

**FACTORS INFLUENCING MANAGEMENT OF CHILDREN'S HOME:
A CASE OF METHODIST CHURCH IN IMENTI NORTH, KENYA.**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS
DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE
UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This research project is my work and has not been presented in any other university

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DEDICATION

This research project is dedicated to my wife Ann Muthoni and our four children, Mutugi, Nyaga, Murugi and Caleb, whose support and patience has contributed greatly to the positive progress of this work.

ACKNOWLEDGEMENT

First, I highly appreciate my supervisors: Dr. John M. Wanjohi and Mr. John R. Chandi for their guidance, support and encouragement during this project research. I would also like to thank my lecturers who took me through the coursework in my studies that has equipped me with knowledge that will be very useful in my life. The University of Nairobi, through the Meru Extra-Mural Centre gave me the chance and space to study for which I am most grateful. The assistance from all the staff of the Meru Extra Mural Centre is highly acknowledged.

Special thanks go to the entire fraternity of university of Nairobi for the support they have accorded me during this course. I would also like to thank project leaders for their contribution during this research project.

Lastly I offer my regards to my fellow Masters of Arts in project planning and management students and all those who supported me in any respect during the completion of this project. To all, thank you and May God bless you abundantly.

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CEDC	Children in Especially Difficult Circumstances
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information officer
COO	Chief Operational Officer
CRS	Convention on the Rights of the Child
DCS	Director of Children Services
GOK	Government of Kenya
HIV	Human Immune Virus
IPI	International Peace Initiative
IYF	International Youth Foundation
KCF	Kenya children’s Fund.
KEMU	Kenya Methodist University
MCK	Methodist Church in Kenya
MoSD	Ministry of Social Development
NCCS	National Council for Children Services
NGO	Non-governmental organization
SPSS	Statistical Package for Social Sciences
SYNOD	Parliament of the Church
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children’s Fund

ABSTRACT

The purpose of this research was to study the influence of level of education, donor funding, managerial skills, level of income and participation of staff on the management of children's homes.. A descriptive survey method was used during this research. The study was confined to the MCK Kaaga Synod in Imenti North District. The target population was 162 respondents from 16 Rehabilitation centers community based organizations that were dealing with children in Imenti North District. The sample size was 80respondents. Data was collected through the use of in-depth interviews, questionnaires and observation and was analyzed using discriptive statistics including Pearson correlation analysis. The study found that the level of education greatly influenced management of children's homes. The managers were educated mainly through seminars, induction, orientation, workshops besides formal education. The level of education greatly influenced the managers to be effective and efficient in management of children's home (mean = 4.5373). The study also deduced that managerial skills affected the management of children's homes to a very great extent (65.6%) and the mainly through managers' innovativeness and motivation of employees. The study also deduced that wages/remuneration affects the management of children's homes much (40%) and that donor funding affected the organization management to a very great extent (85.1%). It was clear that employees involved in management issues of the organization to a very great extent (70.1%). The study further concludes that participation of staff in the running of the children home affected its management mainly by encouraging a team spirit and holding frequent meetings. The hierarchy of the factors influencing the management of the homes was (from highest to the least) level of education; staff participation; managerial skills; staff remuneration and donor funding. The study recommends that the Ministry of Education should encourage and make management courses compulsory from primary level to university level in order for managers to be skilled in managerial skill at an early stage. The management should be dedicated to encourage teamwork among the employees and also support their juniors to achieve objectives. The management of the children homes should increase their income sources from their usual ones and participate more in more income generating activities.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In this study the term management, has been defined as the art of getting things done through and with people in formally organized groups where development as a process entailing responsibility for the effective and economic planning. And regulates the operations of an enterprise in fulfillment of a given purpose Fayal, (1916); & Koontz & O'Donnell, (1988) Management is simply the process of decision-making and control over the actions of organizing, directing and controlling in order to attain a given stated objective .Therefore there is need for managers to undergo management education that is about management. Mintzburg (2005) defines management as a practice that has to bled a good deal of graft (experience) with a certain amount of art (insight) and some science (analysis) An education that over emphasizes the science encourages a style of managing called calculating or heroic he argues that organizations do need heroes in positions any more than technocrats.

There has been a prolonged problem of orphans and vulnerable children in the entire world. Most of them are under the age of 18 years. This emanates from children losing either one or both parents through sickness, war, and accidents. However there have been difficulties in much organization due to lack of knowledge to manage organizations. According to United Nations International Children's Fund UNICEF (1990), there were challenges which needed serious attention to control or minimize the difficulties associated with children. UNICEF found out that countless children around the world are exposed to dangers that hamper their growth and development each day. They suffer immensely as casualties of war and violence; as victims of racial discrimination, apartheid, aggression, foreign occupation and annexation; as refugees and displaced children, forced to abandon their homes and their roots; as disabled; or as victims of neglect, cruelty and exploitation.

Secondly millions of children suffer from the scourges of poverty and economic crisis - from hunger and homelessness, from epidemics and illiteracy, from degradation of the environment. They suffer from the grave effects of the problems of external indebtedness and also from the lack of sustained and sustainable growth in many developing countries, particularly the least developed ones. And thirdly each day, 40,000 children die from malnutrition and disease, including acquired immune deficiency syndrome (AIDS), from the lack of clean water and inadequate sanitation, and from the effects of the drug shortage. In addition, many African countries are affected by large-scale population displacements and/or the presence of significant numbers of refugees, as the result of natural or man-made disasters and armed conflicts. This is a further point of contrast with Latin America, as is the fact that there is a greater tendency for refugees in Africa to be in the 5 to 17-year age group (UNCHR, 1995). Archaeological and historical records show that displacement and migration have always been African realities. In themselves, the current population movements are not new phenomena and might not be viewed as producing a crisis situation. Traditional mechanisms within the community and extended family structures should protect children whose biological parents are unable or unwilling to care for them, as well as children who become separated from their families and communities. Chief among these, and typical of many parts of Africa, are systems of fostering and mechanisms of apprenticeship.

Child abuse is seen as a feature of other social phenomena or situations, rather than as a phenomenon in its own right. Thus, sexual abuse and exploitation, for example, do not constitute a single category but are mentioned in this account in various places, under the headings of child labor, prisons, psychological stress and abandonment. Likewise, a case study of CEDC in Nairobi included in a list of indicators, "child abuse, whether physical, or child labor (Onyango, 1991).

In order for the community based to reduce this menace, organizations have come up with ways of supporting children in all aspects of life. MCK has not been left behind amongst other institutions, it has therefore established Kaaga street childrens home alongside many other community based homes namely;Almano Boys and Girls Centre's Francis Children's Home Kairune, Jerusha Mwiraria Childrens Home. SOS Children Village Kenya, Meru Childrens Home. Hope children's

Home, ARK Home International, Ripples International, New Start Centre, Save the Children's Canada Mother Maria Zenlli Children's Home., Ripples International Tumaini Centre. St.Stephen Children's Home and Foundations St Francis Nchiru, MCK Kaaga children's Home. A.I.N.A Children's Home and International Peace initiatives (I.P.I) Kithoka as usual projects are designed and implemented to meet a desired goal and objectives. Lock (2003) has observed that, any project which continues using resources beyond its planned period can have a knock on effect and disrupt other projects. For this reason managers have to acquire managerial skills through attending management course for effectiveness and efficiency of their organizations. In this regard, Ivanchevic (1994) emphasis on use of techniques such as materials required planning, inventory forecasting and human resource information for better and smooth running of the organization. Organizations have tried to set up homes, but due to lack financial skills, many have collapsed, while others are prospering to high heights. An example of good homes is SOS children villages and approved schools due to good managerial practices offered in them. On the other hand bad ones are International peace initiative (I.P.I). Kithoka and Hope children centers which had no returns by the time the researcher visited the district office in Imenti central District. In case of MCK children's home, Kaaga home is not an exceptional in whatever manner since it has no enough skilled man power, donors and infrastructure which influences management of projects. There two homes which have closed due to poor management of resources. To avoid this scenario this is the gap the researcher wishes to fill through an investigation of management of children home in Imenti North Meru.

According to vision 2030, Kenyan youth face many challenges. These include limited opportunities for educational advancement and technical training, limited opportunities for employment, high levels of poverty, lack of finance or access to credit, disproportionate exposure to high health and social risk (e.g. HIV/AIDS, drug and substance abuse, and crime), and lack of opportunities and mechanisms to participate in decisions that affect their lives.

MCK Meru Kaaga Children's home is about 150 miles North of Nairobi. The Karibuni Trust is supporting both a residential home in Kaaga for children who used to live on the streets and an outreach/feeding/teaching program for children living in poverty in Meru Town. This is the only children's home in the Methodist Church in Kenya and was opened on 14 November 1999. There are 55 children 25 of whom are attending the local Mwithumwiru Primary School; the home was built mainly by Kenya Children's Foundation (KCF) Karibuni Trust. An excellent hostel has also been built by KCF, where there are rooms for 20 adolescent youngsters to live fairly independently. There is a kitchen, dining/common room plus computer room and library. There are 13 staff members, the Administrator, a Social Worker, housemothers, house father, Handymen, secretary, cooks, cowmen and watchmen. They have their own farm growing maize, bananas and most vegetables, a posho mill which is income generating, cows and several calves. There is limited support from other external donors and little support locally. The premises are magnificent and the local people see this and think there must be lots of money available, feel their own children are far worse off than the former street children, and therefore see no need to support the home. It was from this background this study sought to investigate factors influencing management of MCK children's home in Imenti North Meru.

1.2 Statement of the Problem

In Meru County and specifically in North Imenti District, there are 16 children's homes. This is according to a report given by the district children's officer in North Imenti District which further indicates that, most of these children's homes have failed to sustain their children, infrastructure, is a problem amongst many others. According to Bollinger and Smith (2001) study asserted that, knowledge is a resource which more is valuable to an organization ability to innovate and compete and the same knowledge will remain to individuals and within the organization. Staff is not well paid and poor interpersonal skills within the teams. Studies done by (Seth2000) found that if team members are allowed to make decisions jointly, they are also likely to develop higher levels of support and trust for each other. He asserts further that, joint decision making improves team members' identification with the joint decision. This study thus found that, team members will be more

likely to put greater effort in to the implication of decision in which they have an active role (Vroom, 1987).

Several studies have been carried out in children homes; Murungi (2012) study on children health needs and its influence on preschool education enrolment found that there is no significant relationship between children health status and enrolment in preschool the study has established types of illness that pre-school age going children suffered from due to poor management of the children's home in Miriga mieru North Imenti Division (www.iresearchers.org). Futher, Chebii (2012), did a research on Roles of children's homes in provision care to vulnerable children and found that those well-established children homes were NGO based. Financially were well established and had mechanisms of raising their own funds.

According to the district officer in this district, a good home has to have skilled staff, trained, and motivated. . The 2 homes which dwindled are International Peace Initiative (I.P.I) Kithoka and Hope children's centre. MCK children home projects cannot be excluded too. There have been problems on how to manage the entire home and the key problem being related to managerial issues. The core business of these homes is to minimize the rapid growth rate of street children in Meru town who get involved in petty thieving and are prey to all sort of hazards. Firstly, they are separated from their families at a tender age to fend for themselves on the streets with no emotional support from their families. Secondly, street life itself is a major threat to a child's life.

However the MCK as an organization has so many projects which are community based and have either failed or become white elephant. Recently it was reported that churches in Muthara circuit and especially one which were started have dwindled. This has been influenced by either poor infrastructure, lack of ownership because people migrate in there in rainy seasons for farming. Kenya Methodist University (KEMU) is such a project that had some difficulties in management issues and sacked its vice chancellor about 2 years ago. This is just one case and therefore there is enough evidence that many have either sacked their employees and this has to affect the management of these organizations.

In case of Kaaga home there is enough evidence that finances are not adequate for sustainability in this centre too. Much is gotten from willing donors and this has affected it and cannot be able to accommodate all children in the District. This could have been influenced by management since organizations could depend much from the managers for sustainable development. Donors are not willing to fund it further due to lack of proper management of resources. There are so many upcoming children's homes, and this proves that there is competition unlike before and it's essential for the managers to improve their level of education in management to sustain these projects without much dependency from external donors. In an organization it is important for the managers to be skilled with managerial skills for effectiveness and this is the gap the researcher intended to fill in order for children's homes to be self-supporting. The study investigated the extent to which level of education, Donor funding, Managerial skills, Level of income and Participation of staff influenced management of children's home: A case of Methodist church in Imenti North, Kenya.

1.3 Purpose of study

The purpose of the study was to establish the influence of management of children's homes: A case of Methodist Church in Imenti North Kenya.

1.4 Research Objectives

1. To assess the extent to which level of education of managers influences management of children's home.
2. To examine how level of income of the staff influence management of children's home.
3. To assess the extent to which managerial skills of committees influence management of children's home.
4. To find out the influence of donor funding on management of children's home.
5. To examine the extent to which participation of stakeholders influence management of children's home.

1.5 Research Questions

1. How does level of education of managers influence management of children's home?
2. How does level of income of the staff influence management of children's home?
3. How do managerial skills of the committees influence management of children's home?
4. How does donor funding influence management of children's home?
5. How does participation of stakeholders influence management of children's home?

1.6 Significance of the Study

The findings of this research can identify the roles which the project team can play to make children's homes sustainable in Meru and beyond since scholars can embark on the findings. The study is also useful to the ministry of gender, children and social development. The project implementers can also be able to identify the impediments that make project unsustainable. By addressing these short-comings then, the future Projects can be sustainable to the benefits of the target group and stake holders. The policy makers can benefit from the research by adopting the recommendations, which guide future project Implementers so that they can formulate project which are sustainable. The benefits of a sustainable project are felt by all the stakeholders which means that more resources can be released for implementers of other projects to address the felt needs of the target group.

1.7 Delimitation of the Study

The study was delimited to Kaaga synod, in Imenti North Meru. In that synod, the project managers from sixteen community based organizations within this district were considered. This ensured that the contribution given is highly considered. The research was confined to Kaaga synod because it was located in the best region in the entire Meru County in regard to infrastructure and geographical phenomenon. It was also the origin of Methodist church in Meru County since 1912, and therefore the findings were to be used to help other synods to implement the results.

1.8 Limitation of the Study

The study could not cover the entire Meru due to time and financial constraints. Some respondents did not want to give every detail due to fear of the unknown but the researcher convinced them of the confidentiality of the information. Lack of enough managerial background hindered some respondents from having a clear understanding on how to deal with children's homes.

1.9 Assumptions of the Study

The study was based on the following assumptions. Firstly it was assumed that sample chosen would voluntarily participate in the study. Secondly environmental related factors that influence management would not affect the response. Lastly, the findings from this home would be generalized in the whole country; however it is important to value Donor funding for sustainable development.

1.10 Definitions of Significant Terms

Donor- This involves ways of getting money managing the operations of the project .it may be either through internal, external or form of fundraising and small income generating projects.

Leadership styles -involves the level of involvement of the management and administration in general committees, and which is the commonly used form of leadership.

Management- This term is used to mean ability to control, and direct the organization to achieve it set goals.

Participation-This the way the staff the managers and the committees are involved in making decisions regarding the sustainability of the project.

Projects -Project in the context of this research is defined as temporary endeavor to achieve an objective. Temporary means the project has a time frame within which it should have achieved its set objectives within a fixed budget, usually funded by a donor.

Street Children - Children living on the street is a term that more accurately describes the commonly used 'street children.' This refers to children living on the street and few of them have no link with their families.

Educational Level- in this study, the term is used to mean any certificate attained, the college attended and the year of graduating.

1.11 Organization of the Study

Chapter one outlines the background of the study, statement of the problem, purpose of the study, objective of the study, the research questions, significance of the study, delimitation of the study, limitation of the study, assumption and definition of significant terms. Chapter Two provides a review of literature which is organized in topics as per the objectives of the proposed research project. It begins, with introduction, Level of Education and management, level of income and management of children's homes, Managerial skills, participation of the staff, Donor funding and Management of children's homes: The conceptual framework is constructed at the close of this chapter. Chapter Three focuses on the research methodology to be used for the proposed study. Data collection methods, validity and reliability, data collection procedure and data analysis, ethical considerations follow and, Operationalization of variables. Chapter Four presents the data presentation and analysis using frequency tables and percentages. Analysis of the stated hypothesis is also included. Chapter Five, present summary of the findings, discussion, conclusions recommendation and Suggestion for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter will show the review of relevant literature and it is organized according to study objective. The purpose of the study was to establish the influence of management of children's homes: A case of Methodist Church in Imenti North Kenya. The findings of this research can identify the roles which the project team can play to make children's homes self-proper gating, reliance and self-supporting in Meru and beyond since scholars can embark on the findings. The study is also useful to the ministry of gender, children and social development. The project implementers can also be able to identify the impediments that make children's homes fail.. By addressing these short-comings then, the future children's homes can be able to benefit the target group and stake holders. The policy makers can benefit from the research by adopting the recommendations, which guide future project Implementers so that they can formulate project which are stable. The benefits of a health children's home can be said to be a home which can feed the children well and provide basic needs of the child and can be felt by all the stakeholders who mean that more resources can be released for implementers of other projects to address the felt needs of the target group. The chapter highlights the five objectives of the study as the ones guiding the study. The various areas of literature review include level of education and management of children's home, Level of income, and, managerial levels, top level managers, middle level managers first level managers, donor funding and participation of the staff .Conceptual flame work and summary of literature review.

2.1.1 Management Concept and Children's Homes

The term management has been defined as Art of knowing what you want to do and then seeing that it is done the best and cheapest way. Fayal, (1917) asserts that to manage is to forecast, to plan, to organize, to command, to coordinate, and to control .Further management is work and as such it has its own skills, its own tools and its own techniques. in this regard ,a children's home has to be managed in respect to all these techniques for efficiency what so ever On the. Other hand, children's home would be defined as Institutions for children being established and maintained by Religious or missionary groups. For the most part, the growth of

institutionalization can be seen as an expedient social policy response to the growing numbers of children in need of care and protection. It is seen as an easy option for social or child care workers to place children in these Institutions, and a growing number of families also 'place' their children in orphanages. In many countries there is no principle of the State as parent and no legal requirements governing whom a child can be placed with by the parents during their life or on death. One factor that makes orphanages an attraction is the perception among some members of impoverished communities that they will provide the food, education, health and other services that the caregivers are unable to provide to the children as for such, it's imperative for managers to get proper knowledge on how to manage well.

A survey by the International Rescue Committee in Rwanda has shown that economic pressure was one of the prime reasons that Children were living in institutions (Williamson 2000; Williamson et al. 2001). Yet this can lead to subtle forms of 'abuse' in the institution that is compromised. For example a study in Zimbabwe showed that 75 per cent of the children in institutions had contactable relatives (Powell 1999); similar to an earlier study in Uganda in 1991 where it was found that half of the children in institutions had had both parents alive and one quarter had one parent alive (Dunn 1992; Williamson et al. 2001). In India's Mizoram State 47 per cent of the children were placed in orphanages after the divorce of their parents. Another 15 per cent were placed there because they had been born out of wedlock (Chakra barty et al. 2000). It is clear that these types of arrangements would significantly contribute to the undermining of more 'traditional' community coping processes. While they may provide some of the 'nurture', typical institutions do not provide the holistic care that children are entitled to for all round development. Research on residential care of children has shown that children in institutions lack basic and traditionally accepted social and cultural skills to function in their societies; they have lower levels of educational attainment; have problems adjusting to independence after leaving the orphanage, lack basic living skills; have more difficulties with relationships, lack parental skills and some of them often have a misplaced sense of entitlement without a parallel sense of responsibility (Powell 1999; Wright 1999; Verhoef 2000; Rajkumar 2000; Grainger et al. 2001; Williamson et al. 2001).

Children in institutions have tenuous cultural, spiritual and kinship ties with families, clans and communities. These ties are especially critical in Africa and Asia as they are the basis for people's sense of connectedness, belonging and continuity. They are the basis upon which life skills as well as social and cultural skills are attained. Children raised in institutions struggle to be accepted or fit into traditional rituals and ceremonies as well as contracts and alliance arrangements. The feelings of exclusion these situations engender further adversely affect psychological and emotional wellbeing. It may also be the case that children raised in institutions may likely look down upon their own communities as being inferior after getting used to the trappings of an institution – especially the kind that provides a materially high, western standard of care (Powell 1999).

Institutions should be the last resort after family, foster or community care in the absence of other models of care being available. It has been recognized, however, that for a small number of children, residential care will be necessary and that other alternatives may not be feasible. For example, in cases of the abused, children abandoned soon after birth, those whose families refuse to take them in for various reasons, including the fear of evil spirits, street children who need night shelters, those that might be in need of temporary care who later return to their communities, some of the unaccompanied minors in war times, even those that have been sold as labor or slaves across borders (Brown and Sittitrai 1996; Wright 1999; Subbarao et al. 2001; Grainger et al. 2001; Williamson et al. 2001). Correctly managed institutions can provide emergency temporary care particularly to protect orphans at risk of abuse. They can help with behavior and emotional difficulties. However they are an expensive resource, with an inherent danger of institutionalization, and placements for children should only be used when it is in the child's best interest and subject to the CRC article of periodic review.

The NCCS is part of the Ministry of Home Affairs and is funded from Parliamentary budget. The Director of Children's Services (DCS) is the secretary of the NCCS and plays an important role to "set up, promote, coordinate and supervise services and facilities that deal with children" such as providing assistance, care and accommodation to children victims or vulnerable children like children with

disabilities, street children, sexually abused children Under the Children Act, Local Authorities are mandated to ensure the enjoyment of children's rights at the local level and are supervised by the NCCS. They have the duty to "promote the good up-bringing of children by their families, through the establishment of suitable family oriented programmes, and through the creation of a department to deal with the rights and welfare of children, public awareness and the co-ordination of relevant programme support initiatives from different social sub-sectors" (section 40 of the Children Act) The Kenyan Constitution.

2.2 Level of Education and Management of Children's Homes

Mintzberg (2004) asserts that all Managers have to be teachers. As coaches or mentors they have to develop their own people and aid their colleagues by sharing ideas and experiences. In case of MCK children projects kaaga in Meru, top managers are bishops who act as top managers or chief executive officers to manage both human resource and natural resources. Education is largely recognized to be an important key towards a successful labor market career for the individual worker and a sustainable level of economic growth. Apart from formal education, it emphasizes more and more on lifelong learning and work-related training activities. Among economists, there is a long tradition of both theoretical and empirical research on the economics of training.

Education is both an end in itself and a means of attaining other ends. In an ideal sense it is an ultimate value and hence though provisions as a social service, it is an aspect or object of development. According to Ngaroga (2010) he defines education as a product or a process that enables one to acquire and develop desired new knowledge, skills and attitudes. This is essential in any organization since it enables efficiency and effectiveness. According to Ishum (1976) he asserts that education for self-reliance is a functional education that will enable the Nation to be self-reliant in all fields of national life –economic, social political, cultural and educational. Furthermore, an education that, should enable the individual learner, all learners to be independent and creative thinkers, able, and eager to combine knowledge with practice. According to the World Bank atlas (2003) education is powerful instrument for reducing poverty and inequality; improving the basis for sustained economic growth. It is essential for building democratic societies and

dynamic globally competitive economies. Education has traditionally been highly valued in our culture. It has served as the primary path for upward social mobility. Education may influence an individual's tastes, values and information process style (Hawkin, 1980). Chaundhry & Rah man (2009) have argued that education is the most important instrument for human resource development. It has become a universal human right and important component of opportunities and empowerment of women. Gender inequalities in education exist in all most all poor countries and among and the poor within these countries. In this regard, many children have decided not to live with their family in such of basic needs. (World Bank: 2001).

The importance of education cannot be underestimated among the many benefits it has found out that education enlightens person and helps him to understand his environment most better and to be able to deal with his fellow human being in a more rational way. (Obone: 1977). According to government of Kenya (1989-1993) the development of human resource fundamentally depends on the level and intensity of formal, non-formal and internal education and training. Since independent Kenyans education system has been subjected to more than ten reviews by special commissions and working parties (G.O.K-Development plan 1989- 1993. The guiding philosophy is that in general the education system should aim producing individuals who are properly socialized who processes the necessary knowledge skills, altitudes and values to enable them participate in Nation building.

According to Kenya vision (2030) the journey towards prosperity involves the building of just and cohesive society which enjoys equitable social development in clean and secure environment. An education brought to bear on the consciousness of the people so as to arouse them to action to raise their present unsatisfying condition to a higher and more gratifying level. In this case he further says it has a parallel with Paul Freires pad agony of the oppressed. The difference being that while Freires is addressed to the large population, Nyerere's focus on the National Youths. According to Eshiwani (1993) Missionary education was linked to Christianity and first its major aim was to produce African priests to spread the word of God. He further argues that Africans were to be enlightened so that they could read the Bible and assist in spreading Christianity and western civilization to follow Africans. Africans were taught to read and write so that they could

communicate easily with the missionaries and colonial administrators as well serve as interpreters whenever necessary. Missionaries controlled education in Kenya up to about 1911 when the colonial government stepped in. This study embarks on encouraging managers to undergo training for effect for effectiveness in the organization.

2.3 Level of Income and Management of Children's Homes

The level of income refers to income that a person earns as remuneration for the production that he has provided or supplied to others. The income so earned is used to sustain one self. Drofman (1972) Mans income is determined by the quantities of productive factors he/she contributes to the economy and prices or wages. Idire and Nancy Karanja, (2008) describes the income of an individual or firm as the money earned by selling services, goods property or income from investment an increase in income for an individual or house hold generally leads to an increase in demand for goods and services the level of income increases the ability to purchase goods and services and to determine individuals welfare.

In developing countries, some people have very low level of income. Todaro (1992) the magnitude and extent of poverty in any country depends up on two factors the average level of national income and the degree of inequality in its distribution the level of income also is used to define the extent of poverty. Poverty as it has been explained is the situation where by ;a population or section of population is able to meet only its bare subsistence essential of food ,cloth and shelter where an individual or a house hold income is un able to meet his daily basic need ,the situation is referred to as absolute poverty . International poverty line is an arbitrary international real income measure, usually expressed in constant dollars, usually less than one dollar per day. Government of Kenya volume 11 of July (1988), a house hold is considered to be poor if the members cannot afford some recommended food energy intake plus minimum allowance for non-consumption Poverty line derived from consumption of food and non-food item distinguishes the non-poor from the poor. The monthly absolute over all poverty per adult equivalent in rural and urban are estimated at ksh 978 and ksh 1,490 respectively in 1994. In 1997, the overall rural poverty line or absolute poverty line was computed at ksh

1239 per month per adult that is ksh 927 for food items and 313 and for none food items (G, O, K-Meru North development plan, (2002- 2008).

Todaro (1992) claims that the elimination of wide spread poverty and growing income inequality is at the core of all development problems, and defines for many, the principle objective of economic policy. This has traditionally been used as a measure of both purchasing power and status. Historically the association between income and status has been high. Everyone in an organization is affected by training. Every one requires training at one time or another, usually multiple times. Managers and supervisors need to be sure that their direct reports have the competences required to perform their jobs. He further argues that, training provides employees with the knowledge and skills to perform more effectively. This allows them to meet job requirements or prepares them to meet the inevitable changes that occur in the job Therefore, level of income is an enabler which makes managers to be motivated in the organization and it is therefore essential to consider it for good management in Kaaga Home.

2.4 Managerial Skills

In organizations, there are typically three levels of management: top-level, middle-level, and first-level. These three main levels of managers form a hierarchy, in which they are ranked in order of importance. In most organizations, the number of managers at each level is such that the hierarchy resembles a pyramid, with many more first-level managers, fewer middle managers, and the fewest managers at the top level. (Hallriegel, Jackson & Slocum. 2005). This study will seek to investigate the levels of managers and whether it influences management of Kaaga children home.

2.4.1 Top-level Managers

Top-level managers, or top managers, are also called senior management or executives. These individuals are at the top one or two levels in an organization, and hold titles such as: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operational Officer (COO), Chief Information Officer (CIO), and Chairperson of the Board, President, Vice president, and corporate head. Often, a set of these managers will constitute the top management team, which is composed

of the CEO, the COO, and other department heads. Top-level managers make decisions affecting the entirety of the firm. Top managers do not direct the day-to-day activities of the firm; rather, they set goals for the organization and direct the company to achieve them. Top managers are ultimately responsible for the performance of the organization, and often, these managers have very visible jobs.

Top managers in most organizations have a great deal of managerial experience and have moved up through the ranks of management within the company or in another firm. An exception to this is a top manager who is also an entrepreneur; such an individual may start a small company and manage it until it grows enough to support several levels of management. Cole (1996). Many top managers possess an advanced degree, such as a Masters in Business Administration, but such a degree is not required. Some CEOs are hired in from other top management positions in other companies. Conversely, they may be promoted from within and groomed for top management with management development activities, coaching, and mentoring. They may be tagged for promotion through succession planning, which identifies high potential managers. In case of Kaaga, top managers are clergy and therefore it will be the work of the researcher to seek whether these managers have done management course.

2.4.2 Middle-level Managers

According to Kontz and O'Donnell (1988), middle-level managers, or middle managers, are those in the levels below top managers. Middle managers' job titles include: General Manager, Plant manager, Regional manager, and Divisional manager. Middle-level managers are responsible for carrying out the goals set by top management. They do so by setting goals for their departments and other business units. Middle managers can motivate and assist first-line managers to achieve business objectives. Middle managers may also communicate upward, by offering suggestions and feedback to top managers. Because middle managers are more involved in the day-to-day workings of a company, they may provide valuable information to top managers to help improve the organization's bottom line. Jobs in middle management vary widely in terms of responsibility and salary. Depending on the size of the company and the number of middle-level managers in the firm,

middle managers may supervise only a small group of employees, or they may manage very large groups, such as an entire business location. Middle managers may be employees who were promoted from first-level manager positions within the organization, or they may have been hired from outside the firm. Some middle managers may have aspirations to hold positions in top management in the future. (Giseri, 2002).

2.4.3 First-level Managers

Griffin (1984) First-level managers are also called first-line managers or supervisors. These managers have job titles such as: Office manager, Shift supervisor, Department manager, Foreperson, Crew leader, Store manager and, are responsible for the daily management of line workers employees who actually produce the product or offer the service. .and does not set goals for the organization; they have a very strong influence on the company. These are the managers that most employees interact with on a daily basis, and if the managers perform poorly, employees may also perform poorly, may lack motivation, or may leave the company. In the case of Kaaga the researcher will investigate whether all these levels influence management of the children home.

According to Griffin (2011) Managers combine and coordinate the various kinds of resources by carrying out four basic managerial functions of activities which are planning and decision making organizing, learning and controlling. Therefore, management can be defined as a set of activities (including planning, and decision making, organizing leading and controlling) directed at an organizations resources human, financial, physical and information with the aim of achieving organizational goals in an efficient and effective manner The basic purpose of management according to Griffin is to ensure that an organization's goals are achieved in an efficient and effective manner. For a firm to be efficient this would mean using resources wisely and in a cost effective way. By effective we mean; making right decision and successfully implementing them. In general successful organizations are both efficient and effective.

A manager is someone whose primary responsibility is to carry out the might process, who plans and makes decisions, organizes, leads and controls human financial, physical and information resources. Good managers are propelling an organization into unprecedented realms of success, where as poor managers can devastate even the strongest of organizations, complexity and uncertainty of management from the environment in which organizations function and therefore it is important for the managers to understand the environment. Setting goals is part of planning; setting up the organization is part of organizing. Managing is part of leading and monitoring performance is part of controlling.

According to Fritz (2005) the autocratic thinks that, people have a little ambition try to avoid responsibility and want to be told what to do at all time. This leads the manager to assume the responsibility for setting an objective an objective and to exercise chose control to see that these objectives are carried out. It fosters a relationship in which subordinates are quite dependent, showing relatively little self-expression decision making this little nourishment.

On the other hand, developmental supervision challenges people with real opportunity and encourages them to excellent performance. It looks upon people as accepting and even enjoying their work and eager to accept responsibility It leads the participation in the setting of objective and the exercise of broad control that allows people to grow by monitoring themselves. It fosters a relationship in which subordinates can be a nice independent and self-reliant if their temperament and self-reliant if their temperament allow. Schertmrhon (1984) defines management as an art where by a person practices based on skills applied to achieve a desired result.

Motivations are forces that energize direct and sustain person's efforts. To be effective motivators, managers must know what they want to workmate to exhibit. Daniel Wren and Arthor Bedeian (2009) defines Management as the vital spark which alters spark which activates, directs and controls the plans and procedure of organization, with management centers the personal factor, without which nobody could be a living being with any directive toward a given purpose. The relation of

management to organizations is analogous to the relation of the psychic complex to the physical body. Our bodies are simply the means and the instrument through which the psychic force involves toward the attainment of its aims and desires. Wiley (1984) defines a skill as an ability to translate knowledge into action that results in the desired performance. These help them to help others become productive in their work. Therefore the key skills are commonly described as technical skills, interpersonal skills and conceptual skills (Griffin 1984) in our case these are essential skills since they influence the sustainability and proper management of these organizations.

Hellegiegel and Slocum (1992) define technical as the ability to apply specific methods, procedures and techniques in a specialized field. On the other hand it is an ability to use a special proficiency or expertise relating to a method process or procedure. Accountant's engineer's market researchers and computer scientists use technical skills. Likewise a manager ought to use the skills widely to identify and develop the technical skill needed by others in the organization. This skill is likened with interpersonal skill because it includes the ability to lead motivate manage conflict and work with others while technical involves working with things technical's or physical. It is the ability to work well in cooperation with other persons it emerges as a spirit of trust, enthusiasm and genuine involvements, interpersonal relationships.

A person with good human skill will have a high degree of self-awareness, and a capacity to understand or empathize with the feelings of others. These skills are critical for all managers. All managers ultimately have the ability to view the organization or situation as a whole and solve the problems to the benefits of everyone concerned. It draws heavily on ones analytical and diagnostic capacities to identify problems and opportunities gather and interpret relevant information, and make good problem, solving decisions that serve the organizations purpose and is a skill most need in children's home.

Hellrigel & Slocum (1992) they asserts communication skill as the abilities to send and receive information, thoughts feelings and attitudes. Further they say the ten managerial roles assume that managers have at least basic written, oral and non-verbal facial impressions. Body posture) communication skills because they spend most of their time communicating. According to Clifford Roy (1975), a leader has a great role in the group scene he must understand the interaction process taking place his group be quick to access the groups leadership needs and be flexible enough to play many leadership role .This interrelationship suggests that no one style of leadership serves best for any situations .The best situation is the one most appropriate in a given situation. Leadership seeks to meet the genuine needs and expectations of the group by performing required functions .Leadership is situational that is it depends with largely on the demands of the task.

Leadership style change from situation to situation exercising strong directive power provides effective leadership when groups lack a sense of direction, or purpose, when groups have clear directions and functions well non directive style of leadership work more effectively. He further asserts that, leaders often find themselves in a dilemma because there are people with unique patterns of confidence and fear that come from their life influences, education, experience and personal needs. They may want to be themselves, to be at peace with themselves, and to avoid the situations that make them uncomfortable. They may want to grow into full potential of the people they lead. According to Berge (1984) he talks about theory X and Y as the simplest and most familiar “Theory X- Theory Y.” Classification of Douglas Macgregor. In greatly simplified terms the theory X-type manager described as being more common place in industry ,managers in the assumption that his subordinates require a great deal of follow up, take little in what they are doing and will only work hard if forced to do so. The theory Y manager rare but by implications that subordinates can be highly motivated to perform they tasks with minimum of supervision and direction and that the principal task of the leader is to facilitate the release of these energies. Secondly he further argues that, the types of leadership that are practical and desirable depend on large part on three main factors: The manager himself, his subordinates and the nature of the situations. Further the successful leader is one who is keenly aware of those forces

which are most relevant. To his behavior at any given time and is able to behave proprietary in the light of these perceptions (Berge1984).

According to Stog chill (2005) defined leadership as the initiation and maintained of structure in expectation and interaction. He said that leaders should take the initiative to structure that is to provide forms and system to their follower's expectations attitudes aspirations and interactions group efforts. Leaders maintain this set of structure and expectations over time as the basis of pursuing goals.

According to Bogonk and Salemi (1976) they found that a leadership style reflects the behavioral Pattern of the leader. Various styles of leadership may be described as autocratic or authoritarian leadership. An autocratic leader is one who takes all decisions to himself without consulting the Subordinates. He demands complete loyalty and unquestioned obedience from his followers. It is boss centered leadership. And autocratic leader is generally disliked as there is no scope for initiative and self-development. Behaviors of subordinates become hostile and attention is focused upon pleasing leader. They remain uninformed, insecure and afraid of the leaders' authority. An autocratic leader may be successful in an emergency or incase of undisciplined. Illiterate and unorganized people who want to depend completely on their leader an autocratic leader may be of two types. If he uses negative sanction and expects unquestioned obedience from the subordinates he is called 'strict autocratic' incase he uses his power and positive rewards to influence the group members benevolent autocratic in many situations a benevolent autocratic is successful in developing sound human relationship and in getting higher productivity. (Donnel, 1999)

2.5 Donor Funding and Management of Children's Homes

In most of these organizations, staff is either paid from donors who donate money to run these homes. This is so because there is no income generating projects .However there has been new introduced ways of having projects within .Such as rabbit keeping, poultry, dairy farming and fish Ponds. According to Papanek (1973) the growing gap between the developed and developing countries has dominated international relations and diplomacy for a long time. This gap has led to constant capital inflow from the developed countries to those in the Third World including

Africa; with the goal of helping them overcome their problems and reduce the gap. However, there is evidence that decades of foreign aid have done little in changing the destinies of many African states, most of which are currently experiencing low growth rates.

This suggests to some extent that there is more to the African problem than just sending money there as this is not likely to turn things around. Estimates suggest the West has spent about \$600 billion on foreign aid to Africa so far (Akonor, 2008). Yet under development is wide spread, while at same time some states such as Somalia are considered to have collapsed and Foreign aid is aimed at promoting development.

U.S. Agency for International Development or the U.S. Government, the Ministry of Social Development (MoSD) develops and implements comprehensive social policy that strengthens Jordan's communities, protects families and children, and enhances the quality of life for its citizens. The Ministry seeks to build public/private partnerships in the field of social services; encourages volunteerism; provides effective family and childhood services; and improves the economic and social status of rural families. MoSD activities include implementation of social and rehabilitation services for adolescents, the elderly, and the disabled. This publication was made possible in part by the generous support of the World Bank's Development Grant Facility through the Global Partnership to Promote Youth Employment and Employability. The International Youth Foundation (IYF) invests in the extraordinary potential of young people founded in 1990, IYF builds and maintains a worldwide community of businesses, governments, and civil-society organizations committed to empowering youth to be healthy, productive, and engaged citizens. IYF programs are catalysts of change that help young people obtain a quality education, gain employability skills, make healthy choices, and improve their communities. (Attig, G. and Hopkings, 2006).

According to UNHCR (2005) Income generating projects are permitted in the camps but the encampment policy which restricts access to markets for supplies and sales limits the potential for self-employment. In this regard, UNHCR needs to act

as a catalyst in mobilizing financial and technical support for such measures. Therefore, skills, capital, and equipment should be made available to establish small scale industries. According to the telecommunications enterprise safaricom has introduced M-Pesa, a service that allows its customers to transfer money using a mobile telephone. CSR is of virtually no significance for smaller companies and the sizable informal sector.

Most of these homes depend on external support and this has made many of these homes fail after the donor withdraws. On the other hand there is a common characteristic of poor financial management. In case of MCK children's home in kaaga there is a Karibuni trust, Posh mill, farm and a cow. Women who are developing a market garden food for the pot and to sell are supported by management. The women have started a small merry-go-round finance scheme from which they can all borrow money for small business purposes. They need a micro-finance scheme. Through Gifts to share the joy of giving, several now have goats and others have chickens; and these numbers increase each year In this regard therefore, children's homes should come up with project activities which are generating funds to the school for sustainability. These may also include daily farming, rabbit keeping bee keeping among others.

2.6 Participation of the Staff

The concept of participation is main indicator of community development .community development defines as a group people in a locality initiating a social action process that seeks to empower individuals and groups of people by providing these with the skills they to affect change in their own community (christnson 1989) participation as a means ensuring local people s cooperation /collaboration with external introduced programs or process to facilitate the effective implementation of such initiatives and to achieve a set of objectives and participation as an end would mean the empowerment of a people to take greater responsibility for their development through their acquisition of skills, knowledge and experience (Hamilton 1992).

Studies done on participation public in projects indicated that , it creates an awareness of the problem and possible solutions among the people equips them as citizens to exercise relevant to development in a valid manner (Arora 1979).The study also concluded that participation may not only increase confidence and self-esteem, the chance to acquire news kills ,but also to leads the greater satisfaction and improve quality of life (Moniaty etal.2006) it also promotes aims at ensuring that decisions affecting the community are taken by all community members ,further, it offers new opportunities for creative thinking and innovativeness planning and development participations understood as giving a view influential people voice in local decisions making and planning where as the likely and deprived who may be the majority are not even consulted let alone give part in the process.(John stone 1982). Therefore it can help us target resources more effectively (Breuer, 1999) participation promotes effectiveness, efficiency and equity in the total process of development (Arora, 1979) participation can reduce the risk of project failure and the cost of the project. Employees stay when they have strong relations with others they work with (Clarke 2001) team building assignment involving worker with peers and opportunities for social interaction both on and off the job encourage the relationship.

2.7 Conceptual Framework

This study sought to establish the factors influencing management of children's homes in Imenti North Meru. While the independent variables are the Level of Education, level of income, managerial levels, Donor income, and participation. These are the factors that will influence the management of children's homes Imenti North Kenya. The graphical representation of the conceptual framework was given.

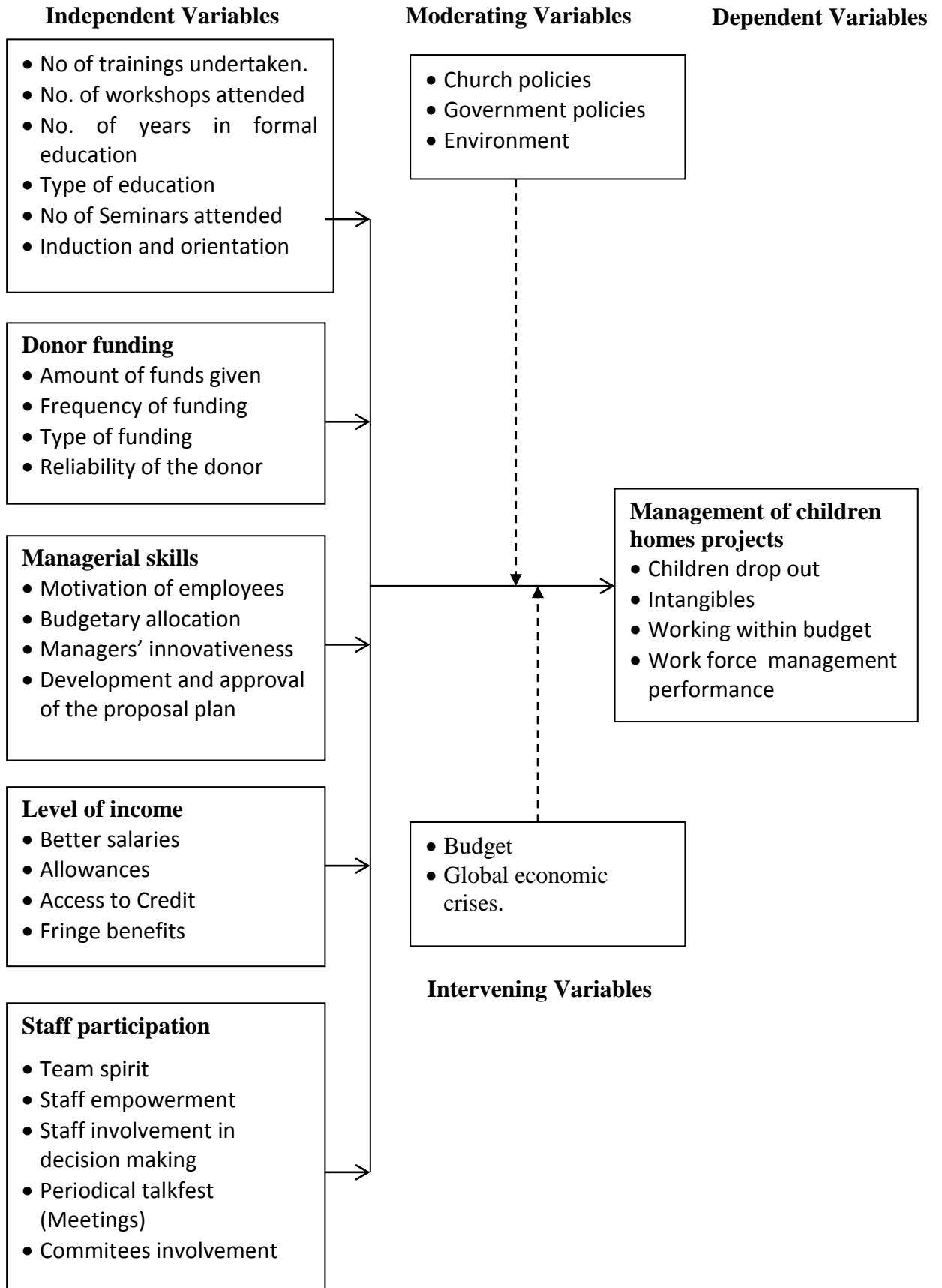


Figure 1: Conceptual Framework

2.8 Summary of Literature Review

Education is both an end in itself and a means of attaining other ends. In an ideal sense it is an ultimate value and hence though provisions as a social service, it is an aspect or object of development. The importance of education cannot be underestimated among the many benefits it has found out that education enlightens person and helps him to understand his environment most better and to be able to deal with his fellow human being in a more rational way. Most of the homes depend on external support and this has made many of these homes fail after the donor withdraws. On the other hand there is a common characteristic of poor financial management. Motivations are forces that energize direct and sustain person's efforts. To be effective motivators, managers must know what they want to workmate to exhibit.

A person with good human skill will have a high degree of self-awareness, and a capacity to understand or emphasize with the feelings of others. Various styles of leadership may be described as autocratic or authoritarian leadership. The level of income refers to income that a person earns as remuneration for the production that he has provided or supplied to others. The concept of participation is main indicator of community development. Studies done on participation public in projects indicated that , it creates an awareness of the problem and possible solutions among the people equips them as citizens to exercise relevant to development in a valid manner.

CHAPTER THREE:RESEARCH METHODOLOGY

3.1 Introduction

The aim of research methodology is to produce reliable and valid data that is free from personal biases as per Cooper & Sehindles (2003). This chapter therefore introduces and describes the methodology that was used to carry out the study specifically; the chapter focuses on the research design, the target population, and sampling design. Methods and instruments of data collection and procedures for administering them in the field are highlighted. The chapter also discusses how validity and variability was established. Finally methods of analyzing the data and presenting the findings are also highlighted as it relates to the research question.

3.2 Research Design

Research design is a plan showing how the problem under study was carried out. Therefore, this study used descriptive research design. Descriptive survey research was appropriate for this study because, the study aimed at gathering facts, knowledge opinions and attitudes about people events or procedures. Descriptive research designs are designed to describe peoples responses to information concerning the status of phenomenon with the aim of understanding their perception and whenever possible to draw conclusions from the facts discovered which facilitated the description of the state of affairs and the causes of situation in terms of management of children's homes.

3.3 Target Population

The target population statistics is the specific population about which information is desired. It is a well-defined or set of people, elements, events or households that are being investigated according to this definition, population of interest is homogenous and population studies are more representative because everyone has an equal chance to be included in the final sample that is drawn the target population for this study is the top managers, the project committee and the children's homes staff. of children's homes in Imenti North Kenya There are sixteen 16 projects in Imenti North Kenya. County, a target population for this study was 162.respodents.

Table 3.1: Target population

Respondents	Number of respondents	Percentage in relation to Target population
Managers	16	10
Committee	23	14
Staff	123	76
Total	162	100

Table 3.1 indicates that, the target population for this study consists of 16 top managers, 23 P committee and 123 staff members.

Source: MCK office Kaaga synod.

3.4 Sampling Procedure and Sample Size

According to Kothari (2005), Stratified random sampling is the process of selecting few cases in order to provide information that can be used to make instruments about a much larger number of cases. The study employed stratified random sampling technique in coming up with a sample size of 80 respondents from a total of 162. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness (Bryman & Bell, 2003). The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Mugenda & Mugenda, 2003). The method was used since the population could be divided into distinct groups bearing distinct characteristics. From each stratum, simple random sampling was used to select the respondents for the questionnaires.

3.4.1 Sample Size

A sample is a small proportion from the target population selected for observation and analysis. It is a fraction or portion of population selected such that the selected portion represents the population adequately 80 was selected according to Krejcie and Morgan model.

Formula

$$S = \frac{X^2 NP (1-P)}{D^2 (-1) + X^2 P (1-P)}$$

Where,

S= required sample size

N = Population size

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d= the degree of accuracy expressed as a proportion (0.05)

X²= 3.841 at 95% confidence level

$$\text{Thus } S = \frac{3.841 \times 100 \times 0.5 \times 0.5}{(0.05)^2 \times 162} = \frac{3.841 \times 0.5 \times 0.5}{0.0025 \times 162}$$

Hence, S = 80

Table 3.2: Sample size

Respondents	Number of Respondent	% of relation Target population	Select sample size
manager	16	10	8
committee	23	14	11
staff	123	76	61
Total	162	100	80

3.5 Data Collection Instruments

The researcher used a questionnaire for the managers, project committees and the staff. The researcher found a questionnaire more useful because it is free from interviewer's biases and provides the respondent room to give well thought answers. A questionnaire is quite popular particularly in case of big inquiries. It allows large sample to be used thus making the results more dependable and reliable...this type of an instrument is useful for the people who seem to be busy for personal interview method and to distribute to the respondents at their working and collect them back. The questionnaire had section at which covered details of the respondents-According to Kombo and Tromp (2006) the validity of test is a measure of how well a test measure is supposed to measure. The tools of data collection include questionnaire instrument of data collection: the questionnaires is

based on the objectives of the study to ensure that every question is relevant to the study. I will focus group discussion and observations. The questionnaire and questions were based on the objective of the study to ensure that every question is relevant.

3.5.1 Questionnaire

A questionnaire is a list of standard questions prepared to fit a certain inquiry (Mugenda and Mugenda, 1999). The questions asked were structured, non-disguised questions i.e. questions listed in a pre-arranged order. The respondents were asked to select from a fixed list of replies and the respondent selected any of the options given or multiple options. This method facilitated coding and helped in quantifying the answers to the questions. The questionnaire was used to collect data from children's homes in kaaga Meru. The questionnaire was divided into two main parts: the first part was to seek information on the demographic representation of the respondents and the second part was to provide information related to the research questions. The researcher opted for a questionnaire because it was found suitable for a survey design like this. It also provides enough time for the respondents to carefully consider their answers before giving their responses. A structured questionnaire was used to eliminate biasness.

3.6 Pilot Testing

This is the smaller version of the larger study that is conducted to prepare for the study or field testing the survey to provide a rationale for the design (Orodho, 2003). The pilot study involved pre-testing of the instruments to determine their validity and reliability. The researcher pre-tested the research questions with colleagues in the field of children's homes Kaaga Meru. After piloting, some questions were restructured to make them clear and simple for the respondents to answer.

3.6.1 Validity of the Research Instruments

According to Mbweza (2006) validity of research instrument is the extent to which the instrument measures what it is intended to measure. it is the accuracy and meaningfulness of inferences which are based on research results . it is the degree to

which results obtained from the analysis of the data actually represents the phenomenon under study. The researcher prepared questionnaires for the managers, project committee and the project staff, the researcher sought guidance from the supervisors to help improve on the validity of the instrument. The researcher conducted pre-test to help identify the weaknesses the instruments and improved where necessary.

3.6.2 Reliability of the Research Instruments

Reliability refers to a degree to which a research instrument yields consistent results. In this study I will ensure reliability by using test re tests method to enable me to ensure reliability of the questionnaires by examining whether the same response was obtained. Therefore the questionnaires and the interview schedule was administered two times to the same group of respondents during the pilot study. There was a time span between the first and the second test. The scores from both tests period shall be collected and the stability assed by comparing the results of the repeated measurements.

3.7 Data Collection Procedure

The researcher sought clearance from the University of Nairobi data collection began after the proposal was finally accepted and approved by the department. The researcher then recruited and trained two research assistants to collect data. The Questionnaires were administered in person. Children's homes were informed early we the set dates to administer the questionnaires and filled questionnaires were collected on agreed day. During administration of the questions, the researcher was accompanied by one of the staff, who introduced the researcher and research assistants to the respondents. The researcher collected back the questionnaires after a period of one week.

3.8 Data Analysis and Techniques

The reseacher collected the filled up questionnaires ,confirmed the number and ensured that they were fully filled up.He edited questionnaires to to ensure that they were completely filled up and that all the answers were consistent ,legible uniform and accurate. The gaps for missing data were filled by consulting the respodents for

completeness or filling the missing information. The researcher organised the data in terms of the instrument used which was the questionnaire, and interview schedule. He then conceptualised the respondents information and classified it into meaningful and relevant categories for the purpose of analysis. The categorisation was based on the themes that were developed as per the research questions based on relation factors which influence Childrens homes. The researcher then used descriptive statistics to arrange order and manipulate the data. To allow ease punching and computation and storage of information using a computer statistical packages of social sciences (SPSS) the researcher assigned a code number to each of the research questions. Descriptive statistics was used which involved arranging ordering and manipulation of data to provide descriptive information, the data was presented in form of tables showing frequency and percentage distribution. Pearson correlation analysis was also conducted using SPSS in order to establish the relationship between the variables.

3.9 Ethical Issues

Several ethical issues which must be dealt with when conducting a research study. The American Psychological Association (APA) has developed guidelines for ethical practices of conducting research. These guidelines include but are not limited to: discussing the limits of confidentiality, maintaining confidentiality, maintenance of records, disclosures, use of confidential information, approval by authority to carry out research, informed consent, sharing data, providing participants with information about the study, reporting results, plagiarism and several other areas. The researcher collected sensitive information and therefore had a moral obligation to treat the information with utmost care. The researcher assured the respondents confidentiality of the information given to ensure that the respondents are not reluctant to give the information as sought by the study. This was done by using the transmittal letter indicating that the data collected was only for academic purposes.

3.10 Operationalization of Variables

The Operationalization of variables is shown in Table 3.3

Table 3.3: Operationalization of Variables

Objectives	Type of variable	Indicators	Measurement scale	Data collection method	Tools of analysis	Method of data analysis
1. To asses the extent to which level of education of managers influence management of childrens homes in Imenti North Meru.	Independent variables level of education	No of trainings undertaken No. of workshops attended No. of years in formal education Type of education No of Seminars attended Induction and orientation Development of technological skills	Norminal Norminal Norminal Ordinal Norminal Interval Ordinal	Questionnaire	Percentage Mean	Descriptive Pearson correlation
2. To find out whether level of income of staff influence management of childrens children home in Iment North Kenya.	level of income	-Better salaries -Allowancess -Access to Credit -Fringe benefits	Ordinal Norminal Ratio Ordinal	Questionnaire	Percentage Mean	Descriptive Pearson correlation
3. To assess the extent to which managerial skills of the commitee influence management of childrens homes in Iment North Kenya.	Managerial skills	Motivation of employees Budgetary allocation Managers' innovativeness Development and	Ordinal Interval Ordinal	Questionnaire	Percentage Mean	Descriptive Pearson correlation

		approval of the proposal plan	Ordinal			
4.To examine whether donor funding influences mangement of childrens homes in Imenti North Kenya.	Donor funding	Amount of funds given Frequency of funding Type of funding Reliability of the donor	Interval Ratio Ordinal Ordinal	Questionnaire	Percentage Mean	Descriptive Pearson correlation
5.To assess whether participation of the stake holders influence management of children's home in Imenti North district Kenya.	Staff participation	Team spirit Staff empowerment Staff involvement in decision making Periodical talkfest (Meetings) Commitees involvement	Ordinal Ordinal Ordinal Norminal Ratio	Questionnaire	Percentage Mean	Descriptive Pearson correlation
Dependent variable Management of children's homes: A case of MCK Imenti North, Kenya.		Drop out Intangibles Budget Work force performance	Norminal Ordinal Interval Ordinal	Questionnaire	Percentage Mean	Descriptive Pearson correlation

CHAPTER FOUR: DATA, ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter focuses on data analysis and presentation of the finding from the research questions that assess whether the extent to which level of education, to find whether level of income, to assess the extent to which management levels ,examine whether donor and to assess whether participation of the stake holders influences the management of Children's homes. The data is presented using tables for easy analysis and interpretation .statistical analysis of the findings was using frequencies and percentages. The chapter is organized in sections beginning with presentation of demographic information and subsequent sections have been organized following the research objectives.

4.2 Response Return Rate

In order to accomplish the collection of data that would be analyzed to answer research questions, 80 questionnaires were administered to managers, committees and staff. In response, 80 questionnaires representing 100% return rate were duly filled and returned for analysis.

4.3 Demographic Information

This subsection describes the basic demographic characteristics of the respondents studied. This included the age of the respondents, marital status, previous highest level of education, average previous academic grade, current employment status, approximate working period in the centre, the level of education respondents have acquired, whether they have definitely made up a decision to work in the home, and previous experience in managing children's as shown below:

The results of the gender representation are shown on the table 4.1.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage
Male	50	62.5
Female	30	37.5
Total	80	100

Table 4.1 shows that out of total of eighty (80) respondents who were interviewed, fifty (50) representing 62.5 % were males and thirty (30) representing 37.5% were females. This shows that men were more than women in management of children's homes. This section shows the age distribution of the respondents.

Table 4. 2: Age of the Respondents

Age	Frequency	Percentage
Under25	10	12.5
25.-35	12	15
35-45	24	30
45-55	23	28.75
Above55years	11	13.75
Total	80	100

Table 4.2 shows most of the respondents are in the ages of 25-55 which is the most productive ages in any society. There is little presentation of the youth (only 12.5%) who are 25 years and below which could be interpreted to mean that the youth are in schools or colleges or working elsewhere. The presentation of the population follows a normal distribution curve in a rural Setting in Kenya and specifically in the project area

Table 4.3: Marital Status of Respondents

	Frequency	Percentage
Single	32	40
Married	48	60
Total	80	100

On the question whether the respondents were single, married, divorced/separated or widowed, a minority of the respondents represented by 40 (100%) in number were still single young men. 60 (100%) of the respondents were married and none of the respondents fell in the category of divorced/separated or widowed as shown on Table 4.3. This result revealed that majority of respondents working in Children's homes North Imenti Kenya were married.

Table 4.4: Level of Education of the Respondents

	Frequency	Percentage
Secondary	32	40
University and above	48	60
Total	80	100

Asked about whether their highest level of education was primary, secondary school or college/university, the results on Table 4.3 shows that the respondents who represented 32 (40%) in number were secondary school leavers and many represented by 48, (60%) in number had college/university education. None responded to have highest educational level in primary.

Table 4.5: Average Grade of the Respondents

	Frequency	Percentage
B	10	12.5
C	40	50
D	30	37.5
Total	80	100

Respondents were asked to indicate whether their previous academic grade was an A, B, C, D Or E and results on Table 4.4 show that majority of the respondents 40 (50%) and 30 (37%) scored Grade C and D. just a few of them, 10 (12.5%) in number had a previous academic grade of B. This revealed that majority of respondents in the MCK children's home have average secondary School grades and hence some may have been limited to options in their careers given.

Table 4.6: Whether the Respondents were Employment

	Frequency	Percentage
Yes	25	31.25
No	55	68.75
Total	80	100.0.

Asked about their current employment status, results from Table 4.5 show that majority of the respondents represented by 55 (68.75%) in total were not in employment and only 25 (31.25%) of them were currently employed. This shows that majority of the respondents were doing volunteer work in the children's home.

Table 4.7: Approximate Time Working in the Centre in Years

	Frequency	Percentage
4 years and below	11	13.75
5-9years	46	57.5
10 and above	23	28.75
Total	80	100

Asked on the approximate period of time they took working in the centers, (57.50%) of the respondents indicated that they have worked for a period of between 5-9 years. A total of 23 (28.75%) respondents indicated that they have been in the centre for four years and 11(13.75%) in total of the respondents reported to have taken over 10 years working in the centre as shown on Table 4.6.

Table 4.8: Whether the Respondents Definitely Made their Decision about Their Commitment in the Home

	Frequency	Percentage
Yes	23	28.75
No	29	36.25
Not sure	28	35
Total	80	100

Responding to the question on whether they have definitely made their decision about their commitment, majority of the respondents, 29 (36.25%) in total had not yet definitely made a decision about their commitment. Also most of them, 28 (35%) in total were not sure about their commitment into working in the centre. Only 23 (28.75%) respondents in total, reported to have definitely made a decision about their commitment.

Table 4.9: Whether the Respondents had some Previous Experience Working in Children’s Home

	Frequency	Percentage
Yes	45	56.25
No	35	43.75
Total	80	100

The results as in Table 4.8 indicated that the highest number of the respondents, 45 (56.25%) in total had some previous experience managing children home. While 35 (43.75%) of the respondents did not have some previous experience managing children’s home.

4.4 Level of Education and Management of Children’s Homes

This subsection summarizes the influence of the level of education of the respondents in children’s homes North Imenti Kenya as shown in Table 4.10.

Table 4.10: Level of Agreement with Statements on the Effect of Level of Education on Management

	Mean	Std. Deviation
The level of education greatly influenced employees to be effective and efficient in management of children’s homes	4.5373	.65893
The training employees have undertaken greatly influenced them for Proper management in the children’s home	3.9552	1.17335
The workshop employees have undertaking has greatly helped them to effectively manage the children’s home.	3.9104	1.01102

The type of education employees have undertaken has greatly influenced them to work so well in the children's home	3.7597	.71522
The number of years employees have been undertaking the formal education has greatly influenced them to actively manage the children's home	3.8326	.23210
The number of seminars attended help in executing employees managerial duties effectively	4.1087	.31296
Employees received induction and orientation into the job which has been helpful in executing their mandate	4.0239	.53931
Development of technological skills is essential in the management of children's home	3.3478	.60100

The study sought to establish the respondents' level of agreement with statements on the effect of level of education on management. From the study findings, majority of the respondents strongly agreed that their level of education greatly influenced them to be effective and efficient in management of children's home as shown by a mean score of 4.5373. The respondents also agreed that the number of seminars attended help in executing my managerial duties effectively as shown by a mean score of 4.1087, they received induction and orientation into the job which has been helpful in executing their mandate as shown by a mean score of 4.0239 and the training they have undertaken greatly influenced them for proper management in the children's home as shown by a mean score of 3.9552.

They were also in agreement that the workshop they have undertaking has greatly helped them to effectively manage the children's home as shown by a mean score of 3.9104, the number of years they have been undertaking the formal education has greatly influenced them to actively manage the children's home as shown by a mean score of 3.8326 and the type of education they have undertaken has greatly influenced them to work so well in the children's home as shown by a mean score of 3.7597. They were however neutral on the fact that development of technological skills is essential in the management of children's home as shown by a mean score of 3.3478.

4.5 Managerial Skills and Management of Children’s Homes

This subsection summarizes managerial level factors that influence respondents in management of children’s homes Kaaga in Imenti North Kenya as shown in 4.11.

Table 4.11: Extent that Managerial Skills Affected the Management of Children’s Homes Home

	Frequency	Percent
No extent	6	7.7
Little Extent	0	0
Moderate extent	2	2.9
Great extent	19	23.8
Very great extent	52	65.6
Total	80	100.0

The respondents were requested to indicate the extent that managerial skills affected the management of children’s homes. Majority of the respondents (65.6%) indicated that managerial skills affected the management of children’s homes to a very great extent, 23.8% said it influences to a great extent, 7.7% said it does not influence at all while 2.9% of the respondent indicated that managerial skills affected the management of children’s homes to a moderate extent.

Table 4.12: Extent that managerial skills affect management of the children’s homes

	Mean	Std. Deviation
Motivation of employees	4.0716	.56106
Budgetary allocation	3.7373	.63552
Managers’ innovativeness	4.1925	.68253
Development and approval of the proposal plan	3.9926	.68253

The researcher also wanted to establish the extent that managerial skills affect management of the children home. According to the findings, majority of the respondents indicated that the aspects of managerial skills that influence management of the children home to a great extent include managers' innovativeness as shown by a mean score of 4.1925, motivation of employees as shown by a mean score of 4.0716, development and approval of the proposal plan as shown by a mean score of 3.9926 and budgetary allocation as shown by a mean score of 3.7373.

4.6 Level of Income and Management of Childres Homes

This subsection summarizes level of income factors influence on management children's homes as shown in table 4.13 Table and 4.14.

Table 4.13: Extent that Wages/Remuneration Affects Organization Management

	Frequency	Percent
Very much	30	37.5
Much	32	40
Neutral	12	15
Not a tall	6	7.5
Total	80	100

The study further sought to establish the extent that wages/remuneration affects the management of children's home Kaaga Meru. From the findings, 40% of the respondents indicated that wages/remuneration affects the management of children's homes much, 37.5% of the respondents indicated that wages/remuneration affects the management of children's homes very much, 15% of the respondents indicated that it had a neutral effect while 7.5% of the respondents indicated that wages/remuneration did not affect the management of children's home at all.

Table 4.14: Extent that aspects of level of income affect the management of the children home

	Mean	Std. Deviation
Better salaries	4.1940	.67955
Allowances	4.4030	.67554
Access to Credit	3.5373	.43468
Fringe benefits	3.9413	.38033

The study also required the respondent to indicate the extent that various aspects of level of income affect the management of the children home. From the study findings, majority of the respondents indicated that the aspects of level of income affect the management of the children home to a great extent include allowances as shown by a mean score of 4.4030, better salaries as shown by a mean score of 4.1940, fringe benefits as shown by a mean score of 3.9413 and access to credit as shown by a mean score of 3.5373.

4.7 Donor Funding and Management of Children’s Homes

This subsection summarizes participation factors that influence the respondents in management of children’s homes Kaaga in Imenti as shown in Table 4.15.

Table 4.15: Sources of Funding for the Children’s Homes

	Frequency	Percent
Government	17	21.3
NGO	39	48.8
FBO	22	27.5
CBO	2	2.5
Total	80	100

The study sought to establish the sources of funding for the children’s homes. From the study findings portrayed in table 4.15, most of the respondents (48.8%) indicated the children’s homes was funded by NGOs, 27.5% said it was by FBOs, 21.3% said it was by the government while 2.5% said it was by CBOs.

Table 4.16: Extent that Donor Funding Affected the Organization Management

	Frequency	Percent
Not at all	0	0
Little Extent	0	0
Moderate extent	4	4.5
Great extent	8	10.4
Very great extent	68	85.1
Total	80	100.0

Regarding the extent that donor funding affected the organization management, majority of the respondents (85.1%) indicated that donor funding affected the organization management to a very great extent, 10.2% said to a great extent while 4.5% of the respondents felt that donor funding affected the organization management to a moderate extent.

Table 4.17: Extent that Aspects of Donor Funding Affect Management of the Children Home

	Mean	Std. Deviation
Amount of funds given	4.4166	.49875
Frequency of funding	4.0269	.51745
Type of funding	3.6418	.59548
Source of funds	4.1338	.49447
Reliability of the donor	3.9254	.85835

The study sought to establish the extent that aspects of donor funding affect management of the children home. The study found that the aspects of donor funding affect management of the children home to a great extent include the amount of funds given as shown by a mean score of 4.4166, source of funds as shown by a mean score of 4.1338, frequency of funding as shown by a mean score of 4.0269, reliability of the donor as shown by a mean score of 3.9254 and type of funding as shown by a mean score of 3.6418.

4.8 Participation of Staff and Management of Children’s Homes

This subsection summarizes participation factors that influence the respondents in management of children’s homes in Imenti as shown in Table 4.18.

Table 4.18: Extent that Employees Involved in Management Issues of the Organization

	Frequency	Percent
Not at all	0	0
Little Extent	0	0
Moderate extent	1	1.5
Great extent	19	28.4
Very great extent	47	70.1
Total	67	100.0

The study further inquired on the extent that employees involved in management issues of the organization. From the findings as shown by table 4.18, 70.1% of the respondents indicated that employees involved in management issues of the organization to a very great extent, 28.4% said to a great extent while 1.5% said employees involved in management issues of the organization to a moderate extent.

Table 4.19: Level of Agreement with Statement Staff Participation

	Mean	Std. Deviation
There is the spirit of participation of stakeholders in decision making in order to accomplish the tasks.	4.4908	.86225
There is involvement of home management team in all the decisions that affect the project	3.8718	.79898
The management encourages the staff to make decisions in order for them to own the project for efficiency and effectiveness.	4.1941	.96770
The decision in our project are made from the top	3.7363	.96827
Meetings are held 3 times per year	2.7164	.59813

There is no set up plan for holding meeting each quarter of the year with staff members but it is done when need arises,	4.5373	.70342
There is a team spirit in the organization help in the management of the project	4.5522	.65790
Committees are involved in every decision of the project	4.1194	.89650

The study also sought to find out the level of agreement with statement staff participation. Majority of the respondents strongly agreed that there is a team spirit in the organization help in the management of the project and there is no set up plan for holding meeting each quarter of the year with staff members but it is done when need arises as shown by a mean score of 4.5522 and 4.5373 respectively. The respondents were in agreement that there is the spirit of participation of stakeholders in decision making in order to accomplish the tasks as shown by a mean score of 4.4908, the management encourages the staff to make decisions in order for them to own the project for efficiency and effectiveness as shown by a mean score of 4.1941, committees are involved in every decision of the project as shown by a mean score of 4.1194, there is involvement of project management team in all the decisions that affect the project as shown by a mean score of 3.8718 and the decision in our project are made from the top as shown by a mean score of 3.7363. They were however neutral on the fact those meetings are held 3 times per year as shown by a mean score of 2.7164.

4.9 Trend of the Aspects of Management

Table 4.20: Trend of the Aspects of Management in the Institution for the Last Three Years

	Mean	Std. Deviation
Drop out	4.1373	.70342
Intangibles such as service delivery	4.0821	.65480
Budget	3.8522	.65790
Work force performance	4.1194	.89650

The study sought to establish the trend of the various aspects of management in the institution for the last three years. Majority of the respondents indicated that there had been an improvement in dropout rate, work force performance, intangibles such as service delivery and budget for the last three years as shown by a mean score of 4.1373, 4.1194, 4.0821 and 3.8522 respectively.

4.10 Correlation Analysis

Table 4.21: Correlation Matrix

		Management of children's homes	Level of education	Level of income	Managéri al skills	Donor funding	Staff partici pation
Managem ent of children's homes	Pearson Correlation Sig. (2-tailed)	1 .					
Level of education	Pearson Correlation Sig. (2-tailed)	.738 .029	1 .				
Level of income	Pearson Correlation Sig. (2-tailed)	.604 .017	.523 .016	1 .			
Managéri al skills	Pearson Correlation Sig. (2-tailed)	.622 .031	.743 .012	.597 .028	1 .		
Donor funding	Pearson Correlation Sig. (2-tailed)	.529 .047	.533 .009	.720 .002	.531 .014	1 .	
Staff participati on	Pearson Correlation Sig. (2-tailed)	.675 .038	.640 .017	.864 .032	.637 .011	.475 .037	1 .

The data presented before on level of education, level of income, managerial skills, donor funding and staff participation were computed into single variables per factor

by obtaining the averages of each factor. Pearson’s correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table above indicates the correlation matrix between the factors (level of education, level of income, managerial skills, donor funding and staff participation) and management of children’s homes. According to the table, there is a positive relationship between management of children’s children homes and level of education, level of income, managerial skills, donor funding and staff participation of magnitude 0.738, 0.604, 0.622, 0.529 and 0.675 respectively. The positive relationship indicates that there is a correlation between the factors and the management of children’s homes. This infers that level of education has the highest effect on management of children’s homes, followed by staff participation, then managerial skills, then level of income while donor funding having the lowest effect on the management of children’s homes. This notwithstanding, all the variables were significant (p value < 0.05).

4.11 Spearman’s Coefficient Key Factor Assessment Criteria

To identify the Key Factor Index (KFI), for each factor, the factors’ keyness was defined using the Spearman’s coefficient of rank correlation. The results are as shown in Table 4.13.

Table 4.22: Spearman's ranking of Factors influencing Children’s Home Success

Factors Influencing management of Children home	Mean	Significance Level	KFI
My level of education greatly influenced me to be effective and efficient in management of children’s home	4.5373	Most Significant	5
The training I have undertaken greatly influenced me for Proper management in the children’s home	3.9552	Moderately Significant	4
The workshop I have undertaking has greatly helped me to effectively manage the children’s home.	3.9104	Moderately Significant	4
The type of education I have undertaken has greatly influenced me to work so well in the	3.7597	Moderately Significant	4

children's home			
The number of years I have been undertaking the formal education has greatly influenced me to actively manage the children's home	3.8326	Moderately Significant	4
The number of seminars attended help in executing my managerial duties effectively	4.1087	Moderately Significant	4
I received induction and orientation into the job which has been helpful in executing my mandate	4.0239	Moderately Significant	4
Development of technological skills is essential in the management of children's home	3.3478	Mildly Significant	2
Motivation of employees	4.0716	Moderately Significant	4
Budgetary allocation	3.7373	Moderately Significant	4
Managers' innovativeness	4.1925	Moderately Significant	4
Development and approval of the proposal plan	3.9926	Moderately Significant	4
Better salaries	4.1940	Moderately Significant	4
Allowances	4.4030	Moderately Significant	4
Access to Credit	3.5373	Moderately Significant	4
Fringe benefits	3.9413	Moderately Significant	4
Amount of funds given	4.4166	Moderately Significant	4
Frequency of funding	4.0269	Moderately Significant	4
Type of funding	3.6418	Moderately Significant	4

		Significant	
Source of funds	4.1338	Moderately Significant	4
Reliability of the donor	3.9254	Moderately Significant	4
There is the spirit of participation of stakeholders in decision making in order to accomplish the tasks.	4.4908	Moderately Significant	4
There is involvement of project management team in all the decisions that affect the project	3.8718	Moderately Significant	4
The management encourages the staff to make decisions in order for them to own the project for efficiency and effectiveness.	4.1941	Moderately Significant	4
The decision in our project are made from the top	3.7363	Moderately Significant	4
Meetings are held 3 times per year	2.7164	Mildly Significant	2
There is no set up plan for holding meeting each quarter of the year with staff members but it is done when need arises,	4.5373	Moderately Significant	4
There is a team spirit in the organization help in the management of the project	4.5522	Most Significant	5
Commitees are involved in every decision of the project	4.1194	Moderately Significant	4
Average score	3.9968	Moderately Significant	4

Key

Mean Factor Score Range	KFI	Success Level
1.0 – 2.5	1	Least Significant
>2.5 – 3.5	2	Mildly Significant
>3.5 –4.5	3	Moderately Significant
>4.5 – 5.0	4	Most Significant

The results in Table 4.22 indicate that on overall the various factors influencing management success investigated were moderately significant (mean score of 3.9968). The different aspects of the indicators of management success factors that were ranked by respondents to be most significant include level of education and team spirit while holding meetings 3 times per year was mildly significant in the management of the children home.

CHAPTER FIVE:SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter is a documentation of the study summary of finding, discussion of findings, conclusions made from the findings and culminates into the researcher's recommendations for action and further research.

5.2 Summary of Findings

This study was conducted to explore factors influencing the management of children's homes: A case of Methodist church North Imenti Kenya Meru. Objectives that guiding this study include: To assess the extent to which level of education influences management of children's homes, to examine how level of income influence management of children's homes, to assess the extent to which managerial skills influence management of children's homes, to find out whether Donor funding influence management of children's home, and to examine the extent to which participation of staff influence management of children's home.

From the study, it was found that out of 80 respondents who were interviewed 62.5% were men and 37.5% were female, and were in the ages of 25-55 which is the most productive ages in any society. There is little presentation of the youth (only 12.5%) who are 25 years and below which could be interpreted to mean that the youth are in schools or colleges or working elsewhere. On the question whether the respondents were single, married, divorced/separated or widowed, a Minority of the respondents represented by 40(100%) in number were still single and. 60(100%) of the respondents were married and none of the respondents fell in the category of divorced/separated or widowed. However most of them were married. Asked about whether their highest previous level of education was primary, secondary School or college/university, (60%) in number had previous college/university education ad certificate in management when the respondents were asked to indicate their academic credentials, it was revealed that majority of respondents in the children's home have average school grades and therefore they can very well pursue their career respondents represented by 55 (68.75%) in total were not in employment and only 25 (31.25%) of them were currently employed. This shows that majority of the

respondents were doing frontier work in the children's home. Asked on the approximate period of time they took working in the centers, (57.50%) having worked for in between 5-9 year hence the minority worked for more years .Responding to the question on whether they have definitely made their decision about their commitment, majority of the respondents, 29 (36.25%) in total had not yet definitely made a decision about their commitment. Also most of them, 28 (35%) in total were not sure about their commitment into working in the centre Only 23 (28.75%) respondents in total, reported to have definitely made a decision The highest percentage of the respondents, (56.25%) had some previous experience in managing children's homes. While the minority representing (43.75%) of the Respondents did not have some previous experience managing children's home.

5.2.1 Level of Education

On level of education influencing management of children's in Kaga, the study found that the level of education greatly influenced the employees to be effective and efficient in management of children's home, the number of seminars attended help in executing the managerial duties effectively, the employees received induction and orientation into the job which has been helpful in executing their mandate and the training the employees have undertaken greatly influenced them for proper management in the children's home. It was also clear that the workshop they the employees undertaking has greatly helped them to effectively manage the children's home, the number of years the employees have been undertaking the formal education has greatly influenced them to actively manage the children's home and the type of education the employees have undertaken has greatly influenced them to work so well in the children's home.

5.2.2 Managerial Skills

The study revealed that managerial skills affected the management of children's homes to a very great extent. It was clear that the aspects of managerial skills that influence management of the children home to a great extent include managers' innovativeness, motivation of employees, development and approval of the proposal plan and budgetary allocation.

5.2.3 Level of Income

The study established that wages/remuneration affects the management of children's homes much. The aspects of level of income affect the management of the children home to a great extent include allowances, better salaries, fringe benefits and access to credit.

5.2.4 Donor Funding

The study deduced that most of the children's homes funds came from NGOs. The study also established that donor funding affected the organization management to a very great extent. The aspects of donor funding affect management of the children home to a great extent include the amount of funds given, source of funds, frequency of funding, reliability of the donor and type of funding.

5.2.5 Participation of Staff

The study revealed that employees involved in management issues of the organization to a very great extent. The study found that there is a team spirit in the organization help in the management of the project and there is no set up plan for holding meeting each quarter of the year with staff members but it is done when need arises. The study also deduced that there is the spirit of participation of stakeholders in decision making in order to accomplish the tasks, the management encourages the staff to make decisions in order for them to own the project for efficiency and effectiveness, committees are involved in every decision of the project, there is involvement of project management team in all the decisions that affect the project and the decision in our project are made from the top. There had been an improvement in dropout rate, work force performance, intangibles such as service delivery and budget for the last three years The study found that level of education has the highest effect on management of children's homes, followed by staff participation, then managerial skills, then level of income while donor funding having the lowest effect on the management of children's homes. This notwithstanding, all the variables were significant.

5.3 Discussions of Findings

This section sought to discuss the effect of level of education, managerial skills, level of income, donor funding and participation of staff on management of MCK children homes in the light of previous studies done.

5.3.1 Level of Education

Education influences are reported in the literature to be important and defined as a product or a process that enables one to acquire and develop new knowledge; skills and attitudes for managers in an organization.(Ngaroga,2010) On level of education factors influencing management of children's homes in kaaga Meru North Imenti Kenya. The number of trainings undertaken, number of workshops attended and the number of years taken in formal education were factors having greatest influence, with many of either highly or just agreeing about their influence. This relates to World Bank atlas (2003) study which found that education is a powerful instrument for reducing poverty and inequality; improving the basis for sustained economic growth. It is essential for building democratic societies and dynamic globally competitive economies. In this regard, undertaking training, workshops and formal education could be effective managers in this institution and beyond. According to government of Kenya (1989-1993) the development of human resource fundamentally depends on the level and intensity of formal, non-formal and internal education and training. Since independent Kenyans education system has been subjected to more than ten reviews by special commissions and working parties (G.O.K-Development plan 1989- 1993. The guiding philosophy is that in general the education system should aim producing individuals who are properly socialized who processes the necessary knowledge skills, altitudes and values to enable them participate in Nation building. However, the study also revealed that level of formal education does not greatly influence management of children's homes..

Education is largely recognized to be an important key towards a successful lab our market career for the Individual worker and a sustainable level of economic growth. Apart from formal education, the emphasis is more and more on lifelong learning and work-related training activities. Among economists, there is a long tradition of both theoretical and empirical research on the economics of training. This is illustrated by

the substantial amount of literature on this issue, reviewed for example by Bishop (1997). This contrasts reported literature as in studies on the influence of education which cannot be underestimated among the many benefits it has found out that education enlightens person and helps him to understand his environment better and to be able to deal with his fellow human being in a more rational way (Obone: 1977).

5.3.2 Managerial Skills

On Managerial skills factors influencing management of children's homes in Kaaga Meru many of the respondents strongly agreed that top level managers influenced the organization to excel into high heights. A participant said the top managers are the head figure, liaison officer and the spokes person who can only direct control and lead the entire organization to achieve the objectives of the organization. try to get notes from the management notes These findings reflect reported literature as participants in Shaham (1991) study who said they wanted to show children that men could be warm, sensitive, and nurturing. Increasingly parents, too, want their Children to see males modeling nurturing roles (Galley, 2000). From findings in their study, Yilmaz and Şahin (2010) revealed that parenthood is an important factor in male early childhood teachers' career decisions. The aspects of managerial skills that influence management of the children home to a great extent include managers' innovativeness, motivation of employees, development and approval of the proposal plan and budgetary allocation.

5.3.3 Level of Income

On level of income factors influencing management of children's homes in North Imenti Meru Kenya, many of them mildly agreed on the influence of opportunity to earn better salary and opportunity for good allowances. One Participant said that working in children's homes gives one a better opportunity to serve as servant leader and is a sign of stewardship of God given resources whereas it still gives an individual experience to becoming a good manager taking care of a property which does not belong to you. Another respondent he will never cease to work in children's homes even though the salaries and allowances may not regular or enough Because it is there is a recognition which goes hand in hand with remuneration. However, a good proportion disagreed on the influence of having allowances in management of the

children's home as a factor of influence but instead stated that, they remained active in the centre because of friendly environment, team work relationship and the cooperate culture. This is in line with a review of the literature by Davies (2001) which concluded that employees tend to remain in the organization when they feel their capabilities, efforts and performance are recognized and appreciated. In addition (Kroll et al., 1970), found that throughout a career, an individual seeks to accommodate the environment with one's goals, while at the same time being incorporated into the environment. Therefore, workers need to be respected and recognized and this enables the organization to be sustainable even after the donor withdraws in the children's home.

5.3.4 Donor Funding

On donor funding factors influencing management of children's homes in Imenti North Meru. External donation was found to have a great influence on management of the children's homes, with as many as half (56.4%) of the respondents highly agreeing on its influence. On the other hand, internal donation was found to have a slight influence on respondent's life style, with majority of them agreeing mildly. These findings are consistent with the growing gap between the developed and developing countries have dominated international relations and diplomacy for a long time. This gap has led to constant capital inflow from the developed countries to those in the Third World including Africa; with the goal of helping them overcome their problems and reduce the gap. However, there is evidence that decades of foreign aid have done little in changing the destinies of many African states, most of which are currently experiencing low growth rates. This suggests to some extent that there is more to the African problem than just sending money there as this is not likely to turn things around. Estimates suggest the West has spent about \$600 billion on foreign aid to Africa so far (Akonor, 2008). Yet underdevelopment is widespread, while at same time some states are considered to have collapsed (e.g. Somalia). Foreign aid is aimed at promoting development.

5.3.5 Participation of Staff

On participation of the staff, influence to the management of children homes, in Kaaga Meru, team work was found to one the factors influencing management of Children's homes, team work was found to have greater influences. From this study it is getting along well with the related literature that employees stay when they have strong relations with others they work with (Clarke 2001) team building assignment involving worker with peers and opportunities for social interaction both on and off the job encourage the relationship.

5.4 Conclusions

From the findings, the study concludes that the level of education greatly influenced management of children's homes mainly through seminars, induction and orientation, workshop and formal education. The study also deduced that the aspects of managerial skills that influence management of the children home to a great extent

include managers' innovativeness and motivation of employees. It was clear from the findings that wages/remuneration affects the management of children's homes and that issues to do with donor funding such as amount of funds given, source of funds, frequency of funding affect management of the children home. The study further concludes that participation of staff in the running of the project affected its management mainly by encouraging a team spirit and holding frequent meetings. The study finally concluded that level of education has the highest effect on management of children's homes, followed by staff participation, then managerial skills, then level of income while donor funding having the lowest effect on the management of children's homes.

5.5 Recommendations

From the study findings and conclusions, the study recommends that:

1. The Ministry of Education should encourage and make management course compulsory from primary level to university level in order for managers to be skilled in managerial skill at an early stage.
2. The management should be dedicated to encourage teamwork among the employees and also support their juniors to achieve objectives.
3. The church should also provide a friendly environment and sponsor project staff, committee train project members on management issues since they have so many income projects which need proper management for sustainability after the donor withdraws.
4. The administration should enhance the effectiveness of the training needs analysis, self-actualization, coaching and mentoring, creating distinctive capabilities and tapping and developing talent. The management should encourage team building among staff.
5. Government agencies should provide organizations' with funds to empower communities. The management of the children's homes should increase their income sources from their usual ones and participate more in more income generating activities. The management should also ensure that they maintain a good relationship with the donors mainly by information management, ensuring there is accountability and meaningful communications.

6. Organizations should create Networks for managers working in projects. These networks can enable interaction of the employees and in this process learn more about working more effectively.

5.6 Suggestions for Further Research

The research is recommending the following areas for further research in the field of management:

1. A study to establish how best can reward volunteers or how best to address human resource. Other options of motivating project volunteers need to be explored especially for them to devote more time and better commitment to project work for enhanced output/deliverables.
2. A research to establish factors influencing foreign aid in church projects so that churches may be self-propagating and sustainability of its projects.
Management
3. A study to investigate on how best can church can rescue street children from environmental hazards and provide them with education for empowerment and life in abundance.
4. A Research on what can be done to investigate on how cultural practices affect project implementation.
5. A study to investigate the influence of human resources management and productivity in community based projects. If human resource is well managed, the projects would meet their allocated budget and time given for effectiveness and efficiency.

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APPENDICES

Appendix 1: Letter of Transmittal

DAVID MURIITHI KARIUKI
P.O.BOX 983 Meru 60200
DATE.....
MOBILE: .0729218500
Email dakariuki@yahoo.com

Dear Respondent,

RE: .LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS.

I am a student at the University of Nairobi pursuing a Masters of Arts degree in project planning and Management. The study will be guided by 7 sections. Section A, demographic information, B, Level of education of the managers, C, Level of income, D, Donor funding, E staff participation and F, management of children's homes. I am currently carrying out a study of factors influencing Management of children's homes in Imenti North Kenya: A case of Methodist Church in Kenya North. The study will be useful to many stakeholders and institutions interested in starting children's homes. The questionnaire requires you to provide information by answering questions honestly and accurately. You may not record your name anywhere in the questionnaire. The information given will be treated with uttermost confidentiality and will not be used for other purpose except for the study. Attached please find a questionnaire that your genuine response and cooperation will be of great assistance for the successful completion of this study.

Thank you.

Yours faithfully,

.....

Kariuki David.

Appendix 2: Questionnaire

This questionnaire is intended to gather information on the factors influencing Management of childrens homes kaaga synod. Information you will provide Will only be used for the purpose of the research, but identity will be strictly confidential. Please **do not** write your name anywhere. Kindly indicate a tick mark/circle your correct answer from the choices provided.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick mark/circle ONE for each

1. Age (in completed years)

under 25 25- 35 35-45 44-55 above55

2. Marital status

Single Married Separated/Divorced Widowed

3. Highest previous level of education:

Secondary School finished college/university

4. When did you join this institution?

January 2013 2012 2011 2010 2009

6. Approximate time working in the centre in years:

4 and below 5- 9 10 and above

7. My education level that has influenced me in management of the children's home.

pre-school primary school secondary school post-secondary

8. My grade average has been:

A B C D E

9. I am currently employed. Yes No

10. I have definitely made a decision to be committee member Yes No Not sure

11. Do you have some previous experience in management of children homes?

Yes No

SECTION B: LEVEL OF EDUCATION

1) On a scale of one to five, please tick ONE answer that best describes your response

1= Strongly disagree 2= Disagree 3= Neutral 4= Agree and 5 = Strongly agree

	1	2	3	4	5
My level of education greatly influenced me to be effective and efficient in management of children’s projects					
The training I have undertaken greatly influenced me for Proper management in the children’s home					
The workshop I have undertaking has greatly helped me to effectively manage the children’s home.					
The type of education I have undertaken has greatly influenced me to work so well in the children’s home					
The number of years I have been undertaking the formal education has greatly influenced me to actively manage the children’s home					
The number of seminars attended help in executing my managerial duties effectively					
I received induction and orientation into the job which has been helpful in executing my mandate					
Development of technological skills is essential in the management of children’s projects					

SECTION C: LEVEL OF INCOME

2) How wages/remuneration does affects your organization management?

Very much ()

Much ()

Neutral ()

Not a tall ()

To what extent is your staff satisfied with the remuneration given to you?

3-4 () 5-6 () 7-8 ()

3) To what extent do the following affect the management of the children home?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Better salaries					
Allowances					
Access to Credit					
Fringe benefits					

SECTION D: MANAGERIAL SKILLS

How has the managerial skills affected the organization management?

- Very great extent ()
- Great extent ()
- Moderate extent ()
- Low extent ()
- Very low extent ()

To what extent do the following affect the management of the children home?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Motivation of employees					
Budgetary allocation					
Managers' innovativeness					
Development and approval of the proposal plan					

SECTION E: DONOR FUNDING

Where does the funding come from?

- From the Government ()
- NGO ()
- FBO ()
- CBO ()
- None ()

How has the donor affected the organization management?

- Very great extent ()
- Great extent ()
- Moderate extent ()
- Low extent ()
- Very low extent ()

To what extent do the following affect the management of the children home?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Amount of funds given					
Frequency of funding					
Type of funding					
Reliability of the donor					

SETION F: STAFF PARTICIPATION

To what extent are the employees involved in management issues of the organization

- To a great extent ()
- To small extent ()
- Moderately ()
- Not at all ()

On a scale of one to five, please tick ONE answer that best describes your response

1= Strongly disagree 2= Disagree 3= Neutral 4= Agree and 5 = Strongly agree

	1	2	3	4	5
There is the spirit of participation of stakeholders in decision making in order to accomplish the tasks.					
There is involvement of project management team in all the decisions that affect the project					
The management encourages the staff to make decisions in order					

for them to own the project for efficiency and effectiveness.					
The decision in our project are made from the top					
Meetings are held 3 times per year					
There is no set up plan for holding meeting each quarter of the year with staff members but it is done when need arises,					
Staff management meeting help us to gain awareness					
There is a team spirit in the organization help in the management of the project					
Commitees are involved in every decision of the project					

What do you think can make your institution sustainable?

Training of members on financial management

Participation of stake holders

External donation

Environment friendly

Specify-----

SECTION G: MANAGEMENT OF CHILDREN'S HOMES

4) What has been the trend of the following in your institution for the last three years?

	Greatly Improved	Improved	Constant	Decreasing	Greatly decreased
Drop out					
Intangibles such as service delivery					
Budget					
Work force performance					

Appendix 3: Krejcie Model For Population Size And Sample

Population size	Sample
10	10
20	19
30	28
40	35
50	44
60	52
70	59
80	66
90	73
100	80
150	108
200	132
250	162
300	169
400	196