FACTORS INFLUENCING SUSTAINABILITY OF STREET CHILDREN REHABILITATION PROGRAMS MANAGED BY NON-GOVERNMENTAL ORGANIZATIONS: A CASE OF RESCUE CENTERS IN MATHARE CONSTITUENCY, NAIROBI COUNTY, KENYA

BY

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

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DECLARATION

This research project report is my original work which has never been presented to any other university for the award of any degree.

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DEDICATION

This research project report is dedicated to the Family of Lawrence Lang' at, his wife Juliet Lang' at, Daughter Christabel Chebet, sons Leon Cheruiyot and Enock Kibet, you give my life meaning and purpose; I will always be there for you. In particular, I feel indebted to Mr. Lang' at for his encouragement and support that has seen me through my studies at the University of Nairobi.

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ABBREVIATIONS AND ACRONYMS

CI	:	Charitable Institution
CRS	:	Corporate Social Responsibility
MDG	:	Millennium Development Goal
NGOs	:	Non-Governmental Organizations
SAP	:	Structural Adjustment Programs
SPSS	:	Statistical Package for Social Sciences

ABSTRACT

Non-Governmental Organizations (NGOs) have increasingly been recognized today as vital development partners in aid delivery. This recognition is grounded on the fact that they have been able to position themselves before the donor community as credible institutions that seek the interest of vulnerable people in their quest to gain a voice in the social, political, and economic discourse of a nation. Despite the role of Non-Governmental Organizations (NGOs) as actors in development, the question of NGOs' sustainability has been a major issue of concern since over seventy percent of these NGOs do not live to celebrate their sixth birthday. This study sought an investigation of the factors that influence the sustainability of street children rehabilitation programs managed by NGOs in Kenya The objective of the study was to determine factors influencing sustainability of street children rehabilitation programs managed by Non-Governmental Organizations in Kenya. The study adopted descriptive Survey as it portrayed an accurate profile of persons, events and situations; it allowed the Collection of large amounts of data from a sizeable population in a highly economical way. The target population for this study was 100 staff of Rescue Centers in Mathare constituency, Nairobi County, which is made up of The Board of Directors, Operational Manager, Supervisor and support staff. Since the study population was small, the study conducted a complete census of the population. The sample size was therefore 100 staff of rescue centers, the primary data for the study was collected using self-administered questionnaires. It was therefore examined and checked for completeness and comprehensibility. It will then be summarized, coded and tabulated using SPSS. Descriptive statistics was employed used. The results to be presented in form of tables, frequencies and percentage. From the findings, the study concluded that funding has a great impact on sustainability of these programs; funding source played a key role in ensuring the programs exist to celebrate their sixth birthday. Stakeholders' participation was critical in the implementation of these programs, Stakeholders ensure sustainability of these projects through contribution of funds/other resources, through designing and in management, it has also facilitated participation of local communities in supporting development initiatives related to these programs while on the other hand encouraging residents to take ownerships of their own programs. The capacity development of management was a critical factor influencing the sustainability of the programs, with their technical skills and knowledge, management are able to use their conceptual skills to come up with long term goals, objectives and mission statement that will see these programs achieve sustainable development as well as improving the efficiency of the programs and increasing the longevity of the projects. The study recommends that the level of stakeholders' participation in the entire project lifecycle should be increased to enhance the sustainability of street children rehabilitation programs. The project management should be based on meritocracy and persons of high integrity.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Non-Governmental Organizations (NGOs) have increasingly been recognized today as vital development partners in aid delivery. This recognition is grounded on the fact that they have been able to position themselves before the donor community as credible institutions that seek the interest of vulnerable people in their quest to gain a voice in the social, political, and economic discourse of a nation. NGOs are pronounced in local, national and international scenes where they are engage in activities as diverse as grass root mobilization, community empowerment, micro-finance, humanitarian relief and emergency assistance.

During the 1980s, the number of NGOs across the globe grew significantly marking a new dimension in international development cooperation. The growth in the number of NGOs was a direct response to the negative impacts of certain government policies or issues that have not receive wide governmental attention. In Africa for instance, the growth in the number of NGOs was to mitigate the social impacts of the Structural Adjustment Program (SAP) that was being implemented by governments. It was believed that as advocates for the vulnerable in society, they were better placed to address the social impact of SAP that was adopted by countries in Africa.

Lewis and Kanji (2009) reported there are about 1 million NGO's working all over the world. It is however instructive to note that their existence are not only pronounce in developing countries but those that cuts across developed and developing nations where they adopt varying degrees of strategies, objectives and missions to fulfill their developmental agenda. NGO's as facilitators in the field of development acts as providers of basic services to vulnerable individuals and communities in response to inadequacies in the public delivery of such services. In this vain they invariably complement the roles of governments and the collective efforts of individuals towards human development. In an attempt by NGOs to complement the activities of governments in basic service

delivery, they come in the form of charities, foundations, associations, nonprofit corporations, and voluntary organizations.

Asamoah (2003) notes that NGOs are particularly critical in circumstances where state funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income severely restricts the ability to purchase needed goods and services. In the last few years, Africa can be viewed as a home of increasing numbers of NGOs. There is almost nowhere in Africa that does not have some kind of contact with NGOs as they have found favor in bodies like United Nations, European Union, International Monetary Fund and the World Bank and other bilateral and multilateral organizations who believe they are an important part to put African governments in check on issues of mal administration and human rights (Asamoah, 2003).

Non-Governmental Organizations in Kenya and Rehabilitation of Street children

It is arguable that the Development of NGO's in Kenya goes way back after World War II with the formation of numerous ethnic and regional based associations and groups. Some were political, some economic while others has a social orientation. The war therefore catalyzed the formulation of indigenous nonprofit organizations (NPOs), and also leads to the rise of self-help groups that aimed at fostering the welfare of people affected by the decline in social services due to the war. As at 2012, Kenya's NGO sector accounted for 5% of the country gross domestic product and a big employer, (Kenya Bureau of Statistics).

Non-governmental organization (NGO's) plays very important roles in the society, by supplementing government and foreign missions efforts in the provision of services to her citizens. For NGOs to perform this role it has to dependent on donor funds. In the recent past there has been an enormous growth in the number of NGO's being registered in Kenya. However seventy percent of these NGOs do not live to celebrate their sixth birthday (NGO council, 1996). Despite this problem, no or little study has been done to

establish the factors influencing the collapse of these organizations especially on withdrawal of donor funds. This poses a gap that the study sought to fill through an investigation of the factors that influence the sustainability of these organizations (NGO council, 1996).

Street children as a worldwide phenomenon-Most children on the streets worldwide are between the ages of about 5 and 17 years old (UNICEF, 2005). Street children live in waste disposal areas, parks or on the street itself. In each town the street children tend to have some form of organization into groups around some areas of operation. In the world the total street children population is estimated to be between 100 and 150 million." The exact number of street children is impossible to quantify, but the figure almost certainly runs into tens of millions across the world. It is likely that the numbers are increasing" (UNICEF, 2005).The global street children population estimates are as follows:-India 11 Million, Egypt 1.5 Million, Pakistan 1 Million, U.S 750,000 -1 Million, Kenya 250,000 - 300,000,Philippines 250,000,Congo 250,000,Morocco 30,000,Brazil 25,000,Germany 20,000,Honduras 20,000 And Jamaica 6,500 (UNICEF, 2011).

Street children rehabilitation programs in Africa, Lemba (2002) as cited by Kimani (2010), in an assessment of street children in Lusaka, Zambia said that contrary to expectations, streetism may not necessarily be as a result of orphan hood. Nearly two thirds of the children (808 of 1, 232, or 66%) reported that their mothers were still alive; half (618 of 1232) reported that their father was still alive. Out of the 1,232 children surveyed, a total of 1,153 children were able to provide the status of both parents. Of these: 487 children 10% reported their father alive, mother dead; and 251 children (22% reported both parents' dead (Lemba, 2002).

In the Zambian context, the extended family functions as a safety net for its members. In the absence of biological parents. Of the 1,232 respondents, 800 respondents (65%) replied that they had close relatives, while the remaining 432 respondents (35%) responded that they did not. When the two variables- status of parents and absence of relative – are cross –tabulated, results show that 91% of the street children in the

assessment had either parents or close relatives still alive. Only 9% of the children stated that they had neither of their parents or close relatives that they could rely on.

When asked about the employment status of their parents or guardians, the vast majority of those who responded to the question (324 of 353, or 92%) indicated that their guardians were unemployed. The reminder for the most part had jobs in the informal sector or doing manual labor. Responses to a question about whom the children were staying with at the time of the assessment support the finding that most are in fact not abandoned children or those living exclusively on the streets. Two- thirds of the children (66%) were living with parents or relatives, including 43% who were living with one or both parents. A total of 113 respondents (9%) were staying at a center for street children or church facility.250 respondents (20%) were staying with friends, which may or may not have meant on the streets (Lemba, 2002).

Street children Rehabilitation program in Kenya, According to Ochola L. and Dzikus A. (2000), street children are in temporary, partial or total break-up with their families, they have to be resourceful and strong in order to survive. Most of them spend their day begging, collecting rubbish, selling trinkets, shining shoes or washing cars. Those who actually live on the street often resort to petty theft and prostitution to survive. Many children find themselves working in dangerous and unpredictable environments but see work as their only way of survival (Munyakho, 1992).Most of them are out of reach of social and do not attend any reinsertion. They are thus partially or totally out of reach of social control(Consortium of Street Chidren,2003).street children have adopted unique values that make it hard for them to enroll and remain in school, they value the jobs they do to earn a living more than they value getting an education (Smith,1997).

Profiles of the Rescue centers in Mathare constituency, Rescue Dada Centre was established in 1992, it started as a two room rescue operation in Nairobi's Mathare constituency and has grown over time to become an experienced, registered CI (Charitable Institution) with the capacity to rescue, rehabilitate and reintegrate over 70 street girls annually, the name 'Rescue Dada Centre' means 'Girl Child Rescue Centre in Kiswahili and is project of the Catholic Archdioceses of Nairobi. Their children protection program promotes family based rather than institutionalized care, reuniting

street girls with their families. As one of only a few projects in Kenya with significant experience working with the street girls, they regularly receive referrals from the police, children's department and local chiefs. Most recently, they have started to offer child protection training to other institutions and hope to develop a best practice guide for working with the streets children by the end of 2015. (NGO council, 1999)

Mogra Rescue Centre is located in Mathare constituency of Nairobi. It admits children from the Mathare slum and surrounding areas that are brought to them by the District Children Officers and other rescue bodies who help children at risk (orphaned, abandoned, those who are directly affected by HIV/AIDS. Their goal is to make sure that the children feel that they are loved and cared for. Their reintegration policy makes sure that the children in the orphanage go back to their community once they come of age; we do this by establishing and maintaining with the child's living relatives (NGO council, 1996).

While Good Samaritan children's home and rehabilitation Centre is Located in Mathare and was started in 1991. It takes care of street children and vulnerable kids in Mathare who have been abandoned by their parents or run away from home because of poverty. They run the center through support from government and well-wishers. On the other hand Angels Girls Education and Rehabilitation Centre was also started to help the girls found on the street by rehabilitating them and making sure they turn out to be good citizens that the nation will depend on. This Centre also depends on good Samaritans who come to the home to assist in cleaning and counseling the children on the way they should go and also develop responsible girls who will not be a problem in the society (NGO Council, 1996).

1.2 Statement of the Problem

Non-governmental organization (NGO's) plays very important roles in the area of street children rehabilitation programs in Kenya, by supplementing government and foreign missions efforts in the provision of rehabilitation services to her citizens. For NGOs to perform this role it has to depend on donor funds, in the recent past there has been an enormous growth in the number of NGO's being registered in Kenya especially those in

the rehabilitation programs. However seventy percent of these NGOs do not live to celebrate their sixth birthday (NGO Council, 1996).Most of these street children's rehabilitation programs find difficulty in their sustainability efforts after the donor withdrawal to continue supporting street children and as a result they are unable to continue supporting their operations. This therefore leads to the proliferation of these children back to the same street and becoming a menace creating a vicious circle of the problem. Despite this problem, no or little study has been done in order to establish the factors influencing the collapse or sustainability of these organizations especially on withdrawal of donor funding. This poses a gap in knowledge that the study sought to fill through an investigation of the factors that influence the sustainability of street children rehabilitation programs managed by NGOs.

1.3 Purpose of the study

The purpose of this study was to establish factors influencing the sustainability of street children rehabilitation programs managed by NGOs in Kenya.

1.4 Objective of the study

The study was guided by the following objectives.

1. To determine how funding influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.
2. To assess the extent to which stakeholder's involvement influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.
3. To establish how capacity development of NGO management influence the sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.
4. To examine the extent to which partner's policy influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.

5. To assess how accountability influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.

1.5 Research questions

The research sought to answer the following questions through this study:

1. How does funding influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County?
2. To what extent does stakeholder's involvement influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County?
3. How does capacity development of NGO management influence the sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County?
4. To what extent does partner's policy influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County?
5. How does accountability influence the sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County?

1.6 Significant of the study

The significance of this study cannot be underestimated; it's relevance to development practitioners such as the county government, national government, bilateral and multi-lateral donors, beneficiary communities and NGOs who are in street children rehabilitation programs is invaluable, in the sense that it has brought out factors that influence sustainability of street children rehabilitation programs managed by nongovernmental organization which will go a long way to help Kenya in realizing Millennium Development Goals (MDGs) and Kenya vision 2030.

The existence of NGOs stems from the gradual retreat of the government in public service delivery because it cannot alone meet the needs of her citizenry. This has left a vacuum that NGOs have come in handy to fill. The study sought to provide lessons for existing local NGOs and emerging ones especially those concerning themselves with the charity of rehabilitation of street children programs not only in Nairobi and its environs, but also the entire country on how they could ensure their sustainability.

The study has generated a wealth of information and knowledge that the management of these rehabilitation programs should use to re-evaluate their programs and identify loopholes that will or might have made them not realize their objectives when it comes to implementing the project, thus enabling them to employ checks and balances to correct those anomalies. We also hope that policy makers and government think tank might find the findings relevant and influence their decision during policy formulation and implementation on street children rehabilitation programs. As an exploratory research, we hope the finding has opened new areas for further research especially in the areas of NGO sustainability on street children rehabilitation programs, we also hope it has contributed to literature and knowledge in the concepts of sustainability and sustainable developments, and serve as a source for further research for academics, students and development practitioners.

1.7 Basic assumptions of the study

It is assumed that the street children rehabilitation programs managed by NGOs who participated in the study were a representation of views of their colleagues in the other parts of the county and country at large. This was based on the fact that street children rehabilitation programs managed by NGOS are similar in all the counties. Nevertheless it is assumed that different geographical locations of respective counties within the country did not influence the sustainability of street children rehabilitation programs managed by NGOs and therefore could not be used as a reason to invalidate the findings of the research work. It's also assumed that street children rehabilitation programs managed by NGOs were adequately represented in the study regardless of the percentage of individual that participated as respondents.

1.8 Limitations of the study

NGOs in the Street rehabilitation programs within the study area are heterogeneous in nature. Each rehabilitation program is unique in its strategy, structure, projects, program and mission with its development initiatives. This posed a problem in selecting which rehabilitation program is most suited for the study.

Critical to the limitations was the poor terrain and road network within Mathare constituency. This hampered swift movement to research respondents. Limited resource in terms of time and financial constrain to facilitate the study was a major challenge that delayed the study especially during data collection. However, notwithstanding these limitations, it's worth noting that the above identified limitations did not in any way compromise the findings of the study and consequently the replication of the results.

1.9 Delimitations of the study

Fear of victimization was a key limitation to this research work. Respondents were concerned about giving factual information on the basis that information provided could be used against them, Issue of confidentiality of respondents thus affecting their honesty in providing information was raised, The study was restricted to the Mathare constituency, Nairobi County to allow for in-depth investigation. This was because of the researcher's familiarity with the area and also due to time, financial and logistical constraints. Mathare constituency is also adjacent to the city center where most of the street families 'rehabilitation centers tend to be located.

1.10 Definition of Significant Terms Used in the Study

Accountability: The obligation of an individual or an organization to account for its activities accept responsibilities for them and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.

Capacity development of NGO management: is a conceptual approach to development that focuses on understanding the obstacles that inhibit management of NGOs from realizing their goals.

Funding: Providing financial resources to finance a need, program, or project. It is usually in form of money and other values such as effort or time. It can be money provided by an organization or government, for a particular purpose.

Partners Policy: It is a management or procedure based primarily on material interest. Policies are flexible and can be changed at any time to suit the organization.

Stakeholder Involvement: Process by which an organization involves people who may be affected by the decisions it makes or can it is a key part of Corporate Social Responsibility (CSR).

Sustainability of street children rehabilitation program managed by NGOs is the ability of these rehabilitation programs to celebrate her sixth birthday and beyond after donor funding withdrawal.

1.11 Organization of the study

The research project is organized into five chapters. Chapter One comprise of The Background of the study, Statement of the problem, Purpose of the study, Objectives of the study, Research questions relevant to the study, the Significant of the study and Basic assumptions of the Study, the Limitations of the study and its Delimitation, Definitions of Significant Terms relevant and Used in the Study and finally the Organizational of the study. Chapter Two reviews literature related to the study. It reviewed the literature on the factors that affects the sustainability of street children rehabilitation program in Nairobi, as well as assessing literature about the past researches that have been carried out in the field with a view of addressing the problem that has been raised. Chapter Three contains the design and procedures that were followed. Items, described include the survey population, sample size and sampling procedures and instrumentation. The data collection and analysis strategies were also presented. The presentation and discussion of findings based on the analysis of data are captured in chapter Four. A summary of the findings, the conclusions, recommendations and implications for future research are presented in chapter Five.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

In this chapter literature of relevance to the study was reviewed. Key areas of literature that took center stage in this section include the literature on the factors that influence the sustainability of street children rehabilitation program managed by NGOs in Kenya, as well as assessing literature about the past research or works, which have been carried out in the field with a view of addressing the problem at hand. The study further put in context the conceptual and theoretical frame work of the study. Literatures of immense value to the objectives of the study were equally reviewed.

2.2 Concept of street children Rehabilitation program in Kenya

According to Ochola and Dzikus (2000), street children are in temporary, partial or total break-up with their families, they have to be resourceful and strong in order to survive. Most of them spend their day begging, collecting rubbish, selling trinkets, shining shoes or cleaning cars. Those who actually live on the street often resort to petty theft and prostitution to survive. Many children find themselves working in dangerous and unpredictable environments but see work as their only way of survival (Munyakho, 1992).

Most of them are out of reach of social and do not attend any reinsertion. They are thus partially or totally out of reach of social control(consortium of street chidren,2003).street children have adopted unique values that make it hard for them to enroll and remain in school, they value the jobs they do to earn a living more than they value getting an education (smith,1997).According to article 32 of the united nations committee on the rights of the child; 44th session, (1998 -2004), the total population of children living on the streets of urban areas in Kenya was 250,000 by 2001.according to Kenya national assembly record (hazard, 25thNovember 2003) the total population of street in various town was as follows; Nairobi 1, 400, Kisumu 350, Kitale 200, Kakamega 150, and Kisii

Town 124. In Kenya, street children fall under the department of children's service, the probation department and the ministry of local authorities.

The government of Kenya has established street Families Trust Fund Initiative which started in January 2003, (UNCRC 44thsession, 1998 -2004), the program aims at supporting re-unification programs for street children, the mandate is drawn from children act 2001. This is an act of parliament that makes provisions for parental responsibility, fostering, adoption, custody, maintenance, guardianship, and care and protection of children. It also provisions for the administration of children's institutions; and gives to the principles of the united convention on the rights of the child and the African charter on the rights and welfare of the child (UNCRC 44thsession, 1998 -2004).

A report on street children and juvenile justice by cradle in 2004, notes that the disintegration of the African kinship means most unit roles are not inculcated on children and as a result may have an indication towards juvenile delinquent behavior. Family separation was a great contributor of children for example running to the streets from their homes. Namwaba, 2001 says many children continued to suffer from violations emanating from their factors leading to streets children include problems within the families such as separated parents, and problems at school such as lack of school fees. The pull factors include handouts (free food, clothing, money) and availability of drugs and easy access to them (Namwaba, 2001).

Muola, Ndung'u and Ngesa (2009), as cited by Kimani (2010), in a study of the relationship between family functions and juvenile delinquency a case of Nakuru Municipality, Kenya found out that the incidence of juvenile delinquency have increased in recent years in Kenya. Their study was carried out in Nakuru town municipality on former street children on rehabilitation in three homes. The samples were 148 and included all the 30 girls in the three homes and 118 boys selected using stratified random sampling techniques from a population of 241.Three mangers of the three homes and six purposely selected parents were included. Two interview schedules and a questionnaire were used to collect data from the respondents.

Data was analyzed using descriptive statistics, Pearson's correlation and t-test, juvenile delinquency was found to be significantly related to marital stability, family size, marital adjustment and mode of discipline. A weak relationship between juvenile delinquency and social economic status was observed. The delinquency level of boys was higher than that of girls' .it was concluded that there is a relationship between family functions and juvenile delinquency. The study recommended strengthening of counseling on parenting and involvement of families and non-governmental organizations in the rehabilitation efforts (Ngesaet al, 2009).

2.3 Funding and sustainability of street children rehabilitation programs managed by NGOs

Projects are investment made by a company or organization to achieve something worth. Whether it's developing new product or improving the way the organization operates, there is a value in successfully completing the project. As such there is always a cost involved with initiating, planning, executing, monitoring and closing the project. Not only does the organization need to pay the salaries of the project manager and team, but there are potentially many other costs of the project. Some of this equipment/ technology, overhead for other materials needed to complete the work (Mark Piscopo, 2013).

Projects funding is a way of raising capital for a project to be implemented in a number of different ways through bank loans, borrowing grants among other factors. It is based on non-resource or limited resources that are available where project debt and equity used to finance the projects as paid back by the cash flow generated by the project or progress of the assets it's a brilliant financing solution that demand as long term lending approach and also pay back period. (Richards, 2006).Project funding can also be raising funds to finance an economically separable capita investment project. He further describes that is a financing a particular economic unit in which a leader is satisfied to look initially to the cash flow and earning that particular economic unit as the source of funds which later will enable the project manager to repay the loan and the asset of the economic unit as collateral for the loan (Freeman, 2003).

Project funding comes from a range of external sources example sponsors, government agencies, business interest and nonprofit organization. Such sponsors issue various types of socializations, announcing the availability of funding to support projects within specific areas of interests. Funding can be described as an art and science of managing money is also needed by firm activities which then generate returns and helps maximize stakeholder's returns (Gitman, 2000).There is no a single agreed upon definition for project financing. For example, Finnety, (1996) defines project financing as: "the raising of funds to finance an economically separable capital investment project in which the providers of funds look primarily to the cash flow from the project as the source of funds to service their loans and provide the return of and a return on their equity invested in the project (Finnety, 1996).

Nevitt and Fabozzi (2000) define it as: financing of a particular economic unit in which a lender is satisfied to look initially to the cash flow and earnings of that economic unit as the source of funds from which a loan will be repaid and to the assets of the economic unit as collateral for the loan. International Project Finance Association (IPFA) defines project funding as the financing of long-term infrastructure, industrial projects and public services based upon a non-recourse or limited recourse financial structure where projects debt and equity used to finance the project are paid back from the cash flow generated by the project. Lack of resources can interfere with one's ability to complete a task there is lack of supply and support assertiveness (lack of) paying the ones involved in the project is also very important (Hill, 1987) in the employment relationship. It's the main issue of exchange between the employee and the employer.

Remuneration problem are likely to lead to poor work performances lost oft interest at work, frequent absenteeism and corruption at work thus funding helps solve all these problems. Community members can be irritated or offended by expectations of facilitators of the particular project, who come into the community with a lot of promises and assure the community that the project that is about to be started has been and money will not be a problem or disable the project. Example the government and donor funded projects do not have predetermined life span or initiative.

This design has specific schedule beginning time and end time. The role of funding also includes, gaining the importance of finance and strategic role, financial evaluation of managers and acquisitions of information, economy mitigation of evolving business risk, hierarchy rules that is a requirement in today's competitive world. They plan their project design and impose on the community, without letting the community get involved in the process (Langton et al, 2007).

Street children rehabilitation program especially those Managed by NGOs in Kenya is essential because it provides homes for theses vulnerable children however these NGOs led programs end up collapsing due to lack of funds or rather financial problems, policies required from them in order to live up to the government's regulation to get funding. This affects the sustainability of street children rehabilitation program managed by NGOs in the long run. The procedure taken to get the fund is normally long for the required approvals to be made. Precise ways of getting the funds should be made easier for such projects not to stall. Community members can be confused and frustrated by the expectations of the facilitators. This builds inflexibility into the project from the start and frequently imposes an unrealistic pace. Inflexibility planning often cannot adapt to events that are highly important to community members (Furedy, 1992). NGOs can implement A modern rehabilitation program for reasonable cost, this is important because there are situations where the sustainability of street children rehabilitation program is high and the outcome is not as satisfying. But if the underlying reasons of these situations are analyzed then one can see in many cases most rehabilitation program would result (UNEP, 1996).

2.4 Stakeholders' involvement and sustainability of street children rehabilitation programs managed by NGOs

A person or group or organization that has interest or concern in an organization they can affect or be affected by the organization action objectives and politics, example of stakeholders are, directors, employees, creditors, government, or community (Business directory.com) the project stakeholders are individuals or organization that are actively involved in a project or whose interest may be affected as a result of project execution or

project completion and may as well exert influence over the projects objective and outcome. Stakeholders benefit for having their expectations understood and managed through communication of appropriate messages on one hand and the other hand ensuring that the stakeholders understand what support the project needs from them. Stakeholders have a stake in the outcome of the project. It could be an interest, a right, ownership (a person or group will be affected by the decisions that are made). Right can either be legal or moral ownership in a circumstance (Carol and Buchlotz, 2000:65).

Legitimate and valid stakeholders need to be identified and their power and influence understood to manage their potential impact on the projects. Identification of stakeholders is part of the project planning process, and consists of lifting individuals and groups considered by the project or be impacted by it, appropriate strategies can then be formulated and implemented to maximize a stakeholder's positive influence. This becomes a key risk management issue for project managers. Failure to appropriate the connection between the risk management and stakeholder's management has led to countless project failures (Morris and Hugh, 1993; Drummond, 1998).

A stakeholder significance and support depends on the situation and the issues, continuing and support cannot be assumed, stakeholder classification strategies have been developed to attempt to understand each stakeholder's importance to the project and define the most appropriate relationship in management. A stakeholder can be a consumer or a buyer, one model categories stakeholders are based on assessing the stakeholder relationship with the project and the urgency of stakeholders claim on the project leading to a specific managerial action (Mitchell, et al, 1997).

Anybody who can affect or is affected by the strategy of an organization or project is a stakeholder, they can be internal or external and they can be at senior or junior level. Some definitions suggest that stakeholders are those that have power to impact an organization or project in some way example people or small group with the power to respond to negotiate with and change the strategic future of the organization (Eden and Ackermann, 1998:117).

A stakeholder approach (1984) defined a stakeholder as any group who can affect or is affected by the achievement of the organization objectives. Stakeholders outline the vision of promoting new and improved decisions making by developing tools data training necessary for implementation of the project. The main focus on the activities should be on supporting the implementations of the projects management as opposed to creating decisions making framework, information should be available to support the tradeoffs analysis required for project management Pollit, (2007).Project management skills are very important this is because the management skills provide the will, the energy and direction from the time the project is conceived to the time the project is terminated. Limited skills render the rehabilitation program undirected, with less energy or immobile (Greenwood, 2003).

The level of the stake holder participation in a project will certainly fluctuate; project managers should work hard to ensure the participation is never nonexistence. The ideas of involving people within the organization during policies implementation include, presenting the designs, workshops, open forums recurring agenda, items in established departmental meetings. Keeping people involved will facilitate the change process by ensuring people understand "why" behind the change. Lack of stakeholder participation with the project can lead to huge resistance to change Erbaum,(2003).Business stakeholders are often limited to the most obvious (investor employee etc.) the forgotten community in which the business operates can often be overlooked as a key business sustainability stakeholder (Julie Urlaub, 2011).

Limited participation leads to lack of understanding which leads to costly mistakes, when implementing the project. Lack of participation of key influencers within the program can lead to the whole program or part of a project gets stalled. When people are involved they will feel responsible for the changes happening around them. Anticipate their pain point changing roles fear of redundancy training and accountability. This varies from organization to organization. Within every organization reaction will vary between individuals and will be dependent on a range of factors including personal upbringing and previous experiences of change Gruning, (2001).

Donor agencies are yet other stakeholders that are involved in the sustainability of street children program managed by NGOs in Kenya. Donor agencies, have the mission of funding the project and monitoring and evaluating as part of their mission they must make sure that this project lives to see their completion and gives advice to the community .Government too are important part of stakeholders, they want to ensure both jobs and tax revenue are stable and maintained. It is the reason that the governments are so willing to bail out huge organization (My project management, 2009).

2.5 Capacity Development of NGO Management and sustainability of street children rehabilitation programs managed by NGOs

Also called community building requires and helps to build community capacity to address issues and take advantage of opportunities to find common grounds and to balance competing interest Frank and Smith, (1999) community development is dependent upon a certain level of capacity within the community and can develop this capacity further. Community capacity building ensures the community take control of their own learning in such a way that enables them effectively address their needs or their agenda (Dunlop Report, 2002).

Community capacity building can be seen as the capacity of the people in community to participate in actions based project on community interest both as individuals and as groups, organization and networks. Describes a particular way of working with and supporting community to build skills and experience increase, opportunities and enhance involvement in the decision that affect them. Identify obstacles that inhibit people government, and international organization from realizing development goals while enhancing the abilities that will allow them to achieve measurable sustainable results process by which individuals ‘groups’ organization institution and societies increase their abilities by: a) Perform core functions solve problems, define and achieve objectives, b) Understand and deal with their development needs in broad context and sustainable manner.

There is no singular definition of capacity building, over the year capacity building has moved from being a focus to concern individual training, the development of institution and recently a complex systems philosophy where individual capacity are linked with those of the institution or system at large. Recent definition emphasize the continuing process of strengthening of abilities to perform core functions, solve problems define and achieve objectives and understand and deal with developmental needs. Sources: UNSP (1997); UNDP (1998); UNESCO (2005).Capacity building is a continual process of improvement within an individual; it's not a onetime event. It is essentially an enhanced or accelerated by outside assistance for instance donors emphasizes the need to build on what exists utilize and strengthen the existing capacity takes a long time and requires a long term commitment from all involved successful capacity building efforts should not be measured in terms of disbursement or outputs with little attention to sustainability (World Health Organization, 2001).

The CIDA (Canada) capacity building activities approaches, strategies and methodologies which help organization, groups and individuals to improve their performance generates development benefits and achieve their objectives overtime. Without capacity building or development around the area that the project is taking place then all the efforts that will be put in place will not work accordingly, and this can greatly affect that project activities. According to European commission, capacity building aims at developing and strengthening structures, institutions and procedure that help ensure transparent and accountable governance in all public institutions, improve capacity to analyze, plan, and implement policies Source (Whyte, 2004).

Community capacity building has activities such as identifying communications, improving volunteer recruitment, developing a leadership succession plan and identifying more efficient technology. This depends more of involving the community in the project stages from the start of the project to the end of the project to make the community feel more involved in the project is more important and this leads to the success of the project. For capacity development to be effective, to have sustainable results, strengthening

stakeholder ownership the efficiency policy in instruments and the effectiveness of organization arrangement is critical (World Bank, 2011).

2.6 Partners policy and sustainability of street children rehabilitation programs managed by NGOs

Policy is a principle or protocol to guide decision and achieve rational outcomes. A policy is a statement of intent and is implemented as a procedure adopted by the board or senior governors. This is a process of making important organizational decision on the basis of how the decision will affect them. Policies are clear simple statements of how your organizations intend to conduct its services action or business. A policy is a guide of action, outlines rules, and reflects values and beliefs state and intention of doing something (Adapted by rural communities, impacting policy- A work book, 2005).

A good example of policies that is important in any given project. Major project must be approved by the management committee, for example board of trustees, name of the project must be included, funding of the project, cost, and principle stakeholders, time, critical target dates, completion dates among others. Each project must share a manager who is a member of staff or upholds the values of the project carries every activity of the project with a lot of professionalism (The National Gallery Project Management Policy February, 2007).

A good example of policies that project management should adapt in order to make their projects as mentioned above; funding he project should vet where the project per capita is coming from and whether there are any loop holes that should be addressed before carrying out the project to avoid any problems in the process of carrying out the project. Policies work well for lower management and operational matters. A policy should never be held onto and defended when it impedes the program and delays the changes needed to make progress. A policy's intent is to give clear direction and allow better flow in the organization. Many operational problems will stay solved with the implementation of a solid policy. Polices are set up for a particular function in a particular area (John Macwell, 1993).

Policy objective is to achieve effective and economical management of projects with visible and clearly established project leadership. A policy should have well-defined objectives within an accountability framework and should be approved in accordance with project approval requirements. Policy requires accountability of the projects (sponsoring department must establish framework. Project managers are expected to establish and approve sound internal policies, guidelines and practices to be followed by project leaders, authorities and resources: from project inception, sponsoring scope and risk of the project, leaders are accountable for the definition of the project management framework, project managers must ensure that the project leaders have adequate project planning among other policies (Treasury Board Policy Suite, 1994).

Policy making is not easy at all for any kind of venture; however it is an important operation. Project managers cannot occur in a cohesive standardized process without a policy in place to dictate the guidelines of project creation, request, reporting assessment deliverables and goals. Any organization that attempts to manage a project without cohesive policy is going to struggle to maintain consistency and create a professional image that speaks success for its operations. Policy that an organization chooses should cover all the elements in a project and get into actionable steps that need to take place. It should also cover all guidelines and rules that affect project creation, evaluation, reporting assessment, maturity and resource allocation or projects (Analyst Perspective Blog, 2013).

Properly researched and worded policy and procedure are of amount of importance in today's policing, it gives direction on the way forward in case a group or department faces a problem their personnel will react in the manner best suited to accomplishing the mission in the most professional manner and are done well through following the right policy procedures that have been laid down by the organization (Worldwide Law Enforcement, 2013).

Policies are important because they are needed for organization control. If there are no formal documented policies then the organization personnel at any level would have no guidance on how to make decisions. Policies help staff make decisions, providing instructions on how to do tasks, creating confidence and reduce biasness in decision making. Help staff initiate action and responsibility among others. The creation of policies is actually good evidence of proactive or forward thinking management. And every organization is encouraged to come up with policies that they can follow through (Leo Isaac, 2006).

2.7 Accountability and sustainability of street children rehabilitation programs managed by NGOs

A voluminous literature exists on the issues of accountability (or lack thereof) of NGOs. Those writing on NGO accountability include lawyers, political scientists, economists, journalists and others. Some of these studies focus on the issues of legitimacy, democratic accountability and plain accountability. New York time (2003) editionalised that: non-governmental organizations are now part of the power structure too. They receive donations from the public and advocate for policies that each group claim is in the public interest. As they become part of the established political landscape worldwide, these groups owe it to the public to be accountable and transparent themselves. Bolton (2000) before he joined the Bush Administration, he expressed concern about the extra-national clout of NGOs in global governance and worried that civil society also sees itself as beyond national politics, which is one of the reasons its recent resources have much profoundly antidemocratic implications. The problem, as analyzed by Bolton, is that NGO participation provides a second opportunity for interstate, advocates to reargue their position, thus advantages over their opponents, who are either unwilling or unable to reargue their cases in international forum (Bolton, 2000).

Anderson (2000) wrote an article about the efforts by NGOs during negotiations for the treaty on landmines and he used that case study to offer more general observations on the NGO role. Anderson's article made an important contribution to the international law scholarship on NGOs. Anderson calls attention to the development of a partnership,

relationship between international NGOs, sympathetic states and international organizations. He objects to this relationship because, in his view, international NGOs are not conduits from the people and do not operate from the people and do not operate from the bottom up. Rather, he says, the glory of organization of civil society is not democratic legitimacy, but the ability to be a pressure group that will speak horizontally to other global elites. Such a horizontal conversation has a worthwhile, essential function in making the world-sometimes at least a better place but it does not reduce the democratic deficit (Anderson, 2000).

Edwards (2000) explains that NGOs accountability is weak and problematic, since there is no clear bottom up line for results and no single authority to which NGOs must report on their activities. Edward advocates a new deal in which more participation in global governance is granted on return for transparency and accountability on a set of minimum standards for NGO integrity and performance, monitored largely through self-regulation plus a much larger array of voluntary regulations and other means of influencing destructive behavior. Greater accountability, in Edward's view is needed both upward to donors, and downward to the poor. Edward contributes the useful notion of vertical accountability i.e. that on development issues.

Hugo Slim (2002) offers a working definition of NGO accountability as the process by which an NGO holds itself openly responsible for what it believes, what it does and what it does not do in a way that shows its involving all concerned parties and actively responding to what it learns. Benedict Kingsbury (2002) sees NGO accountability as a constitutional challenge. He explains that the struggle to articulate a useful approach to establishing rigorous accountability of non-state actors suggests that international civil society has at present minimal conceptual resources other than First Amendment Liberalism for structuring thought about problems of accountability.NGO accountability is also being addressed in the reports of major international advisory commissions. In June 2004, the panel of eminent persons on United Nations-civil society regulations appointed by Secretary General Kofi Anan –delivered its report and suggested that UN

practices for engaging civil society should work to define standards of governance such as those for transparency and accountability (UN, 2004).

According to the panel, the UN secretariat should discuss with the private groups advising the UN possible codes of conducts, and self-policing mechanism to highlighted disciplines of quality governance and balance. In January 2005, a consultative Board appointed by the World Trade Organizations (WTO) directors-general delivered an extensive report that included a brief section on NGO accountability (WTO, 2005).

The board noted the criticism that those lobbying for more access are often neither especially accountable nor particularly transparent themselves. Certainly, accountability needs to be in place for physically harmful NGO activities whenever an NGO engages in illegal or terrorist activity, and then obviously it ought to be accountable to national criminal justice systems or to the UN Security Council. In recent years, the Security Council has often targeted non-state actors with economic sanctions (Hufbaker and Degg, 2003).

2.8 Theoretical Frameworks

Kasomo (2006) estimates that theoretical as well as conceptual framework are meant to describe the independent and the dependent variables as well as the relationship between them. Sekaran (2003) thinks that the theoretical framework is the foundation on which the entire research project is based. It's logically developed, described and elaborated network of association among the variables deemed relevant to the problem situation and identified through such processes as interviews, observation and literature surveys. It is the view of Malunga and Banda (2004) that an organization can ensure its sustainability through the use of two approaches: namely, the Conventional Approach and the Organizational Development Approach. They concluded that the two approaches are complementary; however, one is more effective in the long term (Malunga and Banda, 2004).

2.8.1 Conventional Approach

Malunga and Banda (2004) argue that the Conventional Approach of sustainability in organization focuses on the ability to get money so that activities on the ground can continue. Here, money is both the emphases and the target. They enumerate the means to generate the money as follows: training individuals in proposal writing; diversifying the donor base; identifying local sources of money (for example, social events); and creating endowment trusts.

They explain that staff members approach people or organization that have money and convince them to give some money or material resources to the NGOs. With the ever-increasing number of Non – governmental organizations (NGOs) the competition is becoming fierce for getting money for their field activities. This has compelled some NGOs to change focus and undertake other activities strictly for the sake of money, although their beneficiaries may not need the new activities being offered. Malunga and Banda (2004) predict that it is likely to continue to get more difficult to access development funding as more funds are being diverted to relief efforts that address global crises such as HIV/AIDS, WARS and NATURAL DISASTERS (such as floods and droughts). They, therefore, conclude that the old methods for getting money into the organization may not work in this difficult environment.

2.8.2 Organization Development Approach

Malunga and Banda (2004) explain that the organization development approach of sustainability is more complex and comprehensive than the traditional conventional approach. They note that with organizational sustainability, money is not everything. They state that the organization Development Approach builds the capacity of the organization to be self–sustaining and attract resources needed to perpetuate its existence; continuously improving its activities with decreasing external support and this means that organization properly takes care of its human resource (Malunga et al, 2004).

2.9 Conceptual Framework

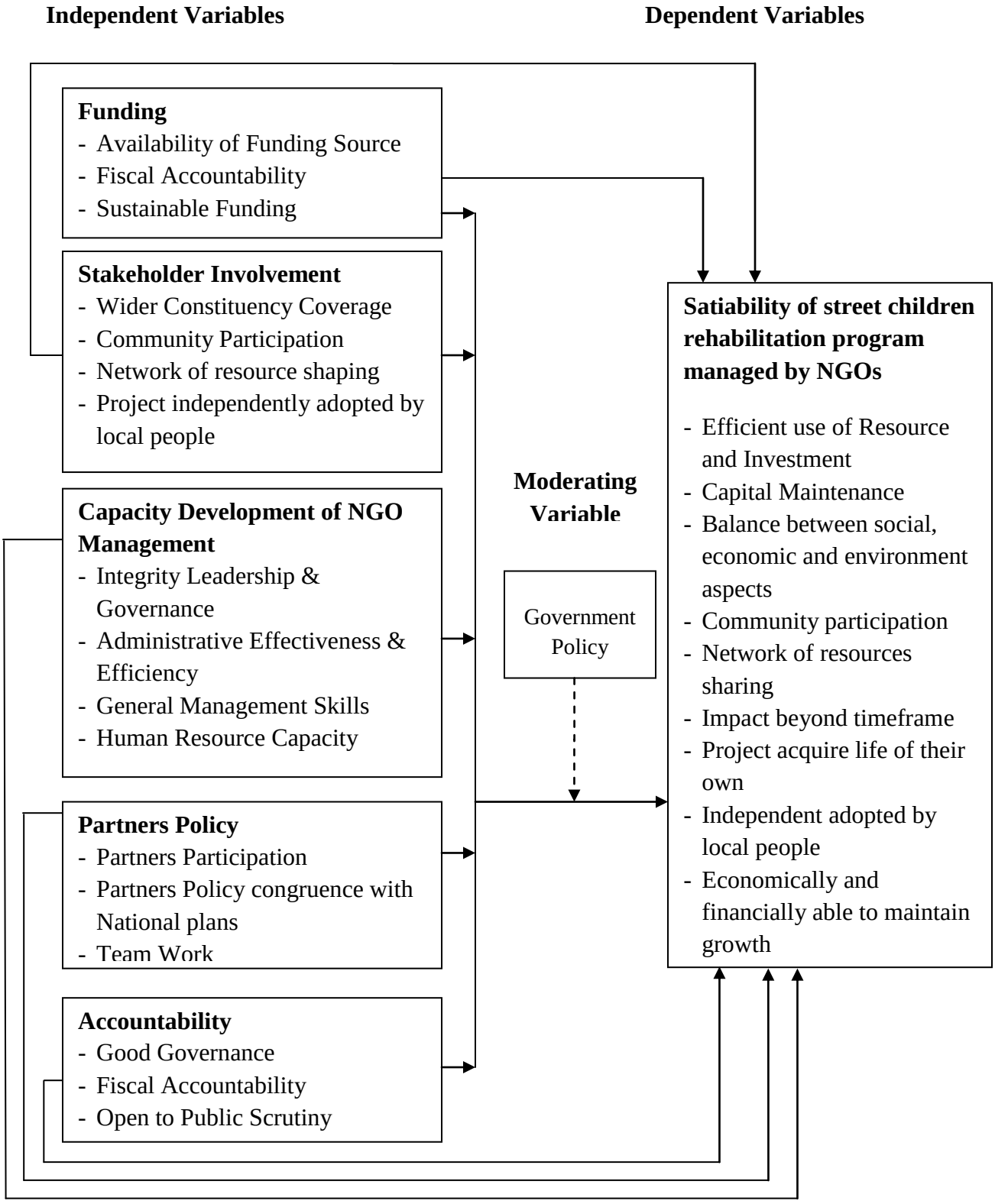

Figure 2.1: Conceptual Framework

Based on the literature review, the researcher developed a conceptual framework that was used to examine the relationship between factors that influence NGOs sustainability on one hand and on the other hand the sustainability of NGOs. The link between influences of sustainability and sustainability itself are shown in conceptual framework below. In this framework, factors influencing the sustainability (funding, partner's policy, capacity development, stakeholder's involvement, accountability) are independent variables while sustainability of NGOs on the other hand is dependent variable. The study sought to answer research questions earlier articulated in the research proposal. In addition, it attempted to bridge the research gap by providing a basis for a thorough and insightful discernment of these factors and their influence on NGO sustainability. This is in respect to theoretical framework and research work of other scholars, instances which have been earlier cited in this document.

2.10 Summary of Literature

The literature reviewed has shown the contribution made by various studies conducted on the factors influencing the sustainability of street children rehabilitation programs in Kenya. Various issues have been addressed by highlighting factors that influence the rehabilitation program where challenges facing these vital projects in sustaining themselves have been clearly pointed out.

Human rights watch reports from its findings that the conditions in the rehabilitation institutions fail to provide children with education and rehabilitation training that they purport to do and children live those institutions emotionally and physically scared, stigmatized and negatively influenced by their peers who may be serious criminal offenders. A lot of corruption or rather loop holes face the institutions that are supposed to rehabilitate the children to transform them to become better people in the society thus their efforts end up failing and day by day the number of street children increase in numbers as they are pinned to the high rise of insecurity in the town because of their influx in the town areas. Their institutions end up being mismanaged by the people who are supposed to cater for the needs of children thus collapsing immediately they start functioning.

Funding is always a cost involved throughout project lifecycle, from project conceptualization, inception, planning, executing, monitoring and evaluation, and closing a project. Not only does the organization need to pay the salaries of the project manager and team, but there are potentially many other costs of the project. Some of these are equipment/ Technology, overhead or other materials needed to complete the project within stipulated timeframe. (Mark Piscopo, 2013) however, the author failed to show how clearly funding influence the sustainability of the new projects.

A stakeholder can be a consumer or a buyer, one model categories stakeholder are based on assessing the stake holder relationship with the project and the urgency of stakeholders claim on the project leading to a specific managerial action (Mitchell, et al, 1997).Accountability involves creating increased transparency from community involvement with public sectors agencies, community participation in management and community participation in public hearings (Cummin, 2007). According to the author he involves the community and the public sectors agencies among others, but failed to show the disadvantages of including the entire community in the accountability process and show how it can affect the running of the project when everyone is involved and has a clear picture on very little detail of the project.

Capacity development ensures the community takes control of their own learning in such a way that enables them effectively address the need and issues that affects them either directly or indirectly. (Dunlop Report, 2002) the author however failed to elaborate the process that should be approached when carrying out capacity building and how to approach the community because different people require different approach. A policy should never be held onto and defended when it impedes the program and delays the changes needed to make the progress. A policy's intent is to give clear direction and allow better flow in the organization. Many operational problems will stay solved with the implementation of a solid policy. Policies are set up for a particular function in a particular area. (John Maxwell, 1993) however, the author failed to show the effects that it can have on the project if it does not work what it portrays to the stake holders at large when they keep on changing because they did not work as expected.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, target population, variables, sampling techniques and sample size, data collection methods and instruments, validity and reliability, data analysis and presentation techniques and operationalization of variables.

3.2 Research Design

According to Chandaran, (2004), research design defines the techniques that are to be used in collecting data, sampling strategies and tools appropriate for a study. It's the arrangement of conditions for collection and analysis of data in a manner that aims to instill relevance to the research purpose. The research design adopted for this study was descriptive survey. This design is appropriate because it portrays an accurate profile of persons, events or situations and allows the collection of large amounts of data from a sizeable population in a highly economical way. This design is therefore effective for this research work. Babbie, (2001) argued that it allows for the collection of data that can be analyzed quantitatively. According to Saunders and Thornhill (2003), a descriptive design involves planning, organizing, collecting and analyzing of data so as to provide the information being sought. It refers to the way the study is designed; the method used to carry out a research.

3.3 Target Population

Population refers to an entire group of individuals who are the concern for the study within the area of the study (Mugenda and Mugenda, 1999). According to Ngechu (2004), a population is a well-defined set of people, services, elements and events, group of things or households that are being investigated. It's a complete group that fits the researcher's specification from which the researcher wants to generate the result of the study. (Mugenda and Mugenda, 1999) the target population used for the study was 100 staff of Rescue Centers in Mathare constituency, Nairobi County, which is made up of The Board of Directors, Operational Manager, Supervisor and support staff.

3.4 Sample Size and Sampling Procedure

According to Mugenda and Mugenda (2003) a sample is a subset of a particular population selected for the purpose of study to make conclusion about a population. Mugenda (2003) however stresses that if the population size is small, then it's advisable that the researchers does a complete census of the population. This position is also supported by Gupta (2007) who says that if the researcher has enough resources and time he can choose to do a complete census of the study if the population size is small. Gupta gives the advantages of census that it doesn't have any bias that may occur due to sample size selection; therefore the sample size for the study was 100 respondents drawn from the target population.

3.4.1 Sampling Procedure

Since the target population is small, the study did a census, it study the entire population, this sentiments are echoed by both Gupta (2007) and Mugenda and Mugenda (2003).

Table 3.1: Sampling Procedure

Category	Target population	Sample size	Board of Directors	Operational managers	Supervisors	Support staff
Rescue Dada	30	30	6	1	1	22
Mogra center	25	25	5	1	2	17
Good Samaritan home	23	23	4	1	3	15
Angel Education and rehabilitation center	22	22	3	1	1	18
Total	**100**	**100**	**18**	**4**	**7**	**72**

3.5 Research Instruments-Questionnaire

Since the research work used primary data, questionnaire was the principal tool for data gathering. This study used the questionnaire as the main instrument of data collection. The questionnaire is the most appropriate instrument due to its ability to collect large

amount of information in a reasonably quick span of time and economic manner, the study used a closed ended questionnaire for ease of analysis. Additionally, this tool is suitable as it fits the quantitative approach which this study adopts.

The questionnaire consisted of two section; first section of the questionnaire dealt with demographic statistics such as name, age, years of service of the employees. This information provided data to be used in analyzing the demographic statistics based on gender, age and years of service of the employees. The subsequent sections were seeking information based on various variables, the respondents were asked to indicate on a five-point scale their perceptions of the various variables and sustainability of rehabilitation programs managed by NGOs. The scale range is: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

3.5.1 Pilot Testing

The questionnaires were administered randomly to ten program workers which were 10% of respondents of the sample population for pre testing. Pre testing allowed errors to be discovered before the actual data collection and 10% of the sample size was considered adequate for piloting. The pilot testing was done in street children rehabilitation centers in Kibera slums as it has similar characteristics to Mathare constituency. Comments made by the respondents during piloting were used to improve on the instrument. The respondents in the main study were exempted from the piloting to avoid bias due to foreknowledge. After the piloting, the questions in the questionnaire were assessed and those that were found not to be clear were reframed for clarity.

3.5.2 Validity of the instrument

In this study, construct validity was used to check how the questions were phrased to ensure that they convey the intended meaning. Validity is the accuracy and meaningfulness of inferences which is based on research results. It is the degree to which results obtained from the analysis of data actually represent the variables of the study. The questionnaires were given to some professionals including my supervisor to critique

it and assure construct validity of the instrument. It was ensured that the questionnaire remains focused, accurate and consistent with the study objectives.

3.5.3 Reliability of the instrument

Reliability is a measure of the degree to which a research instrument fields consistent results or data after repeated trials Mugenda and Mugenda, (2003). A test re-test techniques was employed to ensure reliability of research instruments. The instrument was administered to ten respondents at first and after a period of two weeks, the instruments were again administered to the same respondents, and results from the two sets of instruments were analyzed using Pearson product moment correlation and a margin of 0.80 an indicator that the research instrument was reliable, according to Mugenda and Mugenda, (2003). A coefficient of 0.8 or higher was accepted. Here Reliability was obtained by correlating the scores of each questionnaire. Pearson product moment correlation coefficient (r) was employed to test reliability of the questionnaires. The questionnaires was to be considered reliable if the value for the coefficient of reliability (Re) was to be closer to 1.0; getting consistent responses when the same question will be posed to the same respondent more than once.

3.6 Data collection Procedure

Data is a piece of information that helps to analyze and appraise the given problem in a research study. It could be either primary data, which is collected individually or secondary data that is obtained from an already existing source. Primary data was used in this study. The management of the rehabilitation programs was administered with a questionnaire. The researchers sought permission from the national council for science and technology to collect data once granted, researcher trained the research assistant on issues including ethical consideration.

A reconnaissance visit was made to the unit of observation to inform the respondents about the proposed study, introduced the research assistants and organized the respondents in readiness for data collection. The researcher assured the respondents of complete confidentiality and guarantee of no victimization based on the information

supplied. The researcher provided clear and sufficient information about the study that enabled the respondents make a decision to participate in the study. The researcher made appointments through telephone calls to the senior most executive responsible for the management and thereafter delivered the questionnaire by hand on the appointed time. The respondents were given one week in which to fill the questionnaire. A follow up telephone call were also made before the collection date of the questionnaire just to remind the respondent of the importance of completing the questionnaire.

3.7 Data analysis Technique

This is the process which starts immediately after data collection and ends at the point of interpretation and processing data (Cooper & Schindler, 2003). After retrieving the questionnaires the researcher edited, coded, cleaned and entered into Statistical Package for Social Sciences (SPSS) for a better and efficient analysis. Descriptive statistics was used. The results were presented in form of percentages, frequencies, and table.

3.8 Ethical Consideration

The researcher sought authority to collect data from the national council of science and technology as well as got a letter of introduction from University of Nairobi, management Authority was also sought from the rehabilitation center, the principle of confidentiality and voluntary participation was adhered to as questionnaires did not require respondent to write their names. Informed consent from each participant in the research was also sought; the nature and purpose of the research were explained to every participant before engaging them in answering the questionnaires.

3.9 Operational Definition of Variables

Table 3.2: Operational Definition of Variables

Objectives	Types of Variables	Indicators	Method of data collection	Scale of Measurement	Data Analysis Technique
1. To determine how funding influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.	**Independent variable**: Funding **Dependent variable**: Sustainability of street children rehabilitation program managed by NGOs	Funding source Fiscal accountability Sustainable funding Access to government resources Steady revenue generation	Questionnaire Questionnaire	Ordinal Ordinal	Mean, Percentage, frequencies
2. To assess the extent to which stakeholder's involvement influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.	**Independent Variable**: Stakeholders involvement **Dependent Variable:** Sustainability of street children rehabilitation program managed by NGOs	Wider constituency Community participation Network of resource sharing Project independently adopted by local people	Questionnaire Questionnaire	Ordinal Ordinal Ordinal	Mean, Percentage, frequencies
3. To establish how capacity development of NGO management influence the sustainability of street	**Independent Variable:** Management Capacity Development	Administrative efficiency and effectiveness Good governance	Questionnaire Questionnaire	Ordinal Ordinal	Mean, Percentage, frequencies

Objectives	Types of Variables	Indicators	Method of data collection	Scale of Measurement	Data Analysis Technique
children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.	**Dependent variable:** Sustainability of street children rehabilitation program managed by NGOs	Good leadership with integrity Technical knowledge and skills			
4. To examine the extent to which partner's policy influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County.	**Independent Variable**: Partner's Policy **Dependent variable:** Sustainability of street children rehabilitation program managed by NGOs	Partner participation In developing vision, mission and objectives Developing need related policies Developing policies congruent with national plans	Questionnaire Questionnaire	Ordinal Ordinal	Mean, Percentage, frequencies
5. To assess how accountability influence sustainability of street children rehabilitation program managed by NGOs in Mathare Constituency, Nairobi County	**Independent Variable:** Accountability **Independent variable:** Sustainability of street children rehabilitation program managed by NGOs	Good governance Fiscal accountability Open for public scrutiny	Questionnaire Questionnaire	Ordinal Ordinal	Mean, Percentage, frequencies

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The main objective of the study was to establish factors that influence sustainability of street children rehabilitation programs managed by non-governmental organizations in Kenya. This section therefore contains the representation and analysis of data that was collected in the study regarding how funds, stakeholder involvement, capacity development, accountability and partner's policies influence sustainability of these programs in Kenya, the study, focused on the Rescue Centers in Mathare constituency Nairobi County. Quantitative analysis was adopted in the study; findings were presented using percentages (%), frequencies, and tables.

4.2 Questionnaire Return Rate

The sample size for the study was 100; 100 respondents answered and returned complete questionnaires. This constituted a response rate of 100%. This response rates were sufficient and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This commendable response rate was due to extra efforts that were made via personal calls and visits to remind the respondent to fill-in and return the questionnaires. A response rate of 100% was therefore highly acceptable. This commendable response rate was due to the validity of the research instrument and the extra efforts that were made via personal phone calls and several visits to remind the respondent to fill-in and return the questionnaires as complete as possible.

4.3 Demographic characteristics of the Respondent

The socio demographic characteristics indicated in the table below shows that the majority of the respondents were single (63.00%) females (80.00%) aged 18-25 years (44.00%) with secondary education (49.00%).

Table 4.1: Summary of Socio Demographic Characteristics

Variable		Frequency	Percentage
Gender	Males	20	20.00%
	Females	80	80.00%
	Total	**100**	**100.00%**
Age	18-25 Years	44	44.00%
	26-33 Years	34	34.00%
	34-41 Years	20	20.00%
	42 and Above	2	2.00%
	Total	**100**	**100.00%**
Education	Post Graduate	0	0.00%
	Graduate	13	13.00%
	College	13	13.00%
	Secondary	49	49.00%
	KCPE	15	15.00%
	Others	10	10.00%
	Total	**100**	**100.00%**
Marital Status	Married	24	24.00%
	Separated	7	7.00%
	Widowed	6	6.00%
	Single	63	63.00%
	Total	**100**	**100.00%**

The study sought to know the gender of the respondents. Based on the study findings, majority of the respondents at 80.00% were female while 20.00% were male. This implied that information was collected from both male and female staff from the rescue centers managed by nongovernmental organizations and majority of rescue centers workers are female. This is an indication that the street children rehabilitation centers managed by nongovernmental organizations are dominated by women. However, it's important to note that the gender ratio as per government regulations has been surpassed.

This should be evident in the quality of decisions made to support the growth and sustainability of these programs

From the findings, most of the respondents, 44% indicated that they were aged between 18-25 years old, 34% were between 26-33 years of age, and 20% of the respondents were aged between 34-41 years while 2% were aged 42 years and above. This implied that Respondents from diverse age groups were incorporated in the study and the younger and active generations were the ones running these rehabilitation programs, The study results imply that majority of the respondents were aged below 33 years of age. Demographic information on age showed that the street children rehabilitation programs are in the hands of young and vibrant populations. As shown on the table, over 98% were aged below 42 years, a clear indication that they are well informed on the current issues of sustainable developments and their challenges. This should provide candid views on sustainability of street children rehabilitation programs in the city of Nairobi. These findings point to the fact that most of the respondents are in an age bracket (18-33) which is informed on most issues concerning the area of study and thus the researcher was confident that these were the right people to involve in a study.

Most of the respondents, 72% were support staff, 18% were board of Directors, 7% were supervisors while 4% were operational manager. This implied that the respondents were of different designation from the highest rank of board of directors to the lowest levels of support staff; therefore data collected cut across all designation and was representative.

The study requested the respondents to indicate the number of years they had served in the rescue center. Most of the respondents, 83% had worked in the rehabilitation center for a period of between 0 -4 years,11% indicated that they had worked for between 5-8 years, 2% had worked for Between 8 to 12 years while 4% had worked in the rehabilitation center for over 20 years. This indicated vastness of experience based on the different time frames employee had served in the rehabilitation centers. This shows that most of the respondents had more than 1 year of experience in the rehabilitation programs

during the time of data collection. The length of time the respondents have worked in the project has a great impact on the responses they provide as they have a better understanding of what has been the challenges affecting sustainability of these street children rehabilitation programs.

The study sought the highest academic qualifications attained by the respondents. Based on the study findings, a majority 49% of respondents indicated that they had attained secondary school certificates, 13% had attained college diplomas with 13% being in possession of university degrees. 15% of the respondents had attained primary school certificates, while 10 percent of the respondents were not able to complete their primary education but had other community informal leadership training to enable them executes their roles and responsibility at the rescue center. This information signified that the respondents had academic qualifications and therefore well placed to participate in the study. The educational background points to the fact that most of the respondents are properly educated and thus easily understood the issues raised in the questionnaire concerning the area of study. Given the level of education the respondents also clearly understood the ethics of research and thus were expected to give honest and informative responses which would add to the credibility of the final research findings and report.

4.4 Funding and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

The first objective was to determine the relationship between funding and sustainability of street children rehabilitation programs. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Table 4.2: Influence of Funding and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

Funding	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Funding Source	4.46	0%	0%	2%	50%	48%
Fiscal Accountability	4.40	0%	0%	7%	46%	47%
Sustainable funding	4.33	0%	0%	12%	43%	45%
Overall funding	**4.4**	**0%**	**0%**	7%	46%	47%

Seventy six percent of the respondents who had worked in the rescue center for 5-8 years strongly agreed that funding and sustainable funding influenced sustainability of these rehabilitation programs. The staff that had worked for 8-12 years felt that fiscal accountability was the main influence of sustainability. The table below indicates that 50% of the respondents agree that funding influenced sustainability while 47% were of the opinion that Fiscal accountability would influence sustainability. Sustainable funding in another factor influencing sustainability with 45% strongly agreeing to that. Overall only 7% of the respondents were neutral to the fact that funding influenced sustainability of street children rehabilitation centers.

4.5 Stakeholders involvement and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

The second objective was to determine whether stakeholder involvement influenced sustainability of street children rehabilitation programs managed by nongovernmental organization. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Table 4.3: Influence of Stakeholder involvement and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

Stakeholder involvement	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Wider constituency coverage	4.04	0%	8%	17%	38%	37%
Stakeholder participation in developing need related policy	4.14	0%	4%	13%	48%	35%
Stakeholder developing strategies manageable within available resources	4.25	0%	0%	19%	37%	44%
Stakeholder participating in developing vision, mission and objectives	3.93	0%	7%	21%	44%	28%
Overall Stakeholder involvement	**4.1**	**0%**	**5%**	**18%**	**42%**	**36%**

More than 50% of those that had served for 8-12 years in the centers strongly agreed that wider constituency coverage and stakeholders participation influence sustainability. Of the respondents interviewed, 38% agreed that wider constituency coverage was a factor influencing sustainability, 48% were of the opinion that Stakeholder participation in developing need related policy greatly influenced sustainability. More than 40% strongly agreed that stakeholder developing strategies manageable within available resources was a major factor influencing sustainability. Only 5% of the respondents disagreed with the fact that stakeholder involvement influences sustainability of street children rehabilitation programs managed by nongovernmental organizations.

4.6 Accountability and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

The third objective was to determine the relationship between accountability and sustainability of street children rehabilitation programs managed by nongovernmental organization. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Table 4.4: Influence of Accountability and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

Accountability	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Good Governance	4.20	0%	3%	16%	39%	42%
Open to public scrutiny	4.08	0%	4%	23%	34%	39%
Overall Accountability	**4.1**	**0%**	**3.5%**	**20%**	**37%**	**41%**

Statistics indicates that good governance (4.20) contributes to sustainability of rehabilitation centers. The percentage of respondents who strongly agree with the same is 42.00% while 39% thought that being open to public scrutiny would influence sustainability. Half of the staff who had been in the centers for 8-12 years strongly agreed that good governance and being open to public scrutiny largely influenced sustainability of street children rehabilitation centers. Overall 41% of the respondents strongly agreed that accountability influences sustainability of street children rehabilitation centers managed by NGOs.

4.7 Capacity development of NGO management and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

The fourth objective was to determine the relationship between capacity development and sustainability of street children rehabilitation programs managed by nongovernmental organization. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Table 4.5: Influence of Capacity development and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations for different genders

Capacity Development	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Leadership and Governance	4.12	0%	0%	23%	43%	34%
Board of Directors providing overall direction and oversight to the programs	3.84	0%	11%	24%	35%	30%
General Management skills	4.10	0%	1%	20%	47%	32%
Management technical skills and knowledge	4.09	0%	4%	18%	43%	35%
Human resource capacity	4.19	0%	4%	17%	35%	44%
Technical skills and knowledge of NGO management	4.03	0%	5%	20%	41%	34%
Overall Capacity Development	**4.1**	**0%**	**4%**	**20%**	**41%**	**35%**

Leadership and governance is a major aspect influencing sustainability as suggested by 43% of the respondents. It was also agreed by 35% of the respondents that Board of Directors providing overall direction and oversight to the programs, would influence sustainability. Another 47% were of the opinion that general management skills influences sustainability while 44% thought that human resource capacity would largely affect sustainability. In general, only 4% were not of the opinion that capacity development was a factor to consider as influencing sustainability of street children

rehabilitation programs managed by NGOs. The longest serving staff in the centers agreed that capacity development would influence sustainability of rehabilitation centers.

4.8 Partners policy and sustainability of street children rehabilitation programs managed by Non-Governmental Organizations

The fifth objective was to determine the relationship between partner's policy and sustainability of street children rehabilitation programs managed by nongovernmental organization. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Table 4.6: Influence of Partner policy and sustainability of street children rehabilitation centers managed by NGOs

Policy	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Partners policy	3.94	0%	8%	18%	46%	28%
Partners develop policy congruence with national plans	4.17	0%	12%	20%	34%	34%
Overall Policy	**4.1**	**0%**	**10%**	**19%**	**40%**	**31%**

Policies congruent with the national plans when developed influence sustainability of street children rehabilitation programs as mentioned by 34% of the respondents while 46% agreed that partner policy would also influence sustainability of these programs. On average, 10% of the respondents were not of the opinion that policy was a factor that influences sustainability of street children rehabilitation centers.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of findings from chapter four and discussions relating to the researcher's findings and other empirical findings outlined in chapter two. It gives a conclusion and presents recommendations of the study based on the study objectives. Recommendation for further study is provided by the researcher.

5.3 Discussions of findings

This section presents a discussion of the findings and compares and contrasts these findings with other scholarly studies done on the same topic.

5.3.1 Funding and sustainability of street children rehabilitation centers managed by NGOs

The first objective was to determine the relationship between funding and sustainability of street children rehabilitation centers. Seventy six percent of the respondents who had worked in the rescue center for 5-8 years strongly agreed that funding and sustainable funding influenced sustainability of these rehabilitation centers. The staff that had worked for 8-12 years felt that fiscal accountability was the main influence of sustainability. The table below indicates that 50% of the respondents agree that funding influenced sustainability while 47% were of the opinion that Fiscal accountability would influence sustainability. Sustainable funding in another factor influencing sustainability with 45% strongly agreeing to that. Overall only 7% of the respondents were neutral to the fact that funding influenced sustainability of street children rehabilitation centers.

Based on the study findings, it's evident that Street children rehabilitation program especially those Managed by NGOs in Kenya is essential because it provides homes for these vulnerable children however these NGOs led programs end up collapsing due to lack of funds or rather due to financial problems, policies required from them in order to

live up to the government's regulation to get funding is also a major constrain. One of the major factors impacting on the effective management of this rehabilitation programs managed NGOs is the nature of their dependability on donor funding. The common impact of financial dependence on donor funding is that, once donors pull their financial support, these rehabilitation programs collapse (Lokorwe and Mpabanga, 2007).

This estimate are echoed by Ditshwanelo (2004) who equally notes that the major threats to NGO existence and the carrying out of their mandates is the reduced funding which may force them to scale down their activities. This affects the sustainability of these programs in the long run. The procedure taken to get the fund is normally long for the required approvals to be made. Precise ways of getting the funds should be made easier for such projects not to stall. Community members can be confused and frustrated by the expectations of the facilitators. This builds inflexibility into the project from the start and frequently imposes an unrealistic pace.

Inflexibility planning often cannot adapt to events that are highly important to community members (Furedy, 1992). NGOs can implement A modern rehabilitation program for reasonable cost, this is important because there are situations where the sustainability of street children rehabilitation program is high and the outcome is not as satisfying. But if the underlying reasons of these situations are analyzed then one can see in many cases most rehabilitation program would result (UNEP, 1996). In many instances, these NGOs managed rehabilitation centers go where funds are available-for HIV/AIDS, climate change or other issues that are fashionable among donors and this has led to a lack of specialization among NGOs where they either change their areas of focus or simply add on, based on areas of available funding (USAID, 2009). These emerging NGOs, which are created in response to little more than the opportunity to pursue the available resources, have a questionable agenda and integrity as they largely depend on funds from donors sources, their programs do not conform to the needs of beneficiaries as they mainly subscribe to the interests of the donors (Lokorwe and Mpabanga, 2007).

5.3.2 Stakeholder involvement and sustainability of street children rehabilitation centers managed by NGOs

The second objective was to determine whether stakeholder involvement influenced sustainability of street children rehabilitation centers. More than 50% of those that had served for 8-12 years in the centers strongly agreed that wider constituency coverage and stakeholders participation influence sustainability. Of the respondents interviewed, 38% agreed that wider constituency coverage was a factor influencing sustainability, 48% were of the opinion that Stakeholder participation in developing need related policy greatly influenced sustainability. More than 40% strongly agreed that stakeholder developing strategies manageable within available resources was a major factor influencing sustainability. Only 5% of the respondents disagreed with the fact that stakeholder involvement influences sustainability of street children rehabilitation centers.
From the findings, the stakeholders if involved in the decision making in the entire project lifecycle, they will be indebted in contribution of funds and other relevant resources, throughout project conceptualization, designing, planning, implementation up to monitoring and evaluation of these rehabilitation programs. Thus the stakeholders have a vital role in the running of these programs to ensure their sustainability. These findings are in line with Chappel, (2005) who urged that by their support, community ensures the success of a project through collective efforts to increase and exercise control over resources and institutions on the part of groups and movements of those hitherto excluded from control.

Stakeholder's involvement in decision making they are able to endorsed different projects within these rehabilitation programs and ensure sufficient and sustainable budgetary allocations to those projects, vet the employees of the programs based on meritocracy, propose policies to be implemented. In the sharing of development activities and resources, stakeholders are key in that they are able to approach strategic personalities, development partners and institutions to aid in management of the project, and in lobbying for support from the government and private sector, these support is what these rehabilitation programs require to be sustainable. These sentiments are echoed by Oakley and Marsden (2007) who argues that stakeholders' support ensures that stakeholders

influence and share control over development initiatives of these programs, and the decisions and resources which affect them. This is vital in ensuring that resources in street children rehabilitation programs in Kenya are managed effectively, minimizing wastes and thereby ensuring their sustainability.

The study also revealed that; stakeholders' support has ensured that participants are actively involved in project planning and implementation or through formal or informal training and consciousness- raising activities. Stakeholders' participation has enabled them to clearly understand their roles, involvement of the target communities is crucial for the sustainability of street children rehabilitation programs. The findings are similar to Oakley and Marsden (2007) who posited that stakeholders' support brings together individuals, families, or communities who assume responsibility for their own welfare and develop a capacity to contribute to their own and the community's development. In the context of sustainable development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits. In their support, the community participates in the community projects and therefore saves the projects resources which can later be channeled to produce more benefits to the project.

5.3.3 Accountability and sustainability of street children rehabilitation centers managed by NGOs

Statistics indicates that good governance (4.20) contributes to sustainability of rehabilitation centers. The percentage of respondents who strongly agree with the same is 42.00% while 39% thought that being open to public scrutiny would influence sustainability. Half of the staff who had been in the centers for 8-12 years strongly agreed that good governance and being open to public scrutiny largely influenced sustainability of street children rehabilitation centers. Overall 41% of the respondents strongly agreed that accountability influences sustainability of street children rehabilitation centers managed by NGOs.

Based on the study, accountability is clearly a vital aspect of street children rehabilitation programs, ability to these programs being open to public scrutiny. NGO's claims to a legitimate voice over policy are based on the disadvantaged people for whom they claim to speak, and on the abstract principles they espouse. But they are internally accountable to wealthy, relatively public-spirited people in rich countries, who do not experience the results of their actions. They tend to compromise their main objectives of rehabilitating the vulnerable population to impress the donor agency, most of these NGO led programs are at the mercy of the funder and they have to comply with the interest and demands of the donor agency, Hence there is a danger that they will engage in symbolic politics, satisfying to their internal constituencies but unresponsive to the real needs of the people whom they claim to serve.

Therefore, accountability both to all stakeholders including but not limited to the government of Kenya, beneficiary community, NGO council and donor agency. The study has clearly established that rapid growth in the number, influence and effectiveness of street children rehabilitation center managed by non-governmental organizations (NGOs) in recent years has produced greater demands for accountability and governance. These demands which originate from numerous spheres, including government, the private sector, academia, and the general public – call for assurance that NGO managed street children rehabilitation programs are responding to the needs and expectations of their many stakeholders and fulfilling their varying missions and objectives. The demands are frequently grounded in a perceived asymmetry that while NGO influence has expanded, there has not been a commensurate advancement in accountability and governance standards and systems.

The study outcome conforms to Jeffrey E. Garten, Dean of the Yale School of Management who argues that "NGOs have had too much of a free ride in identifying themselves with the public interest. They have acquired the high ground of public opinion without being subjected to the same public scrutiny given to corporations and governments...It is time that companies and governments demand more public examination of NGOs".

Such sharp criticism often fails to acknowledge the pro-active efforts that many NGOs have undertaken for some time to raise their accountability and governance standards. For these street children rehabilitation programs led NGOs, turning the abstractions of these concepts into a strategic imperative has been an organizational and management priority according to the study findings. Some argue that such efforts can effectively move an organization from a potentially defensive mode into a pro-active position in which it sets the agenda for the needed change. According to this line of thought, raising accountability and governance standards does not represent a burdensome organizational cost one designed to appease critics but rather a strategic approach, and even a competitive advantage, that better positions an organization to realize its vision and goals. Still, the process is complex and certainly neither consistent nor uniform, given the kaleidoscopic NGO landscape. The study has brought it up well that Accountability and governance have some plasticity in terms of practical approaches and organizational choices when one considers the areas of uncertainty that surround this topic.

The above study findings are echoed by Edwards (2000) who explains that NGOs accountability is weak and problematic, since there is no clear bottom up line for results and no single authority to which NGOs must report on their activities. Edward advocates a new deal in which more participation in global governance is granted on return for transparency and accountability on a set of minimum standards for NGO integrity and performance, monitored largely through self-regulation plus a much larger array of voluntary regulations and other means of influencing destructive behavior.

5.3.4 Capacity development of NGO management and sustainability of street children rehabilitation centers managed by NGOs

Leadership and governance is a major aspect influencing sustainability as suggested by 43% of the respondents. It was also agreed by 35% of the respondents that Board of Directors providing overall direction and oversight to the programs, would influence sustainability. Another 47% were of the opinion that general management skills influences sustainability while 44% thought that human resource capacity would largely affect sustainability.

In general, only 4% were not of the opinion that capacity development was a factor to consider as influencing sustainability of street children rehabilitation centers managed by NGOs. The longest serving staff in the centers agreed that capacity development would influence sustainability of rehabilitation centers. Managerial leadership is key in developing sustainable programs. When projects are well matched with an organizations administrative capability-existing or expanding over time- sustainability is enhanced (OECD, 1989).

Molomo and Somolekae (1999) however noted the key weakness of NGOs in Africa is the inappropriate organizational structures which impact the manner in which NGOs carry out their core business. Hosain (2001) points out that management, organization and local participation include administrative systems and the involvement of beneficiaries. (Keese, 2001) noted that participatory development is grounded in believe that poor people despite their poverty, when they possess substantial resources, knowledge and understanding of their circumstances, they will persistent to make things better. According to Schiavo-Campo and Sundaram (2001), some NGOs do not have the time and expertise to manage all of the funded programs, or even to ensure full involvement by all of the communities as is normally claimed. This was noted to affect the efficiency of NGOs in delivering sustainable development. For many programs which the benefits are directly associated with local populations, participation becomes critical to sustainability. Local participation in planning and implementation therefore becomes invaluable to ensure the sustainability of development interventions.

The study established that those who managed these rehabilitation programs should be engaged in continuous capacity development to keep them aware of current issues related to sustainable development to enable them respond adequately to development concerns whenever raised. The people appointed to manage the street children rehabilitation programs were effective due to continuous capacity development. The study also found out that there is sufficient technical expertise to manage the project; there is sufficient human resource for sustainability of the project; the responded were satisfied with the overall management of these rehabilitation programs.

The findings are corroborated by Weinberg (2008) who said that community based projects are complex and require multifaceted management skills. A project manager (PM) has to manifest not only project management related skills but also technical and expertise as required by the project (Thite, 2001). Project management activities include but are not limited to defining project scope and requirements gathering, managing resources and relevant training issues within a project, advising about technical architecture, identifying specific and general project management practices and escalation procedures, estimating project schedule and budget, ascertaining and managing risks within a project and preparing risk mitigation (Kirsch, 2000).therefore management capacity development ,the study found to be vital in the sustainability of street children rehabilitation programs.

5.3.5 Partners policy and sustainability of street children rehabilitation centers managed by NGOs

Policies congruent with the national plans when developed affect the sustainability of street children rehabilitation centers as mentioned by 34% of the respondents while 46% agreed that partner policy that include the policies from NGO council of Kenya as well as the government herself would also influence sustainability of these centers. On average, only 10% of the respondents were not of the opinion that either government or NGO council policy was a factor that influences sustainability of street children rehabilitation centers.

Based on the study findings, Development projects operate within the context of national policies. Therefore government commitment and NGO council policies that support project objectives are critical to the sustainability of rehabilitation programs (Hosain, 2001). OECD (1989) contends that government commitment to a program is one of the most commonly identified factors affecting sustainability. The government of the day will only make policies that are termed as “politically correct”, to regions that support the regime. Mistrust between governments and NGOs are deep rooted as government always have fear that NGOs will erode their political power and NGOs also mistrust the motivations of government officials (Fowler, 1992).

If government and NGO activities do not co-exist the tendency to achieve sustainable development is very much challenged. Turner and Hulme (1997) maintained that relationships between NGOs and government are affected by the specific contextual factors which may include; the nature of NGOs objectives and strategies, the area of operation by NGO, the behavior of the donor, and the nature and character of the regime. Nonetheless, Lekorwe (1999) argues that civil society and interest groups for instance, are manipulated through state funding and they cannot openly criticize and challenge government in the quest for sustainable development because of their dependency on state funding.

5.4 Conclusion

The increasing role of NGOs in development and the increasing attention they attract from donors makes them indispensable in the current dispensation of devolved system of governance and the sustainable development as a study area in particular. The rise in levels of under developmental indicators such as falling educational standards, poor agricultural productivity, poverty, diseases and the decreasing role of the state in services provisions will continue to increase the number of NGOs to fill the development gaps that have been created by the current trend. There is therefore the urgent need to re-examine the way NGOs generally work in the study area to eliminate all tendencies that stall progress in the delivery of their interventions. Far more important is the increase recognition of the complex web of over bearing environmental factors that are likely to make NGO led interventions succeed or fail. NGOs can indeed serve as effective agents of sustainable development. For them to remain valid in this developmental discourse participatory development with other development partners, government included must necessarily be the structure and operational focus to enhance the design and implementation of interventions at all levels. They should increasingly make their organizational structures flat to ensure flexibility and innovations to address the growing developmental changes in the study area.

5.5 Recommendations

The findings of the study revealed a number of issues that influence the sustainability of NGO led development interventions such as street children rehabilitation programs. In the course of the study the findings also brought out insights that could help improve the sustainability of these interventions. The following recommendations are therefore informed by the findings.

1. NGOs should continue to focus on the delivery of interventions that helps improve the lives of the vulnerable by rehabilitating street children and also increasing access to water, healthcare, agriculture extension, employable skills, and credit due to the inadequate delivery of these services by the local authorities. To enhance the sustainability of these services, there should be Government-Community-NGO-Donor network during the design and implementation of interventions. This should be done by adopting participatory management approaches at the organizational and beneficiary levels to ensure greater local community participation such that these development interventions programs widely reflect the needs of beneficiaries to make them sustainable enough to bring about the needed benefits and to make beneficiaries non-dependent.
2. NGOs in the street rehabilitation programs should cooperate more effectively with each other to avoid the duplication of interventions in communities and encourage the participation of stakeholders at all levels of development. There should be development platforms (fora) within the county that enhances NGO-NGO and NGO-State interface or partnership that will ensure mutual understanding between partners with a clear understanding on the necessities and ideals of the partnership grounded on the believe that both players are constrained with resources and must pull these scarce resources together for the developmental good of beneficiaries and the county at large. Significantly, cost effective interventions must be delivered to ensure that maintenance and running cost does not deter beneficiaries from continuing interventions. By this, NGOs managing these street children rehabilitation programs should introduce interventions that are consistent with local technology and within the capabilities of local artisans

such that maintenance and running cost will be within the reach of beneficiaries to ensure that they continuously derive maximum benefits from interventions.

3. NGOs should specialize on their core capabilities to functionally position themselves in the delivery of interventions to meets the needs of beneficiaries. These functional capabilities will over time raise the credibility of NGOs to source funds in that intervention area rather than amassing series of interventions without any specialty which potentially could lead to the delivery of unsustainable interventions.
4. NGOs should contract independent evaluators that will study specific interventions and their specific sustainability challenges to afford them opportunities to deal with the specific sustainability concerns of each intervention for sustained growth and development.

5.5 Suggested areas for Further Research

In view of the implications and recommendations provided, it is further suggested that future research could be conducted to:

1. Determine the training needs of staff of street children rehabilitation programs
2. Assess the sources, nature and extent of local funding resources to street children program
3. Examine the role tertiary institutions can play to provide local street children rehabilitation programs with management training and development that can improve their sustainability

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APPENDICES
APPENDIX 1: INTRODUCTION LETTER

Dear Sir/ Madam,

This study is being conducted by Frankline O. Nestor, a graduate student seeking a Master of Arts degree in Project Planning and Management at the University of Nairobi. The research topic is on the Factors Influencing sustainability of street children rehabilitation programs managed by NGOs in Kenya: A case of rescue centers in Nairobi. The objective of this research is to understand what factors influence the sustainability of street children rehabilitation programs especially those managed by NGOS.

Enclosed with this letter is a questionnaire that asks a variety of questions about different variables that influence sustainability of these programs. Kindly look at the questionnaire and if you choose to do so, complete it. The questionnaire will take ten to fifteen minutes to complete.

Since the validity of results depend on obtaining a high response rate, your participation is crucial to the success of this study. Return of the questionnaire will indicate your consent to participate in this study. Please be assured that your responses will be held in the strictest confidence. You should not write your name on the questionnaire as responses will not be identified with you personally. This provides you the opportunity to give honest and factual information. The potential benefits of this research among others will be in providing invaluable information on how to enhance sustainability of these programs beyond donor funding. This would lead to increase in quality of services rendered to different stakeholders and the public and to a larger extent enhance the credibility of these street children rehabilitation programs. In case of any questions regarding this study, please contact the researcher on mobile number

+254 725451101.
Thank you in advance

Mr. Frankline O. Nestor

APPENDIX II: RESEARCH QUESTIONNAIRE

Please answer all the questions honestly and exhaustively. All the information given will be strictly used for academic purpose and research. It will be treated with utmost confidentiality.

SECTION A: GENERAL INFORMATION

Please tick the answer that suites your situation

No.	Question	Answer	
1.	State your Gender	Male	[ ]
		Female	[ ]
2.	Select the age bracket you belong	18-25 years	[ ]
		26-33 years	[ ]
		34-41 years	[ ]
		42 and above	[ ]
3.	What is your designation in the rehabilitation center	B.O.D	[ ]
		Operations Manager	[ ]
		Supervisor	[ ]
		Support Staff	[ ]
4.	Number of years working in the rescue center	0-4 years	[ ]
		5-8 years	[ ]
		8-12 years	[ ]
		12 years and above	[ ]
5.	Highest level of education obtained	Post Graduate	[ ]
		Graduate	[ ]
		College	[ ]

		Secondary	[ ]
		K.C.P.E	[ ]
		Others	[ ]
6.	Marital status	Married	[ ]
		Separated	[ ]
		Widowed	[ ]
		Single	[ ]

SECTION B:

PART 1: FUNDING AND SUSTAINABILITY OF STREET CHILDREN REHABILITATION CENTERS MANAGED BY NGOS

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly correspond to your desire .Use the scale :

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Statements	**Strongly Agree**	**Agree**	**Not Sure**	**Disagree**	**Strongly Disagree**
1. funding source influence sustainability of street children rehabilitation programs managed by NGOs					
2. fiscal accountability influence sustainability of street children rehabilitation programs managed by NGOs					
3. sustainable funding influence sustainability of street children rehabilitation programs managed by NGOs					

PART 2: STAKEHOLDER INVOLVEMENT AND SUSTAINABILITY OF STREET CHILDREN REHABILITATION CENTERS MANAGED BY NGOS

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire. Use the scale:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

Statements	**Strongly Agree**	**Agree**	**Not Sure**	**Disagree**	**Strongly disagree**
1.Wider constituency coverage influence sustainability of street children rehabilitation programs managed by NGOs					
2.Stakeholders participation in developing need related policy influence sustainability of street children rehabilitation programs managed by NGOs					
3.Stakeholders developing strategies manageable within available resources influence sustainability of street children rehabilitation programs managed by NGOs					
4.Stakeholders participating in developing vision, mission and objectives influence sustainability of street children rehabilitation programs managed by NGOs					

PART 3: ACCOUNTABILITY AND SUSTAINABILITY OF STREET CHILDREN REHABILITATION CENTERS MANAGED BY NGOS

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire .Use the scale:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Statements	**Strongly Agree**	**Agree**	**Not Sure**	**Disagree**	**Strongly Disagree**
1. Good governance influence sustainability of street children rehabilitation programs managed by NGOs					
2. Open to public scrutiny influence sustainability of street children rehabilitation programs managed by NGOs					

PART 4: CAPACITY DEVELOPMENT OF NGO MANAGEMENT AND SUSTAINABILITY OF STREET CHILDREN REHABILITATION CENTERS MANAGED BY NGOS

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire.

Use the scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree

Statements	**Strongly Agree**	**Agree**	**Not Sure**	**Disagree**	**Strongly Disagree**
1. Leadership &Governance influence sustainability of street children rehabilitation programs managed by NGOs					
2. Board of Directors providing overall direction and oversight to the programs influence sustainability of street children rehabilitation programs managed by NGOs					
3. General management skills influence sustainability of street children rehabilitation programs managed by NGOs					
4. Management technical skills and knowledge influence sustainability of street children rehabilitation programs managed by NGOs					
5. Human resource capacity influence sustainability of street children rehabilitation programs managed by NGOs					

6. Technical skills and knowledge of NGO management influence sustainability influence sustainability of street children rehabilitation programs managed by NGOs					

Part 5: PARTNERS POLICY AND SUSTAINABILITY OF STREET CHILDREN REHABILITATION CENTERS MANAGED BY NGOS

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire. Use the scale:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

Statements	**Strongly Agree**	**Agree**	**Not Sure**	**Disagree**	**Strongly Disagree**
1. Partners policy influence sustainability of street children rehabilitation programs managed by NGOs					
2. Partners develop policy congruence with national plans influence sustainability of street children rehabilitation programs managed by NGOs					