FACTORS INFLUENCING SUSTAINABILITY OF THE GOOD SAMARITAN PROGRAM IN KENYA: A CASE OF NAKURU COUNTY.

BY

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DECLARATION

I declare that this research report is my original work and has not been submitted for the award of a degree or any other certificate from any university for examination purposes.

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DEDICATION

This study is dedicated to my parents Mr. & Mrs. Kirongo who have ensured that I receive the best education. May God bless you. To God I give all thanks and praise for bringing me this far.

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ABBREVIATIONS AND ACRONYMS

AI	Advocacy Institute
BSK	Bible Society of Kenya
CBO	Community Based Organization
CEO	Chief Executive Officer
CORAT	Christian Organization Research and Advisory Trust
FCBH	Faith Comes by Hearing
GSP	Good Samaritan Program
NCAS	National Centre for Advocacy Studies
NGO	Non-Governmental Organization
SIDA	Swedish International Development Agency
SPSS	Statistical Package for Social Scientists
UBS	United Bible Societies

ABSTRACT

Declining levels of donor funding has heightened sensitivity to the issue of sustainability of programs. As the future stream of financial resources become less secure, pressures to ensure effective results with lasting benefits increase. The study has focused on factors influencing sustainability of the Good Samaritan Program in Kenya, a case of Nakuru County. The objectives of this study were to establish the influence of funding mechanisms, partnership and advocacy on sustainability of the Good Samaritan Program, a case of Nakuru County. The study adopted a cross-sectional descriptive research design. The population of this study was staff of the Good Samaritan program in the Bible Society of Kenya and local partners of the Good Samaritan Program in Nakuru County. Primary data was used for this study. Semi-structured questionnaires were used to collect data and drop and pick later method was used to administer the questionnaires. Descriptive statistics such as frequency distribution and percentages were used in the analysis of data. From the findings, majority (81.20%) of the local partners of the Good Samaritan program reported that the program activities they had undertaken in their community were internally financed. The funding mechanism used in this case is sustainable as it is not dependent on external sources. Funding mechanism was therefore found to influence the continuation of the Good Samaritan Program activities to a great extent. It was also found that more than half of the local partner respondents had not partnered with any organization in HIV related activities. Despite the general lack of partnership, various activities were reported by local partners to have been undertaken without the support of the Bible Society. It is therefore noted that partnership marginally influences the continuity of the Good Samaritan program activities at community level. It was found that more than two thirds of the local partners of Good Samaritan program were volunteers. These volunteers are advocates of the program at community level and reported to have engaged in various program activities through their own initiative and without external support. Advocacy was therefore found to influence sustainability of the Good Samaritan Program to a great extent. Based on the findings, it is recommended that the Bible Society should scale down the program to a cost effective program design that can be managed and funded at community level by local partners. The Bible Society should also build capacity of local partners in fundraising. This will ensure that the local partners have the capacity to explore different funding opportunities beyond the support of the Bible Society. To maintain the existing crop of volunteers beyond Bible Society support, there is a need to include opportunities for volunteers to increase their responsibilities and skills.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

The world fellowship of national Bible Societies join together for consultation, mutual support and action in their common task of achieving the widest possible, effective and meaningful distribution of the Holy Scriptures. There are 146 Bible Societies globally. Through its World Assembly in 2000, all Bible societies were encouraged to develop new products to address specific situations like HIV and AIDS. In response to this, an outreach package entitled “Where is the Good Samaritan today?” was developed. Today the Good Samaritan Program is being implemented in 21 Bible Societies in Africa at different level of activities.

The official launch of the Good Samaritan HIV program concept and method in Africa took place in 2004 in Kampala, Uganda. Bible Societies in Uganda and Cameroon implemented Good Samaritan pilot projects in 2004 with the support of Swedish International Development Agency (SIDA) and Swedish Bible Society. The Program has experienced rapid growth since 2004 and there are now 12 fully funded projects in 12 African countries and 9 other African countries implementing the project at various levels. The 12 fully funded projects are: Kenya, Uganda, Tanzania, Burundi, Malawi, Zambia, Swaziland, Ethiopia, Cameroon, Togo, Ivory Coast and Sierra Leone. The 9 countries with some project activities are DRC, Congo Brazzaville, Madagascar, Gabon, Mozambique, Rwanda, Liberia, Namibia and Nigeria. The Good Samaritan program was started in Kenya in 2006 as a response to the HIV and AIDS situation in the country. The Good Samaritan Program in Kenya has been implemented in eight counties namely Nairobi, Nakuru, Nyeri, Muranga, Machakos, Homabay, Kakamega and Kisumu.

The notion of sustainability refers to the continuation of programs. Sustainability is linked to four important issues. First, sustainability maintains programs' effects over a long period (Puska *et al*., 1996; Manfredi *et al*., 2001). Second, many programs aim at behavioral changes, and they must survive over an extended period for such changes to occur (Steckler and Goodman, 1989).

Third, there is often a latent period of years between when programs begin and when their effects on the beneficiaries are felt (Roussos and Fawcett, 2000). Fourth, organizations and actors lose what they have invested when programs are not sustainable, and they will resist further investment (Steckler and Goodman, 1989; Rissel *et al*., 1995; Shediac-Rizkallah and Bone, 1998). Given the noble work of the Good Samaritan programme, its sustainability is important.

The varied definitions presented in literature distort a clear understanding and, therefore, use of that meaning in practical applications. This prompted the question of what is interpreted when an organization states that a program should work toward sustainability. How can a program team be successful in evaluating its actions and ultimately achieving sustainability if each member of the team is working toward a different version of what that entails?

The aim of this study is to contribute to a better understanding of the factors that influence the sustainability of the Good Samaritan Program in Kenya. The Good Samaritan Program is an efficient, flexible and simple low-cost program that with its evolving practice has a good possibility to reach far. The Good Samaritan Program in Kenya will derive a model for other Bible Society Program initiatives to work intentionally towards sustainability.

1.2 Statement of the Problem

Attention to the sustainability of the Good Samaritan program is increasing. The funding for the Good Samaritan program in Kenya has been for three phases. The question that has been recurring is what happens when the external support ends? There is the challenge of how the Good Samaritan program can survive the current method of funding given the various off shoots of the program.

Donors often provide short-term funding for programs intended to show long-term results, which is often impossible. There is therefore a need to employ long-term solutions that will reinforce program impact without creating greater dependence on the donor. Many programs do not last beyond external support, disappointing the hopes placed in them and wasting the human and financial investments made in them.

For the first time, Bible Society of Kenya has been exposed to development funds through the Good Samaritan Program. It is also evident that these funding will not be a continuum but will eventually come to an end. Thus, sustainability of the program is now a dominant concern, affecting decisions and actions that may shape major organisational policies for years to come.

Sustainability does not depend on just the financial aspect of the program but also impact of the program so that implementation should be able to continue and the effects of the program felt over time. One of the major challenges facing stakeholders is how to respond in an empowering and long-term way in the face of immediate humanitarian needs. There is a need to work in an empowering and holistic way to fill the gaps in meeting the needs of the people in a sustainable way.

The Good Samaritan Program focuses on Behaviour change as a strategy where Information Education and Communication (IEC) are used as tools to empower good decisions and responsible behaviour. Behaviour change takes time to achieve. This means starting up long-term processes rather than short-term interventions. The need to ensure the program continues long enough to register behaviour change is essential. For sustainability to become a routine component of program implementation there is a need for greater clarity about factors influencing it.

1.3 Purpose of the Study

This study was undertaken to establish factors influencing sustainability of the Good Samaritan Program in Kenya, a case of Nakuru County.

1.4 Objectives of the Study

This study was intended to achieve the following specific objectives:

1. To establish the influence of funding mechanisms on the sustainability of the Good Samaritan Program in Kenya, a case of Nakuru County.

2. To establish the influence of partnership on the sustainability of the Good Samaritan Program in Kenya, a case of Nakuru County.

3. To establish the influence of advocacy on the sustainability of the Good Samaritan Program in Kenya, a case of Nakuru County.

1.5 Research Questions Guiding the Study

In relation to the study objectives the following research questions will be answered:

1. To what extent does funding mechanisms influence the sustainability of the Good Samaritan Program in Kenya?

2. To what extent does partnership influence the sustainability of the Good Samaritan Program in Kenya?

3. To what extent does advocacy influence the sustainability of the Good Samaritan Program in Kenya?

1.6 Significance of the Study

The findings of this study will contribute to the growing debate on program sustainability in related programs. The findings will be of significance to the Bible Society of Kenya management, Good Samaritan Program team and donor community who will gain a better understanding of factors influencing program sustainability and will have a reference document to develop sustainability strategies for the continuation of related programs.

The findings will also be significant for academicians as a basis for further research.

1.7 Delimitations of the Study

The study was undertaken to establish factors influencing sustainability of the Good Samaritan Program in Kenya, a case of Nakuru County. It was limited to Nakuru County and it focused on three factors which are funding mechanisms, partnerships and advocacy.

1.8 Limitations of the Study

There are 146 Bible Societies globally but this study was limited to one Bible Society program and specifically the Good Samaritan Program in Nakuru County in Kenya.

This study was limited to Bible Society staff and local partners involved in the Good Samaritan Program in Nakuru County. Findings had a limited generalizability to the Bible Society of Kenya Programs as focus is on Nakuru County in Kenya.

The research focused on sustainability at the community level.

1.9 Assumptions of the Study

The respondents gave accurate responses.

1.10 Definitions of Significant Terms

1. **Program Sustainability:** refers to the ability to maintain your program after your current funding stream expires.

2. **The Good Samaritan Program** is a bible-based HIV and AIDS program which integrates HIV awareness and biblical principles. The aim of this program is to contribute to the reduction of the spread of HIV virus and to reduce stigma and discrimination against people living with HIV.

3. **Funding Mechanisms** are the approaches used by the program to raise capital (both monetary and non-monetary) towards maintenance of the program activities and objectives.
4. **Partnership** is an arrangement where parties agree to cooperate to advance their mutual interests.

5. **Advocacy** involves the promotion of a cause by providing information to the public through the media and other channels of communication.

1.11 Organization of the Study

The first chapter is introduction and a lay out of the study. It entails the background of the study, statement of the problem, study objectives, significance of the study, assumptions, limitations and definition of key terms and delimitation of study. The second chapter presents a review of relevant literature on the variables of the study. The third chapter covers the methodology and procedures that were used to accomplish the research objectives. The fourth chapter presents the data while the fifth chapter gives a summary of the findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks into literature regarding the variables of the study. The theoretical framework will cite the principles that form the basis for this research and the conceptual framework will discuss the variables of the study.

2.2 Funding Mechanisms and Sustainability

Despite the vast difference between the world's Non-governmental Organizations (NGOs) most share the common dilemma of lack of funds which limits the quantity and quality of the important activities they carry out. Non-governmental Organizations increasingly find that grants and donations are inadequate to meet current program needs and much less to expand program activities. This is happening against the background of "donor fatigue" and declining external flow from traditional sources of funds (Pluye, Potvin & Denis, 2004).

Most NGOs in Africa remain heavily dependent on the external financial assistance from foreign, primarily Western, donors. The support provided by international donors account for the single largest source of NGO funding (Ogutu, 2010). This has presented a two-part problem for local NGOs. First, the level of international funding is unstable. Resources for NGOs have not been as forthcoming as had been anticipated and many donors have shifted their attention to other priorities more needy, politically expedient or publicly popular regions of the world.

Second, existing international donor funds are often earmarked for particular projects or for limited project cycles. Donors often attach very specific limitations on how money can be spent, designating particular issues or themes or supporting only programmatic expenses. This has made it tremendously difficulty for NGOs to raise adequate support for their ongoing, operational expenses. The current donor enthusiasm for project based funding puts the focus on the activities of NGOs rather than on sustaining the organizations themselves. In practice, institutional or organizational development remains a lower priority.

NGOs are forced to "go where the money is" regardless of whether the project priorities identified by a prospective funder suit the long-term strategic plans of the NGO. This approach has led NGOs into an endless cycle of resource dependency (Wanyama, 2001).

Scholarly literature has shown that, when international assistance ends, the activities initiated on the ground also die with little left to show for the effort. The lack of sustainable impact is widely seen as a key threat to continued flow of international development assistance (David W. Chapman et al, 2006). Inadvertently, there will be a move away from comparative advantage to competitive advantage between NGOs as access to external aid becomes more critical for their functioning (Alan Fowler, 1999).

There are three sectors from which Non-governmental Organizations can derive their resources: the private sector, the general public and the government/public sector. Resources from each of these sectors can originate from both "external" sources (i.e. international) and "local" (i.e., domestic or municipal public and private donors). One area, which is often overlooked, is those resources generated from "internal" sources (i.e., self-generated income from fees, sales or investments) (Pluye, Potvin, Pelletier & Mannoni, 2005).

The Good Samaritan Program is dependent on governmental development agencies. According to literature, organizations dependent on governmental funding have stronger orientations toward the state and its activities than their counterparts that are mainly privately funded; the latter NGOs seem to have a stronger orientation to the fluctuations of the market (Anheier, Toepler and Sokolowski, 1997). In addition, government funding can lead to a loss of autonomy, cooptation, mission drift or even complete goal displacement, a reduction in privately-derived income, restructuring and bureaucratization, and diminishing potential for advocacy (Brudney and Gazley 2007; Chaves,Stephens, and Galaskiewicz 2004; Brooks 2000; Froelich 1999).

Government funding can also lead to resource dependence (Mahoney, C. and Beckstrand, M. J. 2009). Modeling the acquisition of the necessary resources is constructed in economic terms, such as the supply and demand of an NGO’s activity, as well as rational cost-benefit analysis on the part of the organization in its decision to pursue various resources or engage in particular actions and by the resource provider in its decision to allocate its resources (McCarthy and Zald, 1977).

(Pfeffer and Salancik, 1978) point out that not only must social actors mobilize resources, but these actors become dependent on the resources and transitively on the source of those resources, be it a body of private donors or the government via grants or contracts (McCarthy and Zald 1977; Pfeffer and Salancik 1978; Anheier, Toepler and Sokolowski 1997). These actors have a strong interest in acquiring public funds and continuing to receive them in order to overcome persistent financial uncertainties, since there is less volatility in government funding than with private donations (Froelich, 1999). The government, in turn has a substantial interest in acquiring the expertise offered by the NGOs (Brudney and Gazley 2007). Despite the mutuality of interest, the government retains the upper hand in this inherently uneven relationship (Brown and Troutt, 2004).

As funder, the government preserves its primacy as the resource it holds is more critical to the survival of the NGO than the NGO's information is to the government. Thus, over the duration of the dependent relationship, the government's ability to press for its preferences is enhanced and the ability of the NGO to resist diminishes. A civil society actor can have its advocacy power diminished through a financial relationship with government institutions in many ways: from fear of punishment, from closer monitoring and more rigorous regulation to the revocation of funds; a reflexive lightening of criticism toward the generous patron; and the organizational and managerial restructuring required to administer government funds, resulting in less organizational capacity directed toward advocacy (Chaves, Stephens and Galaskiewicz, 2004).

For development NGOs, the cost of development services they provide are not met by the incomes from the clients they serve- the beneficiaries. The work of NGOs is critically dependent on economic processes external to the client group (Alan Fowler, 1992). The question of how to financially sustain and support the activities of Non-governmental Organizations (NGOs) has been one of the most recurrent challenges for nonprofit leaders around the world. There is an increasingly urgent need to address this fundamental challenge for Non-governmental Organizations as they expand and diversify, struggling to fill the gap left as the role of the external support recedes (Savaya, Ellsworth & Rogers, 2008).

Financial sustainability refers to the ability of a Non-governmental Organization to develop a diverse resource base so that it could continue its institutional structure and production of benefits for intended client population after the cessation of donor financial support. This definition encompasses three areas. The first is developing financial management which involves implementing financial management systems that provide the information which enables managers to make sound financial and programmatic decisions, and thereby improve the efficiency of the organization; analyzing costs to identify potential cost saving and developing policies and strategies for reducing costs and improving financial projections/budgeting (Savaya, Elsworth & Rogers, 2008).

Secondly resource mobilization which involves designing a comprehensive resource mobilization strategy; building capacity to develop and market successful project proposals to attract new donors and forging partnerships with government, other NGOs or private enterprises to use idle capacity. If exists, thereby sharing project costs and capitalizing on economies of scale.

Finally, income generation/self-financing which includes exploring income generation through the sale of products and services; developing price policies and marketing strategies for products and services; marketing and sale of technical assistance and soft assets and maximizing membership dues and hard assets' rental fees (Sharir & Lerner, 2006).

Recognizing the limitations of current donor funding, Non-governmental Organizations are developing alternative Strategies to generate local resources through self-financing enterprises. The most "sustainable" financing strategy consists of diversifying sources of income and thus minimizing dependency on any single source. This will reduce vulnerability to shifts in fund availability or donor preferences. A sustainable approach to financing Non-Governmental Organizations is an approach that avoids dependency on any one source of revenue, whether external or internal (Scheirer, 2005). It is impossible to prescribe any formula for the percentages that need to be derived from various sources to constitute a "financially sustainable NGO." However, a balance between externally and internally generated resources is necessary in order for an organization to meet its operating and administrative expenses while maintaining the freedom to determine its programmatic priorities and projects, irrespective of donor preferences (Scheirer, 2005).

The local sources of NGO funding from local or national agencies, private sources or public donations have not yet developed to a level sufficient to meet demand. The poverty, corruption and social unrest in many African countries present major obstacles to local philanthropy. The discretionary income of the general population is generally not high enough to support philanthropy, especially given the lack of a local tradition of private charity.

While the development of a local philanthropic base for NGO initiatives may represent the most preferable solution to NGO financing problems in the long-term, this is a process which may take years of cultural, social and economic change (Ogutu, 2010). Mounting frustration with the current funding status quo and the desire to avoid donor control has led many NGOs to examine the entrepreneurial principles of the private sector. NGO leaders are defining a completely new breed of "entrepreneur" to stimulate the creation of a larger, sustainable pool of resources for NGO initiatives. Going beyond traditional donor receiver relationships, they have created a new organizational "hybrid", nonprofit in purpose and for-profit in approach. These new NGO entrepreneurs have developed unique strategies for creating sustainable funds for their activities by employing creative and sometimes lucrative "self-financing" enterprises (Elisworth, 1998).

2.3 Partnership and Sustainability

There exists a common contradiction between the life of development projects and programs and their expected impact. Donors often provide short-term funding for programs intended to show long-term results, which is often impossible. There is therefore a need to develop long-term partnerships for sustainable achievements (Dass, 1999).

Partnership is a dynamic relationship among diverse actors, based on mutually agreed objectives and pursued through a shared understanding. Partnership encompasses mutual influence, with a careful balance between synergy and respective autonomy, which incorporates mutual respect equal participation in decision making, mutual accountability and transparency. Partnership should not be used to describe any and every type of working relationship between two or more organizations. Experience suggests that this is not desirable for conceptual and practical reasons. Conceptually, lumping all sorts of relationships together under one label is illogical and not useful when designing or negotiating interactions.

Inevitably, for practical reasons, all organizations distinguish between types of relationships. Practically, optimizing the right mix of relationships in the real world is a cornerstone of effectiveness. Cosmetic or 'politically correct' idealization of relations inevitably runs the risk of subsequent disappointment and frustration (Fowler, 2000).

The term partnership should only be employed for a particular quality of relationship. Other necessary working relations should be given other names according to how the interaction is structured and functions in relation to partnership principles (Fowler, 2000). Three principles are presented to provide a foundation for constructing a negotiating framework that could lead to greater balance and relational empowerment. First, not every relationship is a 'partnership', nor should it be. To work well, institutions need all sorts of relationships; partnership is only one of them. Secondly a 'partnership' is the most far reaching in terms of the depth and breadth of rights and obligations that can be agreed. Finally, a healthy relationship of any type is characterized by an agreed level of mutuality and balance in terms of the rights and obligations of the parties concerned (Fowler, 2000).

Five common types of relationships can be distinguished. The 'breadth' of organizational engagement negotiated, where wider relationships incorporate narrower ones, differentiates them. The first four involve or imply financial transaction; the remaining one does not. Various types or categories of relationship are labeled and described below, each decreasing in organizational depth (Dass, 1999).

2.3.1 Partner: Typically, a true partnership exhibits full, mutual support for the identity and all aspects of the work and the well-being of each organization. It is holistic and comprehensive, with no limits, in principle, as to what the relationship would embrace. Though not common, this type of interaction can be found in 'natural' partnerships, exemplified by religious denominations, professional associations, etc. (Fowler 1991).

2.3.2 Institutional Supporter: This type of relationship is primarily concerned with overall development effectiveness and organizational viability. It can include policies. In other words, transactions benefit both what the organizations do and what they are.

2.3.3 Program Supporter: This type of relationship concentrates on a particular area of development work. This focus is often understood in terms of sectors, such as health or education, or water supply, credit, small-scale enterprise; or a theme such as conflict prevention, food security, gender, human rights. Support could be financial inputs, technical expertise and facilitating access to specialist networks.

2.3.4 Project Funder: Is an individual or organization that provides funds for a particular project. This type of relationship can result from an NGO receiving funds for an initiative that it identifies. Alternatively it can arise from winning bids for development initiatives which others want to have implemented.

2.3.5 Development Ally: In this relationship two (or more) organizations agree on a development agenda or objective they wish to pursue together, typically for an agreed period of time. They can do this, for example, by exchanging information, sharing expertise or employing their respective positions and contacts in coordinated ways. However, while modest financial transfers may occur, they are not the basis of the relationship. A development ally is typically found in NGO (and wider) networks, coalitions, alliances (for international advocacy) and platforms.

The concept of partnership as a paradigm for development cooperation is widely accepted to mean a relationship based on the principles of equity and mutual benefit (International Council of Voluntary Agencies, 1987, Kajese, 1987). Historically, the balance of power in most relationships between donors and receiving NGOs has been tilted in favor of the donors, due to their positions as funding agencies and their roles in transferring financial and other resources to receiving NGOs. To date, most donor organizational-change efforts have been informed by a view of partnerships as forms of collaboration that involve external relations among organizations (Fowler, 1997 & Van de Ven, 1994). In this view, partnerships are explained primarily by factors associated with what (Astley and Van de Ven, 1983) would consider the voluntary agency of organizational actors. They are emergent forms of collective action that evolve through a series of negotiated phases (Brown & Ashman, 1996).

According to collaboration theorists, critical factors associated with effective partnerships are the development of trust between the parties (Ring & Van de Ven, 1994); cooperative interpersonal relationships; and behaviors like active communication, mutual influence, and joint learning (Brown & Ashman, 1996; Lewis, 1998).

In keeping with this view, donor change efforts typically have focused on initiatives such as new policy statements to clarify the values, goals, and practices of partnering and workshops to change individuals' ideas, attitudes, and behaviors as they interact with external partners. The partnership literature has not explored the contrasting set of factors that (Astley and Van de Ven, 1983) would consider as structural or relatively predetermined by resources and social structures in partnership environments. To extend the analysis, structural explanations of partnerships would suggest that their behavior is neither entirely emergent nor freely negotiated. Instead, preexisting, relatively fixed elements of partnership environments tend to shape inter-organizational choices, behavior, and outcomes. Examples of structural influences on partnerships would include the internal organizational systems of partners and important external stakeholders, such as donors, governments, and communities (Astley and Van de Ven's, 1983).

2.4 Advocacy and Sustainability

Advocacy is the pursuit of influencing policies and spending by gaining the support of key stakeholders (Lawton, 2009. Efforts towards sustainability of a program can involve the increase of awareness of its activities to its partners, government and other stakeholders so that it is more visible externally. This will help attract financing and implementation support for its activities from the government, donors and other key stakeholders.

According to Oxford Advanced Learner's Dictionary, advocacy is giving of public support to an idea, a course of action, or a belief. The literal meaning of advocacy reflects a way of working that involves the public, engaging them to support a particular approach. This definition accepts the idea of a planned action rather than ad hoc efforts. Considering the diversity of advocacy experiences and perspectives in different contexts, the Advocacy Institute (AI), recognized that there is no single 'right' definition or approach to advocacy. The methodology that promoters use in their own context must be respected and shared among advocacy practitioners.

Keeping this in mind and yet appreciating the need for a working definition, Advocacy Institute proposes that advocacy is the pursuit of influencing outcomes, including policy and resource allocation decisions within political, economic, and social systems and institutions that directly affect people's lives (Lemvik, 2001).

The National Centre for Advocacy Studies (NCAS), Pune, India, felt the urgent need to stress that advocacy is not only for, but also through and with the people who are affected, and so stresses the people centered nature of advocacy. Public Advocacy is a planned and organized set of actions to effectively influence public policies and to have them implemented in a way that would empower the marginalized. In a liberal democratic culture, it uses the instruments of democracy and adopts non-violent and constitutional means (Bracht *et al.* 1994).

Advocacy has become an important focus for dealing with development concerns. It encompasses actions to influence decision making at the local, regional, state, national, and international level. It is the active support of an idea or cause expressed through strategies and methods that influence the opinions and decisions of people and organizations.

People normally understand 'advocacy' as the process of raising voices on all issues. Therefore, there is sometimes confusion and misunderstanding about what kind of, and what level of, advocacy we are doing. Three main forms of advocacy are differentiated: people-centered advocacy, policy advocacy, and political advocacy (International Centre for Integrated Mountain Development, 2008).

There is a limited evidence base that explores the effectiveness of advocacy (Lawton, 2009). This relates primarily to conflicting definitions and a lack of understanding about the role of advocacy (Fazil et al, 2004). It is difficult to measure the impact that advocacy has on outcomes for people who access support and their families, partly because there is such a wide range of schemes with differing aims and objectives, with shifting and often multiple or unclear outcomes (McNutt, 2011).

To date, the recording of outcomes of advocacy interventions appears to be limited. However, Action for Advocacy has developed outcome measures, which have been effectively used in research (Palmer et al, 2012). Despite the lack of evidence, it is clear that people who access support can benefit as much from the process of having an advocate as they do from the outcome (Townsley et al, 2009). Therefore, when considering what works in relation to advocacy, it is important to separate out process from outcomes (Featherstone et al, 2012).

Key features of advocacy include: independence from services, empowerment, providing people who access support with a voice, supporting people who access support to achieve active participation, challenging inequality, promoting social justice, and supporting people who access support to challenge inequity and unfairness (Boylan and Dalrymple, 2011). However, it should be noted that advocacy is not about mediation, counseling, befriending, taking complaints or giving advice, although elements of these can be found to varying degrees across the different models (Patient and Client Council, Northern Ireland, 2012). What follows is an overview of each model and the associated key features:

2.4.1 Self-advocacy: Individuals represent and speak up for themselves, with support, either individually or collectively. This support can be in a paid or unpaid capacity. Key features include: Outward-facing model aimed at securing services and supports for the individual; Focus on ensuring the person's voice is heard and Promotes confidence, skills and knowledge and protection of individual rights (Lawton, 2009)

2.4.2 Peer advocacy: The advocate and the person have a common background, for example, they may have shared experience of service provision, "experts by experience" (Monaghan, 2012).
Peer advocacy can be conducted on an individual or collective basis and often develops spontaneously, for example in care homes or day centers. Key features include: Focused on common problem solving; lessens the imbalance of power between the advocate and their advocacy partner as they have shared experiences; and most effectively used with specific groups, for example, people with substance misuse problems or mental health problems as they can prefer advocates with similar experiences (Monaghan, 2012).

2.4.3 Volunteer Citizen Advocacy: Volunteer Citizen advocacy involves volunteers (unpaid) who are recruited trained and matched with an individual – generally only one at a time. It involves a one-to-one relationship over an extended period and goes beyond befriending - the volunteer represents the views of the person. The partnership is independent, supported, but not influenced by, the advocacy organization.

Key Features: The relationship between the advocate and the individual (the partnership) is viewed as an outcome in and of itself; the relationship continues regardless of any presenting 'issue'; and citizen advocates are supported to use their own networks, as well as community organizations to support them to develop their social networks.

2.4.4 Independent/professional advocacy: A partnership between a paid advocate and a person who accesses supports. The advocate provides support, information and representation, with the aim of empowering their partner and enabling them to express their needs and choices. This type of advocacy can be undertaken on a short-term or long-term basis. Long-term advocacy work may be required due to changing needs over time and the complexity of issues, for example, with parents with learning disabilities involved in the child protection system. Key features include: Separation from other forms of direct service provision, e.g. social work; Independent governance; Independent funding arrangements (e.g. services are not directly funded by public bodies but via other indirect means, such as pooled budgets); Free from conflict of interest; Individual rather than group advocacy; Support often provided on a specialist basis, e.g. capacity, treatment for mental disorder, child protection issues or for specific groups, e.g. families and/or carers. (Townsley et al, 2009). Advocacy fits well with the core values of social work in terms of enabling people to achieve 'self-fulfillment' (Rapaport et al, 2006). Finlay and Sandall (2009) argue that practitioners are in an ideal place to offer advocacy, having built up a relationship with a particular person, knowing their needs well and most likely having a sense of loyalty and responsiveness to their needs.

However, advocacy can compromise relationships between practitioners and their colleagues and managers, and they can find themselves torn between representing the views of the person accessing support while at the same time trying to manage scarce resources on behalf of the organization they work for (Beresford and Croft, 2004)..Independent advocacy can be particularly valuable when the relationship between the person being supported and the social worker has eroded (Featherstone et al, 2012). In such cases, the advocate can act as an important bridge between both parties and can help to repair damaged relationships.

2.4.5 Non-instructed advocacy: Advocacy can be provided to those who are for reasons of capacity, unable to personally instruct their advocate. This may be because of the person's limitations in grasping concepts or because they are not able to make others understand their wishes because of significant communication barriers. Capacity to instruct or understand can be diminished for a number of reasons, for example mental health problems, dementia, acquired brain injury, or learning disabilities. However, it should be noted that having one of these conditions does not automatically mean a person lacks capacity. An advocate will observe the partner and their situation, look for alternative means of communication with the partner, gather information from significant others in the partner's life, if appropriate, and ensure the partner's rights are upheld.

Key features include: A focus on upholding the persons rights; Ensuring fair and equal treatment and access to services; Making certain that decisions are taken with consideration for the individual's unique preferences and perspectives; Using as a last resort only when all other attempts at communicating and understanding an adult's wishes have failed; Trying out a range of methods of communication to ensure the person's wishes are clear; Using a number of core quality of life domains, together with relevant legislation, to make comparisons and consider what quality of life or experiences would be usual and acceptable to the general population. Taking these models together, it has been possible to identify a number of common features that are important for an advocate to exhibit. These include: A calm thoughtful and sensitive disposition; The ability to raise relevant issues on behalf of the person in an appropriate and fair manner; Good at building relationships with people; Provision of support to individual when upset; Ensure the person's views are discussed and incorporated; The ability to be succinct, articulate, thorough and offer alternative ways of thinking and; Facilitate understanding among other professionals of the person's situation. (Adapted from Featherstone et al, 2012)

In order to ensure that advocacy services are provided in a way that effectively meet the needs of people who access support and operate in a way that is underpinned by an evidence base, standards for generic advocacy services have been developed by Action for Advocacy (2006). These standards relate to: Clarity of purpose; Independence; putting people first; Empowerment; Equal opportunity; Accessibility and accountability; supporting advocates; Confidentiality and complaints.

Evidence regarding the effectiveness of advocacy remains limited and while there is a reasonable amount of information relating to the process benefits of advocacy, its impact on individual outcomes remains largely unclear (Manthorpe and Martineau, 2010). A range of important process benefits has been identified relating to greater empowerment, self-efficacy and confidence, as well as a greater sense of participation and having one's voice heard.

People who access support who have experienced advocacy express a high level of satisfaction with the process. This satisfaction relates primarily to the potential that advocacy has to empower people who access support by enabling them to have their voices heard (MacIntyre and Stewart, 2011). With regard to participation in formal proceedings, people who access support also reported having a greater knowledge and understanding of the processes involved and the language used, as well as their rights, leading to a greater sense of empowerment (Featherstone et al, 2012). This sense of empowerment can result in an increase in self-reported well-being, as well as increased self-efficacy and improved confidence (Palmer et al, 2012).

People who access support also report high levels of satisfaction when they receive help and support. These include practical tasks such as interpretation and translation of information; help to apply for housing and benefits and to gain social support (Newbigging et al, 2011). The provision of moral support has been highlighted as being important, particularly during formal proceedings, which can be viewed as intimidating by people who access support (Featherstone et al, 2012).

The relational aspect of advocacy cannot be underestimated as it appears to be a key indicator of satisfaction across different types of advocacy provision (Palmer et al, 2012). Self-advocacy, peer advocacy and citizen advocacy in particular are thought to offer great potential to promote social networks and support individuals to build relationships by offering individuals a safe and stable environment. The development of a trusting relationship between the person who accesses support and the advocate is essential and requires frequent face-to-face contact and communication, particularly in the early stages of the relationship (Palmer et al, 2012). Indeed, it is thought that higher levels of trust promote higher levels of participation more generally (Palmer et al, 2012).

Professionals require support to understand the role of independent advocacy and in order to feel supported not to be threatened or undermined. This is best achieved by ensuring a clear understanding of the role of advocacy (Patient and Client Council, 2012). Advocacy services need to use effective mechanisms to define and record outcomes for individuals, acknowledging that these may vary from people who access support to service providers (Palmer et al, 2012).

Independent advocacy can be done through volunteers. According to Gaskin and Davis Smith (1997) Volunteering refers to activities or work done of a person's free will for the benefit of others (beyond the immediate family) for no payment other than, in some cases, a small honorarium and/or expenses. The three key elements in this definition are free will, benefit to others and lack of payment. Many writers regard motivation as crucial to the definition of a volunteer and argue that volunteering should be freely chosen and not compulsory or coerced (Australian Council of Social Service (ACOSS), 1996; Cnaan et al., 1996; Sheard, 1995). The second dimension of the term volunteer concerns who 'benefits'. Beneficiaries of 'voluntary work' may be people known or unknown to the volunteer. Lack of payment is one of the most common themes running through definitions of volunteering (Lynn, 1997). However, many definitions stress the need to cover out-of-pocket expenses (ACOSS, 1996; Gaskin and Davis Smith, 1997; Sheard, 1995).

Volunteers are involved in a range of volunteering activities including service provision, fundraising, advocacy and campaigning, and governance and management. The literature review gave an indication of the variety and breadth of roles volunteers hold which include: participation in planning, consultation, advice and research in health (Paylor 2011); service delivery e.g., delivery of a theoretically derived, structured behavior change intervention (Buman et al 2011; Paylor 2011); counseling, (peer) support, advocacy and advice (including to families) (Akister et al 2011; Paylor 2011; Hussein 2011) and; fundraising and administration (Sevigny et al 2010; Casiday et al 2008). The most commonly cited volunteering activities included counseling, support, advocacy and advice. Volunteering can also support the development of communities, in a number of ways which include: building community networks/creation and maintenance of social capital (Ryan-Collins et al 2009; Paylor 2011), making people more powerful and preventing needs rising and engaging sustainable resources.

2.5 Recent Similar Studies

Ogutu, (2010) focused on the factors influencing sustainability of community based organizations: a case of Nakuru municipality. In his study, Ogutu explored the need to ensure sustainability of CBOs through avoiding over reliance of external funding and strengthening of structures and human resource and government involvement.

Odingo, (2010) looked the factors affecting sustainability of income generating activities among women in Nyando division of Nyando district. This study sought to establish the factors that influence sustainability and make recommendation on how to minimize the influence. Ondingo investigated the extent to which financial, socio-cultural, physical and natural factors influence sustainability.

Livingstone, (2010) studied the factors influencing sustainability of community water projects in Mbeere district Eastern province, Kenya. Livingstone assessed the influence of community management capacity and appropriateness of technology on sustainability of the community water projects. She also sought to establish how project funding for operation and maintenance influences sustainability.

2.6 Theoretical Framework

Little consensus exists in the literature on the theoretical and operational definitions of program sustainability. Several terms have been in used to refer to the phenomenon of program continuation. Among these are: program 'maintenancje', 'sustainability', 'institutionalization', 'incorporation', 'integration', 'routinization', local or community 'ownership' and 'capacity building'.
However, various studies that have been undertaken on sustainability of programs have indicated that it is a problem, which faces all forms of programs both in developed as well as in developing countries (Len Abrams, 2000).

Program sustainability in this study is about maintaining and continuing program services after the funding period is over. There is a growing realization that sustainability is more than money or funding hence the need to look at other factors that influence sustainability. A fundamental challenge to be considered when assessing the factors influencing sustainability is the necessity for sustainability strategies in order to ensure their long-term approach to program implementation (Filtho, 2000).

Sustainability is the capacity of an organization to achieve long-term success and stability and to serve its clients and consumers without the threat or loss of financial support and the quality of services. Sustainability is about maintaining, continuing program services after a funding period is over, and ensuring that the organization has become a permanent resource in the community. Sustainability involves ensuring that values and processes are firmly established, partnerships are strengthened and financial and other resources are secured over the long term (Elisworth, 1998).

Multiple understandings of the term 'sustainability' exist along with a range of related terminology. Although each term implies the continuation of a program in some way, different emphases of meaning have been noted (Shediac-Rizkallah & Bone 1998). (Brown, 1998) emphasized conversion of institutional capacity into the performance required for continued effectiveness. (O'Loughlin, 1998) saw program sustainability as the extent to which a new program becomes integrated or embedded into an organization's normal operations. (Shediac-Rizkallah, 1998) described program sustainability as the notion of continuation of a program that has the ability to be dynamic rather than inflexible.

A program that endures from its inception to is a sustainable one (Evashwick, 2003). (Mancini, 2004) saw program sustainability as a program's continuous response to community issues. (Pluye, 2005) defined program sustainability as a continuation of a program. (Pluye, 2004) argued that programs that are routinized within organizations achieve program sustainability, where the program intended to be sustained is backed up by an organization. (Nielsen, 2005) asserted that there must be maintenance of a level of activity so the program will provide continuous management of a problem. (Humphreys, 2006) termed program sustainability as the ability to provide ongoing access to appropriate quality service in a manner that is both cost-efficient and effective.

Each definition reflects a different focus for the development of sustainability and a different expectation about how each stage will be recognized. This includes whether the focus is on continuation of the benefits of the program to the stakeholders/participants; the perseverance of the new initiative itself (Goodman & Steckler, 1989); or the process of developing local capacity to enable a program to be maintained at the stakeholder/community level. In some ways, this lack of consensus may be more reflective of the different objectives and theoretical positioning of the programs themselves. Furthermore, latter authors suggest that a singular definition of sustainability is probably not possible, or even appropriate.

Instead, they propose a broad explanation for sustained use that encompasses the concept of a continuation process and the diversity of forms that this process may take. In this way a working meaning can be given to sustainability based on the recognition that any effective definition will need to reject the septic expectations of the program or setting to which the word sustainability is being applied (Marek, Mancini & Brock, 1999).

In their comprehensive review of literature on program sustainability, (Shediac-Rizkallah and Bone, 1998) concluded that the various definitions of sustainability suggest that it is a complex, multidimensional concept. All of the major elements likely play a role in achieving sustainability. Furthermore, they recognized that the relative contribution of each element to the attainment of sustainability likely depends upon the unique nature of a program. A broader definition of sustainability may be, therefore, a more accurate and useful way of characterizing and assessing the sustainability process across diverse programs. These authors developed a scheme to categorize the definitions into three different perspectives on sustainability, each operating at a different level. These perspectives include:

2.6.1 Individual-level: maintaining program benefits for individuals after initial program funding ends, particularly continuing to achieve beneficial outcomes for new clients.

2.6.2 Organizational-level: continuing program activities within an organizational structure and ensuring that program goals, objectives, and approaches adapt to changing needs over time.

2.6.3 Community-level: building the capacity of the community to develop and deliver program activities, particularly when the program worked via a community coalition or other community capacity-developing process (Shediac-Rizkallah and Bone, 1998; Scheirer, 2005).

Researchers have developed theoretical models that serve as roadmaps of the major concepts associated with sustainability and their interrelationships. These models start with the inputs and activities that have been shown to increase the likelihood of sustainability. Literature indicates that finding new sources of funding to replace exhausted initial seed funds is but one of many factors that contribute to the sustainability of programs and initiatives.

A number of factors common across the theoretical models suggest that it is critical for programs to prove that they warrant sustainability. (Goodman and Steckler, 1989) elaborate on this view by describing worthy program as one that is "based on established theory, is well-implemented, is cost effective, is desired both by a client constituency and a host organization, and is producing desired outcomes". Other frequently identified factors across models include fostering ownership of programs and system changes by organization staff and community partners; recruitment of champions/volunteers to publicly advocate on the behalf of the changes; and engaging in purposeful, strategic planning for sustainability beginning at inception and throughout the life of the initiative (Goodman and Steckler, 1989; Shediac-Rizkallah and Bone, 1998; Johnson et al., 2004; Mancini and Marek, 2004; Beery et al., 2005).

Models of program development often present sustainability as the end stage of a linear process (Rogers, 1995). According to this way of thinking, sustained use follows (automatically) from the replication of program during implementation. Consequently, this model tends to support the notion of sustainability because of effective implementation requiring little independent support or planning to ensure its achievement (Goodman & Steckler, 1989). However, this position has been challenged to suggest that sustainability may constitute a distinct stage of program development (Yin & Quick 1979). This view has been supported by the recognition of particular requirements for sustained use in the areas of, for example, funding arrangements (Akerlund, 2000; Scheirer, 1990), training (Elias et al. 2003; Osganian, Parcel & Stone, 2003; Shediac Rizkallah & Bone, 1998), and support (Huberman & Miles 1984; Scheirer, 1990).

Further, it has been indicated that the necessary conditions required for sustainability, need to be planned for at the early stages of program development (Altman 1995; Goodman & Steckler 1989; Paine-Andrews et al. 2000). Therefore, these understandings tend to suggest that sustainability may develop from a more interactive relationship between the different stages of program development and may not be based on a simple linear process (Gans et al. 1994). It has also been suggested that the process of program development (including sustainability) cannot be understood in isolation from the context in which the program is operating (Stange, 1996; Goodson et al. 2001).

From this position, actions undertaken to initiate sustained use are mediated through the differing structures and practices within individual settings and so create a unique set of factors for establishing sustainability. Such conditions suggest that the process for embedding new initiatives may be more complex and interactive than implied by the linear models of program development.

There are specific conditions under which organizations are likely to be more sustainable. One way to create this condition is to include sustainability as a fundamental organizational strategy. Besides access to stable financial resources, a wide range of internal organizational and external factors will determine whether a program will be sustainable (Carter, 2006). In reviewing existing guidance from funders to help programs plan for sustainability, it was found that in general both Federal agencies and foundations increasingly emphasize the importance of sustainability and provide applicants with information on how to develop more sustainable initiatives (Akerlund, 2000; Scheirer, 2005).

Sustainability assessment and planning is a deliberate attempt on the part of the organizations to create favorable conditions for a useful and effective program to continue beyond its start-up phase. It involves identifying factors that determine whether or not the organization can sustain and develop strategies to address those factors (Network Learning Organization, 2009). Such planning process should begin with the initial planning and designing of the program itself. For example along with other factors, a broad-based collaboration that involves key stakeholders is an important factor that determines how strong the chances are for a program to continue for a long period of time. With the help of this kind of deliberate planning approach, organizations can establish criteria to decide what aspects of a program to maintain, create alternative strategies and develop detailed action plans with specific outcomes to create and strengthen favorable condition for an organization to continue with important aspects of the program (UN Habitat, 2001).

Available literature also recognized that programs and initiatives do not operate in a vacuum, but rather are influenced by a range of external factors that may affect the sustainability process. Contextual factors, such as the availability of resources, political climate, organizational policy and changing community needs may either act as facilitators or barriers to sustainability (ShediacRizkallah and Bone, 1998; Beery et al., 2005).

2.7 Conceptual Framework

The conceptual framework below gives a diagrammatic presentation of the interrelation between the variables of the study. Partnership, funding mechanisms and advocacy will directly influence program sustainability. Program sustainability will also be influenced by the organizational policies put in place though this may not be at any control of the Program.

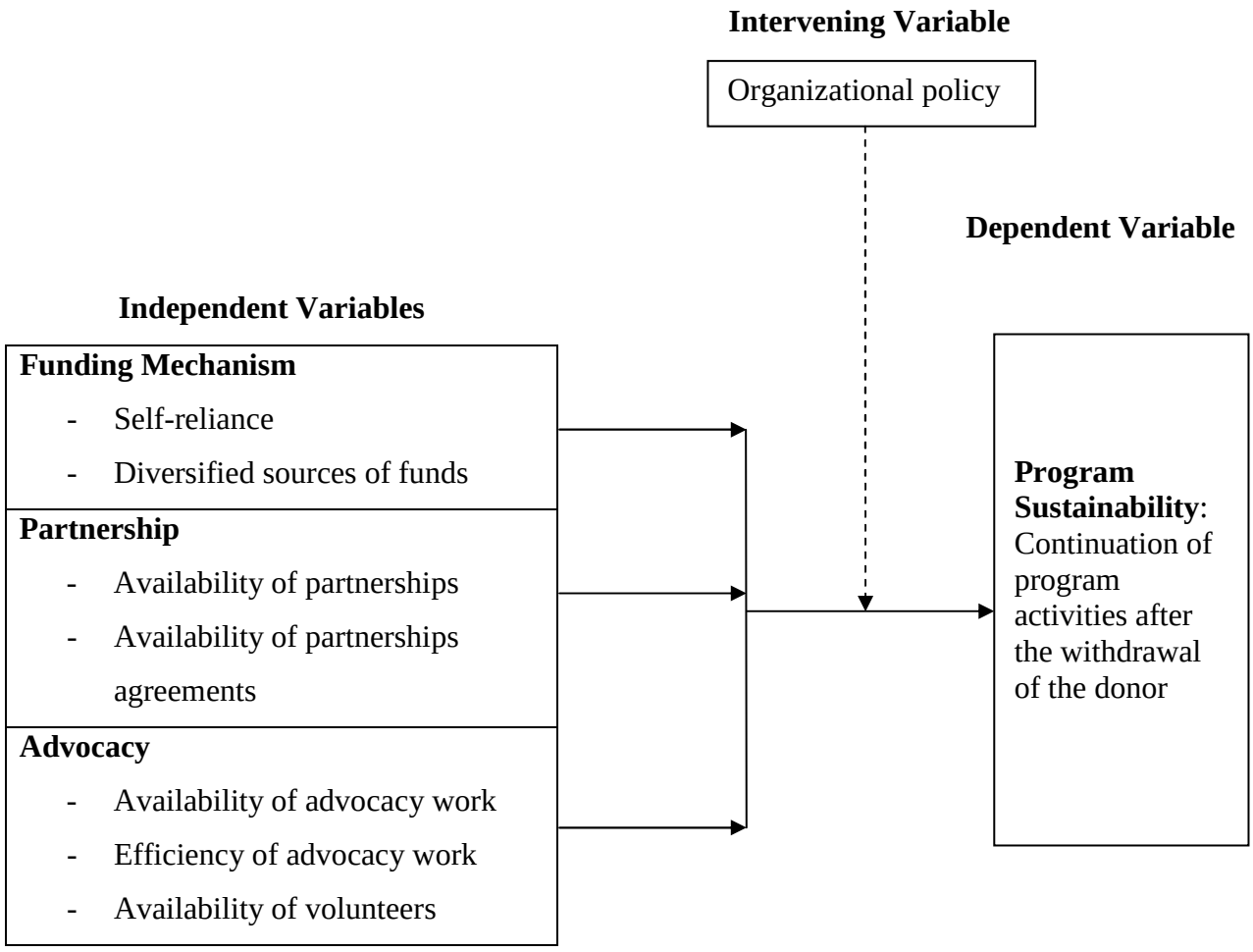

Figure 1: Conceptual Framework

2.8 Summary of the Literature Review

Various studies that have been undertaken on sustainability of program have indicated that sustainability is a problem which faces all forms of programs. There is a growing realization that sustainability is more than money/funding hence the need to look at other factors that influence sustainability. A fundamental challenge to be considered when accessing the factors influencing sustainability is the necessity for sustainability strategies in order to ensure their long-term approach to program implementation.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research methodology of the study. It will highlight the research design, study population, sampling procedure, data collection instruments and methods of data analysis.

3.2 Research Design

A cross-sectional descriptive research design was used in this study to establish the factors influencing the sustainability of the Good Samaritan Program. This design was chosen because data was collected once. According to (Lokesh Koul, 1984) descriptive research is designed to obtain pertinent and precise information status of the phenomena. Descriptive designs are used in preliminary and exploratory studies to allow the researcher to gather information, summarize, present and interpret for the purpose of classification.

3.3 Target Population

The study focused on the Good Samaritan Program in Nakuru County. The population of this study was staff of the Good Samaritan program in the Bible Society of Kenya and local partners of the Good Samaritan Program in Nakuru County. There are six Good Samaritan program employees at Bible Society of Kenya and all of them were involved in this study. Fifty Implementing partners of Good Samaritan Program from Nakuru County were selected using simple random sampling.

3.4 Sampling Procedure

In the sampling process, all Good Samaritan Program employees at Bible Society in Kenya were sampled. Therefore, census method was used to represent the views of all those working in the program who are six. Simple random sampling technique was used to select fifty Good Samaritan Program local partners from Nakuru County.

3.5 Data Collection

This study used primary data collection methods. The tools for collecting primary data were a questionnaire and an interview guide. Semi-structured questionnaires were used to collect data.

The questionnaire had five parts namely general information, funding mechanisms, partnerships, and advocacy. The questionnaires were administered through drop and pick later method to local partners in Nakuru County. Good Samaritan Program staff at Bible Society of Kenya were interviewed using an interview guide. The interview guide had questions prepared to lead the interviewer in the interview. The interviewer also asked probing questions and sought other pertinent information during the interview.

3.6 Reliability

Reliability refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). A pre-test was conducted where randomly selected respondents were exposed to the tools of data collection. This was used to ensure the research is accurate, correct and meaningful. The questionnaire and interview guide were pre-tested through a pilot test of Faith Comes by Hearing (FCBH) program. The questionnaire was administered to a selected sample of respondents from FCBH, which is a Bible Society program with similar characteristics as the Good Samaritan Program.

3.7 Validity

Validity as noted by Robinson (2002) is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study. Validity was ensured by having objective questions included in the questionnaire. To ensure content validity of the instruments, the research supervisor was involved.

3.8 Data Analysis

On receipt of the completed questionnaires, the collected data was checked for errors in responses, omissions, exaggerations and biases.

The questionnaires were then coded, entered into the system and analyzed using descriptive statistics such as frequency distribution and percentages. This was done with the help of the Statistical Package for Social Sciences (SPSS).

3.7 Operational Definition of Variables

Objectives	Variables	Indicator	Measure	Scale	Data analysis
	Dependent variable				
	Sustainability	Continuity of program activities beyond external support	Number of activities/actions that have taken place at individual level as a result of the Good Samaritan Program	nominal	Quantitative
			Number of activities/actions that have taken place at community level as a result of the Good Samaritan Program	nominal	Qualitative
To establish the influence of funding	**Independent variables**				
	Funding mechanism	Self-reliance	Availability of internally generated organizational resources for project support	interval	Qualitative

mechanisms on sustainability of the Good Samaritan Program		Diversified sources of funds	Type of sources Availability of fundraising plan	nominal	Quantitative and qualitative
To establish the influence of partnership on sustainability of the Good Samaritan Program	Partnership	Availability of partnerships	Number of partnerships	nominal	Quantitative
		Type of partnerships	Availability of partnership agreements	nominal	Quantitative and qualitative
To establish the influence of advocacy on sustainability of the Good Samaritan Program	Advocacy	Availability of volunteers	Number of volunteers project	nominal	Quantitative
		Availability of advocacy work	Number of beneficiaries promoting the program	nominal	Qualitative
		Efficiency of advocacy work	Availability of a structured plan for advocacy	nominal	Qualitative

3.8 Summary

A cross-sectional descriptive research design was used in this study to establish the factors influencing sustainability of the Good Samaritan Program. The study focused on the Good Samaritan Program in Nakuru County. The population of this study was staff of the Good Samaritan program in Bible Society of Kenya office and local partners of the Good Samaritan Program in Nakuru County. In the sampling process, fifty Good Samaritan Program local partners from Nakuru County were used in order to get a representative sample of the Good Samaritan program local partners in Nakuru County. Probability sampling techniques were used.

This study used primary data collection methods. The tools for collecting primary data were a questionnaire and an interview guide. For validity and reliability a pre-test was conducted where randomly selected respondents were exposed to the tools of data collection. For content validity of the questionnaires the research supervisor was involved. M & E experts was also sought to review the instruments. Data analysis was done with the help of the Statistical Package for Social Sciences (SPSS).

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

Qualitative and quantitative data were collected by use of a questionnaire and an interview guide. The number of respondents who participated in this survey totaled 56 where 50 were local partners of the Good Samaritan program while 6 were employees of the program. The first part involved the profile of the respondents. The second part involved descriptive statistics to establish factors influencing sustainability of Good Samaritan Program.

4.2 Demographic Statistics of Respondents

This section seeks to find out the demographic statistics of the respondents in terms of gender, age and academic qualifications.

4.2.1 Gender of the Respondents

This section seeks to find out the gender of the respondents. Results from descriptive analysis indicate that the sample comprised of 60% male respondents and 40% females who were local partners of the Good Samaritan program. The employees of the program comprised of 4 males and 2 females. As shown in table 4.1, the male employees of the program were observed to be twice as many as their female counter parts which was the same case repeated among the partners of the program. The women appeared to be misrepresented despite their big numbers and great roles in church/community.

Table 4.1: Gender of the respondents

Category	**Local partners**		**Employees**	
	Frequency	**Percent**	**Frequency**	**Percent**
Male	30	60	4	67
Female	20	40	2	33
Totals	**50**	**100**	**6**	**100**

4.2.2 Age of Respondents

This section seeks to find out the different ages of the respondents. Majority of the local partners were 36 and above years of age (66%) while all the others (34%) were in the age bracket of 20-35 years. However, none of the local partners was observed to be below 19 years of age. All the six employees of the program were 36 years and above of age.

Table 4.2: Age of Respondents

Category	Frequency	Percent
19 and below	0	0
20-35	17	34.0
36 and above	33	66.0
Totals	**50**	**100**

4.2.3 Education of Respondents

As shown in table 4.3 below, half of the local partners of the Good Samaritan program were reported to have attained secondary education while 28% had college/university education and the remainder 22% had only primary education. None of the partners was reported to have no formal education. All the employees had college/university education.

Table4. 3: Education

Category	Frequency	Percent
Primary	11	22.0
Secondary	25	50.0
College/University	14	28.0
Totals	**50**	**100**

4.3 Continuation of Program Activities beyond External Support

The sustainability of the Good Samaritan Program can be assessed by the extent to which it has continued at the community level without the support of the Bible Society. Most of the local partners (87%) of the Good Samaritan Program reported to have received training from the program. Most of the trained partners (52%) said that the program continued by a great extent after they received the training. However, 14% of the trained partners reported that the program did not continue at all after they received the training. This indicates that there is some level of sustainability in that the Program has the capacity to continue beyond external support.

Table 4.4: Extent to which GSP Continued after Training

Category	Frequency	Percent
Little extent	7	14.0
Moderate extent	17	34.0
Great extent	26	52.0
Totals	**50**	**100**

4.3.1 Actions taken at community level as a result of the Good Samaritan Program

The number of activities initiated by local partners and the community is also an indication that the Program can be run locally and continue beyond external support. Respondents who were local partners of the Good Samaritan Program were asked to name actions/activities that have taken place in their church/community as a result of the program. Giving of information on HIV and AIDS was the main activity resulting from the program as reported by most of the local partners of the program with a frequency of 26.40%.

HIV sensitization in church/community was the second activity resulting from the program as reported by local partners with a frequency of 23.60%. However, the activity of fund raising for HIV related activities in the church/community was not a great result from Good Samaritan program as observed from its low frequency (4.10%) among the partner respondents. Introduction of HIV program for special groups such as youth, women and church choir was also not a common result of the program as it was mentioned by a few respondents (6.10%).

Table 4.5: Actions taken at community level as a result of GSP

Action	Frequency	Percent
An HIV association group has been formed	5	10.1
An HIV program for special groups such as youth, women and church choir has been introduced	3	6.1
HIV and AIDS information has been given	13	26.4
Church members have been encouraged to go for HIV testing	10	19.6
Home Based Care program established for people living with HIV	5	10.1
Fundraising for HIV related activities in your church/community	2	4.1
HIV sensitization in your church/community	12	23.6
Total	**50**	**100**

4.3.2 Actions taken by Local Partners as a result of the Good Samaritan Training

The Good Samaritan Program aims to start a process where local partners within the community can get involved in responding to the community's need to eradicate HIV and stop its spread. Majority (36.20%) of the local partners of the Good Samaritan program reported that teaching others about HIV and AIDS was the action that they took as a result of the Good Samaritan training. 24.8% of the local partners said that they went for VCT after the Good Samaritan training. Some of the partners joined HIV association-13.5% while others formed HIV associations-15.0%. A few of the respondents (10.5%) reported that they started activities to support people living with HIV after the Good Samaritan training. These actions taken by local partners as a result of the program are an indication that the program activities will be continued beyond external support.

Table 4.6: Actions taken by local partners as a result GSP

Action	Frequency	Percent
Went for VCT (Counseling & Testing for HIV)	12.4	24.8
Started activities to support people living with HIV	5.25	10.5
Taught others about HIV and AIDS	18.1	36.2
Joined an HIV association/club/group	6.75	13.5
Formed an HIV association/club/group	7.5	15
Total	**50**	**100**

4.4 Funding Mechanisms

More than a quarter (28%) of the respondents of Good Samaritan program felt that availability of funding influences continuity of the Good Samaritan program by a great extent. Very few respondents (4%) were of the opinion that availability of funding does not influence continuation of Good Samaritan program. Four of the employees of the Good Samaritan program felt that the program will not continue at all beyond external funding while two of them were of the opinion that it would continue by a moderate extent. The main challenge the employees cited that would hinder the continuity of the program beyond external funding was that the local partners were not proactive in local fundraising at community level to support the program after cessation of external donors.

Table 4.7: Extent to which availability of funding influences continuation of the Good Samaritan Program

Category	Frequency	Percent
Not at all	2	4.0
Little extent	9	18.0
Moderate extent	10	20.0
Great extent	14	28.0
Very great extent	8	16.0
Totals	**43**	**86**

4.4.1 Source of Funding for the Activities Undertaken by Local Partners

Overdependence on external funding means that the activities will not continue if the funding stops. In such a case the activities undertaken at community level are dependent on external funding beyond their control and not on the community needs. The local partners were therefore asked for the sources of funding for the activities undertaken. Majority (81.20%) of the local partners of the Good Samaritan program reported that most of their activities were internally (from church/community) financed while a minority (6.30%) of the activities received financing from external (outside church/community) sources. Moreover, 12.50% of the activities undertaken were reported to have been financed by income generating activities. This is an indication that these activities are not reliant on external support and will therefore continue beyond support of the Bible Society.

Table 4.8: Source of funding for the activities undertaken by local partners

Category	Frequency	Percent
Internal (from Church/Community)	6.25	12.5
External(outside Church/Community)	3.15	6.3
Income Generating Activities	40.6	81.2
Total	**50**	**100**

Having a fundraising plan gives a framework for community initiative to solicit funds to meet their needs. Majority (84%) of the local partners of the Good Samaritan program reported that there were no fundraising plans for HIV related activities in their churches. Four employees of the program said that there were no fundraising plans for the program while two reported of fundraising plans in place. The general lack of fundraising plans means lack of intentional fundraising to meet resource needs for their program activities.

Table 4.9: Availability of fundraising plans for HIV related activities

	Frequency	Percent
Yes	2	4.0
No	42	84.0
Totals	**44**	**88**

4.5 Partnerships

Almost half (46%) of the local partners of the Good Samaritan program's respondents were of the opinion that partnership influences the continuation of the Good Samaritan program by a great extent while 8% of them were of the opinion that partnership would influence continuity of the program by a little extent. All the employees of the GSP unanimously agreed that partnership influences the continuation of the program by a very great extent.

Table 4.10: Extent to which partnership influences the continuation of the Good Samaritan Program

	Frequency	Percent
Little extent	4	8.0
Moderate extent	8	16.0
Great extent	17	34.0
Very great extent	6	12.0
Totals	**35**	**70**

4.5.1 Availability of Partnerships for HIV Related Activities

It was found that more than half of the local partner respondents (54%) had not partnered with any organization in HIV related activities as opposed to only 16% who had. However, 62% of the respondents who had partnered with any organization in HIV related activities did not have documented partnership agreements with them. All the employees of the Good Samaritan program had partnered with some organization but only three reported to have documented partnership agreements.

Table 4.11: Availability of partnerships for HIV related activities

	Frequency	Percent
Yes	8	16.0
No	27	54.0
Totals	**35**	**70**

Table 4.12: Availability of documented partnership agreements

	Frequency	Percent
Yes	2	4.0
No	31	62.0
Totals	**33**	**66**

4.6 Advocacy

The goal of advocacy efforts within the context of GSP is to increase awareness and support for the continuation of the Program at the community level. Majority of the respondents (40%) reported that advocacy influences the continuation of the Good Samaritan program by a great extent. However, some respondents (6%) felt that advocacy does not influence continuation of the Good Samaritan program at all. Four of the program employees were of the opinion that advocacy influences the continuation of the program by a very great extent while two felt that advocacy had a moderate influence in the continuity of the program.

Table 4.13: Extent to which advocacy influences the continuation of the Good Samaritan Program

Category	Frequency	Percent
Not at all	3	6.0
Moderate extent	8	16.0
Great extent	11	22.0
Very great extent	9	18.0
Totals	**31**	**62**

4.6.1 Availability of Volunteers

The involvement of volunteers guarantees availability of human resource at community level to continue with the implementation of Program activities beyond external support. More than two thirds (70%) of the local partners of Good Samaritan program were volunteers while 30% were not. This is an indication that the Good Samaritan Program in Nakuru County has a crop of willing people to continue the program work without pay.

Table 4.14: Availability of volunteers

Category	Frequency	Percent
Yes	35	70.0
No	15	30.0
Totals	**50**	**100**

4.6.2 Promotion of the Good Samaritan Program

Promotion of the Program is an advocacy effort to increase awareness and support for the continuation of the Program at the community level. 58% of the respondents claimed to have promoted the Good Samaritan program in their churches while 12% had not.

Table 4.15: Promotion of the Good Samaritan Program

	Frequency	Percent
Yes	29	58.0
No	6	12.0
Totals	**35**	**70**

4.6.3 Availability of Documented Plans for Promotion of the Good Samaritan Program

Planning for advocacy activities like promotion translates to intentional and proactive efforts to increase support of the program. However, only 20% of the respondents said that they had a documented plan to promote the Good Samaritan program.

Table 4.16: Availability of documented plan for promotion of the Good Samaritan Program

Category	Frequency	Percent
Yes	10	20.0
No	16	32.0
Totals	**26**	**52**

CHAPTER FIVE

SUMMARY OF RESEARCH FINDINGS, DISCUSSION, CONCLUSION RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings of the study as well as conclusion gathered from analysis of the data. Findings have been summarized alongside the objective of the study. Conclusions have been drawn and recommendations given.

5.2 Summary of Findings

The main objective of this study was to establish factors influencing sustainability of the Good Samaritan Program (GSP) in Kenya, a case of Nakuru County. The factors investigated were Funding mechanisms, Partnership and advocacy. The population consisted of 6 staff of the Good Samaritan program in the Bible Society of Kenya and 50 local partners of the Good Samaritan Program in Nakuru County.

It was found that the Good Samaritan program in Nakuru County had continued to some extent at community level after the first contact with the Bible Society. This was indicated by the number of activities initiated by local partners at individual and community level after the training. Giving of information on HIV and AIDS was the main activity resulting from the program as reported by most of the local partners. The study shows that the employees of the Good Samaritan program feel that the program will not continue at all beyond external funding. This is based on their interaction with the local partners during project implementation. In their opinion the local partners were not proactive in local fundraising at community level to support the program after cessation of external donors.

From the study findings majority 81.20% of the local partners of the Good Samaritan program reported that most of the activities they had undertaken were internally (from church/community) financed. Activities undertaken were reported to have been financed by income generating activities. This is an indication that these activities are not reliant on external support and will therefore continue beyond support of the Bible Society. Funding mechanisms therefore influences the continuation of the Good Samaritan program activities to a great extent.

It is also noted that majority (84%) of the local partners of the Good Samaritan program reported that there were no fundraising plans for HIV related activities in their churches. Having a fundraising plan gives a framework for community initiative to solicit funds to meet their needs.

More than half (54%) of the local partner respondents had not partnered with any other organization in HIV related activities. 62% of the respondents who had partnered with other organizations in HIV related activities did not have documented partnership agreements with them. Partnership at organizational level was observed to be part of the Bible Society's strategy.

More than two thirds (70%) of the local partners of Good Samaritan program were volunteers. These volunteers had taken the initiative to undertake Program activities at the community level without external support. Advocacy therefore influences the continuation of program activities to a great extent.

5.3 Discussion

The initiation of program activities at community level is an indication that the Program activities can be run locally. This indicates that there is some level of sustainability in that the Program has the capacity to continue beyond external support. However, the activity of fund raising for HIV related activities at church/community level needs to be encouraged as it was found to be the least activity undertaken by local partners of the program yet it is a big contributor to the continuation of program activities.

Program activities were internally funded. These activities are not reliant on external support and will therefore continue beyond support of the Bible Society. Funding mechanisms therefore influences the continuation of the Good Samaritan program activities to a great extent.

It was also found that establishing and formalizing partnerships at community level was not common. Despite the general lack of partnerships, program activities had been undertaken at community level. Partnership therefore influences continuation of the Good Samaritan Program activities to a little extent.

The goal of advocacy efforts within the context of GSP is to increase awareness and support for the continuation of the Program at the community level. The support of the GSP at community level was observed to be relatively strong.

The availability of community volunteers is an indication of a ready workforce to operate and maintain the program long after the Bible Society has left. Advocacy activities implemented so far were in the promotion of the Good Samaritan Program. However these efforts were not documented or planned for.

5.4 Conclusion

Majority (81.20%) of the local partners of the Good Samaritan program reported that most of the activities they had undertaken in their community were internally financed. This is an indication that these activities are not reliant on external support and will therefore continue beyond support of the Bible Society. The funding mechanism used in this case is sustainable as it is not dependent on external sources. Funding mechanism therefore influences sustainability of the Good Samaritan Program to a great extent.

It was found that more than half of the local partner respondents (54%) had not partnered with any organization in HIV related activities as opposed to only 16% who had. Despite the general lack of partnership various activities were reported by local partners to have been undertaken without the support of the Bible Society. It is therefore noted that partnership marginally influences the continuity of the Good Samaritan program activities at community level.

More than two thirds (70%) of the local partners of Good Samaritan program were volunteers while 30% were not. These volunteers are advocates of the program at community level and reported to have engaged in various program activities through their own initiative and without external support. These program activities include: teaching others about HIV and AIDS and formation of HIV associations while others started activities to support people living with HIV. Advocacy was therefore found to influence sustainability of the Good Samaritan Program to a great extent.

5.5 Recommendations

Based on the findings of this study, the following recommendations are made:

1. The Bible Society should scale down the program to a cost effective program design that can be managed and funded at community level by local partners.
   This scaled down program should include how the program will be continued, in dollars and time, after Bible Society resources end. Though the local partners continued to implement some program activities after training from the Bible Society the full program was not continued as is currently implemented by the Bible Society.

2. The Bible Society should build capacity of local partners in fundraising. This will ensure that the local partners have the capacity to explore different funding opportunities beyond the support of the Bible Society. The capacity building process could include planning and developing a resource development strategy. This will encourage the activity of fund raising for HIV related activities at church/community level which was found to be the least activity undertaken by the local partners of the program yet it is a big contributor to the continuation of program activities.

3. The local partners should be encouraged to document advocacy plans which include budget allocations. The planning process could include strategizing to actualize these plans. The support of the GSP at community level was found to be relatively strong. However the lack of activity plans to guide advocacy efforts can hinder results. The goal of advocacy efforts within the context of GSP is to increase awareness and support for the continuation of the Program at the community level.

4. To maintain the existing crop of volunteers beyond Bible Society support, there is a need to include opportunities for volunteers to increase their responsibilities and skills. This could include the development of a complete volunteer strategy that includes volunteer position descriptions and transfer of responsibilities from Bible Society employees to volunteers.

5.6 Areas of further research

1. Future research is needed to establish the influence of other factors like capacity building and ownership on sustainability of program. Based on literature review, the process of developing local capacity to enable a program to be maintained at the community level is crucial to program sustainability.
2. Fostering ownership of programs has also been suggested as a critical factor for Program sustainability.
3. Further research could be undertaken at organizational level. Program sustainability at organizational level is defined as the extent to which a new program becomes integrated or embedded into an organization's normal operations. It involves continuing program activities within an organizational structure and ensuring that program goals, objectives, and approaches adapt to changing needs over time.

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APPENDIX 1: Introduction Letter for Data Collection

Viol Kirongo
P.O. Box 43725
Nairobi

Dear Respondent,

RE: INTRODUCTION LETTER FOR DATA COLLECTION

I am a student at Nairobi University pursuing an MA in Project Planning and Management. I am conducting a research on Factors influencing sustainability of the Good Samaritan Program in Kenya; a case Nakuru County. This research is part of the course requirement.

The purpose of this letter is to kindly request for your assistance and cooperation in responding to the attached questionnaire. Your responses will be treated confidentially and will not be used for any other purpose other than the intended research.

Looking forward to your response and cooperation.

Yours faithfully,

VIOLA KIRONGO
L50/76470/2009

APPENDIX 2: Questionnaire for local partners

Date:

Name (optional):

Gender:

SECTION A: CONTINUATION OF PROGRAM ACTIVITIES BEYOND EXTERNAL SUPPORT

1) To what extent has the Good Samaritan Program continued after you received the training?

   Little extent [ ]
   Moderate extent [ ]
   Great extent [ ]

2) What actions/activities have taken place in your church/community as a result of the Good Samaritan Program?

ACTION	**(TICK)**
1. Organized HIV sensitization in your church.	
2. Raised funds for the HIV program	
3. Established a Home Based Care program	
4.Encouraged the church members to go for HIV testing	
5. Gave HIV and AIDS information during your church activities	
6. Introduced an HIV program for special groups such as youth, women and church choir	
7. Formed an HIV association	

3) What actions have you taken as a result of the Good Samaritan training

ACTION	**(TICK)**
1. Joined an HIV association/club/group	
2. Taught others about HIV and AIDS	
3. Started activities to support people living with HIV	
4. Went for VCT (Counseling & Testing for HIV)	
5. Formed an HIV association/club/group	

SECTION B: FUNDING MECHANISMS

4) What is the source of funding for the activities you have undertaken?

Internal (from Church/Community) [ ]

External (outside Church/Community) [ ]

Income Generating Activities [ ]

5) To what extent does availability of funding influence continuation of the Good Samaritan Program?

Not at all [ ]

Little extent [ ]

Moderate extent [ ]

Great extent [ ]

Very Great extent [ ]

6) Is there a fundraising plan for HIV related activities in your church?

Yes [ ] No [ ]

SECTION C: PARTNERSHIPS

7) To what extent does partnership influence the continuation of the Good Samaritan Program?

Little extent [ ]
Moderate extent [ ]
Great extent [ ]
Very great extent [ ]

8) Have you partnered with any organization in HIV related activities?

Yes [ ] No [ ]

9) Do you have documented partnership agreements with them?

Yes [ ] No [ ]

SECTION D: ADVOCACY

10) To what extent does advocacy influence the continuation of the Good Samaritan Program?

Not at all [ ]
Little extent [ ]
Moderate extent [ ]
Great extent [ ]
Very great extent [ ]

11) Are you a volunteer for the Good Samaritan Program?

Yes [ ] No [ ]

12) Have you promoted the Good Samaritan Program in your community?

Yes [ ] No [ ]

13) Do you have a documented plan to promote the Good Samaritan Program?

Yes [ ] No [ ]

APPENDIX 3: Interview Guide for Bible Society of Kenya staff

Date:

Job title:

Gender:

1) a. To what extent will the Good Samaritan Program continue beyond external funding?
   b. Kindly explain your response.
2) a. To what extent does availability of funding influence continuation of the Good Samaritan Program?
   b. Kindly explain your response.
3) Does the Good Samaritan program have resources to continue after external support is withdrawn?
4) Is there a fundraising plan for the Good Samaritan Program?
5) a. To what extent does partnership influence the continuation of the Good Samaritan Program?
   b. Kindly explain your response.
6) Have you partnered with any other organization/institution?
7) Do you have documented partnership agreements?
8) a. To what extent does advocacy influence the continuation of the Good Samaritan Program?
   b. Kindly explain your response.
9) Do you have people or organizations that are promoting the Good Samaritan Program?
10) Do you have a documented plan to promote the Good Samaritan Program?