FACTORS INFLUENCING SUSTAINABILITY OF CHILDREN HOMES PROGRAMMES MANAGED BY NON-GOVERNMENTAL ORGANIZATIONS IN KENYA; A CASE OF MBEERE SOUTH; EMBU COUNTY.

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A Research Project Report Submitted in Partial Fulfilment 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 project is my original work and has not been presented for a degree in any other university.

…… …….

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This research proposal has been submitted for examination with my approval as University Supervisor.

…… …….

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DEDICATION

This research project is dedicated to my beloved wife Diana Wambui Gitari, my mum Juliah, Virginia and my three sons Justus Runji, Tom Waweru and Alton Gakunju for their support and encouragement during this study. I also extend my special thanks to my friend Moses Mwangi who has been very instrumental in fulfilment of this noble task.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired immunodeficiency syndrome
CI	Charitable Institution
CRS	Corporate Social Responsibility
FPE	Free Primary Education
MDG	Millennium Development Goal
NGOs	Non-Governmental Organizations
SAP	Structural Adjustment Programs
GOK	Government of Kenya
SPSS	Statistical Package for Social Sciences
HIV	Human Immunodeficiency Virus
UNICEF	United Nations Children's Fund is a United Nations
USK	Undugu Society of Kenya
UNCRC	United Nations Convention on the Rights of the Child

ABSTRACT

The purpose of this study was to investigate factors influencing sustainability of children homes programmes. The study was guided by the following objectives; To establish how stakeholder engagement, influence sustainability of children homes programmes managed by Ngos in Embu county; To find out how resource mobilization for Donor, influence sustainability of children homes programmes managed by Ngos in Embu county. To determine how Capacity Development of NGO Management influence sustainability of children homes programmes managed by Ngos in Embu county and finally to determine how self-income generating projects influence sustainability of children homes programmes managed by Ngos in Embu county. The study employed descriptive survey design. 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. The study targeted a population of 52 respondents which included 44 management staff in children homes, 5 county officials under the department of children service in Embu county and 3 sub county officials under the department of children services in Mbeere south sub county. Since the target population was small the researcher did not sample hence a complete census of target population was carried out to 52 respondents. Data was collected through use of questionnaires which consisted of open ended, structured and unstructured questions. The data was then coded to enable the responses to be grouped into various categories. As such quantitative data was analysed by descriptive analysis techniques in form of tables to show frequencies and percentages using SPSS, while qualitative data was analysed through content analysis. The study found out that resource mobilization influenced sustainability of children homes programmes most with 49(98%), followed by Stakeholder Engagement 48(96%), then self-income generating project 47(94%) and finally Capacity Development 45(90%). This implies that resource mobilization plays a very key role in ensuring there is sustainability of programmes management by Ngo. 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. 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.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, Non-Governmental Organization implementing programmes and projects in the health sector have had significant influence in providing homes for street children and this has been global spotlight. Sustainability implies ready to be kept up or the procedure proposed to enhance the nature of human life inside the constraint of the worldwide condition. The problem of street children is universal (UNICEF, 2004). It is estimated that there are 100 million street children in the world (Volp, 2002). The number has plummeted in recent decades because of wide spread recession, political turmoil, civil unrest, increasing family disintegration, urban and rural poverty, natural disaster and rapid industrialization (Mohamed, 2002). The United Nations International Children's Education Funds (UNICEF), estimates that, out of 100 million children who call streets their homes, only 20 million children live in streets, without their families. In South America alone, there are at least 40 million children, in Asia, 25 million children and Europe approximately 25 million. Estimates in most countries have fluctuated widely (UNICEF, 2004).

In Brazil, the exact number of street children is not known. According to unofficial estimates, the numbers range between 200,000 and 1 million. But this number does not necessarily correspond to the number of children who live on the streets. These children fall between ten and eighteen years of age. Most of them work in Brazil streets. These children do what they can to survive ranging from selling candy on street corners, shoe shining and watching parked cars; to drug peddling, petty theft and prostitution (Mitchell, 2003). In Pakistan, there is a population of 135.6 million, where more than 22.5 million are adolescents. In a survey conducted by the National Council of Pakistan, about 1.2 million children are reported to be in the streets of Pakistan's large cities, working as beggars, vendors, or shoeshine boys. Children become homeless because of abuse and poverty and once on the streets, they are exposed to countless hazards, including child labour and sexual exploitation. Cities like Mumbai, Calcutta, Manila, Zenario, Mexico, Bangkok, are some of the examples where street children are found in large numbers (Mohamed, 2002). Due to poverty, abuse and HIV/AIDS, there are thousands of children in the streets in the African region. It is estimated

that 450,000 children live on the streets of Ethiopia and 35,000 in Khartoum, Sudan (Save Children Sweden, 2003/2004). Once children are forced on the streets, it is very difficult to resettle them in the society.

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 engaging 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 (Parker,2001)

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. It is reported there are about 1 million NGOs working all over the world. It is however instructive to note that their existence is 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 fulfil 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, non-profit corporations, and voluntary organizations (Lewis and Kanji, 2009).

In Kenya survey conducted in 13 districts under Government of Kenya (UNICEF, 2015) programme of cooperation, estimated that, there were 109, 763 street children. The estimates were as high as 250,000 with 60,000 street children reported in Nairobi but the estimates were not based on a practical survey. It was estimated that over 600,000 children in Kenya

were in need of special protection (UNICEF, 2014). A practical headcount of street children in Nairobi identified some 10,000 street urchins (UNICEF, 2004) suggesting the total number may be under 20,000 street children. This could have been as a result of children going back to the streets from rehabilitation centres. There is, at the same time a moral concern for the society to do something to help the street children. According to Asamoah (2013) 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.

Kenya can be viewed as a home of increasing numbers of NGOs. There is almost nowhere in Kenya 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, 2013). 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 NGOs being registered in Kenya and in Embu county. However, some street children Homes in Embu County face some problems like lack of funds and some even to and extent of being closed (NGO council,2016). Despite this problem, no or little study has been done to establish aspects that influence sustainability of children homes programmes managed by Ngos in Embu county.

1.2 Statement of the Problem

Globally, funding and implementation of various interventions in any projects and programmes have been an integral part of public planning and management. Non-governmental organization (NGOs) plays very important roles in children homes 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 NGOs being registered in Kenya especially those in the rehabilitation programs. 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 to establish factors influence sustainability of children homes programmes managed by non-governmental organizations in Kenya; a case of Mbeere south, Embu county.

1.3 Purpose of the study

The purpose of this study was to investigate factors influencing sustainability of children homes programmes managed by non-governmental organizations in Kenya; a case of Mbeere south, Embu county.

1.4 Objective of the study

The study was guided by the following objectives.

i. To establish how stakeholder engagement influence sustainability of children homes programmes managed by Ngos in Embu county.
ii. To find out how resource mobilization for Donors influence sustainability of children homes programmes managed by Ngos in Embu county.
iii. To determine how Capacity Development of NGO Management influence sustainability of children homes programmes managed by Ngos in Embu county.
iv. To determine how self-income generating projects influence sustainability of children homes programmes managed by Ngos in Embu county.

1.5 Research Question

The study was guided by the following research questions.

i. How does stakeholder engagement influence sustainability of children homes programmes managed by Ngos in Embu county?
ii. How do resource mobilization for Donor influence sustainability of children homes programmes managed by Ngos in Embu county?
iii. To what extent does Capacity Development of NGO Management influence sustainability of children homes programmes managed by Ngos in Embu county?
iv. To what extent does self-income generating projects influence sustainability of children homes programmes managed by Ngos in Embu county?

1.6 Significance of the study

The findings of this study may be useful to policy makers, who may see the need of coming up with appropriate and clear policies to guide rehabilitation centres on rehabilitation process, training, and recruitment of the care-givers. The managers who saw the need of using appropriate management styles, the study was of importance also to development practitioners such as the county government, national government, bilateral and multi-lateral donors, beneficiary communities and NGOs who are in children homes programs is invaluable, in the sense that it has brought out factors that influence sustainability of children homes programs managed by nongovernmental organization which was a long way to help Kenya in realizing Millennium Development Goals (MDGs) and Kenya vision 2030. The researcher hoped the finding of this study was to open new areas for further research especially in the areas of NGO sustainability on children homes programs, we also hoped it 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 Delimitations of the study

The study was conducted in Embu County and was restricted to Mbeere South so as 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. The study was also restricted to following variables; stakeholder involvement; Capacity Development of NGO Management; self-income generating projects as the independent variables and sustainability of children homes programmes managed by Ngos in Embu county as the dependent variable.

1.8 Limitations of the study

The researcher faced the issue of time and logistics of accessing the respondents thus a research assistant was hired.

1.9 Basic assumptions of the study

The study assumed that all the respondents answered all the questions as asked and honestly. It also assumed that the relevant concerned authorities gave their full cooperation.

1.10 Definition of Significant Terms Used in the Study

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.

Resource Mobilization from Donors; This a strategy ensuring Children homes get funds from the Donors

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).

Self-Income generating Project; This were activities carried out by the NGO to ensure they generate income which will sustain them

1.11 Organization of the study

The study has five chapters. Chapter One covers the background of the study, statement of the problem and purpose of the study. This was followed by the research objectives, research questions, justification of the study, limitations of the study, delimitations of the study, significance of the study, definition of significant terms and concludes with the organization of the study. Chapter Two covers the literature review from various sources to establish work done by other researchers, their findings, conclusions and identification of knowledge gaps which forms the basis of setting objectives and research questions of the study. The theoretical and conceptual frameworks are also explained.

Chapter Three covers the research design, target population of the study, sample size and sampling procedures. This was followed by data collection procedures, data collection instruments, validity of the instruments, reliability of instruments, data analysis techniques, ethical considerations and concludes with operational definition of variables. Chapter four covers the findings from data analysis, presentation of findings and interpretation of findings. Chapter five covers the summary of findings, discussions, conclusions and recommendations of the study. It was concluded with suggested areas for further research and contribution to the body of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives an insight into the literature by other scholars and researchers on the aspect influencing sustainability of children homes programmes managed by Ngos in Embu county. It reviews literature that was related to the specific and general objectives of the research. It specifically covers the past studies/main review where it discusses literature related to the specific objectives of the study. It also presents literature on the critical review of major issue, summary and gaps to be filled and the conceptual framework.

2.2 Global Review of Children Homes Programmes

In these centres, children are fed, clothed**,** given clean beds, diagnostic and medical treatment, education and vocational training, security and most importantly hope and love. Children also participate in non-formal educational activities which prepare them for public school system. As soon as they regain some self-respect and hope for better tomorrow, the children are transferred to transition homes. The staff in the homes are specifically trained to help the children develop long-range goals and to inspire a desire for an independent and productive life. Young children are enrolled into public schools and have productive life.

Average residency in a transition home is four months, and then children will move to a group home. The last step in the arduous journey from despair to self-sufficiency involves residency in a group home, where children are nursed by a carefully chosen team of counsellors, who try to replicate a positive family environment. It is in such a setting that children learn to bond with a surrogate family while pursuing further education or professional opportunities. Each home or house has an average of 14 boys and girls. The children remain at the home until their eighteenth birthday or until they complete their education. When they leave the home as young adults, they have vocational and life skills indispensable for independent living.

In Guatemala and Mexico in response to the growing number of street girls who became pregnant, and to prevent the death of babies who were dying from lack of care, this programme was started. It offers rehabilitation services for such individuals and groups therapy and childcare training vocational training (Manuel 2001). In most of the centres, staff are rehabilitated addicts, so they work with more enthusiasm and commitment (Mohamed, 2002). Rehabilitation treatment centres refer to any of several kinds, or levels, of counselling

available for individuals that have problems with drugs, alcohol abuse or behaviours. Some rehabilitation centres are residential, offering long term or short-term services, which depend on the result of competent substance abuse (glue) screening, and evaluation done by rehabilitation centres. There are also places where children are housed, fed and given care, which can be qualitative and quantitative, that is, fulfilling the needs of the children (Andy, 2007).

Individual participation brings satisfaction, better understanding and liking, desire to learn more. The children should be provided with nutritious food, which will satisfy their salient needs, and the environment should be conducive to enable children to have appropriate growth and development of all aspects. Street children are involved in many undesirable activities before they join rehabilitation centres. Some of these include stealing, mugging and drug trafficking (Philip, 2002). The mission of rehabilitation centres is to improve family capacity, to be self-sustaining while creating a safe and permanent living environment for children (Panter, 2002).

In Pakistan, the Edhi Foundation runs centres called Ana Guar (our home) for street children and the mentally ill orphans and runaways. There are ten such homes in the country, out of which seven are located in Karachi. About 6000 people live in Edhi home. A destitute or homeless person becomes a member of Edhi family once he/she enters its premises (Mohamed, 2002). Marie Adelaide rehabilitation programmes has centres, which is among those actively pursuing the cause of street children based on Burns Road Karachi. It is one of the few centres providing meaningful services to these children where they can take bath, have access to medical checkup services, and consultations with street counsellor. They are also provided with clothes. There are around 60 children from different parts of Karachi who regularly visit the centres and use the facilities. Though the children were initially reluctant to visit the centres, they were eventually convinced and started to bring their friends involved in glue sniffing and were being rehabilitated as well (Phases 1, 2005).

In Latin America, Casa Alianza is a branch of the New York based covenant house. It serves some 4,000 street children a year. It is dedicated to helping children from the streets and back to meaningful and productive lives through a four-termed programme that fosters stability and restores hope. (Casa, 2000). Casa Alianza‟s four-tiered programme helps to reach the street children and encourage them to leave the streets. The programme is designed to meet their needs. The very first step is to reach out to children on the streets, in parks, in darkened

hall alleys around garbage dumps, and bus terminals. They provide emergency medical care, counselling, non-formal education and other basic needs (Casa, 2000).

2.3 Sustainability of children homes programmes managed by Ngos in Kenya.

In Kenya, there are about 250 NGOs offering formal and non-formal education such as Undugu Society of Kenya. (USK), Tunza Dada, Kwetu Home, Good Samaritan Home and Imani among others (Ouma, 2004). Besides feeding, sheltering and educating disadvantaged children, in rehabilitation homes, they look into employment creation, and small enterprise development in the pursuit of affordable shelter, nutrition and health. Their objectives are to rehabilitate, educate and train these children within the framework of a wide range of community development to improve the conduct and prospect of all local children whose future appears uncertain (Ouma, 2004).

The implementation of Free Primary Education (FPE) for all, and land resettlement programmes were important contributions towards removing and eliminating the conditions that cause children, youth and families to take to the streets. For this to benefit current population however, reintegration process must be put in place, that enables children youth and families to build the emotional, cognitive and social competencies required before they can take full advantage of either educational, or income-generating activities. It is worth noting that providing opportunities alone without adequate reintegration process, few street children will be able to sustain income-generating activities. This led to establishment of rehabilitation centres to provide re-integration, and cognitively to be able to fit well in society and in the classroom experiences (GoK, 2003).

In street children homes/ rehabilitation centres, there are employees whose duty is to provide care to the children. It is estimated that more than fifty million people have been care-givers. The role of care-givers is expected to increase as population ages. However, the number of individuals for care-giving is likely to diminish. 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, 2010).

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 44th session, 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 behaviour. 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).

2.4 Stakeholder engagement and sustainability of children homes programmes

According to the Project Management Institute (PMI), the term project stakeholder refers to, 'an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project' (Project Management Institute, 2013). All project stakeholders have to be involved in the progress of the project process. All

individuals and institutions that have any interest in the project, at all levels, should participate in monitoring of the activities.

Stakeholder participation is of benefit to the project in that; it develops a common undertaking, enhances accountability, enhances decision making, helps in performance improvement and provides improved design and more information (Campo, 2005). According to Gikonyo (2008) involving the stakeholders helps in the achievement of common understanding. A Monitoring and Evaluation strategy helps stakeholders to know the problems and formulate solutions facing the community members or project, their causes, magnitude, effects and implications. Stakeholder involvement enhances accountability.

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, 2011) . 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). 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 Resource Mobilization for Donors and sustainability of children homes programmes.

Availability of funds in any project is a way of raising capital for a project to be implemented in several 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). Funding any project comes from a range of external sources example sponsors, government agencies, business interest and non-profit organization. Such sponsors issue various types of socializations, announcing the availability of funding to support projects within specific areas of interests.

According to Chen (2007) mentions that for a project to be successful there should be adequate fund allocated to finance its completion. Jackson, (2010) added that project funds availability is an important factor that influences delivery of a project. Sambasivan and Soon, (2007) stated that reports are an essential way of keeping everyone informed and therefore managers should manage the project, plan for the project and monitor. 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 included, 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's homes 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 children homes 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.

2.6 Capacity Development of NGO Management and sustainability of children homes programmes.

Capacity Development of NGO management helps to address issues and take advantage of opportunities to find common grounds and to balance competing interest 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 to address their needs or their agenda (Dunlop Report, 2002).

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 is linked with those of the institution or system at large. Recent definition emphasizes 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; its 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 analyse, 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).

The aim is to develop the ability of individuals to satisfy present and future needs of their businesses. This helps to have knowledge and skills needed to perform their jobs effectively, take new responsibilities and also be able to manage changing conditions (Jobber, 2007). Training hence helps individuals in acquiring the knowledge and skills they need to perform their jobs and do it effectively. Promotion is another aspect that needs to be carefully dealt with. Dessler, (2005) sees promotion as advancements to positions of increased responsibility. He says most working people look forward to promotions, which usually means more pay, responsibility and often job satisfaction. According to him, employee promotions can provide opportunities to reward exceptional performance and to fill open positions for tested and loyal employees. In promotion, rewards schemes or programmes need to beset aside and clearly defined. Gibson, (2011) suggested that the main objectives of reward programmes are; to attract qualified people to join the organization, keep employees coming to work and to motivate employees to achieve high levels of performance. Rewards are classified into two broad categories namely; extrinsic and intrinsic rewards. Extrinsic rewards are those that are external to the job such as pay and promotion. Intrinsic rewards on

the other hand are those that are part of the job itself and include responsibility and challenging goals.

2.7Self-income generating Project and sustainability of children homes programmes.

Self-Income generating means gaining money that an individual or an enterprise receives in exchange for providing a good or service after capital investment. This also simply means a small scale projects that create an income source to individual beneficiaries or beneficiary groups (Gender and Rural Employment Policy; 2010). This strategy provides an overview of opportunities to secure resources and beyond those normally provided by financial allocation to the institution . The aim of this Income Generation Strategy is to encourage activities aimed at pursuing increased revenue income.

Cantzler (2007) stated that entrepreneurship involves creation of value through fusion of capital, risk taking, technology and human talent. It is a multidimensional concept with the following distinctive features: Innovation, a function of high achievement, organization building, group level activities and managerial skills and leadership. Participation in income generating projects and economic growth will take place in those situations where particular economic conditions are most favourable (De Bruin, 2007).

To achieve the objective of programmes they should be funding income generating programmes and projects for community empowerment (Business Plan, 2001/2003). According to Hepworth and Harsen (1993:493) quoted by Potgieter (1998), they define the concept empowerment "as a process of increasing personal, interpersonal and collective power which allows individuals, families, groups and communities to maximize their quality of life. Income but greater access to production resources such as land, capital, technology and opportunities to develop skills needed to improve their lives. It is a question of empowerment of enabling children homes to sustain themselves (United Nations, 2010). Engaging in Self-income generating programmes expose street children living rehabilitation centre expose different training workshops, where they learn different skills, such as financial management, project management issues.

Fox (2004:126) observed that education and skills development are encouraged as many people do not have the capacity to achieve the objectives they would like to set. In order to achieve these objectives, children homes need to increase their skills, and this can be done

through for example capacity building training programmes this will help children homes come up with self-income project like farming and this will generate income which will help them be able to sustain themselves without Donor. The Ark Foundation of Africa has established programs in Kenya, Tanzania and Uganda to create income generating activities for AIDS orphans and children of parents dying of AIDS. The intervention aims to invest in human capital by providing children with the training and initial support to create viable long-term production opportunities. Program clients are the primary wage earners for younger siblings, and in some cases younger siblings and sick parents.

2.8 Theoretical Frameworks

A theoretical framework is a combination of well-articulated ideas that serve to break down a certain phenomenon by giving variables of the laws that then relate the variables to each other. (Kothari, 2004). The study was guided by a program theory and a convention approach.

2.8.1 Program Theory

The program theory is a proposition with regard to the transformation of input into output and how to transform a bad situation into a better one through inputs (Lipsey, 1993). It is also illustrated as the process through which program components are presumed to affect outcomes. Rossi (2004) argued that a program theory consists of an organizational plan on how to deploy resources and organize the activities of the program activities to ensure that the intended service system is developed and maintained. Uitto (2000) illustrates the advantages of using a theory-based framework in monitoring and evaluation. It includes the ability to attribute project outcomes of specific projects or activities as well as identification of anticipated and undesired program consequences. Theory based evaluations as such enables the evaluator to understand why and how the program is working (Weiss, 2013).

Occasionally, it will also show other incidental factors that contribute to producing results and the context in which this happens. Programme theory provides a conceptual framework used in developing an integrated monitoring and evaluation framework and guiding these two important project functions. Programme theory also helps bring together available information that supports a programme providing clarity about how a programme is understood to work or not to work, thereby aiding to bridge the gap towards optimal performance (Rogers, 2011). Programme theory principles may apply for a single evaluation,

planning multiple evaluations of different projects that are funded under program, or to collate data and information from multiple evaluations both midterm and final. A programme theory develops during the planning stage of a new intervention. It may be applied during implementation, close-out and post implementation. When planning for an evaluation, it is particularly useful to review the programme theory applied and review or contextualize as may be necessary.

2.8.2 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. They, therefore, conclude that the old methods for getting money into the organization may not work in this difficult environment.

2.9 Conceptual Framework

In this conceptual framework, some of the aspects that may influence sustainability of street children homes programmes Stakeholder Involvement Capacity Development of NGO Management, self-income generating project are independent variables while sustainability of Children home programmes managed by NGOs on the other hand is dependent variable.

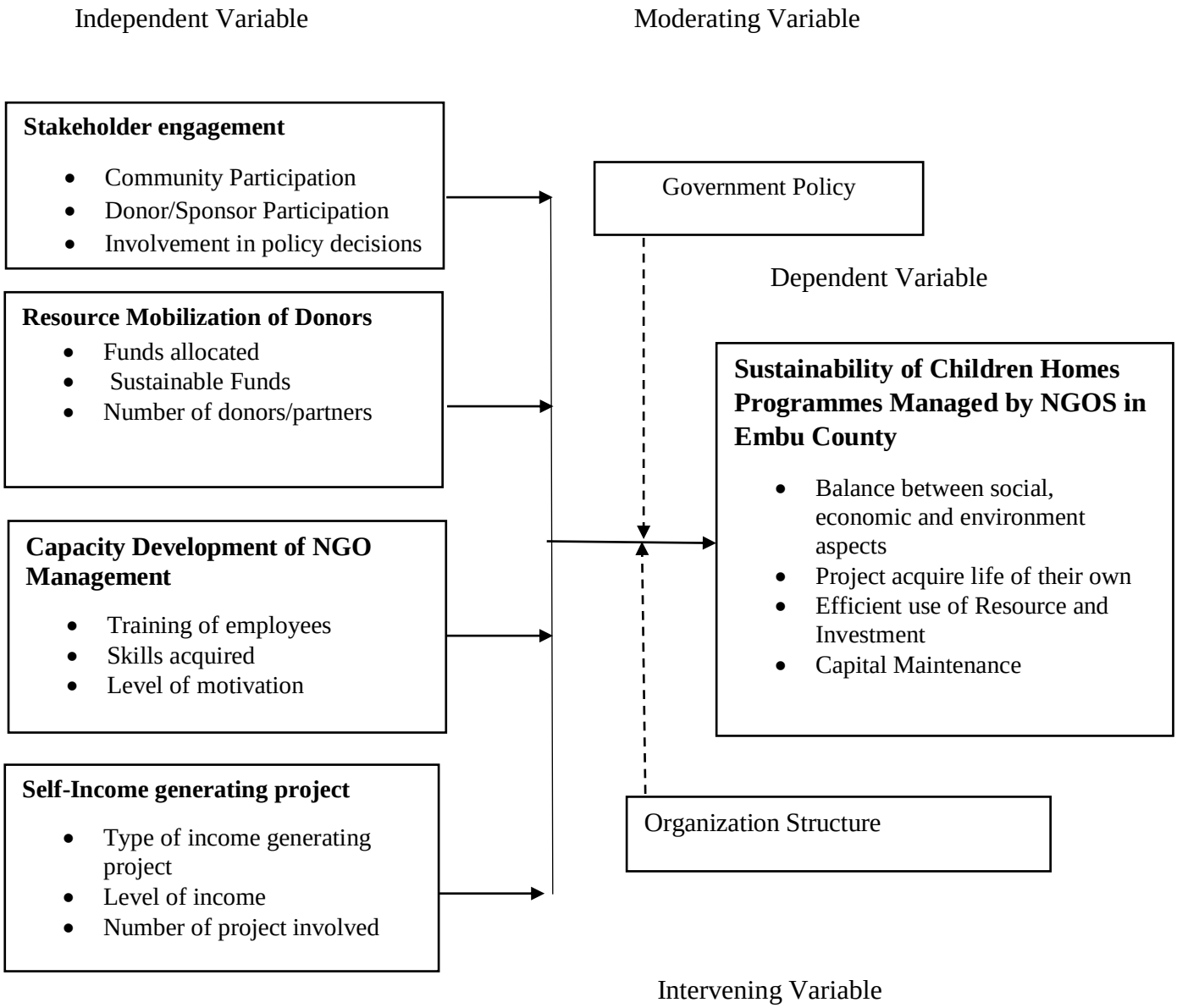

Figure 1 Conceptual Framework

2.10 Research Gap

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 to 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, 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.

2.11 Summary of Literature

Funding any project comes from a range of external sources example sponsors, government agencies, business interest and non-profit organization. Such sponsors issue various types of socializations, announcing the availability of funding to support projects within specific areas of interests. Individual participation brings satisfaction, better understanding and liking, desire to learn more. The children should be provided with nutritious food, which will satisfy their salient needs, and the environment should be conducive to enable children to have appropriate growth and development of all aspects. Street children are involved in many undesirable activities before they join rehabilitation centres. Some of these include stealing, mugging and drug trafficking (Philip, 2002). The mission of rehabilitation centres is to improve family capacity, to be self-sustaining while creating a safe and permanent living environment for children (Panter, 2002).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the research methods used to find answers to the research objectives. The research design, target population, sampling procedures and sample size, data collection methods, reliability and validity of the data collection instruments and procedures, and finally, the data analysis and ethical considerations is presented in the chapter

3.2 Research Design

A research design is a conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). The study employed descriptive survey design. This design was appropriate because it portrayed an accurate profile of persons, events or situations and allowed the collection of large amounts of data from a sizeable population in a highly economical way. This design was therefore effective for this research work. Babbie, (2001) argued that it allowed for the collection of data that can be analyzed quantitatively. According to Saunders and Thornhill (2003), a descriptive design involved planning, organizing, collecting and analyzing of data so as to provide the information being sought. It refereed to the way the study was designed; the method used to carry out a research.

3.3 Target Population

According to Oso and Onen (2005) defined target population as the total number of the subjects of interest to the researcher. The study targeted a population of 52 respondents which include 44 management staff in children homes, 5 county officials under the department of children service in Embu county and 3 sub county officials under the department of children homes in Mbeere south sub county. This demonstrated in table 3.1 and 3.2 below;

Table 3.1Target population for Management Staff

Children's Homes	Target Population
Oasis of Peace	12
Jump and Smile	10
ACK St Michael	14
Rwika	8
Total	**44**

Table 3.2 Target population for county officials under children's department

Category	Target Population
Embu County	5
Mbeere South sub county	3
Total	**8**

3.4 Sample Size and Sampling Procedure

According to Mugenda and Mugenda (2003) a sample is a subset of a 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 was 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, a complete census of 52 respondents was employed.

3.5 Data Collection instruments

The study used both primary and secondary data source of data. Primary data was collected by means of self-administered questionnaires to the respondent to help come up with data required. A questionnaire is a research instrument consisting of series of questions and other prompts for gathering information from respondent (Mugenda and Mugenda, 2004). The questionnaire further consisted of open ended, structured and unstructured questions. The structured questions provided a set of answers from which the respondents choose the appropriate answers. Unstructured one provided freedom while responding to the subject matter.

3.5.1 Pilot Testing

Pilot testing aims at establishing the validity and reliability of the research instruments and hence enhance face validity (Joppe, 2011). The pilot testing was conducted using the questionnaire on 10 management staff working in Mbeere North. The pilot group was selected through census the respondents were required to answer the questions after which

they were analysed by the researcher to check whether the respondents filled in the questions with ease.

3.5.2 Validity of the instrument

Validity means the research instrument should measure what it is intended to measure. It is the degree to which the test items measured a quality for which the test was designed (Kothari, 2004). Validity is the accuracy, soundness or effectiveness with which an instrument measures what it is intended to measure (Kumar, 2005). Validity of the instruments was established by availing the research instruments to peers and a panel of experts from different departments which established its validity to ensure that the questionnaire and observation schedule include adequate and representative set of items which contain the dimension and elements of concepts under study. The panel ensured that the items adequately represent concepts that cover all relevant issues under investigation.

3.7 Reliability of the Instruments

Reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. An instrument was reliable when it can measure a variable accurately and obtained the same results over a period (Mugenda and Mugenda;1999). The research study used test-retest method which involved administering the same scale or measure to the same group of respondents at two separate times. In this study a construct composite reliability co-efficient (Cronbach alpha) of 0.7 was achieved and it was considered adequate for this study. Gasser, (2012) affirms that the acceptable reliability coefficient should be 0.6 and above.

3.8 Data Collection Procedure

The researcher obtained authorization letter from the university, letter from National Commission for Science, Technology and Innovation then also obtained a research permit from County government of Embu. The questionnaires were administered to the respondent through drop and pick method. The researcher personally gave the questionnaires to the respondents and gave them a period of one week after which the researcher picked them. An introductory letter was used to introduce to the respondent to the researcher. The researcher opted for the questionnaires because the responses are gathered in a standardized way.

3.8 Data Analysis techniques

The data was coded to enable the responses to be grouped into various categories. As such quantitative data was analysed by descriptive analysis techniques in form of tables to show frequencies and percentages, while qualitative data was analysed through content analysis.

3.9 Ethical Consideration.

Ethics concerns moral principal and how people should relate with one another in social affairs (Graham and Benett, 1995). The researcher endeavours to respect views of the respondents; the study adhered to ethics by getting consent from the respondent to conduct the study. confidentiality was assured, and data collection instrument never bared their names and those not willing to participate in the study were not forced to do so.

3.9 Definition of Variables

According to Martyn (2008) operationalization is defined as the process of strictly defining variables into measurable factors. This process defines fuzzy concepts and allows them to be measured, empirically and quantitatively. Operationalization is achieved by looking at behavioural dimensions, indicators, facets or properties denoted by the concept, translated into observable and measurable elements to develop an index of the concept. Measures can be objective or subjective. It is not possible to construct a meaningful data collection instrument without first operationalizing all the variables.

Table 3.3 Definitions of Variable

Objective	Variable	Indicator(s)	Scale	Data Analysis
To establish how stakeholder engagement influence sustainability of children homes programmes managed by Ngos in Embu county.	Independent variable stakeholder engagement s	• Community Participation • Donor/Sponsor Participation • Involvement in policy decisions	Ordinal	Descriptive statistics
To find out how resource mobilization influence sustainability of children homes programmes managed by Ngos in Embu county.	Independent variable resource mobilization s	• Funds allocated • Sustainable Funds • Number of donors/partners	Ordinal	Descriptive
To determine how Capacity Development of NGO Management influences sustainability of children homes programmes managed by Ngos in Embu county.	Independent variable Capacity Development of NGO Management	• Training of employees • Skills acquired • Level of motivation	Interval	Descriptive
To determine how self-income generating of projects influences sustainability of children homes programmes managed by Ngos in Embu county.	Independent variable self-income generating strategies	• Type of income generating project • Level of income • Number of project involved	Ordinal	Descriptive
	Dependent variable sustainability of children homes programmes managed by ngos in embu county	• Balance between social, economic and environment aspects • Project acquire life of their own • Efficient use of Resource and Investment • Capital Maintenance	Interval ;	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The main objective of the study was to investigate factors influencing sustainability of children homes programmes managed by non-governmental organizations in Kenya; a case of Mbeere south, Embu county. This section therefore contains the representation and analysis of data that was collected in the study regarding how; Stakeholder engagement; Resource Mobilization of Donors; Capacity Development of NGO Management and Self-Income generating project influence sustainability of children homes programmes managed by non-governmental organizations. 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 52; however 50 respondents answered and returned complete questionnaires. This constituted a response rate of 96%. 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 96% 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 respondents

This section discusses the respondent ‘s gender, level of Education and years of the experience. These social attributes were relevant to the study since they enabled the respondent to provide information that is valid, reliable and relevant to the study.

4.3.1 Study responses by gender

The respondents were asked to indicate their gender. The responses are shown in Table 4.1.

Table 4.1 Study responses by gender

Gender	Frequency	Percentage
Male	20	40
Female	30	60
Total	**50**	**100**

The study sought to know the gender of the respondents. Based on the study findings, majority of the respondents at 30(60%) were female while 20(40%) were male. This implied that information was collected from both male and female staff from the children homes managed by nongovernmental organizations and majority of employees are female. This is an indication that the children homes managed by nongovernmental organizations in Mbeere south 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

4.3.2 Education Level

The respondents were asked to indicate the highest level of education of the respondents. The findings are as presented in Table 4.2

Table 4.2 Education Level

Education Level	Frequency	Percentage
Diploma	28	56
Degree	12	24
Masters	7	14
PhD	3	6
Total	**50**	**100**

The findings show that majority of the respondents 28 (56%) had attained diploma level of education, 12 (24%) had Degree, 7(14%) had master's level of Education and 3(6%) PhD 3(6%) had attained a PhD level of education. This indicates that majority of the respondents

are literate and therefore suitable in making decisions pertaining sustainability of children homes managed by nongovernmental organizations.

4.3.3 Years of Experience in Children Homes

The respondents were asked to indicate the period in this position and Table 4.3 shows the results.

Table 4.3 Years of Experience in Children Homes

Education Level	**Frequency**	**Percentage**
1-5 years	8	16
6-10 years	9	18
11-15 years	23	46
15 Years and above	10	20
Total	**50**	**100**

The findings show that 8 respondents (16 %) have held their positions in Children Homes for a period of 1-5 years, 9(18%) 6-10 years, 23(46%) for a period of 11-15 years and 10(20%) for a period of 15 years and above**.** This implies that majority of respondents had worked in children homes for a longer accumulated hence they had experience.

4.4 Stakeholder Engagement and sustainability of children homes programmes

The first objective was to establish how stakeholder engagement influences sustainability of children homes programmes managed by Ngos in Embu county. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree.

Table 4.4 Stakeholder Engagement and sustainability of children homes programmes

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	F	%	F	%	F	%	F	%	F	%
Community Participation influence sustainability of children homes programs managed by NGOs	28	56	12	24	10	20	0	0	0	0
Donor/Sponsor Participation influence sustainability of children homes programs managed by NGOs	37	74	10	20	3	6	0	0	0	0
Stakeholder Involvement in policy decisions influences sustainability of children homes programs managed by NGOs	33	66	15	30	2	4	0	0	0	0

Based on the findings in Table 4.4, 28(56%) of the participants strongly agreed that Community Participation influence sustainability of children home programs managed by NGOs,12(24%) agreed and 10(20%) were neutral. On the statement whether Donor/Sponsor Participation influence sustainability of children homes managed by NGOs,37(74%) strongly agreed that Donor/Sponsor Participation influence sustainability of children homes programs managed by NGOs,10(20%) agreed while 3(6%) were neutral. On the statement on whether Stakeholder Involvement in policy decisions influences sustainability of children homes programs managed by NGOs,33(66%) strongly agreed Stakeholder Involvement in policy decisions influences sustainability of children homes, 15(30%) agreed while 2(4%) were neutral. This implies that stakeholder involvement influence sustainability of children homes programs managed by NGOs. This goes in line with Gikonyo (2008) who stated that involving the stakeholder's helps in the achievement of common understanding. Monitoring and Evaluation strategies help stakeholders to know the problems and formulate solutions facing the community members or project, their causes, magnitude, effects and implications. Stakeholder involvement enhances accountability.

4.5 Resource Mobilization from Donors and sustainability of children homes programmes

The second objective was to find out how resource mobilization strategies for Donors, influence sustainability of children homes programmes managed by Ngos in Embu county. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree. This was presented in Table 4.5

Table 4.4 Resource Mobilization from Donors and sustainability of children homes programmes

	Strongly Agree		**Agree**		**Neutral**		**Disagree**		**Strongly Disagree**	
	F	%	F	%	F	%	F	%	F	%
Amount of Funds allocated influence sustainability of children homes programs managed by NGOs	41	82	9	22	0	0	0	0	0	0
Consistent funding influence sustainability of children homes programs managed by NGOs	45	90	5	11	0	0	0	0	0	0
Number of donors/partners influence sustainability of children homes programs managed by NGOs	47	94	3	6	0	0	0	0	0	0

As per the findings in Table 4.5, 41(82%) of the participants strongly agreed that Amount of Funds allocated influence sustainability of children homes programs managed by NGOs and 9(22%) agreed. On the second item which was whether consistent funding influence sustainability of children homes programs managed by NGOs 45(90%) of the participants stronglyagreed,5(11) agreed. Finally, on whether Number of donors/partners influence sustainability of children homes programs managed by NGOs based on the findings 47(94%)

strongly agreed that Number of donors/partners influence sustainability of children homes programs managed by NGOs and 3(6%) agreed. This implies that resource Mobilization from Donors influence sustainability of children homes programs managed by NGOs**.** Funding any project comes from a range of external sources example sponsors, government agencies, business interest and non-profit organization. Such sponsors issue various types of socializations, announcing the availability of funding to support projects within specific areas of interests. Hen (2007) mentions that for a project to be successful there should be adequate fund allocated to finance its completion. Jackson, (2010) added that project funds availability is an important factor that influences delivery of a project.

4.6 Capacity Development of NGO Management and sustainability of children homes programmes.

The third objective was to determine how Capacity Development of NGO Management influence sustainability of children homes programmes managed by Ngos in Embu county Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree. This was presented in Table 4.6

Table 4.6 Capacity Development of NGO Management and sustainability of children homes programmes.

	Strongly Agree		**Agree**		**Neutral**		**Disagree**		**Strongly Disagree**	
	F	%	F	%	F	%	F	%	F	%
Training of employees influence sustainability of children homes programs managed by NGOs	42	84	8	16	0	0	0	0	0	0
Skilled Acquire influence sustainability of children homes programs managed by NGOs	22	44	18	36	10	20	0	0	0	0
Motivation employees influence sustainability of children homes programs managed by NGOs	49	98	1	2	0	0	0	0	0	0

Based on the finding in Table 4.6, 42(84%) of the participants strongly agreed Training of employees influence sustainability of children homes programs managed by NGOs and 8(16%) agreed. On the second Item whether Skilled Acquired influence sustainability of children homes programs managed by NGOs, 22(44%) of the participants strongly agreed, 18(36%) agreed while 10(20%) were neutral. On the third item whether Motivating employees influence sustainability of children homes programs managed by NGOs, 49(98%) strongly agreed,1(2%) agreed. Based on this variable this implies majority of the participants strongly agreed that Capacity Development of NGO Management influence sustainability of children homes programmes. Capacity development helps employees in the organization to have knowledge and skills needed to perform their jobs effectively, take new responsibilities and also be able to manage changing conditions. This goes in line with Jobber (2007) who stated that Training employees helps them in acquiring the knowledge and skills they need to perform their jobs and do it effectively. The findings also show that motivating employees is very important especially through promoting them according to Dessler, (2005) sees promotion as advancements to positions of increased responsibility. He says most working people look forward to promotions, which usually means more pay, responsibility and often job satisfaction.

4.7 Self Income Generating Projects and sustainability of children homes programmes.

The Forth objective was to determine how self-income generating strategies of projects influence sustainability of children homes programmes managed by Ngos in Embu county. Likert scale for rating questionnaires was employed. Scale: 5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree and 1 - Strongly Disagree. This was presented in Table 4.7

Table 4.7 Self Income Generating Projects and sustainability of children homes programmes.

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	F	%	F	%	F	%	F	%	F	%
The type of the income generated project influence sustainability of children homes programs managed by NGOs	31	62	19	38	0	0	0	0	0	0
Level of income generated influence sustainability of children homes programs managed by NGOs	49	98	1	2	0	0	0	0	0	0
Number of projects influence sustainability of children homes programs managed by	47	94	3	6	0	0	0	0	0	0

Based on the statistics in Table 4.7 Indicate that 31(62%) of the participants Strongly Agreed that the type of the income generated project influence sustainability of children homes programs managed by NGOs, 19(38%) agreed. Based on the second statement on whether Level of income generated influence sustainability of children homes programs managed by NGOs 49(98%) respondents strongly agreed and 1(2%) agreed. On the third item which was whether Number of projects influence sustainability of children homes programs managed by Ngo 47(94%) strongly agreed while 3(6%) agreed. This implies that self-income generating project is very important in children homes. This provides an overview of opportunities to secure resources and beyond those normally provided by financial allocation to the institution. The aim of this Income Generation through self-income generating project is to encourage activities aimed at pursuing increased revenue income. According to De Bruin (2007). Participation in income generating projects and economic growth will take place in those situations where particular economic conditions are most favourable To achieve the objective of programmes they should be funding income generating programmes and projects for community empowerment.

4.8 sustainability of children homes programmes managed by non-governmental organizations

The respondents were asked to indicate the extent which various factors influence sustainability of children homes programmes managed by non-governmental organizations. The findings are presented in Table 4.8

Table 4.8 sustainability of children homes programmes managed by non-governmental organizations

	Not at all		Low extent		Moderate Extent		Great Extent		Very great extent	
	F	%	F	%	F	%	F	%	F	%
Stakeholder Engagement	0	0	0	0	0	0	2	4	48	96
Resource mobilization	0	0	0	0	0	0	1	1	49	98
Capacity Development	0	0	0	0	0	0	5	10	45	90
Self-Income generating projects	0	0	0	0	0	0	3	6	47	94

Based on the findings indicated in Table 4.8 Majority of the participants 48(96%) indicated that Stakeholder Engagemen**t** influenced sustainability of children homes programmes managed by non-governmental organizations at a very great extent and 2(4%) stated had a great extent. On the second factor; resource mobilization, majority of the participants 49(98%) indicated that resource mobilization influenced sustainability of children homes programmes managed by non-governmental organizations at a very great extent and 1(1%) stated had a great extent.

The third factor which was capacity development, majority of the participants 45(90%) indicated that Capacity development, influenced sustainability of children homes programmes managed by non-governmental organizations at a very great extent and 5(10%) stated had a great extent.

Lastly on the fourth factors which is Self-Income generating projects majority of the participants 47(94%) indicated that Self-Income generating projects influenced sustainability

of children homes programmes managed by non-governmental organizations at a very great extent and 3(6%) stated had a great extent. The study found out that resource mobilization influenced sustainability of children homes programmes most with 49(98%), followed by Stakeholder Engagement 48(96%), then self-income generating project 47(94%) and finally Capacity Development 45(90%).This implies that resource mobilization plays a very key role in ensuring there is sustainability of programmes management by Ngo.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATION

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.

5.2 Summary of Findings

This section gives a summary of the findings generated in chapter four based on the objectives of the study.

5.2.1 Stakeholder Engagement and sustainability of children homes programmes

Based on the findings 28(56%) of the participants strongly agreed that Community Participation influence sustainability of children home programs managed by NGOs,12(24%) agreed and 10(20%) were neutral. On the statement whether Donor/Sponsor Participation influence sustainability of children homes managed by NGOs,37(74%) strongly agreed that Donor/Sponsor Participation influence sustainability of children homes programs managed by NGOs,10(20%) agreed while 3(6%) were neutral. On the statement on whether Stakeholder Involvement in policy decisions influences sustainability of children homes programs managed by NGOs,33(66%) strongly agreed Stakeholder Involvement in policy decisions influences sustainability of children homes, 15(30%) agreed while 2(4%) were neutral.

5.2.2Resource Mobilization from Donors and sustainability of children homes programmes

The study found out 41(82%) of the participants strongly agreed that Amount of Funds allocated influence sustainability of children homes programs managed by NGOs and 9(22%) agreed. On the second item which was whether Sustainable Funds influence sustainability of children homes programs managed by NGOs 45(90%) of the participants stronglyagreed,5(11) agreed. Finally, on whether Number of donors/partners influence sustainability of children homes programs managed by NGOs based on the findings 47(94%) strongly agreed that Number of donors/partners influence sustainability of children homes programs managed by NGOs and 3(6%) agreed.

5.2.3 Capacity Development of NGO Management and sustainability of children homes programmes.

The findings showed that based on the finding in Table….42(84%) of the participants strongly agreed Training of employees influence sustainability of children homes programs managed by NGOs and 8(16%) agreed. On the second Item whether Skilled Acquired influence sustainability of children homes programs managed by NGOs, 22(44%) of the participants strongly agreed, 18(36%) agreed while 10(20%) were neutral. On the third item whether Motivating employees influence sustainability of children homes programs managed by NGOs, 49(98%) strongly agreed,1(2%) agreed. Based on this variable this implies majority of the participants strongly agreed that Capacity Development of NGO Management influence sustainability of children homes programmes.

5.2.4 Self Income Generating Projects and sustainability of children homes programmes

The study found out that 31(62%) of the participants strongly Agreed that the type of the income generated project influence sustainability of children homes programs managed by NGOs, 19(38%) agreed. Based on the second statement on whether Level of income generated influence sustainability of children homes programs managed by NGOs 49(98%) respondents strongly agreed and 1(2%) agreed. On the third item which was whether Number of projects influence sustainability of children homes programs managed by Ngo 47(94%) strongly agreed while 3(6%) agreed.

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 Stakeholder Engagement and sustainability of children homes programmes

The first objective was to establish how stakeholder engagement enhances sustainability of children homes programmes managed by Ngos in Embu county. The study found out that stakeholder involvement influenced sustainability of children homes programs managed by NGOs as second factor. This goes in line with Gikonyo (2008) who stated that involving the stakeholder's helps in the achievement of common understanding. Monitoring and Evaluation strategies help stakeholders to know the problems and formulate solutions facing the community members or project, their causes, magnitude, effects and implications. Stakeholder involvement enhances accountability.

5.3.2 Resource Mobilization from Donors and sustainability of children homes programmes

The second objective was to find out how resource mobilization strategies for Donors, influence sustainability of children homes programmes managed by Ngos in Embu county. The study found out that resource mobilization influenced the most; sustainability of children homes programmes most. Funding any project comes from a range of external sources example sponsors, government agencies, business interest and non-profit organization. Such sponsors issue various types of socializations, announcing the availability of funding to support projects within specific areas of interests. Hen (2007) mentions that for a project to be successful there should be adequate fund allocated to finance its completion. Jackson, (2010) added that project funds availability is an important factor that influences delivery of a project.

5.3.3 Capacity Development of NGO Management and sustainability of children homes programmes

The third objective was to determine how Capacity Development of NGO Management influence sustainability of children homes programmes managed by Ngos in Embu county Likert scale for rating questionnaires was employed. Based on this factor it was ranked the fourth variable influencing sustainability of children homes programmes. Capacity development helps employees in the organization to have knowledge and skills needed to perform their jobs effectively, take new responsibilities and also be able to manage changing conditions. This goes in line with Jobber (2007) who stated that Training employees helps them in acquiring the knowledge and skills they need to perform their jobs and do it effectively. The findings also show that motivating employees is very important especially through promoting them according to Dessler, (2005) sees promotion as advancements to positions of increased responsibility. He says most working people look forward to promotions, which usually means more pay, responsibility and often job satisfaction.

5.3.4 Self income generating projects and sustainability of children homes programmes

The Forth objective was to determine how self-income generating strategies of projects influence sustainability of children homes programmes managed by Ngos in Embu county. The studies found out that self-income generating project are very important in children homes. This provides an overview of opportunities to secure resources and beyond those normally provided by financial allocation to the institution. The aim of this Income Generation through self-income generating project is to encourage activities aimed at

pursuing increased revenue income. According to De Bruin (2007). Participation in income generating projects and economic growth will take place in those situations where particular economic conditions are most favourable. To achieve the objective of programmes they should be funding income generating programmes and projects for community empowerment. Capacity Development was ranked as the last variable which influenced sustainability of children homes programmes

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. 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 children homes 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.

i. 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.

ii. NGOs in the children homes 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 children homes 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.

iii. 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.

iv. 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:

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

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APPENDICES

Appendix I: Introduction Letter

PAUL MARINGA
P.O. Box 2626
Dear Sir/Madam,
RE: **REQUEST FOR PARTICIPATION IN A RESEARCH STUDY**

I am a final MA student at University of Nairobi. My area of specialization is project planning and management. I am currently undertaking a research project on **"Factors influencing sustainability of children homes programmes managed by non-governmental organizations in Kenya; a case of Mbeere south, Embu county** "I would be grateful if you could spare some time from your busy schedule and complete the enclosed questionnaire. All the information provided will be purely for academic purposes and will be treated with utmost confidentiality. Thank you for your cooperation.

Yours faithfully,

Sign…….
Paul Maringa
L50/90088/2016

Appendix II: Questionnaire for County Officials & Children Home Management

Please tick as appropriate

Section A Demographic Information:

1. Gender: Male ( ) Female ( )

2. What is your highest qualification achieved? Diploma ( ) Degree ( ) Masters ( ) PhD ( ) Others (please specify) _____

3. What is your current designation within the organization? Chairman ( ) Managing Director ( ) Programme Manager ( ) Finance manager ( ) Project Manager ( ) Field Officer ( ) Others (please specify) _____

4. How many years have you been in the NGO sector?

1 – 5 years ( ) 6 – 10 years ( ) 11 – 15 years ( ) 16 – 20 years ( ) above 21 years ( )

5. How many years have you been at the Children Homes

1 – 5 years () 6 – 10 years () 11 – 15 years ( ) 16 – 20 years ( ) above 21 years ( )

Section B: Stakeholder Involvement Strategy

8.To what extent does stakeholder involvement influence sustainability of Children's Homes?

Very great extent ( ) Great extent ( ) Moderate extent ( ) Less extent ( ) No Extent ( )

9. 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**
Community Participation influence sustainability of children homes programs managed by NGOs					
Donor/Sponsor Participation influence sustainability of children homes programs managed by NGOs					
Stakeholder Involvement in policy decisions influences sustainability of children homes programs managed by NGOs					

Section C: Resource Mobilization from Donors

13. Below are some of the effects of funding on the suitability of children homes programmes. On a scale of 5-1 where 5= strongly agree, 4= agree, 3= neutral, 2= disagree and 1= strongly disagree, please indicate by ticking (√) the extent of your agreement with each statement.

Statements	**Strongly Agree**	**Agree**	**Not Sure**	**Disagree**	**Strongly disagree**
Amount of Funds allocated influence sustainability of children homes programs managed by NGOs					
Consistent funding influence sustainability of children homes programs managed by NGOs					
Number of donors/partners influence sustainability of children homes programs managed by NGOs					

14. In general, please indicate the extent to which resource mobilization has enhanced sustainability of children homes programmes. Very great extent ( ) Great extent ( ) Moderate extent ( ) Less extent ( ) No extent ( )

Section D: Capacity Development Strategy

15. 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**
Training of employees					

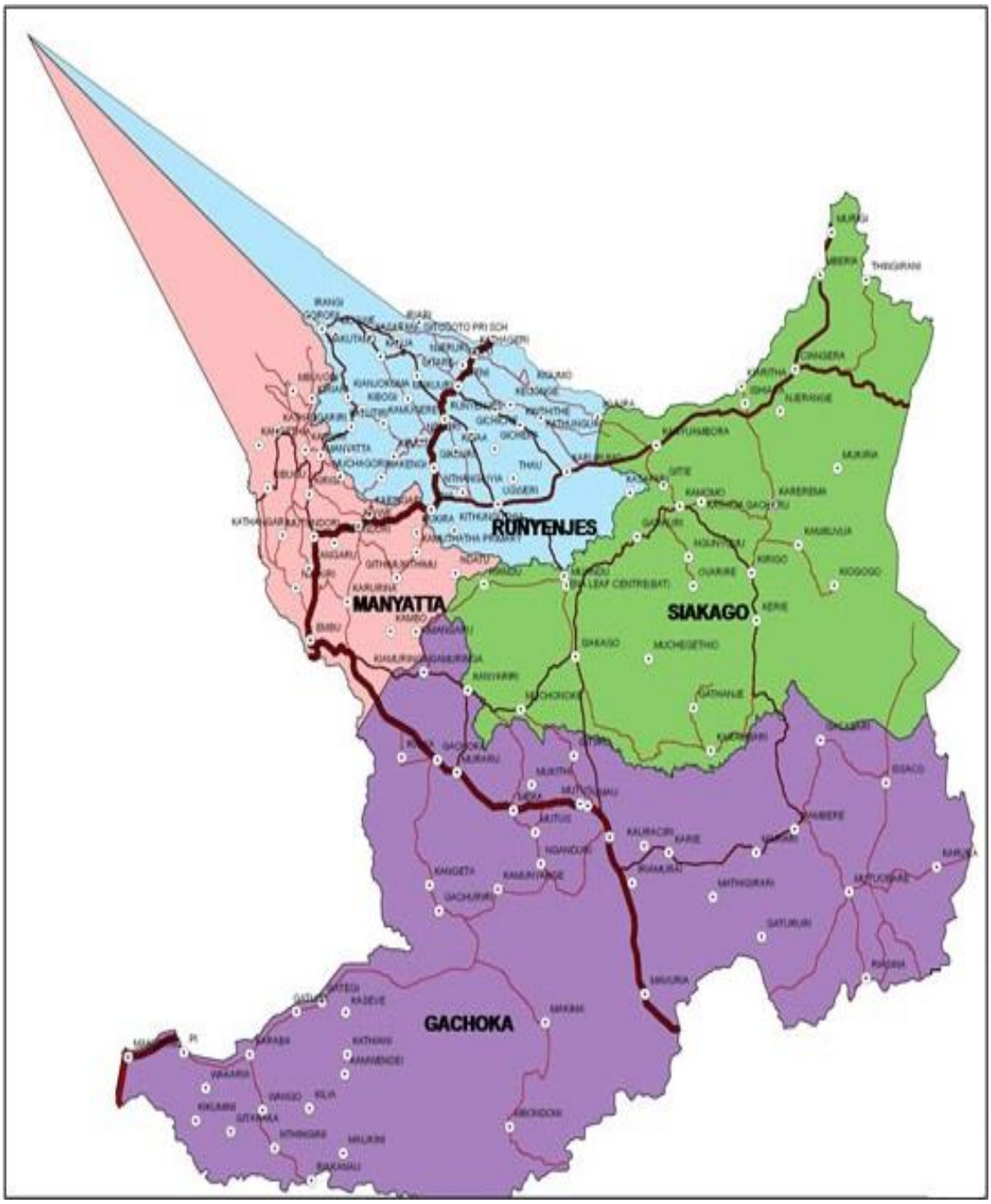
influence sustainability of children homes programs managed by NGOs					
Skilled Acquire influence sustainability of children homes programs managed by NGOs					
Motivation employees influence sustainability of children homes programs managed by NGOs					

16.In general, please indicate the extent to which capacity development influenced sustainability of children homes programmes. Very great extent ( ) Great extent ( ) Moderate extent ( ) Less extent ( ) No extent (

Section E Self-Income Generating Project

17. 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
The type of the income generated project influence sustainability of children homes programs managed by NGOs					
Level of income generated influence sustainability of children homes programs managed by NGOs					
Number of projects influence sustainability of children homes programs managed by					

Appendix III Map of Embu County