AN EVALUATION OF CAPACITY BUILDING INITIATIVES ON PROJECT SUSTAINABILITY IN NON GOVERNMENTAL ORGANIZATIONS: A CASE OF LIVERPOOL VCT YOUTH PROGRAM, NAIROBI

BY

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DECLARATION

I hereby declare that this is my own work and has never been submitted to any other university or institution of learning for any award.
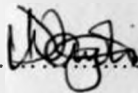
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DEDICATION

I dedicate this project to my parents Mr. and Mrs. Maina Wanjohi, my sisters Caroline Wanjiru and Ruth Wamaitha and also to my nephew Marlon Owino and niece Eugenia Wanjiku. It is also dedicated to the late Evelyn Kiige, close friend and colleague.

ACKNOWLEDGEMENTS

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LIST OF ACRONYMS/ABBREVIATIONS

AIDS	Acquired Immune-Deficiency Syndrome
ANNEA	AIDS NGO Network in East Africa
CCC	Comprehensive Care Clinics
CDC	Center for Disease Control
CORAT	The Christian Organizations Research and Advisory Trust of Africa
CSOs	Civil Society Organizations
EGPAF	Elizabeth Glazer Paediatric AIDS Foundation
HTC	HIV testing and counselling
IDAs	International Development Agencies
IDRC	International Development Research Commission
KM	Knowledge Management
KNUT	Kenya National Union of Teachers
KNASP	Kenya National HIV/AIDS Strategic Plan
LVCT	Liverpool Voluntary Counseling and Testing
MARPs	Most at Risk Populations
MDGs	Millennium Development Goals
M & E	Monitoring and Evaluation
NACC	National AIDS Control Council of Kenya
NASCOP	National AIDS and STI Control Programme
NGOs	Non Governmental Organizations
PEN	Poverty Eradication Network
PVC	Office of Private and Voluntary Cooperation
UNDP	United Nation Development Program
USAID	United States Agency for International Development
SADC	Southern African Development Committee
SPSS	Statistical Package for Social Scientists

ABSTRACT

Capacity Building is a buzz word in the organizational world- with differing meaning to different individuals and organizational leaders. However there's renewed interest among non governmental organizations. In this paper we address capacity building as involving a systematic process whereby different aspects of an organization have to be addressed, whether profit-making or non-profits. This is countered to project sustainability which is crucial to strengthening the sector and improving the quality of life of those they serve. Chapter one describes the situational aspect of the phenomenon globally, regionally and locally, while stating the problem that requires such work to be undertaken to improve non-profits' capacity. The study formulated three study objectives to guide the study which are 1) to identify training approaches 2) network formation and /or partnerships initiated between organizations and 3) to establish the influence of the institutional framework of non governmental organizations towards project sustainability. Chapter two involves literature review on the various topics that are to provide an impetus to the study. These included literature on training and development, partnerships and network formation and institutional development. Chapter three encompasses the various methodologies that were employed to acquire data that would add value to the study. These include the sampling procedures, research design of the study and data analysis techniques. Data analysis was carried out through the use of the Statistical Package for Social Scientists (SPSS) this included descriptive analysis, frequency presentation and interpretation of data, correlation and regression analysis among the independent and dependent variables. Data analysis involved descriptive statistics and discussion of the demographic data; this was followed by analysis of data on the training approaches and modes adopted by NGOs in achieving project sustainability. The consequent research questions were also analyzed and discusses as per the findings. Multiple regression analysis was also carried out so as to identify the level of influence of each independent variable on the dependent variable. Chapter five is a discussion of the findings and conclusions were inferred on these findings, recommendations emanating from the research study were also given and also suggestions for areas of further research as identified by the research study.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

'Capacity building' is an often-used term which incorporates broadly differing concepts and approaches. As yet, relatively little research exists on the form that capacity building takes in the third sector, and its potential outcomes. Two key questions have been identified: who should be responsible for providing capacity building to the sector? How can this best be achieved? (Backer, 2001)

According to Hilderbrand and Grindle (1996) Capacity Development "refers to the improvements in the ability of public sector organizations, either singly or in cooperation with other organizations, to perform their tasks." The organizational approach sees an entity, organization or even set of organizations as the key to development. Organizational development approaches focus on the capacities of organizations, looking from the inside out (Morgan, 1989).

Non-governmental organizations (NGOs) have difficulties in achieving sustainability and replicability in their projects. Sustainability is a buzzword within the developmental circles. It describes the ability of a given project to remain viable after external support is terminated. NGO project sustainability is a lifeline to their existence. Several factors put NGO's sustainability in jeopardy. These include those factors that are likely to enhance organizational stability some of which are; having a clear vision and mission, finances, human resources capacities in the organization and managerial skills in the organization especially the management style.

The sustainability of development projects initiated by non governmental organizations is of critical importance particularly in the emerging economies where these organizations play a major role in social development. As Boris (1999) clearly notes that for nearly a century, nonprofit organizations have fulfilled a variety of functions that help build and maintain civil society. They offer resources to residents of

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local communities, including social services, advocacy, cultural opportunities, monitoring of government and business practices, and much more.

Capacity building interventions have been targeted at the level of community, organization, and sector, although the boundaries are often blurred. At community level, interest in democratic renewal has contributed to a focus on the role that communities play in local governance (Diamond, 2004), and there is an argument that community capacity building is necessary for the development of democratic participatory processes at local level (Docherty et al., 2001).

Understanding of 'community' capacity building is relatively underdeveloped, however. Some approaches are concerned with developing voluntary organizations on the assumption that these provide the main vehicle by which individuals participate in community affairs. Other approaches concentrate on the organization's role in developing the communities with which they are involved.

The formation of independent entities that are themselves vehicles of capacity building should be recognized for the role they play. For example by providing funds, international organizations such as the united nations have enabled non profit organizations pay consulting services on capacity development from organizations such as The Christian Organizations Research and Advisory Trust of Africa simply known as (CORAT Africa) which is a non-profit making Christian organization whose purpose is to enable churches and church related organizations in Africa to improve their leadership and management capabilities. Since its inception, CORAT has been running training courses to meet the management & leadership needs of churches & church related organizations & NGO's in Africa.

The importance of non governmental organizations in today's society cannot be reiterated, as Dr. Simeon S. Kanani -Chairman of the NGO Council notes "the NGOs sector (as a 3rd Estate) is a powerful development partner among the other three estates i.e. the 1st Estate (Government), 2nd Estate (Private Sector) and 4th Estate (Media). It

has grown in strength from a few hundreds in the early 1990s to over 6,000 members to date. The sector contributes an expenditure estimated at over 80 billion shillings, or accounting for about 3% of Kenya's GDP.

NGOs today need different kinds of capacities to survive and thrive. Romo Rodriguez discusses the new challenges for NGOs: "NGOs are facing increased demands; more complex problems and they now have to operate in more dynamic and complicated environments requiring effective relationships with a myriad of institutions" (Romo Rodriguez, 2004). To support these relationships, NGOs need to develop and improve a variety of skills. "NGOs [sic] current focus on narrow management issues (often borrowed uncritically from the corporate sector), the acquiring of skills valued by donors, and traditional skills of lobbying need to be replaced by a broader set of capacities that include the ability to listen, learn, and work with others at both local and global levels" (Edwards in Romo Rodriguez 2004).

The study focuses on the youth program at Liverpool VCT (LVCT) which seeks to provide the youth with a credible source of information creating a forum for open discussion trough which young people can explain HIV/AIDS concerns, sexuality and reproductive health choices, options and confidentiality free of charge. The organization was also identified due to its role as an agency/institution that is involved in supporting or implementing activities in specific target areas of the KNASP; under the mandate of the National AIDS Control Council (NACC). A body to spearhead the coordination of interventions, the National AIDS Control Council (NACC), was created under the Office of the President to provide leadership and coordinate a multisectoral response to the epidemic.

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1.2 Purpose of the Study

The purpose of the study is to investigate capacity building initiatives adopted by LVCT in an endeavor to improve the sustainability of the youth program by achieving its envisioned premise in the provision of HIV/AIDs related services to the youth whom are among the most at risks and vulnerable population. The study sought to evaluate these initiatives as far as they promote to the realization of the youth program objectives.

1.3 Statement of the Problem

Due to the challenges posed by the impact of HIV/AIDS epidemic the government of Kenya developed and implemented the Kenya National HIV/AIDS strategic plan (KNASP) 2000-2005 under the Sessional paper No. 4 of 1997 on AIDS in Kenya. Thereafter another was developed for the period 2005/06 -2009/10 was developed whereby its goal was to reduce the spread of HIV, improve the quality of life of those infected and affected, and mitigate the socio-economic impact of the epidemic (NACC, 2005)

However programme coordination at the implementation level, among implementing partners has had mixed results. NACC has established a highly inclusive coordination framework within which all stakeholders make inputs and participate. These coordination mechanisms tend towards valuing inclusion above technical rigour – a tendency inherent in the nature of coordination among such varied groups of stakeholders. In addition, the management of coordination needs to be strengthened, both institutionally and operationally (NACC, 2009)

The research therefore sought to identify the extent to which capacity building initiatives undertaken at LVCT to achieve its set goals and objectives as a leading organization in the provision of HIV/AIDS services

1.4 Objectives of the study

The overall objective of the study was to identify capacity building initiative among NGO and their impact on project sustainability. The study was guided by the following specific objectives;

1. To identify training approaches adopted by non governmental organizations to achieve project sustainability
2. To establish partnerships and networks between organizations towards project sustainability
3. To establish the influence of the institutional development of non governmental organizations towards project sustainability

1.5 Research Questions

The study aims at answering the following research questions;

1. What are the training approaches employed by non governmental organization for project sustainability?
2. What is the impact of partnerships and networks that accrue to project sustainability?
3. To what extent does the influence of the institutional development on project sustainability?

1.6 Delimitation to the study

The study focused on the Liverpool VCT capacity building strategies in their endeavor to improve the sustainability of their projects. The study therefore only involved it's research to the Youth Program the study also limited itself to the organizations head quarters in Nairobi region although the organization has other offices in the Eastern and Nyanza regions.

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1.7 Significance of the study

There is urgent need to pay regard to professionalism. To effectively participate in policy matters NGO's need core competence, experienced staff and institutional infrastructure. Pointers for the future rest on developing strategies, approaches to facilitate as well as deliver the desired goals. Existing structures could be strengthened through competent staff recruitment, seeking long-term funding, establishing allies in government, academia, trade and politicians and negotiating new roles in decision making processes such as popular participation, seeking to be consulted on policy, sitting on commissions: and developing new North-South relationships.

The study hopes to emphasize the need for non governmental organizations in developing institutional synergies and partnerships so as to foster greater performance and political perspective. The government, the public, the profit sector and local communities will hope to benefit from the study.

In line with international commitment and a declaration from the Joint United Nations Programme on HIV and AIDS (UNAIDS), Kenya has renewed this pledge of 'universal access' by setting the goal of 80% knowledge of HIV status by 2010 *(NACC, Draft Report)*. The study therefore sought to add knowledge and strategies that implementing organizations may be able to adopt these targets.

1.8 Basic assumptions of the Study

This study is premised on the assumption that there is a universal understanding and consensus on the definition of capacity building and sustainability and that the sampling a few representatives of the NGO sector will suffice in building a generalized opinion.

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1.9 Definitions of Significant Terms

Capacity- Organizational and technical abilities, relationships and values that enable countries, organizations. groups and individuals at any level of society to carry out functions and achieve their development objectives over time. Capacity is about institutional, organizational and behavioral outcomes Indicators of capacity usually focus on the performance of some sort of organizational function or activity such as decision making, leadership, service delivery, financial management. ability to learn and adapt, pride and motivation, organizational integrity and many others.

Capacity building- "Capacity building is the ability of individuals, groups, institutions and organizations to identify and solve development problems over time."(Peter Morgan, 1996)

Sustainability- this refers to the ability of a given project to remain viable after external support is eliminated or terminated. The concept also means to cater for today's needs without compromising those of future generations

Non Governmental Organizations- these are organizations in society that are not part of the government and are not for profit making and are involved in social development projects.

Civil society- this is the political space between the state and the family. This space is occupied by a range of institutions, groups and organizations, separate from the state and the private sector, which freely group together according to their own diverse interests.

Institutional building- this refers to the laws. procedures. systems and customs that regulate or influence organizational operations and performance. "These are simply put as "rules of the game" in which certain cases operate.

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Impact –these are the lasting changes that an NGO seeks to make in the lives of the people it is serving through a particular development project.

Collaboration – is the process of actively working together with other organizations/institutions and individuals to achieve shared goals and objectives.

Monitoring- a continuing function that aims primarily to provide program or project management and the main stakeholders of an ongoing program or project with early indications of progress or lack thereof in the achievement of program or project objectives. (UNDP, 1997)

Evaluation- a time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success of ongoing and completed programs and projects (UNDP, 1997)

1.10 Limitations to the study

One of the limitations of the study is to acquire information from NGOs which are a major target of the study. Information can only be given at the discretion of the management of the organization. The researcher however will acquire a letter from the department and assure the specified organization that information given will only be used for academia purposes only

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review section involves three subheadings which are related to the study objectives and research questions. These include written material on training and staff development, partnerships and networks and institutional development. At the end of the chapter the study include a summary of the the contents of this chapter.

2.2 Training and Staff Development

Training and development encompasses three main activities: training, education, and development. Garavan, Costine and Heraty (1995), of the Irish Institute of Training and Development, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds.

Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The United Nation Development Programme (UNDP) practice note on capacity development make a distinction between the three concepts as "The capacity development strategy Education, Training and Learning is linked to the core issue Knowledge. Knowledge can be developed at a variety of levels (national and local, secondary and tertiary) and through a variety of means (education, training and learning). While the distinction between these three means is not always clear cut, they tend to have different connotations.

Education is commonly associated with the transfer of knowledge in a formal setting (a school, a university), over a longer period of time, that helps lay the foundation for further training and learning. Training, in comparison, tends to focus more on the transfer of specific skills in response to ad hoc needs, can also be informal, and is generally of a shorter-term nature. Learning is not a time-bound process, but a journey that can span a life-time. It builds on the knowledge and a skill acquired through education and training and it combines it with the experiences in using them".

The "stakeholders" in training and development are categorized into several classes. The *sponsors* of training and development are senior managers. The *clients* of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others (Derek et al 2004)

It has become widely accepted, as we approach the end of this century, that an organizations' abilities to create, retain, communicate, and use knowledge are critical to their success (Davenport and Prusak, 1998; Nonaka-Takeuchi, 1995). Management of knowledge has become a frequently acknowledged source of "core competencies" (Prahalad and Hamel, 1990), which themselves give rise to sustainable competitive advantages (Leonard and Barton, 1995)

One consequence of this shift in the nature of work is that the relationship between an organization's measured resources and its market success has become more fragile. Unlike materials or equipment, core competencies are not listed on balance sheets; neither are the distinctive abilities of employees and teams, which can be an obviously significant reason for a firm's success.

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In recent years Knowledge Management (KM) has become a popular discourse in organization management however a lot of concern arises in the very definition of the "knowledge" concept within the field however after highlighting some definitions of KM practitioners we are able to see a point of consensus on the concept, these definitions include; Drucker (1985) knowledge is information that changes something or somebody – either by becoming grounds for action, or by making an individual (or an institution) capable of different or more effective action. Nonaka (1994) also defines it as [knowledge is] justified belief that increases an entity's capacity for effective action. Bendler, Alexandra, et al., (2001) knowledge is the understanding of relations and causalities, and is therefore essential in making operations effective, building business process, or predicting the outcomes of business models.

Thus, among Knowledge Management (KM) practitioners, the term knowledge means capacity for effective action, which includes information, belief and understanding of causalities that are useful for effective action. Thus, information that is not actionable is not knowledge. Knowledge encompasses whatever helps a knowledge worker do his or her job well. Effective action is the operational, empirical or behavioral indicator of the results of correctly applying knowledge in a particular context. It is also commonly accepted that an action is effective if it contributes to the result intended, desired or valued by the knowledge worker or organization. Effectiveness is a quality of action that presupposes that the actor– whether an individual, group, organization, network or national society – is a purposive entity. It can happen that the knowledge worker is both the owner of the knowledge asset (e.g. her skills) as well as the one specifying the purpose of her action.

In contrast with the private sector whereby value is measured in terms of how much consumers are willing to pay in the public and civil society sectors, the mainstream development value is sustainable development- which can be restated in KM language as: the development of social, natural or economic capital in ways that are not at the expense of each other.

Capacity has to do with collective ability, i.e. that combination of attributes that enables a system to perform, deliver value, establish relationships and to renew itself. Or put another way, the abilities that allow systems - individuals, groups, organizations, groups of organizations - to be able to do something with some sort of intention and with some effectiveness and at some sort of scale over time. Individuals within the organization need to understand that their separate efforts towards achieving organizational goals do not operate in isolation. The organization is a system in which individual capacities are mean to be in sync with those of others for the smooth running of the organization.

Capacity involves the concept of evolvement of individual abilities within the over time and space since the environment within which NGOs are operating is in constant flux. Knowledge has become an important commodity in today's world. The NGO with the competitive edge will be the one that has learned not only how to create new knowledge, but how to manage it. New knowledge is best incubated in a culture of learning. Those NGOs that stand out as exemplars of organizational excellence have learned how to create that culture of learning. These are usually the same NGOs that have recognized that much of the knowledge on development resides not in the North but in the South.

The old hierarchy of knowledge is being dismantled. NGOs are experimenting with designing ways of learning collectively through the creation of new organizational forms such as knowledge networks and communities of practice. Participation in these new forms requires the ability to test assumptions; the willingness to learn from peers, including those from another sector or field; the commitment to contribute to the learning of others; the ability to adapt ideas from another context to one's own; and the ability to think creatively, experiment, and take risks (Liebler and Ferri, 2004)

Resources are an essential and critical component of the system. They can affect the organization's ability to carry out its mission, attract competent leadership, and get its work and message out to the community. Although resources do not necessarily have to

be extensive, they do have to be well managed. Bringing organizational capacity upto scale to deliver essential services and programs is one of the continual challenges of the nonprofit sector.

A lack of well trained and experienced Human Resource limits the extent to which NGOs are able to manage their daily affairs and their capacity to effectively plan, appraise, implement, and monitor their projects and programs. The other issue is the fact that the most knowledgeable and experienced volunteers do not normally provide adequate support for NGOs' activities partly because they are not allowed, by law, to be actively involved and partly because of the limited time they have to render their services (Lekorwe, 1999).

The use of Information Communication Technology (ICT) and capacity for learning is necessary for a modern workforce in the non- profit sector. Today's public managers need capacity-building in a variety of skills. For imparting such capacity-building and training in the public sector. ICT, including global technological networks such as the Internet, are increasingly being employed to provide access to learning and knowledge infrastructure, thus revolutionizing the traditional learning systems. One conduit for ICT-based human capacity-building in the public sector is e-learning (or online learning), which can be defined as the use of ICT to acquire information, knowledge and skills.

The term capacity building is used to describe interventions on multiple levels, including with individuals, groups, organizations or institutions, networks, sectors communities, regions, and nations. For the purpose of this study, we are particularly interested in capacity building at the organizational level. Oftentimes we in the development community are satisfied with thinking that we have built the organizational capacity of an NGO if we have enrolled one or even several of its members in a training program.

One can argue that by increasing the skill level of individual NGO staff members in a particular area, we are thereby increasing the capacity of the organization; however,

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this may or may not be true. Organization-level capacity building takes into account the larger system and considers the organization as a whole to be "the client." This is fundamentally different from the "training approach" described above.

Capacity building approaches go far beyond training and require a more holistic approach. Over the last ten years, our understanding of what capacity building could entail has grown from sending people to short-term courses, workshops, and training programs to designing new ways of learning that are laterally based. Some of these new approaches to capacity building include coaching, peer assists, and other knowledge management tools, rotations, benchmarking, real-time strategic change, and assets-based approaches to learning and development.

From a number of texts reviewed for this study it was evident there seems to be a gap within NGO leadership and organizational success. A number of ways in which these organizations can improve on their governance and management operations is through better human resources development and training for their managers and staff including board members and volunteers (Mpabanga and Lekorwe 2007) As acknowledged by Bocongo (2005), in order to improve management of NGOs in Botswana, some of the capacity building programs must include training in the areas of governance, management, leadership, financial management and record keeping.

Training and development in areas of organizational, project and financial management, as well as capacity building represent some of the measures which are needed in order to improve NGO management in Kenya. Training and education, in order to allow NGOs to effectively lobby and have an impact on the communities they strive to assist, will enhance NGOs' management. Furthermore, strengthening NGOs' lobbying skills will also enhance their impact with regards to policy and practice.

Equipping NGOs with skills that would allow them to effectively lobby government would also help NGOs effectively campaign for funding locally, nationally, and internationally. This can be done, for example, through institutions such as SADC

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and NEPAD. In addition, improved lobbying skills would facilitate the NGOs' ability to collaborate and source support from international initiatives such as the UN and Millennium Development Goals (MDGs).

2.3 Partnerships and Networks

Capacity has to do with collective ability, i.e. that combination of attributes that enables a system to perform, deliver value, establish relationships and to renew itself. Or put another way, the abilities that allow systems - individuals, groups, organizations, groups of organizations - to be able to do something with some sort of intention and with some sort of effectiveness and at some sort of scale over time.

Partnering is a critical component of success in many sectors of society including the NGO sector. Partnering is not a new concept; however, the more intentional determination of how to partner, with whom, and for what outcomes is important for development organizations (Light and Hubbard, 2002)

External relationships involve an organization's interactions with the outside world and often involve issues related to organizational survival. These may include collaboration with other organizations; fundraising and revenue generation; volunteer recruitment; sudden growth or decline in demand; and the general competitiveness, turbulence or regulatory climate of the environment. External relationships may also include challenges related to mission definition, a focus on outcomes, and organizational isolation. According to Engelbart (1992), this improvement of improvement capabilities, and in particular through networked improvement communities, is the high-payoff opportunity to create high-performance organizations.

External consultants are perhaps the most widely recognized and fastest growing type of assistance provider. According to a 1999 Harvard Business School report, there has been a recent "proliferation of suppliers offering consulting services to nonprofits." (Baumann et al., 1999)

Partnerships can develop between funders and institutions, as often occur when Northern NGOs want to support a particular type of work within a research institute. Or they can occur between two similar institutions, as found in the linkage arrangements between Northern and Southern institutes, or among Southern institutions. Partnerships can also be formed between an organization and its local stakeholder groups, as is often seen in health and agricultural research centers.

Partnerships formed through networking are a means of having a voice for policy initiative, legislative, resource mobilization and allocation, implementation and evaluation of programmes. The importance of organizational formal and informal networking cannot be overemphasized for collaboration and institutional strengthening. The private sector is a vital stakeholder in the pursuit of wealth creation and sustainable development; and can help other sectors of the economy in different ways.

An organization can have a vital mission, good leadership, and sufficient resources, but unless it is known in the community, its impact will be limited. Outreach is an essential element for strengthening and extending the work of community-based organizations. It can take many forms, including marketing and public relations; community education and advocacy; collaborations, alliances, and partnerships; networking; and more.

As the Amherst H. Wilder Foundation (2000) notes, "For capacity approaches to truly achieve their potential, attention must be given to the web of connections affecting all the persons, organizations, groups and communities involved." This strategy in part is building social capital, but it also is good management practice.

Research shows that isolated organizations are the ones most likely to struggle and fail (Galaskiewicz and Bielefeld, 1998) without supportive networks and effective outreach efforts, organizations may limit their access to resources and fail to establish a positive image or reputation within the community. Intermediary organizations, such as regional arts councils or affinity groups of nonprofit child care providers, for example, provide connecting links among individual groups. They can be important resources for

younger organizations that are starting out and vital networks for older organizations. These groups offer opportunities for organizations to share information, learn from one another, and coalesce on issues of common concern. In short, they help build the organizational relationships (or social capital) that is important to organizational stability.

The concept of structural capacity is also critical for organizational performance this is defined as the ability to develop and use relationships and networks with various stakeholders; infrastructure and processes such as equipment, facilities, and management systems; and programs and strategic plans (Hall et al., 2003: 5)

Civil society and social capital theories emphasize the relational aspects of community life. These theories hold that participation in formal and informal organizations builds trust in individuals and institutions and forms habits of interaction. Nonprofit organizations facilitate trust and interaction "by defining mutual obligations and member rights, by creating sets of specialized roles internal to the organizations, by establishing internal authority and accountability systems, by promoting norms and behavioral patterns regarded as useful to the group and inhibiting those regarded as detrimental. Organizations incorporate important accumulations of human experience and knowledge, which is social capital" (Cernea, 1994)

This third type of capability appeared time and again in the cases. And it had profound implications for what participants actually did as opposed to what they reported on. This is the capability to achieve a basic imperative of all human systems, i.e. to relate to other actors within the context in which it functions. From this perspective, capacity is not just about goal achievement and program delivery. In the real world, systems need to gain support and protection. (Cernea, 1994)

The technical core of the organization or system is fundamental. They also need to leverage their resources by entering into informal alliances or formal partnerships. And they can more effectively pursue their mandated goals provided they can gain the legitimacy, operating space, and buffering that they need to sustain themselves in a

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difficult context. This capability is particularly relevant in many low income countries that are still struggling to put in place an institutional and organizational infrastructure. Without this capability, the chances of achieving effectiveness are not likely to be good. This implies that capacity is as much conferred from the outside as much as it was developed from the inside and that organizations need to work so as to gain some form of legitimacy from others.

Capacity also involves some political aspects. In the cases, NGOs frequently have to compete for power, space, support and resources with a variety of other actors including individuals, informal groups and networks and other formal actors. Capacity, especially in the public sector is for example an outcome of political conflict, bargaining and elite accommodation. Individuals and groups tried to capture organizations and institutions and use them for public or private purposes. Organizations struggled to institutionalize themselves and to make sure the 'rules of the game' favored their interests. Systems whose capacity was being developed were part of a wider context within which they competed, collaborated and coevolved with other actors. Mandate, positioning and the system's operating logic affected this capability (Morgan 2006)

Today, networks are a firmly entrenched facet of virtually every aspect of society and exist just about everywhere in the world. The utility of networks in the international development field has been well acknowledged by many donors, including USAID. PVC includes support for capacity building in networks as a component of its primary strategic objective to build capacity in civil society organizations and NGOs.

Networks are also an important component of building capacity in NGOs as well as other organizations so as to among other things to develop program coordination in a given country or region in a given sector and knowledge sharing, can be split into two categories: programmatic and operational. Programmatic knowledge sharing overlaps with program coordination, but specifically refers to organizations' sharing best practices on how they implement programs.

Organizations learn from their own programs, and networks can encourage members to share such information with others. For example, the AIDS NGO Network in East Africa (ANNEA) maintains a Resource Center, a newsletter, and a system to collect and distribute information among its members. In doing so, ANNEA seeks to build solidarity among NGOs working on HIV/AIDS and make its members' programs more efficient and effective.

Networking is a process of creating alliances with individuals and organizations in terms of extending human relations (Holt, 1992c) many networks begin when organizations working in a particular sector meet informally to discuss their current efforts in a working group format. Such a working group may begin to undertake various activities, organizing conferences or outreach efforts to other organizations. When the working group's activities grow beyond the group's capacity, it may seek formal status. The specific designation of a formally registered network varies, sometimes registering as an NGO and other times as an association, depending on the laws of incorporation in the country.

Another example is the Health NGOs Network (HENNET) formed in 2005 to bring together CSOs whose core mandate is health in Kenya. A functional secretariat was formed in 2006 and is currently hosted by AMREF Kenya country office in Nairobi. The networks mission is "To stimulate linkages and strategic partnerships among health NGOs, government, development partners and the private sector in order to enhance their responses towards health needs of Kenyans"

There are several perspectives regarding the formation of networks that help build capacity in NGOs, as noted by Liebler and Ferri (2004) we can identify four main characteristics of networks that build capacity. First, network members must be encouraged to "dare to share" (i.e., be confident enough in their work that they are willing to share it with others). This sharing can be facilitated by the creation of an open environment in which people are willing to analyze and learn from both successes and mistakes.

Second, network members must have the capacity to fully contribute. This can be fostered by creating time and space for learning and reflection. Thirdly, network members must be committed. Strong commitment is naturally fostered when members make the priorities of the network match their own, and they see the network as adding value to their work. Simply raising awareness of the potential that members have in contributing to change in their organizations may help to strengthen commitment. Lastly, networks must possess the Generative Capacities identified in our framework if they are to be able to build these same capacities in their members. (Liebler and Ferri, 2004)

Networks that form organically out of internal impetuses tend to be more sustainable in the long run. This is because they are built upon a foundation of social capital that is grounded in the presence of existing relationships.

Definitions of social capital are abound, but each is rooted in the relationships between people and organizations. The term originated with sociologists and political scientists to complement the more traditional notions of capital related to physical and human capabilities. A commonly used definition is that of Woolcock, which describes social capital as "the norms and networks that facilitate collective action" (in Malik 2002). Social capital relies on interconnectedness and social cohesion, and engenders the trust, reciprocity, and cooperation that are required for effective collaboration. In any form, networks both rely on social capital and contribute to its development.

Many thought leaders agree that, in general, networks that are formed as the result of external, especially donor-driven, impetuses are less sustainable in the long term than networks that evolve organically out of existing partnerships (Beryl Levinger, interview, August 20, 2004; Darcy Ashman, interview, July 12, 2004; David Brown, interview, August 18, 2004; Iain Guest, interview, September 22, 2004) Evaluating networks is an unavoidably subjective process. Measuring impact requires asking member organizations how extensively they have adopted new practices as a result of their involvement in a network.

The importance of civil society participation in development can be well articulated by comments of the chairman of the NGO council of Kenya in his proposed twelve point plan after taking office in 2007. One of these was to restore the image of the NGO council and the sector with the Media, With Private Sector, its Members and Networks and with Development Partners.

Until the enactment of the NGO Coordination Act in 1990, and the subsequent formation of the NGO Council, the NGO sector operated in isolation and with only a few scattered linkages. For example, the cooperative movement in Kenya has been very strong in the grass roots mobilization of farmers for income generation, but has no links with NGOs. Similarly, NGOs in the education sector could achieve much more by linking up with the huge Kenya National Union of Teachers (KNUT).

Working in collaboration with KNUT, education NGOs would have more far-reaching effects than individual NGOs operating on their own. There are hosts of other Non-profit organizations (NPOs) in different sectors that could enrich the impact NGOs have in their efforts to improve people's lives. Such Non-profits includes professional associations, service clubs and unregistered groups in villages and estates.

The Sessional Paper No.1 2006 states that networking, collaboration, coordination and creation of inter sectoral synergies within the NGOs sector are most effectively achieved if there is a national NGOs body to facilitate such cooperation. This will assist NGOs in putting forward their different concerns to the public, government, communities and the International community. The body for the achievement of the above purposes shall remain the National Council of NGOs, which will be expected to create and maintain the necessary working relations in the sector.

However due to the mismanagement and unguided leadership of the council specifically back in 2005 which after years of internal wrangles and an attempted government takeover in 2005 that saw Orie Rogo-Manduli, chairwoman at the time, barricade herself in her offices to avoid deposition, the council may finally have settled down. But its recent disarray is symptomatic of what ails much of Kenya's NGO sector.

2.4 Institutional development

The institutional approach to capacity building is related to but not synonymous with institutional development and has been an emerging field (Scott, 1995).Early development literature did not distinguish between institutions and organizations, and even today the terms often are used interchangeably (Brinkeroff, 1986; Lusthaus et al., 1996). For example, North (1994), in his Nobel prize acceptance speech, defined institutions as the formal and informal "rules of the game." Institutional approaches build the capacity to create, change, enforce and learn from the processes and rules that govern society.

Morgan, P. (1998) Institutions are humanly devised constraints that structure human behavior. They can be both formal (e.g. rules, laws, constitutions) and informal (e.g. norms of behavior, conventions, markets and self-imposed codes of conduct). Together they define the pattern of incentives, sanctions, and pressures -the 'rules of the game' in a society - within which the 'players' i.e. the formal organizations, play their roles and do their work.

Democracy and good governance are currently regarded as key aspects of management in any organization. Multilateral and regional organizations emphasize the importance of these concepts as motivation to fund civil society. However, a lack of democratic practices, transparency, and accountability are some of the factors impeding the effective management of NGOs in Africa

Traditionally, capacity development has tended to focus on individuals and organizations within the state sector. This focus has always been too narrow, because it leaves out of account the many agents of developmental transformation that lie outside the state sector. As the role of the state changes – e.g. by doing less, and by facilitating and regulating more – it is even more imperative to conceive capacity in a holistic sense, and capacity development as a process which encompasses a range of different stakeholders and organizations in the public, private and civic domains, at central and at local levels (Browne, 1990)

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Under systems theory, organizations' behavioral pattern largely depends on the environment (both external and internal) in which they are operating. How NGO's as organizations are run or behave depends on for instance, the political, economic, and social conditions in the country. For example, the donors, the founders and the beneficiaries will influence and drive the NGO's operations.

The 'enabling environment' represents the broad context within which development processes take place. Experience suggests that this environment may in fact be either enabling or constraining, or possibly a mix of both. For example, poorly conceived policies, high levels of corruption, or lack of legitimacy can make for a highly 'disabling' environment with significant consequences for development initiatives. On the other hand, sound policies, high levels of commitment, effective coordination, and a stable economic environment can be important contributors to an enabling environment which can greatly increase prospects for success.

Attempts to effect change at the enabling environment level generally take a considerable length of time given the nature of the issues being addressed -policies, structures, attitudes, values etc. While not all capacity development initiatives will seek to effect change in the enabling environment, they will need to be sensitive to factors at this level which may have an impact (positive or negative) on initiatives which are focused primarily on the organizational, sectoral or individual level.

Capacity development is also about complex learning, adaptation and attitudinal change at the individual, group and organizational levels. To make progress, multiple actors need to try to come to some measure of agreement on shared values, frameworks for action and interpretation. They need to assume new responsibilities and adopt new ways of looking at things. Inevitably, different individuals, groups and organizations will bring varied expectations, alternatives, incentives and vested interests to such an activity. This is in fact the essence of the Sessional Paper No.1 of 2006 on Non Governmental Organization Sector in Kenya. This was through a consultative policy formulation

process that was started in December 2001, when the NGOs Coordination Board decided to involve stakeholders in the development of a comprehensive NGOs coordination Act that would reflect the Government's plan towards enhancing the delivery of efficient and quality services by the NGOs sector.

The NGO sector policy provides a framework for the regulation and facilitation of NGOs activities in Kenya in a manner that is efficient, effective and transparent and which recognizes the dynamism of the sector and the need to constantly ensure relevance. It also provides a basis for a participatory monitoring of the sector and generation of adequate and quality data on the contribution of the sector to national development and on how best, the sector can be further supported to ensure the best possible impact.

The policy is expected to help in addressing the various challenges facing the Ngo sector which include inter alia weak operational definition of NGOs, Registration, Policy, Self regulation, arbitration within the council and NGOs governance. For example organizations are increasingly by passing the system created by the NGOs Act to register as "trusts" and other nonprofit entities. The law does not recognize such organizations as NGOs and it provides for severe penalties in case of such an "evasion," but neither the board nor the council have addressed the issue, as Achoki Awori, one of the NGO Council's founding members, says.

Northern and southern NGOs have been involved in development agenda whereby the latter depends on funding from these organizations and other multi lateral development agencies. Competition between local NGOs for otherwise dwindling funds has resulted to the un-sustainability of development initiatives in the South. Competition for funding has bred suspicion rather than collaboration among Kenyan NGOs, as Awori also points out. Local organizations often end up undermining each other, rather than synergizing and sharing resources. In talks with government, the NGO sector often lacks a unified voice.

This dependence has spilled over to the debate of capacity building whereby donors are more persistent on specific projects and outcomes for non governmental organizations in the South. Technical Assistance (cooperation) has been a dominant feature of the relation between NGOs and donors whereby these are sourced towards specific development activities that an NGO is involved in. As noted by (Lavergne and Saxby, 2001). As outsiders, we can offer resources and facilitate the process, but we cannot deliver the desired outcome. When we lose sight of our role in the process and arrive with our plans and our grants, without even realizing it, we can easily distort local priorities or undermine NGOs' self-generated efforts at defining a niche or creating opportunities for capacity building. On the other hand, we need not bend over backwards in the opposite direction. It is essential that we guard against adopting a patronizing attitude that treats NGOs as if they are incapable of making good choices for their own future.

External assistance can help on both the supply and demand sides of the process by providing inputs to enhance the functioning of the public sector and by strengthening structures of demand and accountability. But it cannot directly influence the cultural norms and political economy underpinning the demand for public sector performance. Therefore, capacity building efforts will succeed only where they take adequate account of the prevailing local politics and institutions, and are country owned rather than donor driven.

The policy environment is critical to capacity development. But the mere enunciation of 'good' policy is not enough. It must be consistently and transparently enacted, for which there need to be capacities for implementation, and mechanisms of objective inspection, monitoring and audit systems.

If Capacity Building is going to be more than a development slogan, its practitioners will need to develop approaches to planning, monitoring and evaluation (PME) that are congruent with definitions and concepts identified as "capacity development." the current approach in monitoring development is more concerned with

results of a particular project for which donors provide support for which pose a major obstacle towards project ownership and sustainability as Qualman and Morgan (1996) argue that a short-term, project-driven, results orientation can undermine capacity development's intended promotion of ownership and sustainable, long-term strategies. Nonetheless, there remains a concern that focus on a long-term Capacity Development process might come at the expense of donor support.

Donors often need to report on short-term results, a fact which is highlighted in Eele's (1994) analysis of Capacity Development in UNICEF programs as well as in a multi-donor evaluation of UNICEF (AIDAB et al., 1992) Michael Scriven (1983) argues that Monitoring and Evaluation (M&E) ought to be about the construction of value statements and the indicators that reflect these value statements. Essentially monitoring and evaluation involves power and value relationships between all stakeholders in a development project at different times and this becomes a challenge to come up with coherent indicators representing the different needs and aspirations.

Traditionally, Project Monitoring and Evaluation (PME) have been driven by external donors and professional evaluators (Jackson and Kassam, 1998). Within this context, knowledge about interventions was controlled by actors external to the process. This control has been shifting over the last decade, as M&E work becomes increasingly participatory. "It is IDRC's view that the function of evaluation in development assistance represents a lost opportunity for recipients' organizations to build upon evaluation as a learning tool to enhance their capacities." (IDRC, 1997) In the best sense, an evaluation serves as a reforming process, seeking ways to make the institution stronger and better.

National and international policies should focus not only on building partnerships with the most capable NGOs, but also learning from, building on and supporting the existing strengths of indigenous NGOs which are now incorporated in the Sessional Paper No 1 of 2006 on Non Governmental Organizations. Whereby the government further recognizes that effective and efficient self-regulation is the basic foundation for an

effective working NGOs sector. The government shall therefore require the NGOs Council to strengthen the self- regulatory mechanisms already existing in Kenya's NGO sector. The Council will work in this regard with the NGOs Coordination Board and other stakeholders.

Moderating Variable

- Organization Leadership

Independent Variable

Dependent Variable

Capacity Building

- Training approaches

- Partnerships and networks

- Institutional development

Project Sustainability

(Continued interest in program services, the overall lifespan of the project/ Breadth of program)

- Remuneration

- Departmental capacity level

Intervening Variables

Figure 1: Conceptual Framework

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Conceptual Framework Description

The Dependent variable implies that which the study sought to explain or caused the presumed effect 'depends' of the other variables. Sustainability of development projects is assumed to be an effect of capacity building initiatives by an organization.

The Independent variable (predictor or explanatory variable) is that one which that explains or causes something—used to predict or explain the values or another variable. In this case capacity building is the independent variable and comprises a number of factors which are training approaches, Partnerships and collaborations and Institutional development which are presumed to have an effect on the sustainability of development projects

The Moderator variable is one that Influences the strength of a relationship between two variables (dependent and independent) it effects direction and/or strength of the relationship between an independent and dependent variable. Organizational leadership is the study's moderator variable whereby it has an effect on the approach an organization may adopt to develop its capacity.

The Intervening variable (mediator variable) seeks to Explain the relationship between the two other variables (Capacity building and sustainability of development projects) it explains how externals events take internal significance

2.5 Summary

Training has merged as a major component of building organizational capability this however should be emulated with a view for individual development and earning and how this can be communicated into the organization activities. Networks provide a credible avenue for individual organization to share information while providing advocacy for its members. Institutional development is a role o be played by NGOs themselves by requiring members to follow regulations through bodies such as the NGO council and the NGO coordination board.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The scope of the study aimed at investigating the various opportunities and challenges that non profit organizations face in their endeavor to achieve project sustainability. It sought to understand and investigate both the internal and external dimensions of the capacity development phenomenon in relation to NGOs. Specifically the study focused on the approaches to which an organization subscribes to through their employees and staff and management of resources

3.2 Research Design

The research was based on descriptive survey approach whereby the study sought to answer the question of what is going on in particular reference to capacity building initiatives among NGOs. A research design is a logical structure of inquiry adopted by a researcher in relation to their research questions. Social researchers ask two types of questions what is going on (descriptive research) and why is it going on (exploratory research). The design was also appropriate since the researcher would be able to seek information from a representative sample and generalize this to the larger population.

3.3 Target Population

This refer to the elements of a population whom the researcher sought responses from in relation to the study's research questions. This include staff at LVCT in the various departments of the organization's structure, they account for 241 members from the entire staff at the organization as highlighted in Table 3.1. According to the National Guidelines for HTC in Kenya it is the responsibility of all HTC personnel to contribute to accurate and current record keeping, and staff should be provided with adequate internal or external training and tools to be able to provide quality management of M&E procedures. As such the departments highlighted in Table 3.2 were identified as the most suitable to be sampled.

Table 3.1 Distribution of staff at LVCT

Department	Total
HIV Services	160
Research, Policy & Performance	32
Management and administrative services	32
EHS	17
Total	241

3.4 Sample and Sampling Procedures

Sampling is a procedure. whereby a fraction of the data is taken from a large set of data, and the inference drawn from the sample is extended to the whole group (Raj, 1972). The study used the quota sampling technique whereby selection of respondents was done non-randomly according to some fixed quota; the study also employed convenience sampling.

There are two types of quota sampling: *proportional* and *non proportional*. In the former you want to represent the major characteristics of the population by sampling a proportional amount of each. While in the latter you specify the minimum number of sampled units you want in each category. Here, you're not concerned with having numbers that match the proportions in the population. Instead, you simply want to have enough to assure that you will be able to talk about even small groups in the population-as such the non proportional approach to quota sampling will be preferred.

Table 3.2: Sampling Frame

Sampling Unit (Department)	Population	Percent (%)	Sample Size
Emergency Health Services (EHS)	17	100	17
Research, Policy and Performance	32	50	16
Management and Administration	32	50	16
Total	81		49

3.5 Methods of Data Collection

One of the data collection instrument was the survey questionnaire whereby items on it were essential in addressing a particular study objective. The questionnaire is a schedule to be filled by an informer rather than the researcher. It will be constructed in a manner that will elicit reliable and authentic information.

These were best for gathering brief written responses on attitudes, beliefs regarding capacity building from organization employees and this will include both open-ended and close-ended questions. The researcher, however used open-ended questions with caution, aware of the inherent disadvantage of this type of questions, which Jones (1985) calls "the difficulty of coding and comparing". This could result from the freedom given to the interviewees to interpret the questions.

Interviews were used to facilitate data collection process this is because personal contact with interviewees may elicit richer and more detailed responses and also provides an excellent opportunity to probe and explore questions. This will be done through the two main types:-

Structured Interview- the interviewer deliberately tries to retain considerable control over the content of the conversation. This involves construction of particular topics or questions which are central to the broad purpose of the interview.

Unstructured interview- the interview is less formal and the interviewee was allowed to lead discussions into new directions. This is an appropriate method of data collection for te quota sampling procedure

Document and content analysis were also another mode of data collection which involves the re-examination of existing materials. Archival research utilizes the vast store of records generated in any literate society, while content analysis utilizes texts of all

sorts to examine systematically questions of current interest (Donovan, 1988; Jones, 1985).

These materials were advantageous due to their inexpensiveness since they are available from the Kenyan NGO Council Resource Center and also they discourage and/or diminish chances for the researcher bias.

3.6 Validity and Reliability

Triangulation has risen as an important methodological issue in naturalistic and qualitative approaches to evaluation [in order to] control bias and establishing valid propositions because traditional scientific techniques are incompatible with this alternate epistemology. Patton (2001) advocates the use of triangulation by stating "triangulation strengthens a study by combining methods. This can mean using several kinds of methods or data, including using both quantitative and qualitative approaches"

An open-ended perspective in constructivism adheres with the notion of data triangulation by allowing participants in a research to assist the researcher in the research question as well as with the data collection. Engaging multiple methods, such as, observation, interviews and recordings will lead to more valid, reliable and diverse construction of realities. To improve the analysis and understanding of construction of others, triangulation is a step taken by researchers to involve several investigators or peer researchers' interpretation of the data at different time or location. In a related way, a qualitative researcher can "use investigator triangulation and consider the ideas and explanations generated by additional researchers studying the research participants" (Johnson, 1997)

To check for validity the study sought;
1. To divergence from initial expectations-see personal notes kept from the beginning to see how the data pushed the researcher from initial assumptions
2. Convergence with other sources of data-using variation kinds of triangulation and comparisons with the literature

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Reliability- The study checked for reliability through pretesting which allows careful testing of the survey questionnaire and procedures. These were done among research peers whereby they will be given the questionnaire so as to test on their consistency. Pre testing was carried out at local VCT centers in Ongata Rongai and also among Beacon of Hope employees in the same area.

3.7 Methods of Data Analysis

The study put into uses both qualitative and quantitative methods of data analysis with due regard to the research questions. However due to the nature of the research design the study will use more of qualitative analysis approaches.

<u>Qualitative Data:</u>

Qualitative data analysis is essentially a simple process. It consists of three parts: Noticing, Collecting, and Thinking about interesting things. The process also involves coding of data into sensible parts. Codes serve to summarize, synthesize, and sort many observations made of the data. Coding becomes the fundamental means of developing the analysis. Researchers use codes to pull together and categorize a series of otherwise discrete events, statements, and observations which they identify in the data (Charmaz, 112)

Pre-coding: The categories and concepts are determined by the researcher;

Post-coding: the categories and concepts are suggested by the subject, and the researcher builds on them.

Content analysis systematically describes the form and content of written, visual, or spoken material (Sommer & Sommer, 2001). Content analysis involves the systematic reexamination of texts of all sorts such as magazines, diaries, newspapers, speeches, films, books etc to address questions of a researches' interest. This type of analysis can be used with open- ended questions which are in the survey questionnaire thus enabling the researcher to quantify the answers.

<u>Quantitative Data</u>:

Descriptive Statistics are used to present quantitative descriptions in a manageable form. In a research study we may have lots of measures. Or we may measure a large number of people on any measure. Descriptive statistics help us to simply large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary. Due to the nature of the study variables, cross tabulation is a popular technique to study relationships between nominal (categorical) or ordinal variables.

There are three major characteristics of a single variable that the study looked at i.e. the distribution, the central tendency and the dispersion. The study also attempted to describe relationships between the variables with regard to their relativity and variability through statistical manipulations of correlation and regression. Particularly so Multiple Regression as it enabled the researcher to 1) to analyze the capacity building factors separately so that the effect of each can be estimated 2) it is valuable for quantifying the impact of various simultaneous influences upon a single dependent variable (Fisher, 1986)

Regression measures the relative impact of each independent variable and is useful in forecasting. It is used most appropriately when both the independent and dependent variables are interval, though some social scientists also use regression on ordinal data. Like correlation, regression analysis assumes that the relationship between variables is linear. This was done by use of the windows Statistical Package for Social Scientists.

3.8 Summary

The chapter included identifying the research design the study employed so as to gather relevant data on the research phenomenon. Target population as also identified and these included staff members at LVCT and were particularly sampled from the three identified departments that would provide the most meaningful data to the researcher. Sampling procedures were based on quota sampling and convenience sampling. Data collection instruments included the survey questionnaire, interviews, observation and document/content analysis.

Objectives	Variables	Indicators	Measurement	Measuring Scales	Type of Analysis	Tools of Analysis
1. To identify training approaches adopted by non governmental organizations to achieve project sustainability	**Independent variable** Training approaches **Dependent variable** Sustainability	(a) Knowledge creation/management (b)Training programme (c) Mode of learning (d) staff interaction Continued interest in program services	• Duration of training • Level of education • Trainee participation • Type	Interval Nominal Nominal Nominal	Descriptive (measures of central tendency) Relativity of variables (Regression analysis)	Mean Mode Mode Mode
2. To establish the influence of collaborations / partnerships between organizations towards project sustainability	**Independent variable** Collaborations and partnerships **Dependent variable** Sustainability	(a) Nature of partnership (b) No. of partnerships (c) Network investment Breadth of program	• Consultative/Colla borative/functional • Impact • Management, resources availability, information flow • Time period	Nominal Nominal Ordinal Interval	Descriptive (measures of central tendency) Relativity of variables (Regression analysis)	Mode Mode Median Mean
3. To establish the influence of the institutional framework of non governmental organizations towards project sustainability	**Independent variable** Institutional development **Dependent variable** Sustainability	(a)Administrative/ legal environment (b) communication and information transfer (c) Resource allocation (d) Program management Enhancement of communal ties	• Nature of organization • Communication to stakeholders(data releases) • Methods/trends in evaluation	Nominal Ordinal Interval	Descriptive (measures of central tendency) Relativity of variables (Regression analysis)	Mode Median Mean

Figure 3: Operationalization of Variables

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter is involves the analysis of data collected so as to make informed conclusions through interpretation and presentation. The overall objective of the study was to assess capacity building initiative undertaken by NGOs towards project sustainability, which also provides for quality assurance among the intended beneficiaries. In this regard data was collected among respondents whom are staff members of the organization, specific departments were targeted as the researcher identified particular entities that would yield the desired responses. These were the performance, EHS, and administration departments within the organization. This was done by administering survey questionnaires to the respondents. Interviews were also used and this was though further inquiry with respondents whom were more informed on the pertinent issues.

4.2 Social-Demographic data

Among the sampled respondents 30.6% (15) comprised of male while the females were the largest group which accounted for 69.4% (34). With respect to the age of respondents 24.5% (12) were in the age category of 18-29, 49% (24) were in the category of 30-41. 16.3% (8) respondents were in the 42-53 age groups whereas 10.2% (5) were 54 and above. According to the various levels of education identified, this is how the responses were recorded. Certificate holders comprised of 14.3% (7), diploma holders accounted for 30.6% (15), and bachelor degree holders consisted of 51.0% (25) and post graduate holders comprised of 4.15 (2). Table 4.1 shows the descriptive statistics for the demographic data.

Table 4.1 Descriptive statistics for demographic data

	What is your gender?	What is the age of staff member?
Mean	2.45	2.12
Median	3.00	2.00
Std. Deviation	.792	.904

4.3 Training approaches and project sustainability

The study sought to identify training approaches that are adopted by NGOs and how these work to influence project sustainability. It was relevant therefore to inquire on the nature and term of employment of the respondents. Volunteers comprised of 4.1% (2), contractual employees accounted for 22.4% (11), and permanent employees represented 57.1% (28) while interns accounted for 16.3 % (8).

Respondents were also asked about the opportunities for training within their organization and as such the majority of the responses were yes which accounted for 81.6% (40) and no which accounted for 18.4% (9). Respondents highlighted the need for more training opportunities in various programs not necessarily in their own day to day duties and obligations. There were also concerns for the organization to provide incentives for staff who may wish to pursue training on their own demands. Due to such concerns the study had already presumed there would be such instances through the literature review and as such in the questionnaire, the researcher had formulated the question "are training needs and objective achieved by these programmes?"

Responses arising from this question item were more favorable with those that agreed whom totally accounted for 61.2% (30), those whom disagreed accounted for 8.2% (5) while those who were neutral comprised of 28.6% (14). To identify training approaches the organization implements, the question to the respondents was thus posed as "what provision mechanisms for training are provided?" the question also sought to identify the types of training on offer for staff. The responses are highlighted in Table 4.2

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Table 4.3.1: Training and skill development mechanisms

	Frequency	Percent
Long term degree programs	6	12.2
Short- term seminars	15	30.6
Action-training workshops	11	22.4
Non-formal education	5	10.2
Individual consultation/instruction	12	24.5
Total	**49**	**100.0**

Short-term seminars were the most popular form of training in the organization among the sampled respondents at 30.6% while action training workshops comprised of 22.4%. Individual consultation and instruction comprised of 24.5% (12). Landsman (2001) identifies that there are particular approaches of training that may contribute to high retention of staff in an organization. These include training for supervisors that strengthens support, and improving supervisors' skills in identifying workers with a strong service orientation, and in nurturing that service orientation. Creating promotional opportunities and manageable workloads are less likely to be solved completely through a training program.

Another objective of the study was to establish whether there was learner's involvement in the planning and designing of evaluation processes in relation to the various training modes. Baumme (2002) identifies three purposes for carrying out an evaluation another term would be audit). This means to assure those who funded the project that the project has done and achieved what was said would be done and achieved, and done these things to an appropriate standard and in an appropriate way. The other is to improve. "Evaluation can be a form of consultancy and, as such, do a lot for enhancing the thinking and work of those being evaluated" (Knight 2003). This is a usefully extreme account of what is sometimes called formative evaluation.

As part of building sustainable human resource for HIV service delivery, LVCT trained 4,664 providers through 13 certificate courses in HTC service delivery,

supervision, quality assurance, and ART delivery a 291% increase from 2007/08. For any evaluation to be effective and efficient there is need for data management practices that should be the core business of any organization that may want to boast of sustainability of its operations. As such LVCT's service delivery generates large amounts of data that is received, entered, analyzed and validated by a dedicated data management division. LVCT ensures sound management, analysis and reporting of data for programme monitoring and to inform decisions. The data are stored in a secure database currently containing over 1,500,000 records. During this reporting period, the PEPFAR reports were submitted on time in accordance with the requirements of the KePMS reporting system for PEPFAR partners. The analysis of routine service data was done monthly and utilized to monitor program progress and inform decision making on service delivery

To ensure quality data reporting, Routine Data Quality Assessment activities are undertaken at all LVCT and supported sites, resulting in a marked improvement in quality and prompt data submission by HTC sites during this period. Partner organizations from Kenya and Uganda were trained in data management. The data management staff continued to have their capacity built for data analysis, use and interpretation, and writing for publication through participation in relevant workshops (LVCT Annual Report 2008/2009)

Table 4.3.2 highlights the correlation between training opportunities and program training and is negative at -.016 the association between the two variables was also of a small magnitude due to the value of the coefficient at .911

Table 4.3.2 Correlation between training opportunities and program training

		Training opportunities	Program Training
Training opportunities	Pearson Correlation	1	-.016
	Sig. (2-tailed)		.911
	N	49	49
Program Training	Pearson Correlation	-.016	1
	Sig. (2-tailed)	.911	
	N	49	49

4.4 Partnerships/Networks and Project Sustainability

During the onset of the study partnerships and collaborations were identified as an integral part of capacity building initiative that is adopted by organizations in the contemporary business and development environment. The study sought answers from the sample if they were aware of any participation of their organization in a network or partnership. As shown in Table 4.3 from the total sampled respondents 91.8% (45) agreed while the other respondents whom comprised of 8.2% (4) disagreed with his notion.

Table 4.4.1: Network/partnership membership

	Frequency	Percent
Yes	45	91.8
No	4	8.2
Total	49	100.0

Most of the respondents whom agreed identified that these partnerships and collaborations were of a formal nature and these accounted for 77.6% (38) while those whom identified these partnerships as informal accounted for 22.4% (11). Further interviewing revealed that informal partnerships were more effective at the grassroots level particularly so in mobilizing of social groups. These groups include church youth groups and neighborhood groups.

Chaumba & Van Geene (www.geocities.com/part_cap_building) identifies that for today's organizations to be able to achieve envisioned capacity need to adopt partnerships and networks. In a research of NGOs in Zimbabwe the authors posit a Strategic direction for capacity building, that organizations should formalize their relationships with other NGOs and also the government thereby building strong networks relationships for sustainable projects.

Network participation and the desired effect of these to the organization have two contrasting views, one s whether these networks contravene on the independence and

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autonomy of the organization and to what extent the network enables the organization achieve its objectives. The study therefore posed the question to the sampled respondents "to what extent do networks effective respond to needs and shared interests?" And from this majority of the respondents agreed and they comprised of 67.4% (33), 30.6% (15) were neutral whereas 2.0% (1) disagreed; this data is highlighted in Table 4.4.2

Table 4.4.2: Networks response to members' individual interests and needs

	Frequency	Percent	Cumulative Percent
Strongly disagree	1	2.0	2.0
Neutral	15	30.6	32.7
Agree	19	38.8	71.4
Strongly agree	14	28.6	100.0
Total	**49**	**100.0**	

Respondents however agreed that networks help in bringing different organizations together as brokers of capacity building; more particularly they enable organization to share best practices in addressing various issues in their development area. This is a notion supported by David Brown that networks do not build organizational capacities at a deeper level rather they provide a vehicle for identifying and facilitating for capacity building.

However, if capacity building is defined more broadly, Brown acknowledges that the skills learned from networking relationships may build skills in democratic functioning as well, including an ability to understand the other's perspective in a new way. He says, "Instead of focusing on their work only, [network members] expand their horizons to include a greater, broader view. They become able to shift analysis from their own perspective to the perspective of the network, as in the case of an NGO that joins a social change network attempting to influence policy and in the process changes its own analysis parameters" (interview, August 18, 2004).

In this regard it was also important for the study to identify the views of respondents in relation to the perceived benefits of thee partnerships and networks. As

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such the question was thus posed "what is the nature of these partnerships?" responses resulting from the question were represented as the largest percentage of the respondents whom comprised of 55.1 % (27) identified their organizational partnerships as functional while those whom described them as collaborative and consultative accounted for 22.4% (11) in both cases, as highlighted in table 4.4.3

Table 4.4.3 Nature of partnership

	Frequency	Percent	Valid Percent	Cumulative Percent
Functional	27	55.1	55.1	55.1
Collaborative	11	22.4	22.4	77.6
Consultative	11	22.4	22.4	100.0
Total	49	100.0	100.0	

Categorizing these partnerships as functional respondents admitted that these partnerships were strategic as they provided avenues for the improved performance of the organizations subject to these partnerships. These would include better and improved advocacy roles and political power for better negotiation of the enabling environment in which they undertake their operations.

According to Wikipedia -The Free Encyclopedia, Best Practices are described as: '... an approach based around continuous learning and continual improvement'. Wikipedia gives the following three key themes found in Best Practices:

(i) Benchmarking systems derived from a personal and organizational willingness to learn. A vibrant sense of curiosity and a deep respect and a desire for learning are the keys to success.

(ii) Learning and transfer is interactive, ongoing, and dynamic process that can not rest on a static body of knowledge. People are inventing, improvising, and learning something new every day.

(iii)Transfer is a people-to-people process; meaningful relationships precede sharing and transfer.

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Consultancy partnerships were identified as providing the necessary impetus for capacity building, particularly these organizations provided professional advices on issues that the organization would best take advantage of while improving on the sustainability of their projects and programs. Collaborative partnerships were described as those organizations that were involved in similar sectors whereby these facilitate exchange of data and resources in undertaking projects that would result in a greater coverage and/or breadth of a program

Morgan (1998) identifies that without the will to collaborate, no amount of training and technique will make much difference. Much of capacity development in this instance focuses on the promotion of social capital, including trust, collaboration, reciprocity, civic engagement, solidarity, loyalty, generosity and openness. The building of social capital can thus be of key importance in creating the sense of mutually beneficial collective action that seems so important in activities such as community development, inter-ministerial coordination and organizational development.

LVCT's capacity building programme operates on a sub-granting and technical support approach and is focused on groups and organizations of MARPs and service delivery organizations LVCT's capacity development partners increased from 21 to 32 in 2008/9, with the sub-granting portfolio increased by 300% to reach US$ 800,000.

During 2008/2009 year LVCT was awarded the "Ungana Project' grant from the US Department of Health and Human Services Centre for Disease Control (CDC). The grant is for technical assistance and capacity building to support indigenous organizations providing HIV prevention, care and treatment. Documents, program and HR systems to facilitate the identification of sub-partners were developed. Implementation of this began in 2010.

Being a member and signatory to a particular network does not guarantee effectiveness and efficiencies or even greater organizational performance. These networks should be responsive to the shared needs and interests of their members in

promoting inter-organizational earning and improvement in their value – driven service sector. The study therefore posed the question, "do these networks effectively respond to the needs and shared interests of their participants?"

2.0% (1) represented the sampled population whom held the view that these networks were working at the detriment organizations' interests, however 30.6% (15) were neutral to the held premise of participants' needs whereas 67.4% (33) agreed that the networks served their purpose in relation to advocating for their participants needs.

While many networks form with the intention of being sustainable in the long run, some networks form in response to a very specific stimulus and are designed to be time-bound. Liebler & Ferri (2004) In order to ensure that they are being responsive to their members' needs, networks must constantly assess all elements of their functioning. If a network no longer meets the needs of its members, participation will drop off, and the network will naturally cease to exist. We believe that considering the sustainability of benefits, such as the building of strong social capital, is a more useful concept to use in relation to networks than the sustainability of structure. Limitless in their adaptability and applicability, networks are found in every field of human endeavor, from medicine, science, and research to the arts, entertainment, and education. Mulgan (2004) asserts that "the growing connectedness of the world is the most important social and economic fact of our times"

4.5 Institutional Development and Project Sustainability

We know now that the broader context in which capacity development takes place can be a determining factor. Yet in many countries, it is precisely this lack of an enabling environment that eventually dooms most efforts to develop legitimate, sustainable productive capacity. In such circumstances, donors can either help to create protected pockets of capacity development or they can try to help countries improve the institutions and broader social and political patterns that shape capacity development. (Kameni-Mbote, 2004)

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Legal rights and provisions can be made more secure. Constitutions can be reformulated and improved. Provisions to put markets on a sounder footing can be implemented. Information and knowledge of various kinds can be communicated and managed. Much of the current donor efforts in the field of good governance are directly aimed at improving the political aspects of the broader context. (Kameni-Mbote, 2004)

It is from this evidence that the study set to explore the enabling environment in which NGOs operate in Kenya, institutions were identified as the rules and regulations both formal and informal that seek to regulate the behavior and management of the third sector. As such various questions were formulated so as to explore beliefs of respondents on these issues. The study therefore posed the question "to whom do you think the organization holds itself accountable?"

63.3% (31) concurred that stakeholders were whom they felt more accountable to; this was because of the service delivery action plan of their organization. LVCT possess an elaborate strategic plan whose core objectives among others include; 1) Delivering of preferred research services and evidence on HIV testing and related services, while undertaking effective policy reform advocacy in Kenya and internationally and 2) Strengthen HIV counseling and testing and related HIV services in Kenya and internationally.

Table 4.5.1: Organizational accountability

	Frequency	Percent	Cumulative Percent
Stakeholders	31	63.3	63.3
Government	3	6.1	69.4
Management board	13	26.5	95.9
Others	2	4.1	100.0
Total	**49**	**100.0**	

6.1% (3) acknowledged the government as its accountability agent this was so advised due to the fact that the organization followed action plan set by inter-government agencies on the management of HIV/AIDS in Kenya. These agencies included the

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NACC, National AIDS and STI Control Programme (NASCOP) 26.5% (13) described the management board as their accountability agent within the organization. This was due to performance contracts and performance targets.

As a sector NGOs are regulated under the non-governmental organizations co-ordination act, 1990 (Kenya) *No. 19 of 1990.* The constitution of Kenya has provisions dealing with the freedom of speech, assembly and association. These fundamental rights and freedom of the individual are protected under chapter V of the constitution. Of particular is Section 80, which provides for the protection of the freedom of association and assembly.

The question relating to the freedom of NGOs was posed as "do you think the organization has room to maneuver in the current policy environment?" 55.1% (27) of the respondents disagreed with the notion that the policy environment in Kenya gives room for NGOs to exercise their legitimacy.22.4% (11) agreed with the stated notion while 22.4% (11) were neutral.

Constitutional limitations on the freedom of association may take various forms. For instance the constitution may provide that a person may only associate for "legitimate purposes" or "according to law" or is subject to the "procedure provided by law" and so on. The important point is, whatever phrase is used, constitutional limits may be placed on what the relevant law can restrict. While NGOs must operate according to the law, in many cases, existing NGOs laws fail to judiciously balance the rights o individuals to exercise their freedom of association against the need for public protection. (Kameni-Mbote, 2000)

It is prudent however to mention policy developments over the years, for instance that led to the culmination of the Sessional Paper No.1 of 2006 hat involve stakeholders in the development of a comprehensive NGOs coordination Act that would reflect the Governments' plan towards enhancing the delivery of efficient and quality services by the NGOs sector.

For NGOs to comprehend and participate in the larger environment in which they operate it is important for them to embrace self-evaluation of their operations. From the literature review process PME was identified as an important activity so as to improve organization sustainability. The study therefore sought to answer whether respondents were knowledgeable of their organizational policy towards this initiative.

75.5% (37) agreed that there were procedures that guided monitoring and evaluation while 24.5% (12) represented the no responses as reflected in table 4.6. Upon further interviewing respondents identified resource allocation and its use as the major impetus for monitoring and evaluation. Accounting for grants received from other development partners was the reason for organizational PME activities and also improving of service delivery. Cognizant that policy must be accompanied by strong systems for service delivery, human resource development, quality assurance and monitoring and evaluation LVCT went further to provide technical assistance to partners at national, provincial and district levels for improved service provision mechanisms, provider training, quality improvement and performance monitoring and feedback (LVCT Annual Report)

Table 4.5.2 Policies and procedures that guide monitoring and evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	37	75.5	75.5	75.5
no	12	24.5	24.5	100.0
Total	49	100.0	100.0	

20.4% (10) respondents acknowledged that the decision making machinery of the organization was the most effective. This was due to the development of the organization towards target groups in the endeavor to provide HIV related services. Recognition of the organization by the government and other development agencies as a strategic partner in pursuit their goals of providing these services, was cited as the reason for respondents conclusion. 10.2% (5) identified the resource allocation (finance) organ of the organization as most effective. 59.2% (29) identified the personnel as the most effective and efficient, in particular the training department which is involved with offering

education services to counselors, healthcare workers, physicians and supporting workshop programs.

In the year 2008 owing to the paradigm shifts in HIV testing and counseling (HTC) there was a need to improve training and curriculums for service providers. NASCOP provided leadership and LVCT facilitated the harmonization of the review and development of a comprehensive national HTC modular course for professional and community health care workers. As part of building sustainable human resource for HIV service delivery, LVCT trained 4,664 providers through 13 certificate courses in HTC service delivery, supervision, quality assurance, and ART delivery a 291% increase from 2007/08.

4.6 Multiple Regression Analysis

Regression analysis assumes that the relationship between variables is linear. It is a statistical procedure that measures the relative impact of each independent variable on the dependent and is useful in forecasting. The multiple regression formula that best describes the relationship between the variables is;

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + ...+e$$

Where (Y) = Prospects for the program to acquire or generate resources

(X_1) = Training needs and objectives

(X_2) = Network response to members' needs

(X_3) = Institutional development

From the B column the best regression equation that includes training needs and objectives (X_1), network response to members' needs (X_2) and institutional development (X_3) as predictors is

$$Y = 4.890 + 0.012 + -0.265 + 0.049$$

The equation indicates that that if networks respond to members' needs and institutional development are kept constant, a one unit change in training needs and objectives will result in a 0.012 units change in the predicted prospects for the program to acquire or generate resources (y)

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A higher absolute value of beta reflects a significant effect of the independent variable on the dependent variable, from the analysis the variable institutional development with beta value .061, followed by the variable training approaches with beta value .015. From the analysis network formation has no significant effect to the dependent variable since it has a value of -.292

Table 4.8: Coefficients

Mod el		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta	Lower Bound	Upper Bound	Tolerance	
1	(Constant)	4.890	.710		6.884	.000	3.460	6.321
	Do the training needs and objectives of programmes achieved?	.012	.114	.015	.104	.918	-.218	.242
	Do networks effectively respond to the needs shared interests of members?	-.265	.129	-.292	-2.050	.046	-.525	-.005
	To whom does the institution regard itself as accountable for its mission?	.049	.115	.061	.429	.670	-.182	280

Dependent Variable: Prospects for the program to acquire or generate resources for the future

4.7 Summary

Data was analyzed by the use of the SPSS package and this was presented in tables highlighting the frequencies and percentiles of the various variables. Demographic data was first analyzed and this was in relation the descriptive statistics of the mean and standard deviation as highlighted in Table 4.1. Training approaches and project sustainability was also presented in Table 4.3.1 these included the various training mechanisms adopted by NGOs. The independent variables training approaches, Partnerships and networks; and Institutional development were also analyzed using multiple regressions so as to identify the effect /influence of each of these on the dependent variable - project sustainability

CHAPTER FIVE

DISCUSSION OF RESECRH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussions of Research Findings

All in all the targeted respondents were exemplary in their assistance and cooperation in the course of the data collection process, through the various means. There was a 100% response rate and this could be facilitated by the fact that the research design was a case study. Another factor was that the respondents were all based at the institutions headquarters. Capacity building also being a major factor to explain organizational development in a rather turmoil environment characterized by change and innovation was a major impetus for staff to indulge their ideas and beliefs on the topic The chosen organization (LVCT) includes training and capacity building as a strategic objective in their provision of health/HIV services.

Analysis of the data on training and staff development revealed that diploma courses were the most popular and these were offered to both staff and also to private individuals. Within the organization itself refresher courses were the most popular training themes in the year 2008/2009. Most of the staff also had training in ICT usage; through observation offices were equipped with desktop computers and also laptops. Printing machines were strategically placed so as all staff had direct access, this was observed at the administration block.

Training workshops were also popular as a means of providing human resource capacity for instance In collaboration with Elizabeth Glazer Pediatric AIDS Foundation (EGPAF), LVCT carried out quality assurance (QA) sensitization workshops for the Eastern Province Health Management Team (PHMT) and 7 of the regions District Health Management Teams (DHMT). PMTCT and Pediatric Comprehensive Care Clinics (CCC) health staff and HTC providers from 11 districts were trained as QA trainers of trainers (ToTs)

At LVCT partnership formation is an integral part of their guiding principle the organization boasts a myriad of partner organization, these are especially in the reproductive health sector and also in demography; such organizations include the International Population Health and Research Center (IPHRC). Collaborations with government agencies is also another focal point of the organizations' structure, programmes with the NACC and NASCOP have ensured that the organization remains at the fore front of providing HIV related services both in Kenya and in the region . From the organizations website information was readily available to highlight their partnership members (www.liverpoolvct.org)

Networks formation was also an important research topic for the study and it was evident that the organization was involved in various networks. LVCT is a signatory to the Health NGOs Network (HENNET). The network secretariat is governed by a board of 11 member organizations, a steering committee headed by a board chairperson whom is currently Dr. Nduku Kilonzo (LVCT Director) a vice-chairperson, secretary and treasurer.

Institutions serve to regulate operations of organizations in their enabling environment; these may either be formal and/or formal rules. In particular the policy environment is the most important component of institutional development. From the analysis 55.1% (27) of the respondents disagreed with the notion that the policy environment in Kenya gives room for NGOs to exercise their legitimacy.22.4% (11) agreed with the stated notion while 22.4% (11) were neutral.

LVCT as a major player in the provision of HIV related services has been involved in policy reform initiatives with the various government organs. Through research the organization ahs been able to provide a means of advocacy with these agencies. LVCT was the Secretariat for the development of the road-map to achieve Kenya's Universal Access HTC targets and the National Quality Assurance Team to develop the National Quality assurance strategy for HIV testing and Counseling. At the International level, the organization participated in development of 'guidance to strengthen provider messages on re-testing and counseling in adults for HIV' by the

WHO as acknowledged in the November 2009 publication and participated in discussions on Treatment as Prevention. They were also involved in providing leadership for the post rape care national standards review process by the Division of Reproductive Health.

5.2 Summary

The overall objective of the study was to carry out an assessment of capacity building initiatives by NGOs towards project sustainability. The study was however guided by three specific objectives 1) identify training approaches adopted 2) network formation and /or partnerships initiated 3) to establish the influence of the institutional framework of non governmental organizations towards project sustainability. The study employed a case study approach and the chosen organization was LVCT. Sampled respondents were in relevant departments which the researcher identified as the most qualified to deliver response ion the questionnaire items.

Responses of training and staff development were satisfactory from the point of view of the responses received. 61.2% (30) of these acknowledged that training needs and objectives were met during the various training programmes that they had received. Responses on network formation and partnerships initiated by organizations to better deliver services were also positive. The study sought answers from the sample if they were aware of any participation of their organization in a network or partnership. From the total sampled respondents 91.8% (45) agreed while the other respondents whom comprised of 8.2% (4) disagreed with his notion.

Most of the respondents whom agreed identified that these partnerships and collaborations were of a formal nature and these accounted for 77.6% (38) while those whom identified these partnerships as informal accounted for 22.4% (11). Respondents were also quick to point out that although informal partnerships lack political legitimacy they were an important component to the organization., especially so when it came o facilitating research at the grassroots level.

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Institutional development revolved on the notion of policy reform and effectiveness, establishing better ways and strategies to achieve organizational and national goals and objectives on the provision of HIV related services. As such the question was posed as "do you think the organization has room to maneuver in the current policy environment?" 55.1% (27) of the respondents disagreed with the notion that the policy environment in Kenya gives room for NGOs to exercise their legitimacy.22.4% (11) agreed with the stated notion while 22.4% (11) were neutral.

5.3 Recommendations

From the study analysis, the researcher would like to propose the following recommendations;

1. Learners or beneficiaries of training programs within the organization should be involved in the designing, planning and monitoring of programs of which they are the target.
2. There should be monitoring and evaluation mechanisms among network members so as to establish whether the intended or perceived benefits are being achieved and how this can be improved in future collaborations
3. Strengthening of mechanisms to articulate the mandate of the NGO coordination board in regulating NGOs operation in Kenya.

5.4 Areas of Further Research

1. A study involving a collaborative review of assessment tools; looking deeper into networks as vehicles or mechanisms for capacity building, and jointly developing a curriculum for practitioners interested in strengthening networks.

2. Conduct research on how perceived interests and needs can be articulated for network formation impacts and what a network achieves/can achieve.

3. Studies should be conducted on evaluating the impact of training on staff retention. High staff turnover in today's organizations is a hindrance to organizational performance

4. Studies should also be conducted so as to evaluate and develop various training approaches which can be identified as best practices within the NGO sector.

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APPENDICES

Appendix I: Introductory Letter

Dear respondent,

RE: AN EVALUATION OF CAPACITY BUILDING INITIATIVES ON DEVELOPMENT PROJECTS SUSTAINABILITY

I would first wish to thank you for your willingness to participate in this research. My name is Maina David Wanjohi, a student at the University of Nairobi pursuing a Masters in Arts of Project Planning and Management programme. I am carrying out a study in evaluating capacity building initiatives on project sustainability.

Your organization has been identified as a case study as a member of the Non Governmental Organizations (NGOs) in Kenya. Your response and any additional information provided will be highly appreciated and confidentiality of the information provided will be guaranteed.

Thank you in advance,

Yours sincerely,

Maina David W.

University of Nairobi-M.A Student

Please tick ( ) or explain where appropriate

1. What age category do you belong to?

    18-29   ( )

    30-41   ( )

    42-53   ( )

    54 and above   ( )

2. What is your sex?

    Male   ( )

    Female   ( )

3. What is your level of education?

    Certificate   ( )

    Diploma   ( )

    Graduate   ( )

    Postgraduate ( )

Section A: Training and Development

4. Does your organization provide opportunities for training?

    Yes   ( )

    No   ( )

5. What provision mechanisms of skill development and training are provided by the organization?

    Long-term degree programs   ( )

    Short-term seminars   ( )

    Action training workshops   ( )

    Non-formal education   ( )

    Individual consultation/instruction   ( )

6. The following statements relate to training and development towards project sustainability. Rate them as per the given Likert scale.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Are training needs and objectives achieved by the programme?					
There was learners' Involvement in the planning and design of the training programme?					
There are opportunities in the workplace for the person you wish to influence/learn from to meet formally (e.g. meetings, clinics, and seminars)?					

Section B: Collaboration and Partnerships

7. Is your organization a member and /or a signatory to any existing

   partnership/network?

   Yes   ( )

   No   ( )

8. What type of partnership /collaboration?

   Informal   ( )

   Formal   ( )

   Other (Specify)...........................

9. What is the nature of this partnership/collaboration?

   Functional   ( )

   Collaborative   ( )

   Consultative   ( )

   Other........................

10. What has been the term of this partnership/collaboration?

    More than 4 years   ( )

    3-5 years   ( )

    1-3 years   ( )

11. To what degree do you think these partnerships and networks meet the needs of their principles e.g. communication flow, congruence of objectives and strategy?

High ( )

Medium ( )

Low ( )

12. What do you believe are the organization benefits from these partnerships and networks?

Client outcomes ( )

Legitimacy ( )

Resource acquisition ( )

Other...........................

13. The following statements relate to partnerships and collaborations towards project sustainability. Rate them as per the given Likert scale.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Do these networks effectively respond to the needs, shared interests, and capabilities of participants?					
Have Members of the coalition acknowledged the issue which joins them together?					
Does your organization benefit from participating in these networks?					
Is there an explicit basis of unity and its characteristics and ways of working facilitate effectiveness?					

Section C: Institutional Development

14. To whom does the institution regard itself as accountable for its mission?

Stakeholders   ( )

Government   ( )

Management board   ( )

15. What do you believe to be the strongest management system in your organization?

Decision-making   ( )

Resource allocation   ( )

Budgeting   ( )

Personnel   ( )

16. The following statements relate to institutional development towards project sustainability. Rate them as per the given Likert scale.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Are stakeholders involved in the institutional development of NGOs in Kenya?					
Is there adequate, ongoing communication about the organizations activities and mission?					
Are there policies and procedures that guide monitoring and evaluation?					
Are resources assigned to monitoring and evaluation?					
Does your organization influence and involve staff on self evaluation approaches?					
Do you think your organization has room to maneuver in the current policy environment?					

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Section D: Sustainability

17. The following statements relate to institutional development towards project sustainability. Rate them as per the given Likert scale.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
People with a stake in the program - funders, administrators, consumers/beneficiaries, other agencies -have been aware of the program and/or involved in its development					
The program has involved training of people whose skills and interests are retained in the program or its immediate environment.					
People in the community, or other agencies and organisations, will advocate for and maintain a demand for the existence of the program should it be threatened					
Prospects for the program to acquire or generate some additional funds or resources for the future are good					

Thank you for your co-operation