions also deserve appreciation, I am grateful for all the insights. Finally, I give thanks to the All-Powerful God for my life and for my health, He is the reason I have made it this far.

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ABBREVIATIONS AND ACRONYMS

| | |
|----------|--|
| CCIs: | Children's Child Care Institutions |
| CDRA: | Community Development Resource Association |
| COTS: | Commercial Off-The-Shelf |
| CTP-K: | Children's Transformation Project - Kenya |
| DAC: | Development Assistance Committee |
| GoM: | Government of Malawi |
| HRM: | Human Resource Management |
| IT: | Information Technology |
| MSCTP: | Malawi Social Cash Transfer Program |
| NACOSTI: | National Commission for Science, Technology & Innovation |
| NGO: | Non-Governmental Organizations |
| OED: | Operations Evaluation Department |
| PHMS: | Project Human Management System |
| PPOA: | Public Procurement Oversight Authority |
| SD; | Standard deviation |
| TWG: | M&E Capacity-building Technical Working Group |
| UNICEF: | United Nations Children's Education Fund |
| VC: | Vulnerable Children |

ABSTRACT

To grow and mature into a healthier and happier adult, every child needs basic necessities (UNICEF, 2016). The early development of a kid necessitates parental love, care, and protection. The research aimed at establishing how institutional capacity affects the effectiveness of OVC initiatives run by CTP-K in Nairobi County. The following are the study's objectives: Determine the impact of leadership capacity, staff training, information technology and physical infrastructure on the performance of children and family programs run by CTP-K. The capacity building theory and theory of change served as the study's guiding theories. This study employed a descriptive research design. Project managers, employees collaborating with CTP-K, community leaders (chiefs and religious leaders) and beneficiary families in Nairobi County were the study's targeted population. The study's sample was 235 people, chosen using the census sampling approach. The main research instruments were surveys. Pilot research was done on a small sample of 10% of the sample size. The researcher consulted with the supervisor to ensure that the research instruments met construct, content, and criterion validity requirements. Quantifiable data was converted from qualitative data. SPSS software was used to analyze the collected data. The estimated statistic for each variable was tabulated using a frequency distribution table, to determine the value of the model and variables that was used. The researcher explored how the independent variables i.e. Leadership capacity, Staff training, Information technology and Physical infrastructure influenced Performance of Children's transformation project. From the findings, all the independent variables greatly influenced Performance of Children's transformation project. All the variables had positive correlations with Leadership capacity having the highest correlation of 0.664. According to the study's findings, adopting leaders with transformational styles is advised since they foster positive working relationships among employees, which in turn improves an organization's performance. In order to effectively prepare their personnel with high capabilities in dealing with OVCs, it was also advised that the Children's Transformation Project NGO give more financial resources to employees' efficient and pertinent short course training and seminars. The organization should regularly evaluate its human resource development plans to make sure that they are meeting the project's new requirements and that, whenever it sends personnel for training, they are focused on addressing a noted development opportunity or filling a gap that has been identified.

CHAPTER ONE

INTRODUCTION

1.1. Background to the study

To develop and grow into a healthy and responsible adult, every child needs fundamental necessities (UNICEF, 2016). In the early phases of growth, a child requires parental love, care, and safety. A child's immediate familial environment is crucial in influencing how that child grows since it is in this context that they are nourished. Disadvantaged groups, according to Gaventa (2016), are underappreciated, undervalued, or ridiculed by the wider society. The disadvantaged group includes vulnerable children (VC) and orphaned children, according to UNICEF, 2016. The VC continues to face significant challenges in the areas of food, shelter, and education. This is due to a lack of supportive socio - economic status such as good health, money, and changing demographics, which has intensified their susceptibility.

Various agencies and groups around the world have made significant contributions to the development of community-based ways to empower OVC. Freund (2016) stressed the importance of incorporating the child's community in the child's development and well-being. Children's lives are shaped by their communities, just as they are by their families. It provides a sense of belonging, support, and togetherness, according to the notion that "it takes a village to raise a child." To be more effective, programs and organizations aiming to improve the lives of children, particularly OVC, should provide resources and support not just to the children themselves, but also to their caregivers.

In the United States, foster care is utilized to care for children for a variety of reasons. When it becomes evident that their mother is unable to care for her newborn kid, some children's journey begins at birth. When somebody reports a case of child abuse and other children are brought to the notice of child welfare. A trusted adult may have physically or sexually harmed some of these youngsters. Parents struggling with poverty, addiction, or mental illness mostly overlook needs of their children.

In 2001, over 900,000 children were mistreated, resulting in over three million calls to child safety authorities (Child Trends.2015). When child abuse is discovered, case managers and authorities must determine whether the child can safely remain at home with his or her family with the support

of in-home services, or if the children need to be housed in state custody (Child Trends.2015). In 2003, 400,000 children were given up for adoption. Any placement for children outside of their homes when their biological parents are unable to find them is referred to as foster care. Children may be placed with quasi foster families, kinfolk, therapeutic or treatment foster care homes, or congregate care facilities like institutions or group homes. The remaining quarter of foster children are placed in related care homes, while nearly half are assigned to non-relative foster families (J. Emerson, 2018).

The Child Welfare Administration provided solely schooling, maternity, and child welfare services in India during British rule. Various volunteer organizations have assumed nearly all of the responsibility for assuring the care of children in a country in the lack of adequate institutional structures from the government. Throughout those tough years, India's protective child agency, particularly social welfare, has been neglected and underfunded (Nollan, K.A.2018). The Indian Constitution was enacted after independence, and the Central and State governments took over the Child Welfare Administration. Child welfare and development did not receive much attention until India's Planning Commission was founded in 1951. The Planning Commission's subsequent Five Year Plan Documents emphasized the importance of accelerating child welfare and national development. The Indian government has broadened the definition of child welfare to include a variety of leisure activities such as playgrounds, vacation homes, library resources, clubs, and hospices, as well as the therapeutic interventions of mental health problems through children's care clinics or education, and the social assistance of special children such as the severely disabled, abandoned, delinquent, and orphaned, to be able to attend to the needs of thousands of children. Despite the fact that India assumed responsibility for welfare promotion following independence, the government did not establish a separate Department or Ministry of Social Welfare. (B. Stroul, 2017).

For African countries, particularly those in Sub-Saharan Africa, OVC constitute a big concern. According to UNAIDS (2010), 14.8 million children aged 0 to 18 have buried 1 or even both families to AIDS in Africa. Orphans and vulnerable children (OVC) make up 5.7 million children in Ethiopia, and about 8% of the overall population. OVC account for about 12% of Rwanda's overall kid population. Over 83 percent of such OVC live in rural areas, with 955,730 children

bereaved as a consequence of HIV/AIDS-related deaths of one or both parents. (Save the Children, United Kingdom, 2016).

In the Nigerian context, especially in light of Chama (2016)'s findings, girls who are orphaned face a complex set of susceptibilities. Adolescence is a delicate time when a person needs compassionate and caring guide to help them navigate the journey from childhood to maturity. The protective support of one or both parents is taken away, leaving the adolescent females susceptible to life conditions and change. In their endeavor to navigate life on their own, individuals find themselves struggling to acquire vital resources and unable to make critical life decisions, making them vulnerable to exploitation and other threats (Chama, 2016).

Reasons and impact of different reasons on project cost, time overruns to completion of projects in Mozambique, Sudan, Namibia, Nigeria, and Angola by different causes of delay and cost overrun such as redesigns, delayed payment to communication delays, funding issues, bad social aspects, remuneration issues, and dispute on the part of the contractor. On the other side, delays and disruptions have a detrimental social impact. This results in resource squandering and disputes. There are a multitude of reasons for delays and interruptions, according to Kikwasi (2012), and their impacts put projects in peril and have an influence on their performance. According to the research, the parties in the Project Procurement Process should prioritize an acceptable budget, timely information dissemination, design completion, and social cultural aspects abilities (PPOA, 2015).

There are around 44 million people in Kenya, with 51 percent of them being children (OVC secretariat report, 2013). Kenya has roughly 2.19 million orphans, according to studies, who are defenseless and require special care and protection. Children number is believed to be in the tens of millions. In Kenya, HIV/AIDS is estimated to affect 7% of the population. As a result of the country's poor state. The country's economy has led to high HIV/AIDS deaths. This has impacted the living circumstances of the majority of individuals, as well as society. Kenya's constitution acknowledges that it is the obligation of the government to care for and safeguard orphans and vulnerable children. Adolescents should be placed in safe environments with their families. (NCCS, 2013).

Nairobi County has a number of projects for Orphaned and Vulnerable Children. Nonetheless, children still face significant problems since the administration lacks the capacity to meet all of

their fundamental and vital requirements. As a result, even in such initiatives, some of these youngsters sleep on the floor, have limited access to food and medical treatment, and go barefooted or without proper clothing. Some students attend classes in mud-walled and unequipped classrooms. Due to a shortage of school expenses, some students are compelled to drop out (Schutt, 2017).

The government has enacted a number of Acts to ensure that these institutions continue to provide quality care to OVCs, including the Charitable Children's Institutions Regulations, (2020), which states that CCIs must ensure that all physical facilities used by children are child friendly and well maintained, suitably furnished and equipped, and safe at all times; ensure that the environment is clean; and ensure that the environment is child friendly and well maintained. These guidelines ensure that they meet all of the requirements set forth in the Charitable Children's Institutions Regulations (Chege, 2020). A government investigation identified a lack of cash and human resources as major obstacles to providing appropriate care to children Njagi et al (2018).

Furthermore, given the county's high population of street children and orphaned dropouts, the success of these programs has barely been achieved. Given the lack of suitable resources, these programs fail to provide better treatment to the OVCs. In Nairobi County, the population of street children has grown by 5% since 2010. Furthermore, according to KNBS 2018, the majority of school dropouts has increased by 13%, with 45 percent belonging to the OVC cohort. This data demonstrates that OVC programs in Nairobi County have underperformed, indicating that further study is needed before policymakers can design solid policies. This is the basis of our current study that aims to study the impact of institutional capacity on the performance of OVC Projects implemented in Kenya: a case of the Children's Transformation Project - Kenya (CTP-K).

1.2. Problem Statement

To advance and nurture into a well and liable adult, every teenager needs basic needs (UNICEF, 2016). In the early phases of growth, a child requires parental love, care, and safety. A child's immediate familial environment is crucial in shaping in what way that teenager progresses since it is in this context that they are nourished. Disadvantaged groups, according to Gaventa (2017), are unacknowledged, devaluated, or ridiculed by society. The disadvantaged group includes OVC, this was outlined by UNICEF, 2016. The VC continue to face significant challenges such a lack of

food, shelter and education. This is because their susceptibility has been exacerbated by absence of helpful factors such as good well-being, income, and changing demographics. Millions of youngsters in many African countries face a harsh lifestyle in the twenty-first century. Because of poverty, rape, desertion, rootlessness, or left parentless by HIV/AIDS, there is a constant rise in the number of street children.

The extent to which OVC demands are satisfied in Kenya is constrained by a number of issues. To begin with, the programs lack the necessary resources to adequately meet the requirements of OVC. In 2021, over 72% of OVC enrolled in USAID Nuru Ya Mtoto were adolescents 10 to 17 of age, of these, Teenagers made up 73% of the HIV-positive population, with a virology suppression rate of 68%. Research interviewed 20 caregivers and 50 teenagers living with HIV in Kisii County in June 2021. The goal of the study was to identify the main reason for their elevated viral load. Some of the causes were unhelpful caregivers, limited food, drug-related side effects and pill burden, a lack of support from family members and stigma, as a result, raising money to fully respond to the demands has proven difficult (USAID, 2021). Organizations that conduct OVC programs must diversify their revenue streams in order to raise sufficient funds to accept more children.

The Children's Transformation Project - Kenya is an organization registered in Kenya as a local NGO and is based in Nairobi County. Their multi-disciplinary team works closely with individuals and families to see their own lives, families and whole communities transformed and thriving; emotionally, spiritually and physically. The organization endeavors to see everyone reach their God-given potential. The CTP-K works to tackle the injustices and traumas previously faced by the children they work with. They also strive to see families strengthened, families dreaming together and long-term change established. The organization returns children to families after being displaced, separated, or removed. Their projects focus on family restoration and family strengthening. (CTP-K, 2021).

The majority of OVC projects in Nairobi County are not successful. This has resulted in the rise of obstacles that orphaned children encounter in their life, making them susceptible in a variety of settings. For survival and sustainability, most children end going to children home, where they are exposed to a completely new world and must make alterations to survive. A few NGOs have stepped in to help orphans and vulnerable youngsters get by in life. Both children's homes and

non-governmental organizations (NGOs) partake agendas for bereaved children with hopes of standardizing their existence. These interpretations are based on the idea that a company's capacity affects how well it can grow, improve, and deliver projects successfully. (P. Eisinger, 2014) It is alongside this contextual, that this exploration aimed at investigating the influence of institutional capacity in terms of leadership capacity, staff training, information technology and physical resources on the performance of OVC projects implemented by the CTP-K in Nairobi County.

1.3. Purpose of the study

This study aimed at determining the influence of institutional capacity on the performance of orphans and vulnerable children projects implemented by the Children's Transformation Project - Kenya in Nairobi County.

1.4. Objectives of the study

1. To determine how leadership capacity influence the performance of OVC projects implemented by the Children's Transformation Project - Kenya in Nairobi County.
2. To establish how capacity in staff training influence the performance of OVC projects implemented by the Children's Transformation Project - Kenya in Nairobi County.
3. To evaluate how capacity in information technology influences the performance of OVC projects implemented by the Children's Transformation Project - Kenya in Nairobi County.
4. To assess the influence of availability of physical infrastructure on the performance of OVC projects implemented by the Children's Transformation Project - Kenya in Nairobi County.

1.5. Research questions

The following research questions guided the study;

1. How does leadership capacity influence the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County?
2. How does staff training influence the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County?
3. What is the influence of information technology on the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K)?
4. What is the influence of physical infrastructure on the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K)?

1.6. The study's hypothesis

This study focused on the following null hypothesis.

H01: Leadership capacity has no substantial effect on the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya.

H02: Staff training has no significant effect on the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya.

H03: Information technology has no significant effect on the OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya.

H04: Physical infrastructure has no substantial effect on the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya.

1.7 Significance of the study

This study examined the idea of institutional capacity and how it influences the effectiveness of non-governmental organizations' initiatives for OVC, such as the Children's Transformation Project - Kenya (CTP-K) in Nairobi County. As a result, project managers who are looking for justification for their capacity development spending may find this study valuable. Understanding which of the capacity development strategies they lack the most and the degrees at which these

strategies influence the success of non-governmental organizations' orphans and vulnerable children programs would assist organizations in Nairobi County. Understanding the necessity of organizational capacity building would be advantageous for policymakers and project organization management. This would serve as a basis for academicians to create institutional capacity models that are specific to the region and would accurately idealize the situation there.

1.8 Limitations of the study

Gathering respondents for the data collection exercise was difficult because some beneficiaries were unwilling to engage in this study. This problem was solved by collaborating with the CTP-K office, who were able to contact beneficiaries.

Finally, it was difficult for the respondents especially CTP-K office staff to openly give their views critical of the CTP-K due to fear of victimization. By ensuring the respondents of anonymity and that any information they submitted would not be divulged or shared without their approval, this challenge was minimized.

1.9 Delimitations of the study

The research took place in Nairobi County in the month of May, 2022 involving CTP-K staff. The study also involved the beneficiary families of the vulnerable children rescued, rehabilitated and reintegrated into families in Nairobi County. Community and religious leaders that work closely with the project within Nairobi County formed the target population. The Children's department, also formed the target population. Lastly, the study was delimited to four institutional capacity variables, i.e. leadership capacity, staff training, information technology and physical infrastructure.

1.10. Assumptions of the study

The study made the assumption that the target population's makeup had not undergone any significant changes that would have affected the efficacy of results. It also made the assumption that (CTP-K) staff and beneficiaries would be willing to not only enable the research to be conducted in their area but also to answer to the research instruments in a timely manner and with honesty, cooperation, and objectivity. Lastly, the study made the assumption that the decision-

makers in the various offices would approve the necessary permits to gather information from diverse stakeholders.

1.11 Definition of significant terms used in the study

Institutional Capacity: Means project implementation advancements, learning, and functional activities. It is the process of an organization's empowerment. It entails organizational leadership, employee training, information technology usage capability, and physical infrastructure.

Capacity: refers to an increase in a person's or an organization's ability to produce and operate.

Leadership capacity: It entails the presence of effective human resource leadership, as well as leadership experience and abilities.

Staff training: It refers to employee training, as well as the efficacy and model used in the training.

Information technology: It refers to the degree to which a technology has been adopted, as well as its accessibility and efficacy.

Physical infrastructure: It means office Environment, office equipment, availability of resource centers, room privacy.

1.12 Organization of the Study

The research is divided into five sections. The backdrop of the study, the statement of the problem, the goal of the investigation, the objectives, the research question and hypotheses, the importance of the study, the delimitations and restrictions, the assumptions of the study, are all presented in Chapter 1.

Chapter two provides literature concerning institutional capacity and performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya. It also explores how leadership capacity, staff training, information technology and physical infrastructure influences the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya.

The third chapter discusses the data collection and processing methodology. It is divided into parts on the research paradigm, study design, respondents of the study, sample size, sampling tactics, data sources, instrument piloting, instrument validity and reliability, data collection methods, analytical procedures, and ethical issues. Chapter 4 covers data analysis, presentation, and

interpretation of the findings. The concluding Chapter 5 summarizes the findings, discusses them, draws conclusions and offers recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature concerning institutional capacity and performance of orphans and vulnerable children (OVC) projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya. It also highlights Leadership capacity, staff training, use of ICT and physical infrastructure.

2.2. Performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K)

The greatest way for children to leave the alternative care system is through family reunification. Because reintegration is meant to serve the best interests of the children, social services and other specialists involved in the process must make difficult decisions regarding its suitability and sustainability. Several research on the family reunification of foster children undertaken from outside Africa have looked at the elements that influence integration. Despite the contradictory findings, current international research suggests that a child's age influences family reunion. While some research suggests that older kids have a lower likelihood of reconciling with their family, other research suggests that younger kids have a lower chance of doing so (Žunić-Pavlović et al., 2021).

According to recent research on African nations (Severine et al., 2020), reuniting foster children with their families generally results in positive physical and socioeconomic outcomes, such as educational advancement, sufficient living conditions, and less stigma. All attempts at reunification and integration should aim to help rather than harm children. In order to determine the possible harm that reintegration initiatives may cause as well as strategies to reduce the risk to children, families, and staff, agencies should conduct a thorough risk assessment. These procedures ought to include creating a safety plan with kids so that they are aware of who to contact in case reintegration fails or they get into harm's way. Children must be included in risk conversation since they will have valuable insights. The presence of some danger should not be

used as justification for not reunifying children because the benefits typically outweigh the risks. (Potgieter and Hossain, 2018).

The OVC programs run by USAID help HIV children, as well as their caregivers and families, improve their health, education, protection, and socioeconomic outcomes. Using child-centered, family-based case management, OVC programs help children and adolescents living with HIV have faster access to HIV testing, care, and therapy, as well as viral suppression. Young teenage girls and boys should get assistance to prevent, detect, and respond to child abuse as well as evidence-based HIV prevention and sexual assault prevention programs (USAID, 2021).

2.3 Leadership capacity and OVC programs performance

According to Blumenthal's book, investing in capacity building is a difficult task because most blueprints fail owing to a lack of strong leadership capabilities (Bezos, 2017). Top management must be both excellent and effective in order to accomplish a variety of responsibilities, including the construction of a learning organization environment that trains and maintains its staff. According to Susic (2017), organizational personnel understand the importance of having training programs for skill enhancements, so investing in leadership development programs benefits both the individual and the organization. Employees of the organization tend to feel that their organization is investing in them personally by promoting and providing access to leadership development programs, resulting in improved enthusiasm to achieve the company's major objectives (Susic, 2017). A mentee can play a big role in supporting the mentee in learning how to prioritize tasks, which is a more effective method of doing things, for example, high-priority chores such as grant submissions and manuscript reviews that have deadlines to meet (Bezos, 2017).

The ability of an enterprise to utilize human resources is referred to as human resource capacity. (i.e., paid employees, interns, and volunteers), and it encompasses an individual's abilities, knowledge, attitudes, motivation, and behaviors. It is regarded as the most important factor that has a direct influence on all other capabilities (Hall et al, 2017). This is one of the most important dimensions of nonprofit and volunteer organizations, which value volunteers and employees for their devotion, commitment, and capacity to work with little resources. One of the most important challenges influencing human resource capacity is the recruitment of general volunteers, employees, and board members. Other concerns, such as the need for additional specialized

personnel, board member training, and efficient volunteer management techniques, are also crucial. Human resource competence is connected to financial capacity and organizational performance, and more secure funding would help nonprofit and volunteer organizations to effectively build human resource capacity (Sanders, 2018).

According to Jaleha et al. (2018), turbulent environmental variables cause strategic leaders to articulate distinct visions in order to accomplish critical changes within a business. Therefore, the core of strategic leadership is to reconcile two conflicts: the need to maintain the current state of affairs through efficient use of the resources already at hand and the investigation of ways to remain relevant in the working to develop long term through the advancement of a clear vision, also known as strategic position. Despite the advantages of transformative leadership, current events, such the ascent of charismatic executives at Enron, WorldCom, and Tyco, have necessitated a reassessment of this leadership's efficacy. Due to these circumstances, the executives' interests have advanced at the detriment of the public's overall welfare, which is what they are meant to represent. particularly, inclusive leadership—a leadership that guarantees that all team members are treated fairly and respectfully and that they feel confident and inspired—is required for businesses to achieve extraordinary performance (Gehani & Maheshwari, 2020).

2.4 Staff training and Performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K)

Salah (2016) defines training as the process of acquiring information in a particular subject to support a particular activity or task or a skill for a particular career. By combining the interests of the labor force and the firm, training plays a special role in achieving organizational goals (Stone R J. HRM, 2019). Given that it increases the productivity and effectiveness of both employees and the firm, training is the most crucial component of today's business environment. Employee performance is influenced by a multitude of things. Contrarily, the most crucial aspect of employee performance is training. The skills of the workforce must be developed through training. More on-the-job experience improves an employee's performance since it helps them develop their skills and talents. Return on investments are impacted by training (Richard Chang Associates, INC 2019.). Due to the importance of human resource investment in accomplishing organizational goals, organizational performance is based on job performance.

Organizations have developed a variety of training strategies to address the needs of a particular workforce. For newly employed personnel, induction training includes: improving technical aspects of their jobs (for instance, when adapting to new advances in technology in their line of work); improving skills; preparing for future job responsibilities; and so forth. Training initiatives must be carried out methodically to be successful. This shows that the training covers a gap or satisfies a need found during the training needs analysis. Regardless of how important training is, the methods utilized in each organization for a specific group of employees have an impact on their performance (Wayne & Martocchio, 2016).

Zaaba (2017) discovered a connection between training and worker performance in a Malaysian study. Based on the study, when workers are involved in training, staff knowledge, abilities, aptitude, competencies, and conduct are more practical. It has also been demonstrated that training affects employee behavior in a way that furthers corporate goals and reduces the performance gap between what should happen and what really does. Okafor (2018) asserts that companies in Ghana have extensive training policies that are linked to performance, and that education needs to be regularly evaluated in order to improve employee performance. The paper claims that Covenant University (CU) and Bells University of Technology (BellsTech) Ota workers have access to training and development initiatives that have an impact on employee retention, especially when the training improves workers' performance. The results show that since training and development programs have a significant impact on performance, they are essential in businesses.

Anitha et al. (2016) looked into how training affected worker performance in the Coimbatore District of India's private insurance industry. When other factors like education level and work history were taken into account, the results showed that training given to employees of a private insurance company in Coimbatore enhanced their performance. Staff performance appeared to be at a high level of productivity after training. Numerous methods, like as mentoring, teamwork, and employee involvement, can be used to provide efficient training courses aimed at improving employee performance. Employee performance improves as a result of their ability to participate more actively at work. The ability to interact with clients efficiently and provide prompt solutions to their problems is another benefit of training programs. Employee training, meanwhile, enables a business to maximize the use of its human resources and helps employees develop the skills and talents necessary for the job.

Programs for training and development are essential in every company, according to Pallavi (2018). By developing skills, improving workplace performance, and upgrading personnel knowledge, these programs assist managers in avoiding managerial obsolescence. Using these methods makes it simpler for management to evaluate employee performance and choose the best employee promotions, rewards, compensations, and welfare benefits. These training materials can be used by managers to support staff retention, motivation, and succession. It increases the effectiveness and efficiency of the organization's employees. The need for training and development is determined by the organization's overall shortfall, which is assessed as the difference between expected and actual performance.

2.5 Information technology and Performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K)

The adoption of IT by a corporation is influenced by a variety of factors at the organizational level, including predicted benefits and constraints. An organization will adopt new technology if it thinks doing so will save money and lead to increased productivity, adaptability, and product quality. A corporation won't accept new technology if it considers that there are management barriers (such as internal resistance to new technology), human capital restrictions, information and knowledge impediments, and poor financial conditions. Expert machine users accept new technology first, according to technology diffusion theory, whereas unskilled users wait until machines are more dependable and accessible (Mukoyama, 2016).

Because decisions are based on various expectations at different business sizes, the impact of IT expenditures on a firm's production and productivity varies with company size (Dozier & Chang, 2017). In their concluding remarks, Dozier and Chang (2016) stated that, on average, large companies devote a higher percentage of their business expenses to information technology than smaller companies, and that higher IT levels result in lower employee levels, resulting in higher efficiency and productivity. In terms of IT investment, developed nations have a greater productivity level than emerging countries (Dedrick, Shih & Kraemer, 2016). The reasons offered are that developing nations lacked complementary assets such as human resources and telecommunications infrastructure to enable IT usage, and that they had less experience with IT as a result of which they had not learnt to utilize IT successfully. The absence of adequate

productivity measurement techniques to capture the effects of IT on productivity in traditional production function models was the second factor (Kraemer, 2016).

Karungami and Ochiri (2017) did a study on influence of ICT support on the how Nairobi County administration performed its duties. Purposive sampling procedures were used to assess 87 county employees for the study. According to the study, ICT infrastructure improves communication, efficiency, monitoring and control, and service delivery. The focus of the research was on county government. Due to low dependability and significant biasness, and the inability to generalize scientific findings, purposeful sampling may lead to misjudgment. Hospitals were the focus of the current study. Simple random and cluster sampling approaches were used.

2.6 Physical infrastructure and Performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K)

Physical resources are critical to providing OVCs with high-quality care. The government recognizes this and requires CCIs to ensure that all physical facilities used by children are child-friendly, well-maintained, suitably furnished, equipped, and safe at all times; ensure that the institution's environment is clean by making appropriate waste disposal arrangements; and ensure that there are adequate accommodation facilities within the institution, including a sufficient number of sanitation facilities with a constant supply of clean water (Weda & Mwangi, 2017).

Inadequate equipment and unfavorable working circumstances have been demonstrated to affect employee commitment and intention to stay with the company, as well as job satisfaction and pay equity perceptions (Bockerman & Ilmakunnas, 2017).

According to Kiambi and Mugambi (2017), resources are critical in satisfying the needs of OVCs. In Imenti North, Meru County, a study looked into the elements that affect performance of OVC programs. Study's findings demonstrated that the availability of equipment and stationery has a significant impact on the delivery of services to OVCs; ICT supports the transmission of skills and knowledge to children, allowing them to meet their immediate and long-term needs. The study's findings highlighted the significance of educational resources, particularly stationery and equipment, in improving the delivery of quality services to OVCs.

2.7 Theoretical framework

This research employed two theories, Allan Kaplan's capacity-building theory which formed the main basis of this study and Carol Weiss' Theory of Change.

2.7.1 Capacity building Theory

According to Allan Kaplan's capacity-building theory, reductive language should be dropped in favor of a more morphogenic approach, in which connections and "hidden" sociological phenomena and behaviors are equally as important as the development of vital proficiency arrays (Kaplan, 2002). He advanced a concept in the 90s that was subsequently circulated in the United Nations Record 'Organizational Change' in 1999. The seven dimensions of volume that are well-thought-out essentials of which all other dimensions are erected, include framework and theoretical model, ambition, policy, culture, structure, talents, and substantial wealth. Kaplan defines what he deems visible and conceptual within these components.

Unseen ideas, such as one's attitude, perception of the surroundings, and how people in an organizational system work together, are impossible to measure (Kaplan, 1999). As a result, Kaplan's paradigm is built on a flexible structure that values intangible social processes over concrete outcomes.

He claims that ability structure should be understood as a "point of transition" in which "processes will lose their consistency, structure, and cadence at times, enabling the new to arise." (Kaplan, 2002). The present study is relevant to my work since it looks at how leadership skills, staff training, information technology, and infrastructural facilities as components of capacity building affect the performance of family and community services.

2.7.2 Theory of Change

Simply said, the theory of change is a concept regarding how and why a venture succeeds. Carol Weiss first published it in 1995. It focuses on explaining how and what methods are employed to attain that accomplishment as well as on judging whether a project is successful (Cox, 2009).

A project's theory of change is a roadmap for how it should be run. To put it another way, it acts as a road map for the project's ultimate stop. Monitoring and review put the road map to the test and modify it, while marketing helps people reach to their destination through promoting change. The concept of transformation can also be used to argue that the solution was successful (Msila &

Setlhako, 2013). According to this notion, project employees and evaluators will be able to monitor and evaluate anticipated outcomes by contrasting them with the original theory of change if they understand what the program is attempting to do, how and why. (Alcock, 2009). It's been proven time and again that mindlessly duplicating or scaling an intervention rarely succeeds (Mackay, 2007).

Among the most important goals for project leaders is to gather sufficient data and knowledge to predict – with some amount of assurance – how a venture and list of operations will perform in a unique context, or how those who would need to be modified to accomplish comparable or better outcomes, thus trying to influence performance of the project (Jones, 2011). As a consequence, this concept is crucial when it comes to project performance since it goes beyond merely knowing what works to comprehending success.

2.8 Conceptual framework

Independent Variables

Leadership capacity

- Effective Leadership at human resource
- Leadership experience
- Leadership skills
- Staff involvement in decisions

Staff capacity

- Staff training
- Effectiveness of training
- Type of training
- Training of children

Information technology

- Modern technology adoption
- Accessibility of the information technology
- Effectiveness of the information technology
- Various types of contemporary communication

Physical infrastructure

- Workplace Environment
- Office machines
- Resource centers
- Office crowding

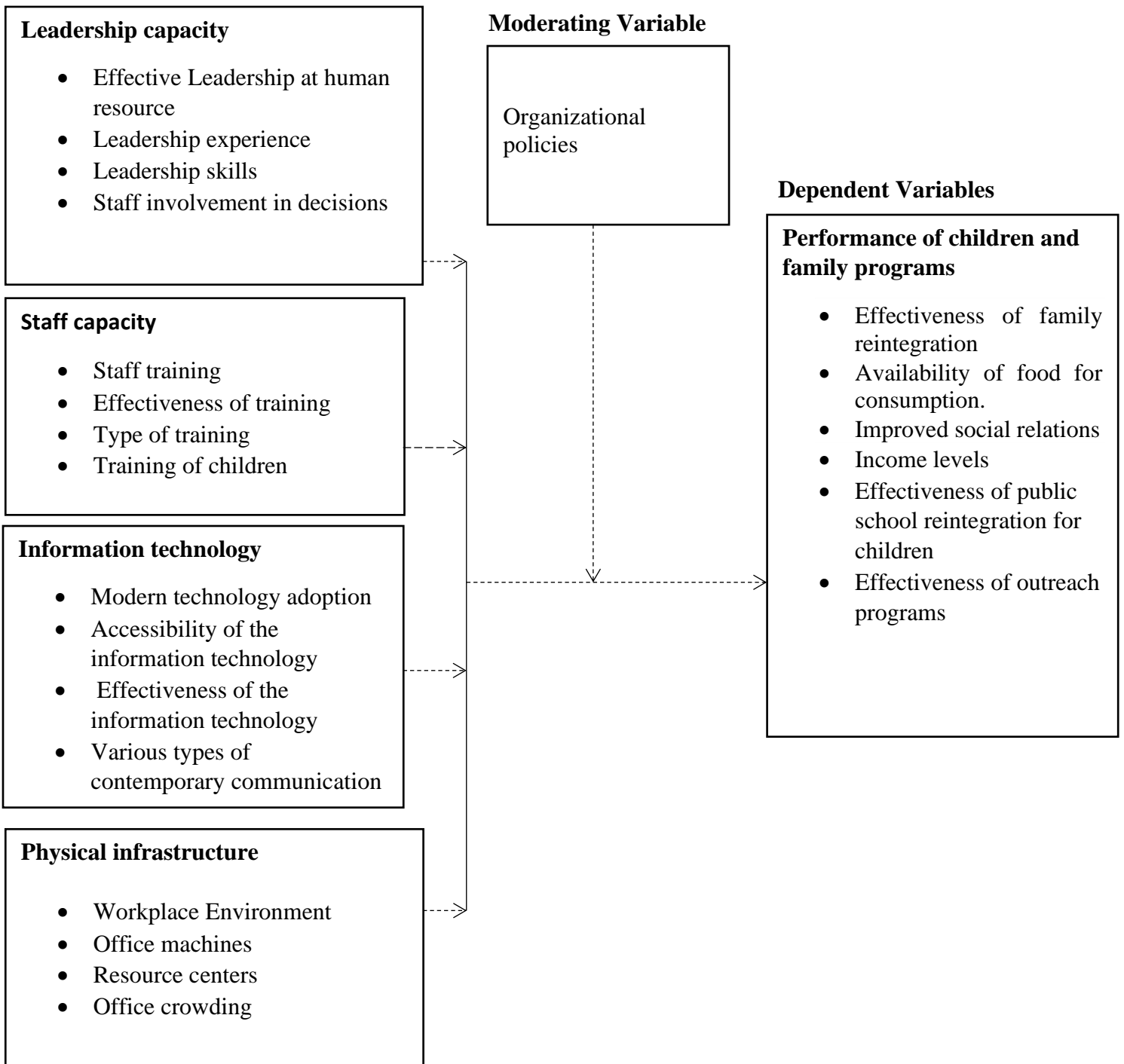
Moderating Variable

Organizational policies

Dependent Variables

Performance of children and family programs

- Effectiveness of family reintegration
- Availability of food for consumption.
- Improved social relations
- Income levels
- Effectiveness of public school reintegration for children
- Effectiveness of outreach programs



2.9 Knowledge Gaps in the Literature Review

Table 2.1: *Research gaps in the Literature Review*

| Author | Study | Methodology | Key variables | Findings | Knowledge Gap |
|-------------------|---|---|---|---|---|
| Abuli, 2012 | Institutional determinants influencing the completeness of infrastructure investments: A case study of World Bank-financed Road projects in Kenya | Descriptive survey research design, stratified and simple random sampling, questionnaires | Procurement procedures, pool funding, timely completion of projects | Procurement procedures and poor procurement documentation contribute to delays in project completion | The variables used for the study are different with the current study. i.e. leadership capacity, staff training, ICT and physical infrastructure. |
| Joram Kibigo 2018 | Impact of charity organizations' programs on orphans and vulnerable kid's departure readiness in Kapseret Sub- County, Uasin Gishu County, Kenya. | Descriptive sectional research Purposive sampling, questionnaires | cross survey design, professional training, Mentorship programs. | Lifespan skills capabilities, Schooling and professional training, Mentorship programs. Budgeting, and planning are the most crucial practical skills for preparing orphans and vulnerable children for life beyond care. | The study focused on skills acquisition of VC while the current study focuses on influence of institutional capacity to the performance of |

| Author | Study | Methodology | Key variables | Findings | Knowledge Gap |
|----------------|---|---|--|---|---|
| Doreen 2019 | Nkirote Factors impacting orphans and disadvantaged children's program effectiveness in Kenya. In Kenya's Tharaka Nithi County, an example of unbound project. | Descriptive survey research design, stratified sampling and open ended and close ended questionnaires | Participation in the community, social and cultural factors, M&E | Allocation of funds by donors annually enhances the implementation of major phases of OVC Orphans and vulnerable children programs benefit from enough funding, which ensures that they operate well. | OVC programs Focused on general factors influencing the performance of OVC while the current study is specific as it focuses on institutional factors. |

2.10 Literature review summary

The impact of institutional competency on the Children's Transformation Project - Kenya in Nairobi County's children and family programs was examined. The reviews of the literature are guided by the study's objectives, which include the following: To determine the influence of leadership capacity on the success of children and family programs for CTP-K. To examine the influence of staff training on the efficiency of children and family programs for CTP-K. To investigate the impact of information technology on the achievement of children and family programs for CTP-K and to assess the impact of physical infrastructure on the performance of children and family programs for CTP-K. This chapter also includes a diagrammatic representation of a conceptual framework and hypotheses related to the issue.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The following subtopics are covered in this chapter: study design, targeted population, sample size and sampling procedure, research instruments, validity and reliability of research instruments, data collecting methods, data analysis, and ethical issues.

3.2 Research Design

These are the mission statements that users select in order to rationally and successfully tie together the many components of the research, ensuring that the research problem is addressed; they also serve as the basis for data gathering, assessment, and evaluation. (Gorard, 2013).

This study employed a descriptive survey research design. By detailing the features of a single person or group, descriptive studies aid the researcher in data collection, analysis, presentation, and analysis for clarity (Kothari & Garg, 2014). The researcher utilized structured questionnaires to ask specific questions and collect quantitative data from responses. The collected data was subjected to impartial and unbiased statistical testing to ensure the accuracy of the findings and conclusions.

3.3 Target Population

Project managers, employees working with the CTP-K, community leaders (chiefs and religious leaders), and beneficiary families after reintegration in Nairobi County were the study's target group. They have two project managers and a team of 43 people, according to CTP-K management (2021). They work closely with at least 30 community and religious leaders and have so far 160 vulnerable children rescued, rehabilitated and reintegrated into safe and loving families within Nairobi County.

Table 3.1: Target Population

| Group | Numbers |
|----------------------|----------------|
| Beneficiary families | 160 |
| Community leaders | 30 |
| Project Managers | 2 |
| Staff | 43 |
| Total | 235 |

CTP-K (2021)

3.4 Sample Size and Sampling Procedure

3.4.1 Sample Size

The items to be chosen from the target population to make up a sample is referred to as a sample size (Kothari, 2004). The sample of the study was 235 which was selected through census sampling method. All the participants in each category were nominated.

3.4.2 Sampling Procedure

A census sampling approach was utilized to collect a sample of 235 people. The census technique is a statistical examination in which data is gathered for each and every element/unit of the population. Because every member of a population is considered in this type of investigation, the results are more accurate and dependable (Byju's, 2020). To recruit participants, the researcher contacted the identified families, community leaders, and project employees.

3.5 Research Instruments

A data collection equipment is referred to as a research instrument (Kothari & Garg, 2014). Respondents were asked to fill out surveys as part of this study. A questionnaire with a 5-point Likert scale was given to project managers, employees working with the Children's Transformation Project - Kenya (CTP-K), community leaders (chiefs and religious leaders), and beneficiary families after reintegration in Nairobi County. The use of questionnaires saves time, money, and allows for easier data processing (Oyolla, 2019).

3.5.1 Pilot Study

A pilot test is one that is carried out before the main study. Despite being miniature replicas of full-size research, pilot studies should be carried out exactly as planned for the original study, but on a smaller scale, according to the guidelines (Payne, 2016). Pilot studies are used to pre-test research tools such as questionnaires. Pilot studies offer the benefit of giving early notice about areas where the major research project may falter, such as when study protocols are not followed or when planned technique or equipment is ineffective or too complex. (Teijlingen & Hundley, 2001). A pilot study was undertaken on a limited selection of 10% of the sample size to assess different indicators of either the variables, methodological adjustments to instrument deployment or administration, and the efficacy of research instruments and procedures.

3.5.2 Validity of Instruments

This is how well a research tool examines what it's intended to measure and does what it's supposed to do (Biddix, 2016). Because surveys are largely standardized, some participants may misinterpret some aspects. As a result, a small sample of participants will participate in pilot research to tackle this problem and to pre-test items in the questionnaire. A pilot study can assist assess if research instruments can be trusted to produce reliable results. It also identifies flaws in the questionnaire, allowing the researcher to enhance the questionnaire's usefulness in gathering essential data. The expertise of the supervisor was sought in ensuring that the research instruments meet the construct validity, content and criterion validity.

3.5.3 Reliability of Instruments

The level of consistency that a research tool produces after numerous trials is known as reliability. (Mugenda & Mugenda, 2003). The dependability of research equipment will be determined using a test-retest procedure. The test-retest technique evaluates a test's external consistency (McLeod, 2013). The same people are provided equipment at two different times in a relatively short amount of time in this technique. To evaluate how closely the participants' replies on the subsequent visit matched their responses on the first occurrence, a correlation analysis is generated. The pilot study group was given research instruments for a five-day period to see if they would produce a similar or nearly related answer to the previous one. The data was then loaded into SPSS for analysis of the correlation coefficient(r).

3.6 Data Collection Procedure

The researcher requested permission to conduct the study from the University of Nairobi. After being cleared, the researcher requested for approval from NACOSTI. The permit was needed to seek approval to conduct research in the study area from the Nairobi County Government. Participants were briefed about the study ahead of time, and research assistants were instructed on how to collect data for fast feedback.

3.7 Data Analysis

Qualitative data was converted into quantifiable forms. SPSS software was used to analyze the data that had been collected. A frequency distribution table was used for tabulating the calculated statistic for each variable. The researcher used correlation and regression analyses to test the significance of the used model and variables.

3.8 Ethical Considerations

The investigator sought the consent of those who participated in the research by explaining what the research study was all about. The respondents received assurances that the researcher would treat their responses with utmost confidentiality. In addition, they were informed of their ability to withdraw at any time, given confidentiality guarantees, and informed that the data they supplied would only be used for the study's intended goals. This was ensured by making sure respondents' identities were kept a secret.

3.9 Operationalization of Variables

The relationship of variables is illustrated in table 3.9 below with their respective indicators.

Table 3.9: Operationalization of Variables

| Objective | Variable | Indicators | Measurement Scale | Data Collection Method | Type of Statistic |
|--|------------------------|---|----------------------|------------------------|--|
| Independent Variable | | | | | |
| To determine how leadership capacity influence the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya. | Leadership capacity | Effective leadership Leadership experience Leadership skills | -nominal -ordinal | Questionnaires | Percentages Frequencies Means Standard deviation Correlation Regression |
| To establish how staff training influence the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya. | Staff training | Staff training Effectiveness of training Type of training Training of children | -nominal -ordinal | Questionnaire | Percentages Frequencies Means Standard deviation Correlation Regression |
| To assess how information technology influences the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya. | Information technology | Modern technology adoption Accessibility of IT IT effectiveness | -nominal -ordinal | Questionnaire | Percentages Frequencies Means Standard deviation Correlation Regression |

| | | | | | |
|---|-------------------------|---|----------------------|---------------|--|
| To evaluate how physical infrastructure, influence the performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya. | physical infrastructure | Workplace environment Office machines Office privacy Office crowding | -nominal -ordinal | Questionnaire | Percentages Frequencies Means Standard deviation Correlation Regression |
|---|-------------------------|---|----------------------|---------------|--|

Dependent Variable

| | | | | | |
|--|--|---|--|---------------|---|
| Performance of OVC projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya. | | Effectiveness of family reintegration Income levels Effectiveness of public-school reintegration for children Effectiveness of outreach programs | | Questionnaire | Descriptive Percentages Frequencies Means Standard deviation |
|--|--|---|--|---------------|---|

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This chapter includes representations of data analysis and research conclusions. The data is organized and presented in accordance with the study's goals and the demographics of the respondents. The four research goals served as the study's framework.

4.2 Questionnaire return rate

This represents the number and percentages of the questionnaires that were filled and returned by the respondents. These are shown below.

Table 4.1: Questionnaire Return Rate

| Questionnaire | Number | Percentage |
|---------------|--------|------------|
| Returned | 216 | 92 |
| Not Returned | 19 | 8 |

From the table, of the 235 questionnaires administered, 216 questionnaires were returned, this represented questionnaire response rate of 92%. This was possible as the researcher took time to personally deliver the questionnaires to the respondents and appealing to them to have the questionnaires answered. Mugenda and Mugenda (2003) assert that for data analysis and reporting, a 50 percent response rate is adequate, a 60 percent response rate is fine, and for analysis and reporting, a 70 percent and above response rate is excellent. According to Best and Kahn, return rates of more than 60 percent are considered very good (2006). Accordingly, the questionnaire return rate was therefore sufficient for the research to be carried out and the study results to be published.

4.2 Demographic characteristics of respondents

The study was also concerned with analyzing the participants' background characteristics, the researcher made an effort to determine the sample's age and gender makeup.

4.2.1 Age of the respondents.

Different age groups were given for respondents to fill in their respective ages. This is important as it helps check whether the respondents were normally distributed. The responses are given in the table.

Table 4.2: Distribution of respondents by age

| Age | Frequency | Percent |
|----------|-----------|---------|
| 18-24 | 56 | 25 |
| 25-35 | 69 | 32 |
| 36-50 | 73 | 33.8 |
| Above 50 | 18 | 9.2 |
| Total | 216 | 100 |

According to the study's findings regarding participant ages, the bulk of respondents 73 or 33.8% were between the ages of 36 and 50, while the minority 18 or 9.2% were over 50.

4.3.2 Gender of the respondents

Researcher sought to establish whether or not the respondents were males or females. This was necessary to be able to know the percentage of male and females engaged in the project. This was important to inform on the need for gender balance. The responses on gender are given in the table.

Table 4.3: Distribution of respondents by gender

| Gender | Frequency | Percentage (%) |
|--------|-----------|----------------|
| Female | 91 | 42 |
| Male | 125 | 58 |
| Total | 216 | 100 |

From the table, majority (58%) of the respondents were of the male gender while (42%) were female.

4.3.3 Respondents' academic qualification

The researcher went ahead to investigate the highest qualifications in terms of academics of the respondents. This provides information about the accuracy of the data gathered based on the respondents' level of understanding. Table 4.4 displays the results.

Table 4.4: Respondents' academic qualification

| Category | Frequency | Percent |
|--------------|-----------|---------|
| Secondary | 74 | 34.3 |
| Certificate | 32 | 15 |
| Diploma | 64 | 30 |
| Degree | 40 | 19 |
| Postgraduate | 6 | 1.7 |
| Total | 216 | 100 |

The above table indicated that majority (34.3%) of the respondents had secondary as their highest academic qualification; followed by (30%) having a diploma, while the minority (1.7%) had a postgraduate qualification.

4.5 Performance of Children’s transformation project

The participants were tasked with rating how closely the concepts in Table 4.6 adhere to the Performance of Children's transformation project. Table 4.6 tabulates these findings.

4.5.1 Descriptive Statistics for Performance of Children’s transformation project

To assess the Performance of Children’s transformation project, five constructs were presented to the respondents as indicators of Performance of Children’s transformation project. A 5-point category scale was used to collect views from the respondents, they responded to the statements from the Likert’s scale from strongly agree (5) to strongly disagree (1). This data was further analyzed on the basis of percentage frequencies of the respondents and summarized on Table 4.5.

Table 4.5: Performance of Children’s transformation project

| STATEMENTS | 5 | 4 | 3 | 2 | 1 |
|--|-------|-------|-------|-------|-------|
| There is a successful reunification of families. | 20.3% | 32% | 16.7% | 18.3% | 12.7% |
| The average household income increases. | 19.3% | 33.3% | 19% | 16% | 12.4% |
| For children, there is an effective public school reintegration program. | 22.7% | 32.3% | 16.3% | 4.3% | 14.4% |
| There is improved social relations among the rescued children | 18.7% | 36.3% | 10.3% | 18.3% | 16.4% |
| The strategies for outreach are effective. | 28% | 34% | 14% | 16% | 8.0% |

N=216

From Table 4.5, it is evident that the vast majority of responses (32%) agreed that there is a successful reunification of families. The second construct sought to establish whether Income levels of households has gone up, the vast majority of responses (33.3%) agreed. The third item sought to establish whether there is effective public-school reintegration for children, from this, the vast majority of responses (32.3%) agreed with the statement. The fourth item sought to establish whether there was improved social relations among the rescued children, from this, the vast majority of responses (36.3%) agreed with the statement. The last construct sought to establish whether outreach strategies were effective, the vast majority of responses 34% agreed that the strategies were effective. The researcher computed the composite mean for all items which was found to be 3.97

with a standard deviation of 0.87. The composite mean shows that majority of participants agree that Performance of Children’s transformation project was efficient.

4.6 Leadership capacity and the influence on Performance of Children’s transformation project

The purpose of this study was to investigate how Kenya's Children's Transformation Project's leadership capacity affected project performance. The responses therefore rated the extent to which the stated statements on Leadership capacity conformed to Performance of Children’s transformation project.

4.6.1 Descriptive statistics for Leadership capacity and Performance of Children’s transformation project

The respondents' opinions were gathered using a five-point rating scale. Four constructs were presented to the respondents as indicators of Leadership capacity. They responded to the statements from the Likert’s scale from strongly agree (5) to strongly disagree (1). This data was further analyzed on the basis of percentage frequencies of the respondents and summarized on Table 4.6

Table 4.6: Leadership capacity

| STATEMENTS | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| The organization has a well-functioning human resources department. | 12.7% | 19.3% | 16.7% | 30.7% | 20.6% |
| Human resources have appropriate project management experience. | 23% | 32% | 17% | 18.3% | 10.7% |
| Organizational leadership is skillful in carrying out its duties | 17.1% | 27.3% | 20.3% | 19.3% | 16% |
| Organizational leadership provides a sense of direction to the organization | 16.7% | 34.3% | 23.3% | 15.7% | 10% |

N=216

Table 4.6 shows four items that measure Leadership capacity, the table presented percentages. The first item sought to establish whether the organization has a well-functioning human resources department. From the analysis, majority of the participants which was 30.7% disagreed. The second

item sought to establish whether Human resource have appropriate project management experience. From the analysis, majority of the participants which was 32% agreed with the statement. The third item sought to establish whether organizational leadership is skillful in carrying out its duties. In responding to this, majority of the participants which was 27.3% agreed with the statement. The last item sought to establish whether organizational leadership provides a sense of direction to the organization. In responding to this, majority of the participants which was 34.3% agreed Organizational leadership provides a sense of direction to the organization. The researcher computed the composite mean for all items which was found to be 3.844 with a standard deviation of 0.838. This implies that Leadership capacity for the NGO was efficient.

4.6.2 Correlation between Leadership capacity and Performance of Children’s transformation project

To examine the association between Leadership capacity and Performance of Children’s transformation project, Pearson Moment Correlation Coefficient was used. This correlation was computed using Leadership capacity scores as the main variable and Performance of Children’s transformation project as the dependent variable. The analysis was as indicated in Table 4.7

Table 4.7 Correlation for Leadership capacity and Performance of Children’s transformation project

| | | Performance of Children’s transformation project |
|----------------------------|---------------------|---|
| Leadership capacity | Pearson Correlation | .664** |
| | Sig. (2-tailed) | .000 |
| | N | 216 |

**Correlation is significant at 0.01 level (2 tailed) r = 0.664, N = 216, P<.01

From Table 4.7, the results showed that there was a strong positive association (r=.664 N=216 p<.01) between influence of Leadership capacity and Performance of Children’s transformation project.

4.6.3 Regression Analysis for Leadership capacity and Performance of Children's transformation project

To establish the level of influence of Leadership capacity on Performance of Children's transformation project and examining whether Leadership capacity was a significant predictor of Performance of Children's transformation project, the study used a coefficient of determination (R^2).

Table 4.8 Regression analysis for Leadership capacity and Performance of Children's transformation project

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .664 ^a | .618 | .588 | .505 |

Predictors: (*Constant*), Leadership capacity, Dependent variable: Performance of Children's transformation project

From Table 4.8 the R value is at .664 which shows that there exists a strong positive influence of Leadership capacity on Performance of Children's transformation project. R^2 shows .618 on variation on Performance of Children's transformation project caused by Leadership capacity.

To determine whether Leadership capacity was a significant predictor of Performance of Children's transformation project, an ANOVA test was also conducted. The results were summarized as shown in Table 4.9.

Table 4.9 ANOVA of Leadership capacity and Performance of Children's transformation project

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 252.625 | 1 | 252.625 | 207.217 | .000 ^b |
| | Residual | 18.037 | 214 | .978 | | |
| | Total | 270.662 | 215 | | | |

a. Dependent Variable: Performance of Children's transformation project

b. Predictors: (*Constant*), Leadership capacity

From Table 4.9 where [F (1, 214) = 207.217, P<.05] it is evident that Leadership capacity influences Performance of Children’s transformation project and thus a significant predictor.

4.7 Staff training and Performance of Children’s transformation project

The study sought to establish whether Staff training determines Performance of Children’s transformation project.

4.7.1 Descriptive Statistics for Staff training and Performance of Children’s transformation project

Table 4.10 is a summary of five opinion statements on Staff training. This was a five-points scale spanning from strongly agree (5) to strongly disagree (1).

Table 4.10: Staff training and Performance of Children’s transformation project

| STATEMENTS | 5 | 4 | 3 | 2 | 1 |
|---|-------|-------|-------|-------|-------|
| On-the-job training is provided by the organization. | 20.6% | 36.7% | 13.7% | 15.3% | 14.7% |
| Off-the-job training is provided by the organization. | 17.3% | 33.3% | 17.7% | 20.7% | 13% |
| Staff training is effective | 9.1% | 20.3% | 21.3% | 29% | 20.3% |
| Organizational training is relevant | 25.1% | 35.0% | 13.3% | 16.3% | 10.3% |
| Rescued children are trained on various skills | 20.1% | 33.0% | 16.3% | 20.3% | 10.3% |

N=216

Table 4.10 shows five items that measure Staff training, the table presented percentages. The first item sought to establish whether the organization provides on-job staff training. From the analysis, majority of the participants which was 36.7% agreed that the organization provides on-job staff training. The second item sought to establish whether the organization provides off-job staff training. From the analysis, majority of the participants which was 33.3% agreed that the organization provides off-job staff training. The third item sought to establish whether Staff training is effective. In responding to this, most responses which was 29% disagreed that Staff training was effective.

The fourth item sought to establish whether organizational training is relevant. In responding to this, Majority of the participants which was 35% agreed with the statement. The last construct established whether the rescued children are trained on various skills, from the table, most of the respondents 33% agreed with the statements. The researcher computed the composite mean for all items under this objective which was found to be 3.766 and 0.98 standard deviation. This implies that generally, staff training is effectively done.

4.7.2 Correlation for Staff training and Performance of Children’s transformation project

To ascertain the association between Staff training and Performance of Children’s transformation project, Pearson Moment Correlation Coefficient was used to calculate the scores for Staff training as an independent variable and Performance of Children’s transformation project as a dependent variable. These results were analyzed and summarized in Table 4.11.

Table 4.11: Correlation for Staff training and Performance of Children’s transformation project

| | | Performance of Children’s transformation project |
|-----------------------|---------------------|---|
| Staff training | Pearson Correlation | .610** |
| | Sig. (2-tailed) | .000 |
| | N | 216 |

**Correlation is significant at the 0.01 level (2-tailed). $r = 0.610$, $N = 216$, $P < .01$

The findings revealed a significant positive correlation ($r=.610$ $N=216$ $p<.01$) between influence of Staff training and Performance of Children’s transformation project as shown in Table 4.11.

4.7.3 Regression analysis for Staff training and Performance of Children’s transformation project

To establish the level of influence of Staff training and Performance of Children’s transformation project and whether Staff training was a significant predictor of Performance of Children’s transformation project, the study used a coefficient of determination (R^2) using regression analysis.

Table 4.12 Regression analysis for Staff training and Performance of Children’s transformation project

Model Summary

| Model | R | R Square | Adjusted R Square | St. Error of the Estimate |
|--------------|-------------------|-----------------|--------------------------|----------------------------------|
| 1 | .610 ^a | .551 | .513 | .445 |

a. Predictors: (Constant), Staff training

From Table 4.12 the R value is at 0.610 which shows that there exists a strong influence of Staff training on Performance of Children’s transformation project. R² shows .551 on variation on Performance of Children’s transformation project caused by Staff training.

An ANOVA test was also done to ascertain whether Staff training was a significant predictor of Performance of Children’s transformation project. The results were summarized as shown in Table 4.13.

Table 4.13 ANOVA of Staff training and Performance of Children’s transformation project

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1 | Regression | 226.624 | 1 | 226.624 | 222.112 | .000 ^b |
| | Residual | 44.038 | 214 | .841 | | |
| | Total | 270.662 | 216 | | | |

a. Dependent Variable: Performance of Children’s transformation project

b. Predictors: (Constant), Staff training

From Table 4.13 where [F (1, 214) = 222.112, P<.05] it is evident that Staff training influences Performance of Children’s transformation project and thus a significant predictor.

4.8 Influence of Information technology on Performance of Children’s transformation project

The study sought to investigate how Information technology determines Performance of Children’s transformation project.

4.8.1 Descriptive statistics for Information technology and Performance of Children’s transformation project

Information technology-related four opinion statements were utilized, with responses on a five-point scale.

Table 4.14: Information technology and Performance of Children’s transformation project

| STATEMENTS | 5 | 4 | 3 | 2 | 1 |
|--|-------|-------|-------|-------|-------|
| The organization uses a high level of information technology. | 11.7% | 15.3% | 20.7% | 34.3% | 18.0% |
| For organizational needs, information technology is sufficient. | 14.2% | 15.7% | 17.7% | 33.7% | 18.7% |
| Information technology is effective | 16.3% | 19.7% | 21.3% | 32.0% | 12.7% |
| Within the company, various modern ways of communication are used. | 16.0% | 30.7% | 19.3% | 17.0% | 15.0% |

N=216

Table 4.14 shows four items that measure influence of Information technology on performance of Children’s transformation project, the table presented percentages. The first item established whether the organization uses high level of the information technology. In responding to this, the majority of the participants which was 34.3% disagreed. The second item sought to establish whether Information technology utilization is sufficient for organizational needs. In responding to this, majority of the participants which was 33.7% disagreed that Information technology utilization is sufficient for organizational needs. The third item sought to establish whether Information technology is effective. In responding to this, majority of the participants which was 32% disagreed that Information technology is effective.

The last item established whether different modern forms of communication are utilized within the organization. In responding to this, majority of the participants which was 30.7% agreed that different modern forms of communication are utilized within the organization. The researcher computed the composite mean for all items under this objective which was found to be 2.67 and 0.724 standard deviation. This implies that generally, information technology was not efficiently embraced by the NGO.

Correlation for Information technology and Performance of Children’s transformation project

To examine the association between Information technology and Performance of Children’s transformation project, Pearson Moment Correlation Coefficient was used to calculate the scores for Information technology as an independent variable and Performance of Children’s transformation project as a dependent variable. Table 4.16 shows this relationship.

Table 4.15: Correlation for Information technology and Performance of Children’s transformation project

| | | Performance of Children’s transformation project |
|-------------------------------|---------------------|---|
| Information technology | Pearson Correlation | .553** |
| | Sig. (2-tailed) | .001 |
| | N | 216 |

**Correlation is significant at the 0.002 level (2-tailed). $r = 0.553$, $N = 216$, $P < .01$

From Table 4.15 there was a strong positive association ($r=.553$ $N=216$ $p<.01$) between influence of Information technology and Performance of Children’s transformation project.

4.8.3 Regression analysis for Information technology and Performance of Children’s transformation project

To establish the level of influence of Information technology and whether it is a significant predictor of Performance of Children’s transformation project, the study used a coefficient of determination (R^2) using regression analysis.

Table 4.16 Regression analysis for Information technology and Performance of Children’s transformation project

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1 | .553 ^a | .512 | .453 | .394 |

a. Predictors: (Constant), Information technology

From Table 4.16 the R value is at .553 which shows that there exists a strong positive influence of Information technology on Performance of Children’s transformation project R² shows .512 on variation of Performance of Children’s transformation project caused by Information technology. An ANOVA test was also done to ascertain whether Information technology was a significant predictor of Performance of Children’s transformation project.

Table 4.17 ANOVA of Information technology and Performance of Children’s transformation project

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1 | Regression | 169.54 | 1 | 169.54 | 113.776 | .000 ^b |
| | Residual | 101.122 | 214 | .759 | | |
| | Total | 270.662 | 215 | | | |

a. Dependent Variable: Performance of Children’s transformation project

b. Predictors: (Constant), Information technology

From Table 4.17 where [F (1, 214) = 113.776, P<.05] it is evident that Information technology influences Performance of Children’s transformation project and thus a significant predictor.

4.9 Physical infrastructure and Performance of Children’s transformation project

The study also aimed to determine how much Kenya's Children's Transformation Project's physical infrastructure impacts performance.

4.9.1 Descriptive statistics for Physical infrastructure and Performance of Children’s transformation project

Five opinion statements on physical infrastructure were utilized, with a five-point scale ranging from strongly agree (5) to strongly disagree (1), to determine its impact on the performance of the children's transformation project. Table 4.18 presents the results.

Table 4.18: Physical infrastructure and Performance of Children’s transformation project

| STATEMENTS | 5 | 4 | 3 | 2 | 1 |
|--|-------|-------|-------|-------|-------|
| The working environment in the office is pleasant. | 16.6% | 37.7% | 17.7% | 15.3% | 12.7% |
| There is enough office equipment for employees to use. | 14.3% | 15.0% | 22.7% | 32.3% | 15.7% |
| There are resource centers that are operational. | 17.7% | 27.3% | 19.3% | 22.0% | 13.7% |
| The environment in which the rescued children are held is favorable to their recovery. | 15.7% | 33.3% | 18.3% | 19.0% | 13.7% |
| There is office privacy when necessary | 19.0% | 31% | 18.0% | 18.0% | 15.0% |

N=216

Table 4.18 shows five items that measure influence of Physical infrastructure on performance of CTP-K, presented in percentages. The first item sought to establish whether the working environment in the office is pleasant. In responding to this, the majority of the participants which was 37.7% agreed that the office environment was conducive for work. The second item sought to find out whether there was sufficient office equipment. 32.3% of the participants agreed that there was sufficient office equipment for workers to use. The third item sought to signify that there were functioning resource centers. In response to this, majority of the participants which was 27.3% agreed that the resource centers were functioning properly. The fourth item sought to establish whether the environment in which the rescued children are held was favorable for their recovery, majority of the respondents represented as 33.3% agreed. The last item sought to deduce whether there was adequate office privacy when necessary. Majority of the participants which was 31% agreed to the hypothesis. The researcher computed the composite mean for all items under this

objective which was found to be 3.832 and 0.7814 standard deviation. This implies that in general, the participants think that Physical infrastructure was efficient in helping the NGO perform.

4.9.2 Correlation for Physical infrastructure and Performance of Children’s transformation project

To assess the association between Physical infrastructure and Performance of Children’s transformation project, Pearson Moment Correlation Coefficient was used to calculate the scores for Physical infrastructure as an independent variable and Performance of Children’s transformation project.

Table 4.19: Correlation for Physical infrastructure and Performance of Children’s transformation project

| | | Performance of Children’s transformation project |
|--------------------------------|---------------------|--|
| Physical infrastructure | Pearson Correlation | .630** |
| | Sig. (2-tailed) | .000 |
| | N | 216 |

**Correlation is significant at the 0.01 level (2-tailed). $r = 0.630$, $N = 216$, $P < .01$

From Table 4.19 there was a strong positive association ($r = .630$, $N = 216$, $p < .01$) between influence of Physical infrastructure and Performance of Children’s transformation project.

4.9.3 Regression analysis for Physical infrastructure and Performance of Children’s transformation project

To establish the level of influence of Physical infrastructure and to determine whether Physical infrastructure was a significant predictor of Performance of Children’s transformation project, the study used a coefficient of determination (R^2) using regression analysis as shown in Table 4.20.

Table 4.20: Regression analysis for Physical infrastructure and Performance of Children’s transformation project

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .630 ^a | .572 | .512 | .461 |

a. Predictors: (Constant), Physical infrastructure

From Table 4.20 the R value is at .630 which shows that there exists a strong influence of Physical infrastructure on Performance of Children’s transformation project R^2 shows .572 on variation of Performance of Children’s transformation project caused by Physical infrastructure.

An ANOVA test was also done to ascertain whether Physical infrastructure was a significant predictor of Performance of Children’s transformation project. The results were summarized as shown in Table 4.21.

Table 4.21: ANOVA of Physical infrastructure and Performance of Children’s transformation project

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 161.049 | 1 | 161.049 | 124.602 | .000 ^b |
| | Residual | 109.613 | 214 | .636 | | |
| | Total | 270.662 | 215 | | | |

a. Dependent Variable: Performance of Children’s transformation project

b. Predictors: (Constant), Physical infrastructure

From Table 4.21 where $[F(1, 214) = 124.602, P < .05]$ it is evident that Physical infrastructure influence Performance of Children’s transformation project and thus a significant predictor.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents summary findings, discussions, conclusions that were drawn after completing the study and the recommendations the researcher thought were necessary. Lastly, suggestions for further studies.

5.2 Summary of findings

The topic was on the influence of institutional capacity on the performance of orphans and vulnerable children projects implemented by the Children's Transformation Project - Kenya in Nairobi County. Objectives included: To determine how Leadership capacity influenced the performance of Children's transformation project, to assess how Staff training as a component influenced the performance of Children's transformation project, to investigate how Information technology influenced the Performance of Children's transformation project and to establish how Physical infrastructure influenced Performance of Children's transformation project

5.2.1 Performance of Children's transformation project

The dependent variable of the study was the performance of Children's transformation project. Variables under this objective included effective family reintegration, Income levels of households, improved social relations, effective public-school reintegration for children and outreach strategies. This variable's composite mean was 3.97, with a 0.87 standard deviation. The composite mean reveals that the majority of participants think that the Children's Transformation Project performed effectively.

5.2.2 Leadership capacity and the influence on Performance of Children's transformation project.

This was the first objective which investigated how Leadership capacity influenced the Performance of Children's transformation project. The average of all the elements as calculated by the researcher

was 3.84, with a standard deviation of 0.838. This suggests that the NGO's leadership capabilities were effective. A substantial positive association between Leadership capacity and the Performance of Children's transformation project was also demonstrated by a correlation of 0.664. The association between these variables was statistically significant, as indicated by the correlation table's significance p-value, which was less than 0.05. Thus, the null hypothesis was rejected.

5.2.3 Influence of Staff training on Performance of Children's transformation project

Secondly, the researcher evaluated how Staff training influence Performance of Children's transformation project. The researcher computed the composite mean for all items under this objective which was found to be 3.766 and 0.98 standard deviation. This implies that generally, staff training is effectively done. This objective had a strong positive correlation of 0.610. The p-value for this correlation was 0.001 which is less than 0.05 and thus statistically significant. The null hypothesis was rejected.

5.2.4 Influence of Information technology on Performance of Children's transformation project

The third objective for this study was to establish how Information technology influence Performance of Children's transformation project. . The researcher computed the composite mean for all items under this objective which was found to be 2.67 and 0.724 standard deviation. This implies that generally, information technology was not efficiently embraced by the NGO. A correlation 0.553 was also found which shows a strong and positive relationship between Information technology and Performance of Children's transformation project. The correlation table gave a significance p-value of 0.001 which is smaller than 0.05, therefore, the relationship between Information technology and Performance of Children's transformation project was statistically significant. The null hypothesis was rejected.

5.2.5 Physical infrastructure and Performance of Children's transformation project

The final objective assessed how much Physical infrastructure affected the performance of the initiative to alter children's lives. The researcher computed the composite mean for all items under this objective which was found to be 3.832 and 0.7814 standard deviation. This implies that

generally, participants think that Physical infrastructure was efficient in helping the NGO perform. A correlation 0.630 was found. This shows a strong correlation between Physical infrastructure and Performance of Children's transformation project. The relationship was positive. The correlation table gave a significance p-value of 0.001 which is small than 0.05, therefore, the relationship between Physical infrastructure and Performance of Children's transformation project was statistically significance. The null hypothesis was rejected.

5.3 Discussion of findings

This section presents the discussion of the results based on the research project objectives.

5.3.1 Leadership capacity and the influence on Performance of Children's transformation project.

The purpose of this study was to determine how much leadership capacity affects the performance of the children's transformation initiative. The results showed that the performance of the children's transformation project is considerably improved by leadership competence. This result is consistent with the research of Ogola (2019), which found that transformational leadership boosts employee motivation, self-assurance, and performance using a variety of strategies. These results are in line with (Senaji et al., 2020) findings that inclusive management is characterized by the capacity to welcome and inspire others to participate within a group and jointly accomplish a common objective. This has been proposed as the 21st century's model of leadership.

5.3.2 Influence of Staff training on Performance of Children's transformation project

The purpose of the investigation was to ascertain how much staff training affects the performance of the children's transformation initiative. The results showed that the transformation project for children's performance was greatly impacted by staff training. These results lend credibility to several studies and reports that have demonstrated the value of training in raising employee performance. For instance, Khan (2015) asserts that training has a good impact on employees' job performance. According to studies, trainings are important for enhancing and increasing a person's productive potential. The analysis also backs up statements made in publications from the World Economic Forum (2017) and the World Bank (2018) that education improves mindsets and labor practices, fosters imagination and creativity, and builds skills. Training is acknowledged to have a

substantial impact on worker and economic performance even at the national level. This is because it is usually believed that among the primary drivers of economic growth, the labor force and competitive policies account for two-thirds of the GDP (MOFP, 2018).

5.3.3 Influence of Information technology on Performance of Children's transformation project.

This study set out to determine how much information technology affects children's transformation project performance. The findings revealed that Information technology to a greater extent influenced Performance of Children's transformation project. This result supports Mishra's (2014) contention that effective ICT use in organizations promotes the effective implementation and performance of projects. It also supports a study by Arvanitis and Loukis (2020), which examined the effects of ICT inputs on ICT-enabled product/service and process innovation in the context of European nations. Of three different types of ICT infrastructures (both internal functions support and external environment transaction-oriented ones: Utilizing industry-standard ICT applications to enhance a company's internal operations in administration and production According to the study, there is a statistically significant positive correlation between internal operations and ICT-enabled product innovation.

5.3.4 Influence of Physical infrastructure on Performance of Children's transformation project.

The purpose of this objective was to determine how much physical infrastructure affects the performance of the children's transformation initiative. The findings revealed that Physical infrastructure positively influenced Performance of Children's transformation project. This result conformed to those of Liu et. al, (2014) which stated that efficient infrastructural endowment to a great extent influenced the success of titanium extraction projects. Another study by Haerofiatna et al (2021) sought to investigate the factors influencing performance of teachers in mid-level colleges. The study concludes that the work environment and its physical infrastructure had a significant impact on teacher performance.

5.4 Conclusion

The researcher explored how the independent variables i.e. Leadership capacity, Staff training, Information technology and Physical infrastructure influenced Performance of Children's transformation project. From the findings, all the independent variables directly affected Performance of Children's transformation project. All the variables had positive correlations with Leadership capacity having the highest correlation of 0.664.

The study concludes that leadership capacity significantly influences the Performance of Children's transformation project. Although from the study the organization does not have an effective human resource department. There is need to have a functioning human resource department which will ensure effective hiring of qualified staff.

The study also found that staff training had a significant impact on the Children's Transformation Project's performance. The research discovered that the company provides both on-the-job and off-the-job training to its employees. However, the majority of responders believe that staff training is ineffective.

Furthermore, the study concludes that information technology has a major impact on the Performance of Children's transformation project. The findings revealed that the organization used a variety of current communication methods. However, the organization has not adopted a high degree of information technology, and its use is insufficient to meet the organization's needs. Furthermore, information technology is ineffective.

Finally, the study finds that physical infrastructure has a significant impact on the transformation project for children's performance. The study discovered that the office environment is conducive to work and that resource centers are operational. Workers, on the other hand, did not have enough office equipment to use.

5.5 Recommendations

The study made the following recommendations:

1. From the findings of the study, the study recommends the adoption of leaders with transformational style in the organization as this promotes positive working relationships of staff member's thus boosting performance of the organization.

2. The study recommended that the Children's Transformation Project NGO allocate more financial resources to employees' efficient and relevant short course training and seminars in order to adequately equip their staff with high skills in dealing with OVCs. The organization should assess its human resource development plans on a regular basis to ensure that it is meeting the project's new expectations, and that whenever it sends personnel for training, it is focusing on filling recognized gaps or addressing a noted development opportunity.
3. The study also suggests that technical employees receive frequent training in order to stay current with emerging technologies that can aid the organization's implementation of its children's programs. They should be well-informed and knowledgeable about ICT in order to provide the best possible service. The organization should also devote sufficient resources to incorporating ICT into its operations.
4. The organization should seek donors in increasing and upgrading their physical infrastructure and ensuring that the staff have a conducive working environment and the OVC a place of stay.

5.6 Recommendations for further studies

The researcher recommends further studies on the following:

1. Similar studies should be carried out in other counties on influence of institutional capacity on the performance of NGOs.
2. Influence of resource mobilization on the performance of orphans and vulnerable children projects.

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APPENDICES

Appendix 1: Letter of Transmittal

AGNES ACHIENG AGONG

L50/36857/2020

University of Nairobi

Dear Sir/ Madam,

REF: REQUEST FOR FILLING OF THE QUESTIONNAIRE

I am writing to request for your support in filling my questionnaire. I am a Project Planning and Management Masters' student at the University of Nairobi, ODEL campus. Attached herein, have the questionnaire. The topic for my study is; "influence of institutional capacity on the performance of orphans and vulnerable children projects implemented by the Children's Transformation Project - Kenya (CTP-K) in Nairobi County, Kenya.". Your answers will be subject to utmost confidentiality.

I will be grateful for your consideration in enabling me complete my study. You are required to Fill and have the questionnaire returned at an appropriate time. Be blessed.



Yours faithfully,

AGNES ACHIENG AGONG

L50/36857/2020

APPENDIX 2: Questionnaire

Dear respondent, this questionnaire is about institutional capacity. Please respond objectively and truthfully to all questions. Your information will be kept private and confidential.

A. General Information

Demographic Information

1. Age of respondent (years)

- a) 18-24
- b) 25-35
- c) 36-50
- d) Above 50

2. Gender of respondent

- a) M []
- b) F []

3. Highest Educational qualifications attained:

Secondary () Certificate () Diploma () Degree () Postgraduate ()


B. Tick appropriately using a on a scale of 1 to 5, as follows: 5. I completely agree (SA) 4. Consensus (A) 3. Balanced (N) 2. Contrary to popular belief (D) 1. Disagree strongly (SD)

| S/No. | Performance of Children's transformation project | 5 (SA) | 4 (A) | 3 (N) | 2 (D) | 1 (SD) |
|-------------------------------|---|------------------|-----------------|-----------------|-----------------|------------------|
| 1. | There is a successful reunification of families | | | | | |
| 2. | The average household income increases. | | | | | |
| 3. | There is effective public-school reintegration for children | | | | | |
| 4. | The strategies for outreach are effective | | | | | |
| 3 | There is improved social relations among the rescued children | | | | | |
| Leadership Capacity | | 5 (SA) | 4 (A) | 3 (N) | 2 (D) | 1 (SD) |
| 1. | The organization has a well-functioning human resources department. | | | | | |
| 2. | Human resources have appropriate project management experience. | | | | | |
| 3. | Organizational leadership is skillful in carrying out its duties | | | | | |
| 4. | Organizational leadership provides a sense of direction to the organization | | | | | |
| Staff Training | | 5 (SA) | 4 (A) | 3 (N) | 2 (D) | 1 (SD) |
| 1. | On-the-job training is provided by the organization. | | | | | |
| 2. | Off-the-job training is provided by the organization. | | | | | |
| 3. | Staff training is effective | | | | | |
| 4. | Organizational training is relevant | | | | | |
| 5. | Rescued children are trained on various skills | | | | | |
| Information Technology | | 5 (SA) | 4 (A) | 3 (N) | 2 (D) | 1 (SD) |
| 1. | The organization uses a high level of information technology. | | | | | |
| 2. | For organizational needs, information technology is sufficient. | | | | | |
| 3. | Information technology is effective in carrying out organizational activities | | | | | |
| 4. | Within the company, various modern ways of communication are used. | | | | | |

| Physical Infrastructure | | 5 | 4 | 3 | 2 | 1 |
|--------------------------------|--|----------|----------|----------|----------|----------|
| 1. | The working environment in the office is pleasant | | | | | |
| 2. | There is enough office equipment for employees to use. | | | | | |
| 3. | There are functioning resource centers | | | | | |
| 4. | There is office privacy when necessary | | | | | |
| 5. | The environment in which the rescued children are held is favorable to their recovery. | | | | | |


Appendix 3. NACOSTI Research Permit


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