# FACTORS INFLUENCING THE PERFORMANCE OF CHILD BASED DEVELOPMENT PROGRAMS: A CASE OF CHARITABLE CHILDREN INSTITUTIONS IN LIMURU CONSTITUENCY, KIAMBU COUNTY, KENYA

**BY**

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## DECLARATION

This research project is my original work and has not been presented for any award in any in any university or institution of higher learning.

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L50/69024/2013

This research project has been submitted for examination with my approval as the university supervisor

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## DEDICATION

This research project is dedicated to my parents Daniel Muniu and Emily Wanjiku. Their determination and integrity inspire me to become a better person in life.

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## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **AAC** | Area Advisory Council |
| **CBDP** | Child Based Development Program |
| **CCI** | Charitable Children Institution |
| **DCO** | District Children's Officer |
| **DCS** | Department for Children's Services |
| **LATF** | Local Authority Transfer Fund |
| **OVC** | Orphans and Vulnerable Children |
| **SARFIT** | Structural Adaptation to Regain Fit |
| **SPSS** | Statistical Package for Social Sciences |
| **UNICEF** | United Nations Children's Fund |

## ABSTRACT

Child based development programs aim to provide basic needs to the most vulnerable children in society, they offer either residential or outreach care to the children who may be orphaned, abused or neglected. These programs are aimed to ensure that children do not fall into self care on the streets. The performance of these programs is of paramount importance as it directly impacts the society today and also future generations. There have been several programs especially in form of charitable children institutions in our country, however there is still presence of children falling into self care in the streets, studies have shown that vulnerable children enrolled in the child based development programs have a high chance of having their basic needs met however, the factors affecting the performance of these child based development programs has not been examined hence, the problem that this study seeks to address is the factors influencing the performance of the child based development programs in CCIs in Kenya. The purpose of this study is to examine the factors influencing the performance of child based development programs in the charitable children's institutions in Limuru constituency, Kiambu County, Kenya. The study aimed to achieve the following objectives: to establish how the implementing team influences the performance of child based development programs, to assess how community participation influences the performance of child based development programs, to establish how program funding influences the performance of child based development programs and to determine how program infrastructure influences the performance of child based development programs. The study is grounded in the structural contingency theory of performance and the SARFIT theory. The study used the descriptive survey research design. The target population for this study was 29 program directors and 118 program workers in the social department of the 16 child based development programs in Limuru constituency with the total target population being 147 persons. Purposive sampling and proportionate sampling was utilized for the program directors and the program workers respectively and a sample size of 108 respondents was selected. Primary data was collected by use of a closed questionnaire and the questionnaire return rate was 80%. Data was analyzed descriptively by use of arithmetic mean and standard deviation. SPSS was the software that aided data analysis. The influence of the implementing team on the performance of child based development programs was found to be 3.91, hence it was concluded that the implementing team influences the performance of child based development programs. Further, the influence of community participation was found to be 3.70, hence it was concluded that community participation influences the performance of child based development programs. In addition, the Influence of program funding was found to be 3.99, hence it was concluded that program funding influences the performance of child based development programs. Lastly, the influence of program infrastructure was found to be 3.57, hence it was concluded that program infrastructure influences the performance of child based development programs. This study recommends that the implementing team be empowered with project management skills, and also, for the child based development programs to have more collaboration with the communities where they are located to enhance the performance of the child based development programs as they meet their objectives. Another recommendation is for training in program funding and finance to be given to the employees of child based development programs by government of Kenya.

# CHAPTER ONE
# INTRODUCTION

## 1.1 Background to the Study

Organizational performance is an indicator which measures how well an enterprise achieves its objectives (Hamon, 2003). By measuring performance, organizations can improve their effectiveness and enhance their ability to deliver on their mission. Management of performance in any organization ensures that organizations align their resources, systems and employees to strategic objectives. It is possible to get employees to reconcile personal goals with organizational goals and increase productivity and profitability of an organization using performance management (Zaffron, and Logan, 2009).

High performance in an organization is described by multiple perspectives such as value creation, information access, long term strategic partnerships, profitability and customer satisfaction (Nunno, 2005). The main objective of child based development programs is to rescue, rehabilitate and restore orphan and vulnerable children; a child based development program consists of various projects that are meant to fill this gap. The performance of these programs, therefore, is measured against the ability to meet the objectives of child based development including, number of beneficiaries reached, partnerships with stakeholders and the sustainability of the programs.

Sure Start Programs in the United Kingdom, whose core purpose is to improve outcomes for young children and their families with a particular focus on the most disadvantaged, indicate that performance indicators help drive improvement and the data on outcomes help children's centre directors and other practitioners know how well children and families are doing (Roberts, 1997). The guide to evaluating services for children and young people using quality indicators in Scotland indicates that, organizations providing services and programs for children must consider achievement of key outcomes the

meeting of the needs of stakeholders, management and leadership and the capacity for improvement as the indicators of effectiveness.

The implementing team has a significant impact on success of a given project, usually the team is composed of the implementers of the project and they are typically involved in decision making of the day to day administration of the project (Thamhain, 2004). Team size and functional diversity affect the performance of a project. In addition, when exploring what influences the amount of constructive conflict experienced by the team, the nature of the team itself plays an important role. With regards to community participation, adequate participation of communities is needed for successful implementation of rural projects; this is because support from communities is directly linked to the sustainability of projects and programs (Echeme, 2009). Child based development programs are typically located within communities hence their interrelationship is of significance.

Inadequate funding has a major impact on the number of beneficiaries a project reaches (Narasimhan, and Attaran, 2003). Child based development programs in South Africa are faced with the constraint of high cost associated with running them (Dixon, 2005). It is the financial support of these programs that needs to be re-examined to address this constraint. In addition, Gloet and Terziovski, (2004) note that infrastructure, especially with regards to technology, is an important factor that influences the organizational performance.

Sub-Saharan Africa is home to approximately 55 million orphaned children. The growing orphan crisis has become a burden to many communities and has weakened the ability of extended families to meet traditional care-taking expectations (Embleton, *et al.*, 2014). In addition, orphaned and separated children living in households with extended family members were significantly less likely to have an adequate diet compared to children in enrolled in child based development programs in CCIs. In addition to the chronic malnutrition among the children living in communities, 80% of children turn to street life because of extreme poverty or neglect in the home (Whetten, Whetten, Ostermann, and

Itemba, 2008). This underscores the importance of the child based development programs.

The four main models of care to the OVC in Kenya are; family based care, foster care, community based care and charitable children institutions (residential and outreach programs). Child based development programs especially in CCI's are needed as a last resort in the hierarchy of care and act as a safety net protecting the most vulnerable from falling into self-care on the streets (Embleton, *et al.* 2014). Numerous child based development programs have been set up in Kenya with many children under their custody for instance; there are 16 registered CCIs in Limuru Constituency.The role that child based development programs play in the development of children cannot be understated hence; their performance is of paramount importance to the ultimate development of our communities, nation and continent. This study focuses on the implementing team, community participation, program funding, and program infrastructure and how they influence the performance of child based development programs.

## 1.2 Statement of the Problem

Kenya's child population is estimated to be 53% with an annual growth rate of 2.2% (Kenya National Bureau of Statistics, 2010). In addition, there are 2 million orphaned children in Kenya (13% of all children) and 900,000 orphaned by AIDS (World Bank Report, 2011) this represents the majority of the vulnerable children that are the beneficiaries of child based development programs. However, the presence vulnerable children in the street cannot go unnoticed. According to a study commissioned by the Consortium of Street Children (CSC) it was estimated in that in 2007 there were 250,000-300,000 children living and working on the streets across Kenya, with more than 60,000 of them in Nairobi. These statistics indicate that there is a gap in the care of OVC especially with regards to the child based development programs in charitable children institutions.

A study on the Models of care for orphaned and separated children and upholding children's rights: cross-sectional evidence from western Kenya by Embleton, *et al.* (2014) identifies and describes four broad program models of care for orphaned and separated children, including: institutional care, sub-classified as 'Pure CCI' for those only providing residential care, 'CCI-Plus' for those providing both residential care and community-based supports to orphaned children , and 'CCI-Shelter' which are rescue, detention, or other short-term residential support, family-based care, community-based care and self-care. Children in institutional care were significantly more likely to have their basic material needs met in comparison to those in family-based care and institutions were better able to provide an adequate standard of living. Hence there is a clear indication that the child based development programs lead to a better quality of life among the children they admit however, the factors affecting the performance of these programs has not been examined, this study seeks to address this knowledge gap.

Child based development programs both, residential and outreach, specifically CCIs are a last resort in the hierarchy of child development care and act as a safety net protecting the most vulnerable from falling into self-care on the streets (Embleton, *et al.* 2014). Despite the fact that there have been numerous child based development programs established in the country especially the CCIs, there still are children in self care on the streets, this study seeks to examine the factors influencing performance of the child based development programs in CCI's which act as a safety net to prevent the children from resorting to the streets for survival, the study seeks to examine factors affecting performance of the programs namely, the implementing team, community participation, program funding and program infrastructure with a view to increase the performance of the child based development programs and hence ensure that more OVC benefit from them. Therefore, the problem this study sought to address was the performance of child based development programs in charitable children institutions in Kiambu County, Kenya.

## 1.3 Purpose of the Study

The Purpose of this study was to examine the factors influencing the performance of child based development programs in the charitable children's institutions in Limuru constituency, Kiambu County, Kenya.

## 1.4 Objectives of the Study

This study was guided by the following objectives:

1. To establish how the implementing team influences the performance of child based development programs in Kiambu County.
2. To determine how community participation influences the performance of child based development programs in Kiambu County.
3. To assess the how program funding influences the performance of child based development programs in Kiambu County.
4. To determine how program infrastructure influences the performance of child based development programs in Kiambu County.

## 1.5 Research Questions

The study was guided by the following research questions:

1. How does the implementing team influence the performance of child based development programs in Kiambu County?
2. How does community participation Influence the performance of child based development programs in Kiambu County?
3. How does program funding influence the performance of child based development programs in Kiambu County?
4. How does program infrastructure influence the performance of child based development programs in Kiambu County?

## 1.6 Significance of the Study

It is hoped that the results of the study will contribute to knowledge and inform policy formulation in the Department for Children Services (DCS) under the Ministry of Labor, Social Security and Services. In addition, child rescue agencies are expected to benefit from learning the various factors affecting their performance and hence information that was generated from the study would also help in the future implementation of the child based development programs. This study is also expected to contribute to the theory and practice in the field of project planning and management in terms of performance of programs.

## 1.7 Delimitation of the Study

Due to the wide spread child based development programs in the country, this study was limited to Limuru constituency of Kiambu County. Although there are child based development programs running in the area, there was still presence of children in self care in the street. Also, the problem of illicit brewing leading to child neglect is rampant in the area. This study involved the program directors, and program workers of child based development programs of these programs in Limuru constituency, Kiambu County, Kenya.

Although there are many factors influencing the performance of child based development programs, this study delimited its self to, the implementing team, community participation, program funding, and program infrastructure.

## 1.8 Limitations of the Study

Most of the targeted respondents in the study had demanding schedules hence, they had time constraints in filling the questionnaire, however to overcome this limitation the drop and pick method of gathering of the questionnaires was employed so that they filled the questionnaire at the respondents' own time.

## 1.9 Assumptions of the Study

In this study, it was assumed that the targeted respondents would be willing to participate in answering the questions, to address this assumption; a good rapport was created with the respondents. It was also assumed that the respondents would provide accurate and reliable information. To address this assumption a pilot study was be conducted to counter check for validity and reliability of the research instrument.

## 1.10 Definition of Significant Terms Used in the Study

**Performance of Child Based Development Programs:** The rating of a program whose main aim is the rescue, rehabilitation, protection and provision of children's needs in line with its objectives.

**Implementing Team**: The persons who are involved in the planning, management and day to day running of the child based development programs.

**Community Participation**: The input from persons or groups who may not be directly involved in the running of the programs but who have an interest in the programs.

**Program Funding**: The monies that are used for the operational expenses of the child based development programs; it also refers to the adequacy, promptness and consistency of monies for use in the programs.

**Program Infrastructure:** The physical structure and ICT inputs in institutions operating as child based development programs.

## 1.11 Organization of the Study

This project research is organized into five chapters. Chapter one includes the background to the study, formulation of the research problem, purpose of the study, research objectives, research questions, significance of the study, delimitation, limitation, and assumptions of the study. The definition of terms is also included here. Chapter two covers literature review on the various themes including, the concept of child based

development programs, the implementing team and the performance of child based development programs, community participation and the performance of child based development programs, program funding and the performance of child based development programs and program infrastructure and the performance of child based development programs it also includes the theoretical framework, the conceptual framework of the study, and the summary of literature.

Chapter three presents the research design, target population and sampling procedure to be utilized in the study. In addition, it provides description of data collection tools, validity and reliability of the research instruments, data processing and analysis, ethical considerations of the study and the operationalization of variables. Chapter four presents the study findings and their analysis and interpretation and discussions. And finally, chapter five presents the summary of the findings, conclusion, and recommendations and also the areas suggested for further research.

# CHAPTER TWO
# LITERATURE REVIEW

## 2.1 Introduction

This chapter presents an analysis of existing literature on the topic of study. It also includes the findings of related studies on performance of projects and programs undertaken by other researchers. The literature is organized into sub sections that include, the thematic areas including the discussion of the concept of child based development programs in Kenya, the implementing team and the performance of child based development programs, community participation and performance of child based development programs, program funding and performance of child based development programs, and program infrastructure and the performance of child based development programs. The theoretical framework, where the Structural Contingency Theory of Performance and the SARFIT Theory are also discussed in this chapter; in conclusion, the literature review includes the conceptual framework and summary of literature matrix.

## 2.2 Concept of Child Based Development Programs in Kenya

Organizational performance can be assessed by an organization's efficiency and effectiveness of goal achievement (Robbins, and Coulter, 2002). The United Nations Convention on the Rights of the Child of 1989 outlines the basic human rights children are entitled to including: the right to survival; to develop to the fullest; to protection from harmful influences, abuse and exploitation; and to participate fully in family, cultural and social life. The Convention protects children's rights by setting standards in health care; education; and legal, civil and social services. The main goal of child based development programs is to ensure that these needs of the children are met. The programs need to be directed with efficiency and effectiveness in line with project management principles to ensure that they perform and consequently meet their objectives.

Under the Kenyan Children Act (2001), CCI's are child based development programs established to care for the orphan and vulnerable children who have no alternative care

giver. These programs are of paramount importance because they serve as a safety net to ensure that these children do not end up in the streets. The performance of these programs is measured against the number of beneficiaries and their sustainability. Also, their performance can be checked against the decrease or increase of vulnerable children on the streets. The registration, inspection and monitoring of the CCI child based development programs are done by the department for children's services directed by the district children officer.

Child based development programs specifically charitable children's institutions provide care, protection, accommodation and education to the most vulnerable children who would otherwise be homeless and possibly living on the streets. It is, therefore, essential that they are regulated and their performance improved so as to provide the best quality of service possible to the most vulnerable group of children in the community.

### 2.3 Implementing Team and Performance of Child Based Development Programs

Workforce planning, teamwork, training and development, are important dimensions that affect productivity, product quality, and business performance (Lee, and Lee, 2007). As organizational structures flatten, employees are given increased autonomy. The enhanced autonomy then gives employees the freedom to expand their own roles and the conclusion made was that autonomy allows effectiveness, in the area of decision making, to enhance employee job satisfaction and performance (Parker, Wall, and Jackson, 1997). In addition, team effectiveness is increased when teamwork is combined with an organizational structure that is decentralized (Tata, and Prasad, 2004).

It is noted that good teamwork increases the success of programs. Team work has a positive and significant influence on non-financial and financial dimensions of organizational performance (Sang, 2005). According to the study of the influence of management practices on organizational performance in compassion International child development projects in Imenti North District, team work and experience results in knowledge sharing and distribution of duties in an equitable way hence, improving organizational effectiveness and efficiency (Kinoti, 2012). The current study sought to

investigate how team organization, experience in project management and team cohesiveness affect the performance of child based development programs.

Team performance depends on how skillfully project managers carry out cross-function. The project management function of coordination experience leads to better team performance. The researchers used quantitative research methodology to investigate the relationship of coordination experience and team performance in the electronic games industry the finding of the study was that experience leads to improved performance, because coordination of various projects cannot be effectively done without prior experience of the area of research (Grohsjean, *et al.*, 2012). Based on the literature reviewed the current study sought to investigate how the implementing team in terms of, experience and skills in project management influences the performance of child based development programs.

## 2.4 Community Participation and Performance of Child Based Development Programs

The participation and support of community members in any development project is of key importance. Adequate orientation and participation of the benefiting stakeholders in communities are needed for successful implementation of rural projects; this is because support from communities is directly linked to the sustainability of projects and programs (Echeme, 2009).

The support of community members in the various projects and programs ensures that the needs of the community are met. According to Nyaguthii, and Oyugi, (2013) from the study on the influence of community participation on the successful implementation of CDF projects, 85% of the respondents felt that involving the local residents in identification, monitoring and implementation of the projects would increase the level of satisfaction for the residents and also enable development committees to come up with projects that would best benefit the society. However, 15% differed and argued that, involving the community in such activities and decisions would slow down the whole process. The current study sought to assess how the participation of community in child based development programs influences their performance.

In addition, Kinoti, (2012) notes that participatory decision making contributes to the improvement of an organization's effectiveness and efficiency hence, improving its performance. Based on the above literature, the current study sought to investigate how the participation of communities influences the performance of child based development programs.

## 2.5 Program Funding and Performance of Child Based Development Programs

The adequacy of funds is of paramount importance to the successful implementation of projects. Inadequate funding has a major impact on the number of beneficiaries of a project, the Roll Back Malaria project, established in 1998, aimed to halve malaria incidence by 2010. The program needed $1.9 billion a year to slow the disease in Africa, but by 2002 donors had only come up with $200 million a year, and consequently, by 2004 the infection rate had risen by 12 percent (Narasimhan, and Attaran, 2003). The current study sought to investigate the influence of program funding of the performance of child based development programs.

Funding gaps affect organizational productivity, as the size of the funding gap increases, the reduction in the rate of development following the gap increases as well. The longer the funding gap, the larger the productivity loss following the gap (Trammell, Madnick, and Moulton, 2012). In addition, Angba, and Okon-Kutman, (2008) in the study of the constraints to effective community development projects in Calabar, Nigeria noted that 85.6% of the respondents perceived inadequate capital as being very serious impediment to development programs in the local communities. Based on the literature reviewed, the current study sought to establish how the adequacy and promptness of funds influences the performance of child based development programs.

Not only is the adequacy of funds important in project implementation, but also the promptness of funding. Timely and sufficient injection of funds is critical for the proper project implementation and performance (Echeme, 2009). The current study sought to investigate the influence of adequacy, promptness and consistency of funding on the

performance of child based development programs. The promptness of funding indeed influences the implementation of a project and consequently its performance. In the study of factors affecting the implementation of LATF (Local authority transfer fund) funded Infrastructure projects in Mombasa County, Kenya Okero, (2011) indicates that the greatest challenge in the implementation of LATF infrastructure projects in is delayed payments. Based on the literature reviewed, the current study sought to establish how the promptness of funds also influences the performance of child based development programs.

In a study of the impact of Canada's new funding regime on nonprofit organizations Scott, (2003) established that funders are reluctant to fund administrative costs that cannot be directly tied to a project or program and that funding is being provided for shorter periods of time, and is increasingly unpredictable. Scott predicts that these emerging funding patterns can lead to volatility this consequently means as organizations struggle to diversify their funding sources; they can experience huge swings in revenue. This volatility undermines an organization's stability and its capacity to provide consistent, quality programs. The current study sought to investigate the influence of consistency of program funding on the performance of child based development programs with regards to the number of beneficiaries.

## 2.6 Program Infrastructure and Performance of Child Based Development Programs

A study by Branham, (2004) on the effect of inadequate school building infrastructure on student attendance notes that the quality of school infrastructure has a significant effect on school attendance and drop-out rates. Students are less likely to attend schools in need of structural repair, schools that use temporary structures. The current study sought to investigate the influence of program infrastructure on the performance of child based development programs. Knowledge management when implemented with human resource management practices and Information Technology practices leads to higher innovation within an organization. The organization needs to have the infrastructure in place for enabling the use of information technology; hence infrastructure is an important

factor that influences the organizational performance (Gloet and Terziovski, 2004). The current study sought to investigate the influence of the availability of program infrastructure in information technology on the performance of child based development programs.

The study of the constraints to effective community development projects in Calabar, Nigeria, notes that project inputs and incentives influence the performance of projects (Angba, and Okon-Kutman, 2008). In the study, it was noted that 76% of the respondents indicated that inadequate inputs was a very serious constraint to the success of the projects. In addition, in the study of the factors affecting the successful implementation of information communication technology projects in government concludes that the biggest barrier or occurrence that hinders information communication technology programs implementation is infrastructure (Gichoya, 2005). Based on the literature reviewed, the current study sought to investigate how availability and adequacy of infrastructure affects the performance of child based development programs

## 2.7 Legal Policies and Performance of Child Based Development Programs

The 2001 Kenyan children's act places emphasis on the role of child based development programs especially with regards to charitable children's institutions. Although the Act provides for placement of children in these programs as a measure of last resort, in practice however, they have become the first placement for children who are rescued from various risky situations, including removing them from their families due to abuse, and as response to orphan hood due to HIV and AIDS.

Children's Act (2001) States that Institutions shall be run in a way consistent with the guiding and overriding rights contained in the convention on the rights and welfare of the child, to ensure maximum survival and development of children, non-discrimination of children, respecting of children's right to air opinions and securing of the best interest of children. The legal framework provides a backbone for the administration and consequently the performance of these child based development programs.

The children act indicates that a child has the right to a standard of living adequate for the child's physical, mental, spiritual, moral and social development. Based on this parameter, a study carried out by Embleton, *et al.* (2014) to assess standards of living using a variety of socio-economic indicators including shelter characteristics, sources of income, and basic material goods. It was noted that Children in institutional care were significantly more likely to have their basic material needs met (95%) in comparison to those in family-based care (17%). However, in this study, legal policies were viewed as moderating variable and hence were not tested but are recommended for further research.

## 2.8 Theoretical Framework

This study is grounded on the Structural Contingency Theory of Performance and the Structural Adaptation to Regain Fit (SARFIT) Theory of performance.

### 2.8.1 The Structural Contingency Theory of Performance

According to Donaldson (2001), organizational performance results from a fit between characteristics of structural organization and environmental aspects that is the contingency factors. The core elements of Structural Contingency Theory are the environment, the organizational structure, and organizational performance. Unlike earlier theories such as Weber's Bureaucracy, the Structural Contingency Theory recognized that management and organizational structures of organizations were influenced by various aspects of the environment that is, the contingency factors.

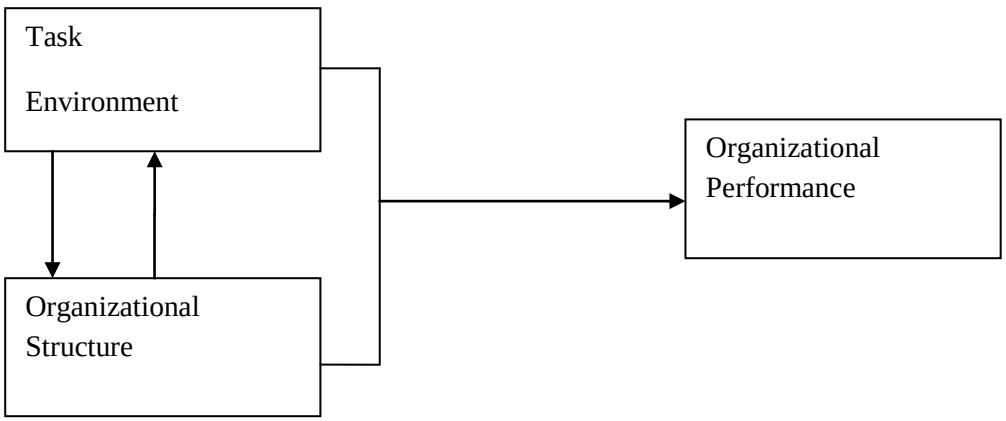


**Figure 1: Basic concept of Structural Contingency Theory**

Based on the Theory of Structural Contingency, this study will look into the factors influencing the performance of child based development programs as contingency factors in the environment that affect their performance. Whereas, the implementing team and how it's organized will be examined the other factors in the environment where the child based development programs operate that is contingencies such as community participation, program funding and program infrastructure was also studied and their influence to the performance of child based development programs. The examination of the variables in the environment of the child based development programs namely: community participation, program funding and program infrastructure is in consideration to the deduction from the theory that the environment influences performance of any organization hence this theory is used to investigate how the various factors in the environment which they operate affect the performance of child based development programs.

### 2.8.2 The SARFIT Theory of Performance

According to Donaldson (2001) in SARFIT (Structural Adaptation to Regain Fit), an organization only remains in fit temporarily, until the surplus resources from the fit-based higher performance produce expansion. This increases contingency variables, such as size or diversification, leading the organization into misfit with its existing structure. Thus, according to Donaldson (2001) in the SARFIT view, fit and misfit are each temporary states that alternate with each other. An organization in fit tends to expand into misfit, which provokes structural adaptation into fit, which then leads to further expansion into misfit. This cycle repeats itself over time. As the organization moves between fit and misfit so it has resultant higher and lower performance, respectively. Each phase of moving into misfit produces incremental increases in contingency for example size. And each phase of moving into fit produces incremental increases in structure. Thereby, these increments accumulate over time and so tend to eventually produce growth from being a small, local and undiversified organization to being a larger, geographically widespread and diversified organization.

The SARFIT theory is applicable in the current study, as it predicts that the high performance of child based development programs will eventually lead to their growth

and expansion, thereby meeting the needs of more beneficiaries with better quality, however this model acknowledges that the performance is not permanent and unlike the Structural Contingency Theory, the Structural Adaptation to Regain Fit recognizes that performance in organization fluctuates and as such it needs to be continually improved upon.

## 2.9 Conceptual Framework

The interrelationship of variables in this study is as shown in the conceptual framework in figure 2.

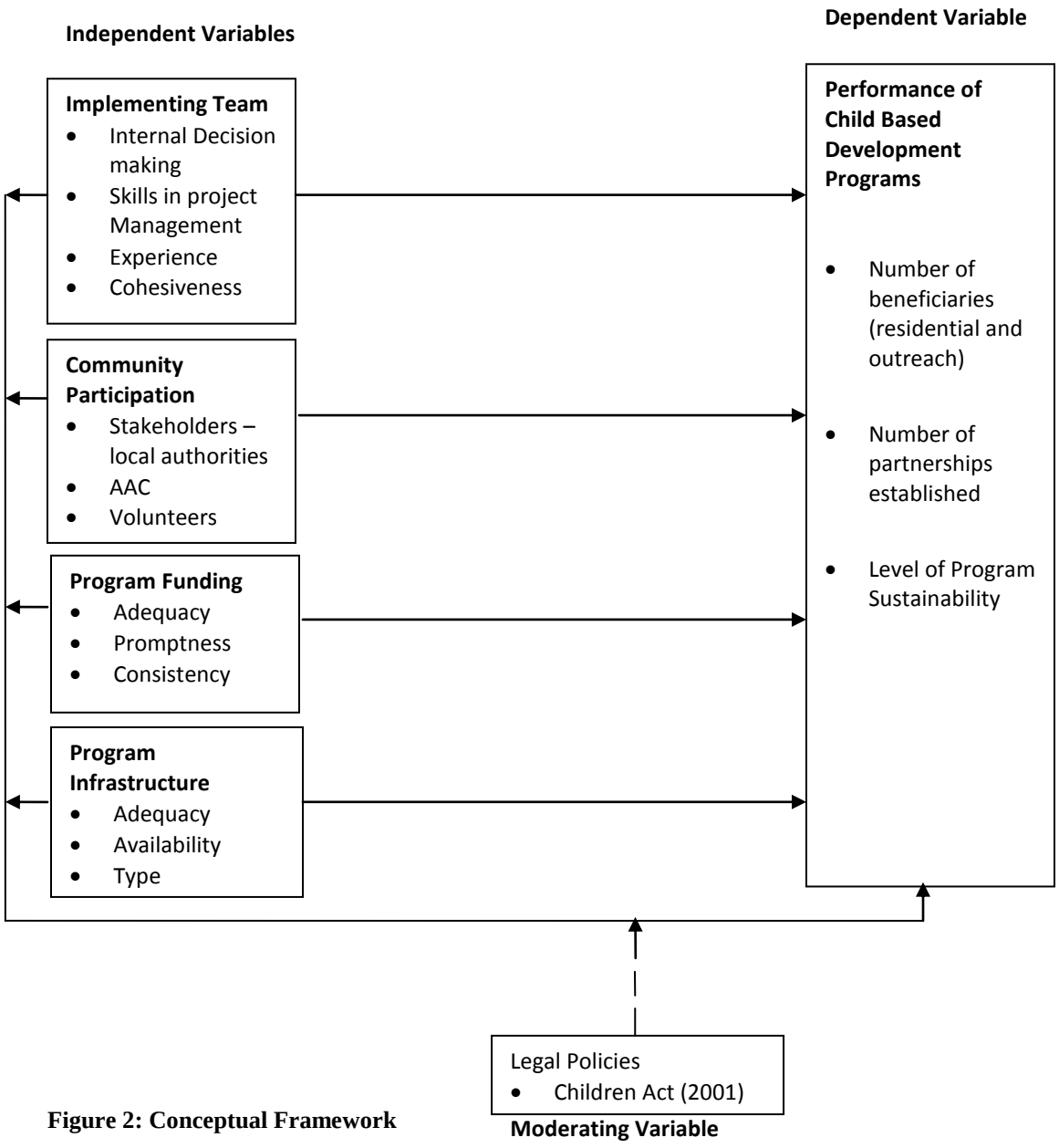


**Figure 2: Conceptual Framework**

In this study, the independent variables are: the implementing team, community participation, and program funding and program infrastructure while the dependent variable is the performance of child based development programs. A conceptual framework is a hypothesized model identifying the concepts under study and their relationships (Mugenda and Mugenda, 1999).

A conceptual framework provides an outline of the preferred approach in the research and also outlines the relationships and the desired effects, forming independent and dependent variables respectively. In this study, the independent variables are the implementing team, community participation, program funding and program infrastructure whereas the dependent variable is the performance of child based development programs the nexus of this interrelationships is as shown in figure 2.

## 2.10 Research Gaps Framework

| Variable | Author (Year) | Title of Study | Findings | Knowledge Gap |
|---|---|---|---|---|
| **Implementing Team** | Kinoti, (2012) | Influence of Management practices on organizational performance: The case of compassion International projects in Imenti North District | Team work results in knowledge sharing and distribution of duties in an equitable way hence, improving organizational performance | The current study sought to investigate how team organization (structure) and team cohesiveness, influence performance of child based development programs. It sought to understand how implementing team enhanced by the organizational decision making structure influences performance of child based development programs. |
| | Grohsjean, Thorsten, Dezsö, Cristian and Kretschmer, Tobias (2012) | Coordination Experience and Team Performance: A study of the gaming industry | Performance depends on how skillfully project managers carry out cross-function. The project management function of coordination experience leads to better team performance. | The current study sought to investigate how team experience and skills in project management influences the performance of child based development programs. |
| **Community Participation** | Nyaguthii, and Oyugi, (2013) | Influence of Community Participation on Successful Implementation of Constituency Development Fund Projects in Kenya: Case study of Mwea Constituency | 85% of respondents felt that community participation would affect implementation of projects successfully | The current study sought to assess how community participation influences the performance of child based development programs. |

| Variable | Author (Year) | Title of Study | Findings | Knowledge Gap |
|---|---|---|---|---|
| | Kinoti, (2012) | Influence of Management practices on organizational performance: The case of compassion International projects in Imenti North District | Participatory Decision Making contributes to the improvement of an organization's effectiveness | The current study sought to investigate how the participation of communities influences the performance of child based development programs. |
| **Program Funding** | Angba, and Okon-Kutman, (2008) | Constraints to effective community development projects among rural households in Calabar agricultural zone of Cross river state, Nigeria | 85.6% of the respondents perceived inadequate capital as being very serious impediment to development projects in the local communities | The current study sought to assess how the adequacy of funds influences the performance of child based development programs |
| | Scott, (2003) | Funding Matters: The Impact of Canada's New Funding Regime on Nonprofit and Voluntary Organizations: Canadian Council on Social Development | Emerging funding patterns can lead to volatility (huge swings in revenue). This can undermine an organization's stability and its capacity to provide consistent, quality programs. | The current study sought to investigate how the adequacy, promptness and consistency of funding influence the performance of child based development programs. |
| | Okero, (2011) | Factors influencing implementation of LATF infrastructure projects in Kenya: The case of selected projects in Mombasa County. University of Nairobi, Nairobi | The greatest challenge in the implementation of LATF infrastructure projects in Mombasa County, Kenya is delayed payments | The current study sought to establish the promptness of funds also influences the performance of child based development programs. |

| Variable | Author (Year) | Title of Study | Findings | Knowledge Gap |
|---|---|---|---|---|
| **Program Infrastructure** | Angba, and Okon-Kutman, E.F. (2008) | Constraints to effective community development projects Among rural households in Calabar agricultural zone of Cross river state, Nigeria | 76% of the respondents indicated that inadequate infrastructure and inputs was a very serious constraint to the projects | The current study intends to assess how inadequate infrastructure influences the performance of child based development programs |
| | Branham, (2004) | The wise man builds his house upon the rock: The effects of inadequate school building Infrastructure on Student Attendance | The quality of school infrastructure has a significant effect on school attendance and drop-out rates | The current study sought to investigate the influence of infrastructure on the performance of child based development programs |
| | Gichoya, (2005) | Factors Affecting the Successful Implementation of ICT Projects in (Kenyan) Government | The biggest barrier or occurrence that hinders ICT programs implementation is Infrastructure. | The current study sought to investigate how ICT infrastructure influences the performance of child based development programs |

## 2.11 Summary of Literature Reviewed

With regards to the empirical evidence reviewed, the implementing team, community participation, program funding and program infrastructure influence the performance of diverse projects and programs however, this study sought to investigate how these factors affect the performance of child based development programs. The current study sought to bridge the gap in knowledge by investigating how the four reviewed factors affect the performance of child based development programs. The research gap that this study sought to fill is as indicated in the summary matrix.

# CHAPTER THREE
# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter describes the methodology that was used in conducting the study. This includes: the appropriate research design, target population, sample size and sampling procedure, research instrument, data collection procedures, and data analysis techniques. This chapter also includes the ethical considerations and the operationalization of variables.

## 3.2 Research Design

This study adopted the descriptive survey research design because the study aims at gathering facts, knowledge, opinions and attitudes, and as such a descriptive survey design is best suited.

The main feature of descriptive survey research design is to describe specific characteristics of persons, objects or institutions, through questionnaire. This design was used to inquire into the factors affecting the performance of child based development programs in Limuru Constituency, Kiambu County. The survey research design is a method of collecting information by administering a questionnaire to a sample of individuals (Orodho, 2003). Hence, this study employed questionnaires to collect information of the factors affecting the performance of child based development programs.

## 3.3 Target Population

The target population in this study was one hundred and forty seven persons. This included twenty nine program directors, and one hundred and eighteen program workers in the social departments of the sixteen registered child based development programs in form of CCI's in Limuru constituency, Kiambu County.

A population refers to any group of institutions, people or objects that have common characteristics (Ogula, 2005). The target population for this study had common characteristics in that they work in the child based development programs and hence, they

have knowledge of the subject under inquiry, this formed the basis of the choice of the target population.

### 3.4 Sample Size and Sampling Procedure

This section describes the sample size and sampling procedure.

#### 3.4.1 Sample Size

The sample size for this study was one hundred and eight (108) in reference to purposive sampling for the program directors and the Krejcie and Morgan Model for the program workers. This model was utilized due to its appropriateness because it ensures that an adequate sample is chosen for the study. Purposive sampling was used for the directors to ensure that there was no bias and all the centers are represented.

Hence, 16 program directors were picked; one from each program

According to Krejcie and Morgan, (For Program Workers)

$$n = X^2NP(1-P) \div d^2(N-1) + X^2P(1-P)$$

Where

n = desired sample size

N = Target population

P = Population proportion (0.5)

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

$X^2$ = 3.841 at 95% confidence level

Hence

$$n = 3.841*118*0.5*(1-0.5) \div (0.05^2*117) + (3.841*0.5*0.5)$$

$$n = 91.44861$$

Hence

$$n \approx 92 \text{ respondents}$$

### 3.4.2 Sampling Procedure

The sampling procedure for program workers involved in the study is the proportionate sampling method as indicated in the table below.

**Table 3.1: Sample Size**

| Name of Child Based Development Center | Target Population (N) | Sample size (n) |
|---|---|---|
| Limuru Children's Center | 7 | 5 |
| Kipepeo Children's Home | 5 | 4 |
| Wajibu Wetu Children's Home | 5 | 4 |
| Body of Christ Children's Home | 8 | 6 |
| Nazareth Joy Home | 8 | 6 |
| Mama Maria Children's Home | 9 | 8 |
| Nyumba Ya Mikate | 8 | 6 |
| St. Anthony Children's Home | 7 | 5 |
| Home of Delegates Thigio | 9 | 8 |
| Alpha Joy Care Children's Home | 9 | 8 |
| The Nest | 7 | 5 |
| PCEA Girls Home | 8 | 6 |
| New Hope Children's Center – Uplands | 7 | 5 |
| Rafiki Children's Center | 8 | 6 |
| Elshadai Children's Center | 6 | 5 |
| Miracle House | 7 | 5 |
| **Total** | **118** | **92** |

A sample of 92 respondents was drawn from the target population of 118 using the Krejcie and Morgan table of 1970 and to select a sample from each category of the population simple random sampling was applied.

Hence, the total sample size for the study was 108 that include 92 program workers and 16 program directors.

### 3.5 Research Instruments

This study used the questionnaire as the main instrument of data collection. The questionnaire is the most appropriate instrument due to its ability to collect large amount of information in a reasonably quick span of time and economic manner (Kothari, 2004). The questionnaire was close ended for ease of analysis. Additionally, this tool is suitable as it fits the quantitative approach which this study adopts.

Each item in the questionnaire was tailored to address a specific research question. Section A consists the demographic characteristics of respondents while section B C D and E consist of thematic areas in relation to the dependent variable of performance of child based development programs which are implementing team, community participation, program funding and program infrastructure respectively.

The respondents were asked to indicate on a five-point scale their perceptions of the various variables and performance of child based development programs. The scale range is: 5- Strongly Agree (SA), 4 – Agree (A), 3 – Neutral (N), 2 – Disagree (D) and 1 - Strongly Disagree (SD).

#### 3.5.1 Pilot Testing of Research Instruments

The questionnaires were administered randomly to eleven program workers which were 10% of respondents of the sample population for pre testing. Pre testing allows errors to be discovered before the actual data collection and 10% of the sample size is considered adequate for piloting (Mugenda, and Mugenda, 2003). The pilot testing was done in Nairobi County as it has similar characteristics to Kiambu County. Comments made by the respondents during piloting were used to improve on the instrument. The respondents in the main study are exempted from the pilot to avoid bias due to foreknowledge. After the piloting, the questions in the questionnaire were assessed and those found not to be clear were reframed for clarity.

### 3.5.2 Validity of Research Instruments

In this study, construct validity was used to check how the questions were phrased to ensure that they convey the intended meaning. In addition, content validity was used to check that the questions were in line with the objectives. This ensured that the questionnaire measures what it is intended to measure.

Validity is the accuracy and meaningfulness of inferences which is based on research results. It is the degree to which results obtained from the analysis of data actually represent the variables of the study (Mugenda, and Mugenda, 1999). The questionnaire was given to some professionals including my supervisor to critique it and assure both content and construct validity of the instrument. It was ensured that the questionnaire remains focused, accurate and consistent with the study objectives.

### 3.5.3 Reliability of Research Instruments

The test re-test technique was used to estimate the reliability of the instruments in this study. This is because the respondents were accessible. This technique involves administering the same test twice to the same group of respondents identified for this purpose. The research instrument that is the questionnaire was tested on the population during the pilot testing before the actual survey within a time lapse of two weeks. This ensured that the consistency of the respondents' answers was assessed.

Reliability refers to the consistency of the scores obtained; it is a measure or degree to which a research instrument yields consistent results or data after repeated trials (Mugenda, and Mugenda, 1999). Reliability is concerned with consistency, dependability or stability of a test (Nachmias, and Nachmias, 1996). Hence the use of the test retest technique ensures reliability. The questionnaires were administered to respondents in the pilot study afterwards; the questions were then corrected and rephrased until the respondents are able to answer without any difficulty. The Cronbach's alpha was used to measure the reliability coefficient of the research instrument. According to Mugenda and Mugenda (1999), the Cronbach's alpha is a reliable measure for internal consistency. For

the questionnaire used for this study, a reliability coefficient of 0.70 and above was realized for all items.

### 3.6 Data Collection Procedure

Prior to the commencement of data collection, the researcher obtained all the necessary documents including an introduction letter from the University and a research permit for data collection. The questionnaires were administered to the program directors and program workers. Use of questionnaires was expected to ease the process of data collection as all the respondents would be reached in time. The questionnaires were dropped at the offices of the various respondents, and the questionnaires were picked after one week. During the distribution of the instruments, the purpose of the research was explained the respondents.

### 3.7 Data Analysis Techniques

The data analysis technique that was utilized for this study was descriptive statistics, by use of measures of central tendency and measures of dispersion. The arithmetic mean was the measure of central tendency that was used in this study since data was expected to cluster around statistical averages. The standard deviation was the measure of dispersion used in this study because Mugenda and Mugenda, (1999) states that standard deviation is the best measure of dispersion. Frequency and percentages tables were used to present descriptive statistics for the demographic data.

After the data collection, data was organized and classified according to the research questions and objectives. Data was then edited to ensure accuracy and uniformity. This was aided by using Statistical Package for Social Scientists (SPSS) to have a summary statement of statistical findings, and interpretation of findings. Data was then presented systematically according to the research questions in frequencies and percentages by use of tables.

### 3.8 Ethical Considerations

Mugenda and Mugenda (2003) emphasizes on the need for conducting research in an ethical manner, therefore, the researcher got consent from the respondents to participate in the research and it was explained to the respondents that the study was for academic purposes only; the respondents were reassured of confidentiality of the information given also the information collected in this study is treated with propriety

In addition, the aim of the study was explained to all potential participants and permission to include them was sought. The participants were informed that they were free to withdraw at any time without giving reasons. Further, the decision not to participate was respected and it was made clear that the participation was voluntary.

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## 3.9 Operationalization of Variables

| Objective | Variables | Indicator of Variables | Measurement of Scale | Research Approach | Tools of Analysis | Types of Data Analysis |
|---|---|---|---|---|---|---|
| To establish how the implementing team influences the performance of child based development programs in Kiambu County. | Implementing Team | Length of time taken in decision making<br>Level of skills in project management<br>Level of experience<br>Level of cohesiveness in team | Ordinal<br>Ordinal<br>Ordinal<br>Ordinal | Quantitative | Arithmetic Mean<br>Standard Deviation | Descriptive Analysis |
| To determine how community participation influences the performance of child based development programs in Kiambu County. | Community Participation | Level of Stakeholders participation<br>Level of AAC input<br>Level of Volunteers participation | Ordinal<br>Ordinal<br>Ordinal | Quantitative | Arithmetic Mean<br>Standard Deviation | Descriptive Analysis |
| To assess the how program funding influences the performance of child based development programs in Kiambu County. | Program Funding | Adequacy of funds<br>Promptness of funds<br>Consistency of funds | Nominal<br>Nominal<br>Nominal | Quantitative | Arithmetic Mean<br>Standard Deviation | Descriptive Analysis |
| To determine how program infrastructure influences the performance of child based development programs in Kiambu County. | Program Infrastructure | Availability of Infrastructure<br>Adequacy of Infrastructure | Nominal<br>Nominal | Quantitative | Arithmetic Mean<br>Standard Deviation | Descriptive Analysis |
| | Performance of child based development Programs | Number of Beneficiaries<br>Number of Partnerships established<br>Level of program sustainability | Ordinal<br>Ordinal<br>Ordinal | Quantitative | Arithmetic Mean<br>Standard Deviation | Descriptive Analysis |

# CHAPTER FOUR
# DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

## 4.1 Introduction

This chapter presents the study findings which have been analyzed in line with the study objectives based on the thematic areas. The first subsection comprises of the questionnaire return rate. The second section comprises of the demographic characteristics of the respondents including: gender of respondents, age of respondents, level of education of respondents and years of experience in child based development programs. The third subsection comprises of data analysis on key variables aligned to study objectives. The objectives of the study were: to establish how the implementing team influences the performance of child based development programs, to determine how community participation influences the performance of child based development programs, to assess the how program funding influences the performance of child based development programs, and to determine how program infrastructure influences the performance of child based development programs.

## 4.2 Questionnaire Response Rate

The study targeted 108 respondents in data collection with regard to the factors influencing the performance of child based development programs. Out of the sample of 108 respondents, 87 respondents filled-in and returned the questionnaires making a response rate of 80%. This response rate was achieved after the researcher made physical visits to ask the respondents to fill-in and return the questionnaires. According to Mugenda and Mugenda, (1999), response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent. As such, the response rate for this study was considered to be sufficient for statistical analysis.

## 4.3 Demographic Characteristics of the Respondents

This section indicates the findings on the general socio-demographic characteristics of the program directors and program workers of child based development programs in Kiambu County who were the respondents of the study. The socio demographic characteristics were: gender, age, educational background and years of experience in child based development programs. These are discussed in the following subsequent themes:

### 4.3.1 Distribution of Respondents by Gender

Gender was an important variable in this study to investigate the representation of male and female employees in child based development programs. The respondents were asked to indicate their gender on the questionnaire and the results are as presented in Table 4.1

**Table 4.1 Gender Composition of the Respondents**

| Gender | Frequency | Percentage |
|---|---|---|
| Male | 37 | 42.5 |
| Female | 50 | 57.5 |
| **Total** | **87** | **100** |

Table 4.1 indicates that out of a total of 87 respondents 37(42.5%) of the respondents who participated in answering the questionnaire were males while 50(57.5%) were females this indicates that there are more females than males in the child based development programs and this could be because of the care giving nature of work involved in the implementation of the child based development programs. Based on the constitution of Kenya, one third rule of representation of either gender, there was no gender bias in terms of representation among the workers of child based development programs.

### 4.3.2 Distribution of Respondents by Age

The respondents were asked to indicate their age bracket on the questionnaire to assess if the child based development programs attract employees from diverse age groups and the results are as presented in Table 4.2

**Table 4.2 Age of the Respondents**

| Age | Frequency | Percentage |
|---|---|---|
| Under 25 Years | 5 | 5.75 |
| 26-30 Years | 9 | 10.34 |
| 31-35 Years | 28 | 32.18 |
| 36-40 Years | 22 | 25.29 |
| 41-45 Years | 8 | 9.2 |
| 46-50 Years | 9 | 10.34 |
| 51-55 Years | 5 | 5.75 |
| Above 55 Years | 1 | 1.15 |
| **Total** | **87** | **100** |

As indicated in Table 4.2, 5(5.75%) were aged under 25 years, while 9(10.34%) were aged between 25 to 30 years, majority of the respondents, 28(32.18%) were aged between 31 and 35 years and 22(25.29%) were aged between 36 and 40 years while 8(9.2%) were aged 41 to 45 years and 9(10.34%) were aged under between 46 to 50 years and 5(5.75) were aged between 51 and 55 years lastly, 1(1.15%) were aged above 55 years. This indicates that the respondents were composed of dynamic set persons of diverse age groups and have several years of experience and skills that are necessary for optimal performance of the programs.

### 4.3.3 Distribution of Respondents by Highest Education Level

Respondents were asked to indicate their highest education level. This item was to assess their level of skills and to establish whether they were in a position to answer the questionnaire accurately and the results of are as indicated in Table 4.3.

**Table 4.3 Highest Education Level of Respondents**

| Education Level | Frequency | Percentage |
|---|---|---|
| Secondary O level | 3 | 3.45 |
| Certificate Level | 15 | 17.24 |
| Diploma Level | 27 | 31.03 |
| Bachelors Degree | 34 | 39.08 |
| Masters Degree | 8 | 9.2 |
| **Total** | **87** | **100** |

As Indicated in Table 4.3, out of the 87 respondents, 3(3.45%) of the respondents attained a secondary school education, while 15(17.24%) had Certificate level and 27(31.03%) had Diploma level while the majority 34(39.08%) had a Bachelors level and lastly 8(9.2) had a masters level of education as their highest education level. These findings indicate that the respondents were in a position to accurately answer the questionnaire. In addition, the findings also indicate that the programs' employees are equipped with the necessary knowledge and skills to ensure favorable performance of the child based development programs. Therefore, the programs are expected to have good management based on the education level of the persons involved.

### 4.3.4 Distribution of Respondents by Years of Experience in Child Based Development Programs

Respondents were asked to indicate the number of years of experience they have had in child based development programs to assess their familiarity in the field and hence assure validity of their responses the results are as indicated in Table 4.4.

**Table 4.4 Respondents Years of experience in child based development programs**

| No. of Years | Frequency | Percentage |
|---|---|---|
| 0-3 Years | 9 | 10.34 |
| 4-7 Years | 28 | 32.18 |
| 8-11 Years | 20 | 23.0 |
| 12-15 Years | 17 | 19.54 |
| Above 15 Years | 13 | 14.94 |
| **Total** | **87** | **100** |

Table 4.4 shows the number of years respondents have had in child based development programs. Out of the 87 respondents, 9(10.34%) had 0 to 3 years of experience in the field while 28 (32.18%) had between 4 to 7 years of experience while 20(23.0%) had between 8 to 11years of experience. Also, 17(19.54%) had between 12 to 15 years of experience and 13(14.94%) had above 15 years of experience in child based development programs. The findings of this study showed that the respondents had adequate experience to respond to the questions as authorities in the field of child based development programs. The findings of the study also indicated that the respondents could be considered to have had an adequate period of time to have mastered all the best practices to enhance performance.

### 4.4 Implementing Team and the Performance of child based development programs

This study sought to determine the influence of the implementing team on organizational performance in child based development programs. To investigate the implementing team four indicators were studied; internal decision making, project management skills, number of years of experience and team cohesiveness. Mean and standard deviation were used to interpret the data. In the analysis of the Likert type of data in this study, for Strongly Disagree the mean ranged from 1 to1.4, while for Disagree the mean ranged from 1.5 to 2.4, and for Neutral the mean ranged from 2.5 to 3.4, for Agree the mean ranged from 3.5 to 4.4 and lastly, for Strongly Agree the mean ranged from 4.5 to 5.0. Standard deviation showed deviation from the mean.

**Table 4.5: The Implementing Team and Performance of Child Based Development Programs**

| | **Statements** | **1** | **2** | **3** | **4** | **5** | **Mean** | **SD** |
|---|---|---|---|---|---|---|---|---|
| | | f (%) | f (%) | f (%) | f (%) | f (%) | | |
| 5a | The length of time taken to make internal decisions in our centre influences the number of beneficiaries our program admits | 5(5.7) | 5(5.7) | 17(19.5) | 30(34.5) | 30(34.5) | 3.86 | 0.39 |
| 5b | The length of time taken to make internal decisions in our centre influences the number of partnerships and networks that our program makes | 3(3.4) | 5(5.7) | 9(10.3) | 48(55.2) | 22(25.3) | 3.93 | 0.40 |
| 5c | The length of time taken to make internal decisions in our centre influences the level of the sustainability of our program | 0(0) | 17(19.5) | 30(34.5) | 26(29.9) | 14(16.1) | 3.42 | 0.35 |
| 5d | Project management skills among my colleagues influences the number of beneficiaries our program admits | 1(1.1) | 4(4.6) | 26(29.9) | 30(34.5) | 26(29.9) | 3.87 | 0.40 |
| 5e | Project management skills among my colleagues influences number of partnerships and | 0(0) | 0(0) | 21(24.1) | 53(61.0) | 13(14.9) | 3.91 | 0.40 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | networks that our program makes | | | | | | | |
| 5f | Project management skills among my colleagues influences level of the sustainability of our program | 0(0) | 8(9.2) | 27(31.0) | 30(34.5) | 22(25.3) | 3.76 | 0.39 |
| 5g | The number of years of experience among my colleagues in running programs influences the number of beneficiaries our program admits | 0(0) | 0(0) | 39(44.8) | 35(40.2) | 13(14.9) | 3.70 | 0.38 |
| 5h | The number of years of experience among my colleagues in running programs influences the number of partnerships and networks that our program makes | 0(0) | 2(2.3) | 20(23.0) | 44(50.6) | 21(24.1) | 3.97 | 0.41 |
| 5i | The number of years of experience in running programs among my colleagues contributes to the level of the sustainability of our program | 0(0) | 0(0) | 28(32.2) | 37(42.5) | 22(25.3) | 3.93 | 0.41 |
| 5j | The level of cohesiveness among the team members improves the number of beneficiaries our program admits | 1(1.1) | 1(1.1) | 32(36.8) | 25(28.7) | 28(32.2) | 3.89 | 0.40 |
| 5k | The level of cohesiveness among the team members influences the number of partnerships and networks our program makes | 0(0) | 0(0) | 22(25.3) | 26(29.9) | 39(44.8) | 4.20 | 0.45 |
| 5l | The level of cohesiveness among the team members improves level of the sustainability of our program | 0(0) | 0(0) | 8(9.2) | 27(31.0) | 52(59.8) | 4.51 | 0.5 |
| | **Average Mean and Standard Deviation** | | | | | | **3.91** | **0.41** |

Item 5a sought to examine whether the length of time taken to make internal decisions in the organizations influences the number of beneficiaries admitted in the child based development programs. In this item, respondents had a mean of 3.86. This shows that the respondents agreed that the length of time taken to make internal decisions influences the number of beneficiaries admitted in the child based development programs. In item 5b respondents were asked to indicate whether the length of time taken to make internal decisions influences the number of partnerships and networks made by the program to which respondents scored a mean of 3.93. This indicated that respondents agreed that the length of time taken to make internal decisions influences the number of partnerships and networks made. Item 5c sought to examine whether the length of time take to make internal decisions influences the level of program sustainability to which the respondents scored a mean of 3.42. This shows that the respondents were neutral that the length of time taken to make internal decisions influences the level of program sustainability.

In Item 5d, respondents were asked to indicate if the project management skills among the implementing team influences the number of beneficiaries admitted to the program to which the respondents had a mean of 3.87. This indicates that the respondents agreed that the project management skills among team members influences the number of beneficiaries admitted. Item 5e sought to investigate whether project management skills among the team members influences the number of partnerships and networks made by the program to which the respondents had a mean of 3.91. This shows that the respondents agreed that project management skills among the team members influence the number of partnerships and networks made by the program. In item 5f, respondents were asked to indicate if project management skills among the team members influence the level of program sustainability to which the respondents had a mean of 3.76. This shows that the respondents agreed that the project management skills among the team members influence the level of program sustainability.

Item 5g sought to establish if the number of years of experience among the team members influences the number of beneficiaries admitted to the programs to which the respondents scored a mean of 3.70. This indicates that the respondents agreed that the

number of years of experience in running programs among the team members influences the number of beneficiaries admitted to the program. In item 5h, respondents were asked to indicate whether the number of years of experience in running programs among the team members influences the number of partnerships and networks the programs makes to which the respondents had a mean of 3.97. This indicates that the respondents agreed that the number of years of experience in running programs among the team members influences the number of partnerships and networks the program makes. Item 5i sought to examine if the number of years of experience of team members in running programs influenced the level of program sustainability to which the respondents had a mean score of 3.93. This indicated that respondents agreed that the number of years of experience in running programs influences the level of program sustainability.

In item 5j respondents were asked to indicate whether the level of cohesiveness among team members influenced the number of beneficiaries admitted to the programs, to which the respondents had a mean of 3.89. This indicated that they agreed that the level of team members' cohesiveness influences the number of beneficiaries admitted. Item 5k sought to examine if the level of cohesiveness among team members influenced the number of partnerships and programs made by the programs to which the respondents scored a mean score of 4.20. This indicates that the respondents agreed that the level of team cohesiveness influences the number of partnerships and networks made by the program. Lastly, in item 5l, respondents were asked to indicate whether the level of cohesiveness among team members influences the level of program sustainability to which the respondents had a mean score of 4.51. This indicates that respondents strongly agreed that the level of cohesiveness among the team members influences the level of program sustainability.

The composite mean score for the implementing team as a variable that influences the performance of child based development programs was 3.91. This indicates that respondents agreed that the implementing team influences the performance of child based development programs. The composite standard deviation for this variable was 0.41. This

indicates that the individual items in the variable did not deviate significantly from the composite mean.

According to Donaldson (2001), the core elements of Structural Contingency Theory are the environment, the organizational structure, and organizational performance. As such, the internal decision making structures in an organizations' team, affects its performance, hence the results of this study concur with Donaldson's theory of structural contingency that internal decision making in the organizational structure influences the performance of child based development programs.

The findings of Table 4.5 are also in line with Grohsjean, *et al.*, (2012) that indicates that the project management function of coordination experience leads to better team performance. Also, the findings of the study agree with Tata, and Prasad, (2004) that is, team effectiveness is increased when teamwork is combined with an organizational structure that is decentralized where respondents agreed that team work and cohesiveness influences the performance of child based development programs. This is also in line with Sang, (2005) that is; good teamwork increases the success of programs. Team work has a positive and significant influence on non-financial and financial dimensions of organizational performance

## 4.5 Community Participation and Performance of child based development programs

This study sought to determine the influence of community participation on organizational performance in child based development programs. To investigate the community participation three variables were studied namely: local authorities, the area advisory council, and volunteers. Mean and standard deviation were used to interpret the data. In analysis of the Likert type of data in this study, for Strongly Disagree the mean ranged from 1 to1.4, while for Disagree the mean ranged from 1.5 to 2.4, and for Neutral the mean ranged from 2.5 to 3.4, for Agree the mean ranged from 3.5 to 4.4 and lastly, for Strongly Agree the mean ranged from 4.5 to 5.0. Standard deviation showed deviation from the mean.

**Table 4.6: Community Participation and Performance of Child Based Development Programs**

| | Statements | 1 | 2 | 3 | 4 | 5 | Mean | SD |
|---|---|---|---|---|---|---|---|---|
| | | f (%) | f (%) | f (%) | f (%) | f (%) | | |
| 6a | Networking with the local authorities in our program contributes to the number of beneficiaries our program admits | 0(0) | 0(0) | 17(19.5) | 31(35.6) | 39(44.8) | 4.25 | 0.46 |
| 6b | Networking with the local authorities in our program contributes to the number of partnerships our program makes | 0(0) | 2(2.3) | 19(21.8) | 40(46.0) | 26(29.9) | 4.03 | 0.42 |
| 6c | Networking with the local authorities in our program contributes to the sustainability of the program | 2(2.3) | 8(9.2) | 35(40.2) | 21(24.1) | 21(24.1) | 3.59 | 0.37 |
| 6d | The input of the AAC in our program contributes to the number of beneficiaries our program admits | 0(0) | 1(1.1) | 44(50.6) | 37(42.5) | 5(5.7) | 3.53 | 0.36 |
| 6e | The input of the AAC in our program contributes to the number of to the number of partnerships our program makes | 1(1.1) | 0(0) | 48(55.2) | 35(40.2) | 3(3.4) | 3.44 | 0.36 |
| 6f | The input of the AAC influences the level of program sustainability | 4(4.6) | 9(10.3) | 47(54.0) | 20(23.0) | 7(8.0) | 3.19 | 0.34 |
| 6g | Volunteers positively contribute to the number of beneficiaries our program admits sustainability of the program | 4(4.6) | 5(5.7) | 45(51.7) | 21(24.1) | 12(13.8) | 3.37 | 0.35 |
| 6h | Volunteers contribute to the number of to the number of partnerships our program makes | 0(0) | 0(0) | 14(16.1) | 52(59.8) | 21(24.1) | 4.10 | 0.43 |
| 6i | Volunteers contribute to an increased level of program sustainability | 0(0) | 1(1.1) | 25(28.7) | 48(55.2) | 13(14.9) | 3.84 | 0.39 |
| | **Average Mean and Standard Deviation** | | | | | | **3.70** | **0.37** |

Item 6a sought to examine whether networking with local authorities in the community influences the number of beneficiaries admitted in the child based development programs. In this item, respondents had a mean of 4.25. This shows that the respondents agreed that networking with local authorities in the community influences the number of beneficiaries admitted in the child based development programs. In item 6b respondents were asked to indicate whether networking with local authorities influences the number of partnerships and networks made by the program to which respondents scored a mean of 4.03. This indicated that respondents agreed that networking with local authorities influences the number of partnerships and networks made. Item 6c sought to examine whether networking with local authorities influences the level of program sustainability to which the respondents scored a mean of 3.59. This shows that the respondents agreed that networking with local authorities influences the level of program sustainability.

In Item 6d, respondents were asked to indicate if the input of the area advisory council influences the number of beneficiaries admitted to the program to which the respondents had a mean of 3.53. This indicates that the respondents agreed that the input of the area advisory council influences the number of beneficiaries admitted. Item 6e sought to investigate whether the input of the area advisory council influences the number of partnerships and networks made by the program to which the respondents had a mean of 3.44. This shows that the respondents were neutral that the input of the area advisory council influences the number of partnerships and networks made by the program. In item 6f, respondents were asked to indicate if the input of the area advisory council influences the level of program sustainability to which the respondents had a mean of 3.19. This shows that the respondents were neutral that the input of the area advisory council influences the level of program sustainability.

Item 6g sought to establish if volunteers influenced the number of beneficiaries admitted to the programs to which the respondents scored a mean of 3.37. This indicates that the respondents were neutral that volunteers influenced the number of beneficiaries admitted to the program. In item 6h, respondents were asked to indicate if volunteers influenced the number of partnerships and network the programs makes to which the respondents

had a mean of 4.10. This indicates that the respondents agreed that the volunteers influenced the number of partnerships and networks the program makes. Item 6i sought to examine if the volunteers influenced the level of program sustainability to which the respondents had a mean score of 3.84. This indicates that respondents agreed that volunteers influenced the level of program sustainability.

The composite mean score of community participation as a factor that influences the performance of child based development programs was 3.70. This indicates that respondents agreed that community participation influences the performance of child based development programs. The composite standard deviation for this variable was 0.37. This indicates that the individual items in the variable did not deviate significantly from the composite mean.

The findings of table 4.5 agree with Echeme, (2009) that is; the participation of the stakeholders of benefiting communities is needed for successful implementation of rural projects; this is because support from communities is directly linked to the sustainability of projects and programs. The findings of this study also agree with Nyaguthii, and Oyugi, (2013) that is involving the local residents in identification, monitoring and implementation of the projects increases the level of satisfaction for the residents and also enables development committees to come up with projects that would best benefit the society. Also, Kinoti, (2012) notes that participatory decision making contributes to the improvement of an organization's effectiveness and efficiency hence, improving its performance

### 4.6 Program Funding and Performance of child based development programs

The study sought to determine the influence of program funding on organizational performance in child based development programs. To investigate the influence of program funding, three variables were studied namely: adequacy of funds, availability of funds and the consistency of funds. Mean and standard deviation were used to interpret the data. In the analysis of the Likert type of data in this study, for Strongly Disagree the mean ranged from 1 to1.4, while for Disagree the mean ranged from 1.5 to 2.4, and for Neutral the mean ranged from 2.5 to 3.4, for Agree the mean ranged from 3.5 to 4.4 and

lastly, for Strongly Agree the mean ranged from 4.5 to 5.0. Standard deviation showed deviation from the mean.

**Table 4.7: Program Funding and Performance of Child Based Development Programs**

| | Statements | 1 | 2 | 3 | 4 | 5 | Mean | SD |
|---|---|---|---|---|---|---|---|---|
| | | f (%) | f (%) | f (%) | f (%) | f (%) | | |
| 7a | The adequacy of funds impacts the number of children our program can admit at a given time | 0(0) | 0(0) | 10(11.5) | 34(39.1) | 43(49.4) | 4.38 | 0.47 |
| 7b | The adequacy of funds impacts the number of partnerships our program makes | 3(3.4) | 10(11.5) | 52(59.8) | 13(14.9) | 9(10.3) | 3.17 | 0.34 |
| 7c | The adequacy of funds impacts the level of sustainability of our program | 4(4.6) | 4(4.6) | 15(17.2) | 19(21.8) | 45(51.7) | 4.11 | 0.43 |
| 7d | When funds are available on time, our program admits more children | 0(0) | 2(2.3) | 10(11.5) | 35(40.2) | 40(46.0) | 4.30 | 0.46 |
| 7e | When funds are available on time, our program makes more partnerships | 3(3.4) | 2(2.3) | 39(44.8) | 30(34.5) | 13(14.9) | 3.55 | 0.37 |
| 7f | When funds are available on time, our program has a higher level of sustainability | 0(0) | 0(0) | 17(19.5) | 22(25.3) | 48(55.2) | 4.38 | 0.47 |
| 7g | The more consistent funds are in terms of predictable intervals, the more beneficiaries our program admits | 3(3.4) | 4(4.6) | 10(11.5) | 35(40.2) | 35(40.2) | 4.09 | 0.43 |
| 7h | The more consistent funds are in terms of predictable intervals, the more partnerships and networks | 0(0) | 9(10.3) | 26(29.9) | 39(44.8) | 13(14.9) | 3.64 | 0.37 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | our program establishes | | | | | | | |
| 7i | The more consistent funds are in terms of predictable intervals, the higher the level of sustainability. | 0(0) | 0(0) | 12(13.8) | 31(35.6) | 44(50.6) | 4.37 | 0.47 |
| | **Average Mean and Standard Deviation** | | | | | | **3.99** | **0.42** |

Item 7a sought to examine whether the adequacy of program funding influences the number of beneficiaries admitted in the child based development programs. In this item, respondents had a mean of 4.38. This shows that the respondents agreed that adequacy of program funding influences the number of beneficiaries admitted in the child based development programs. In item 7b respondents were asked to indicate whether adequacy of program funding influences the number of partnerships and networks made by the program to which respondents scored a mean of 3.17. This indicated that respondents were neutral that adequacy of program funding influences the number of partnerships and networks made by the program. Item 7c sought to examine whether adequacy of program funding influences the level of program sustainability to which the respondents scored a mean of 4.11. This indicates that the respondents agreed that adequacy of program funding influences the level of program sustainability.

In Item 7d, respondents were asked to indicate if the availability of program funding influences the number of beneficiaries admitted to the program to which the respondents had a mean of 4.30. This indicates that the respondents agreed that the adequacy of program funding influences the number of beneficiaries admitted. Item 7e sought to investigate whether the availability of program funding influences the number of partnerships and networks made by the program to which the respondents had a mean of 3.55. This shows that the respondents agreed that the adequacy of program funding influences the number of partnerships and networks made by the program. In item 7f, respondents were asked to indicate if the availability of program funding influences the level of program sustainability to which the respondents had a mean of 4.38. This shows that the respondents agreed that the adequacy of program funding influences the level of program sustainability.

Item 7g sought to establish if the consistency of program funding influenced the number of beneficiaries admitted to the programs to which the respondents scored a mean of 4.09. This indicates that the respondents were agreed that consistency of program funding influenced the number of beneficiaries admitted to the program. In item 7h, respondents were asked to indicate if consistency of program funding influenced the number of partnerships and network the programs makes to which the respondents had a mean of 3.64. This indicates that the respondents agreed that the consistency of program funding influenced the number of partnerships and networks the program makes. Lastly, item 7i sought to examine if the consistency of program funding influenced the level of program sustainability to which the respondents had a mean score of 4.37. This indicated that respondents agreed that consistency of program funding influenced the level of program sustainability.

The composite mean score of program funding as a factor that influences the performance of child based development programs was 3.99. This indicates that respondents agreed that program funding influences the performance of child based development programs. The composite standard deviation for this variable was 0.42. This indicates that the individual items in the variable did not deviate significantly from the composite mean.

It is noted that inadequate funding has a negative impact on the number of beneficiaries a program admits and consequently the performance of the program is in line with Narasimhan, and Attaran, (2003) that is, inadequate funding has a major impact on the number of beneficiaries a project reaches. This is also in line with Trammell, Madnick, and Moulton, (2012) that is funding gaps affect organizational productivity, as the size of the funding gap increases, the reduction in the rate of development following the gap increases as well. This study supports the premise that adequacy and consistency of funds influences the performance of programs. This is in line with Angba, and Okon-Kutman, (2008) that, inadequate capital is perceived as being very serious impediment to development programs in the local communities. In addition, timely and sufficient

injection of funds is critical for the proper project implementation and performance (Echeme, 2009).

### 4.7 Program Infrastructure and the Performance of child based development programs

The study sought to determine the influence of program infrastructure in terms of both the physical and the information communication technology infrastructure on organizational performance in child based development programs. To investigate the influence of program infrastructure both physical and ICT, two variables were studied namely: availability of program infrastructure, and the adequacy of program infrastructure. Mean and standard deviation were used to interpret the data. In the analysis of the Likert type of data in this study, for Strongly Disagree the mean ranged from 1 to1.4, while for Disagree the mean ranged from 1.5 to 2.4, and for Neutral the mean ranged from 2.5 to 3.4, for agree the mean ranged from 3.5 to 4.4 and lastly, for Strongly Agree the mean ranged from 4.5 to 5.0. Standard deviation showed deviation from the mean.

**Table 4.8: Program Infrastructure and Performance of Child Based Development Programs**

| | **Statements** | **1** | **2** | **3** | **4** | **5** | **Mean** | **SD** |
|---|---|---|---|---|---|---|---|---|
| | | f (%) | f (%) | f (%) | f (%) | f (%) | | |
| 8a | The availability of physical infrastructure influences the number of beneficiaries our center can admit at a time | 0(0) | 4(4.6) | 5(5.7) | 22(25.3) | 56(64.4) | 4.49 | 0.49 |
| 8b | The availability of information communication technology inputs influences the number of beneficiaries our center can admit at a time | 0(0) | 3(3.4) | 10(11.5) | 52(59.8) | 22(25.3) | 4.06 | 0.43 |
| 8c | The availability of physical infrastructure influences the | 1(1.1) | 24(27.6) | 53(61.0) | 9(10.3) | 0(0) | 2.80 | 0.34 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | number of partnerships our program makes | | | | | | | |
| 8d | The availability of information communication technology inputs influences the number of partnerships our program makes | 0(0) | 5(5.7) | 35(40.2) | 34(39.1) | 13(14.9) | 3.63 | 0.37 |
| 8e | The availability of physical infrastructure impacts the level of sustainability of our program | 0(0) | 1(1.1) | 29(33.3) | 45(51.7) | 12(13.8) | 3.78 | 0.39 |
| 8f | The availability of information communication technology inputs impacts the level of sustainability of our program | 11(12.6) | 12(13.8) | 39(44.8) | 15(17.2) | 10(11.5) | 3.01 | 0.34 |
| 8g | The adequacy of physical infrastructure influences the number of beneficiaries our center can admit at a time | 0(0) | 9(10.3) | 20(23.0) | 31(35.6) | 27(31.0) | 3.87 | 0.40 |
| 8h | The adequacy of information communication technology inputs influences the number of beneficiaries our center can admit at a time | 6(6.9) | 21(24.1) | 45(51.7) | 12(13.8) | 3(3.4) | 2.83 | 0.34 |
| 8i | The adequacy of physical infrastructure influences the number of partnerships our program makes | 5(5.7) | 24(27.6) | 30(34.5) | 21(24.1) | 7(8.0) | 3.01 | 0.34 |
| 8j | The adequacy of information communication technology inputs influences the number of partnerships our program makes | 0(0) | 0(0) | 32(36.8) | 35(40.2) | 20(23.0) | 3.86 | 0.39 |
| 8k | The adequacy of physical infrastructure impacts the level of sustainability of our | 0(0) | 0(0) | 40(46.0) | 38(43.7) | 9(10.3) | 3.64 | 0.37 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | program | | | | | | | |
| 8l | The adequacy of information communication technology inputs impacts the level of sustainability of our program | 1(1.1) | 4(4.6) | 20(23.0) | 43(49.4) | 19(21.8) | 3.86 | 0.39 |
| | **Average Mean and Standard Deviation** | | | | | | **3.57** | **0.38** |

Item 8a sought to examine whether availability of physical infrastructure influences the number of beneficiaries admitted in the child based development programs. In this item, respondents had a mean of 4.49. This shows that the respondents strongly agreed that the availability of physical infrastructure influences the number of beneficiaries admitted in the child based development programs. In item 8b respondents were asked to indicate if availability of information communication technology inputs influences the number of beneficiaries admitted to which respondents scored a mean of 4.06. This indicated that respondents agreed that the availability of information communication technology inputs influences the number of beneficiaries admitted.

Item 8c sought to examine whether the availability of physical infrastructure influences the number of partnerships and networks made to which the respondents scored a mean of 2.80. This indicates that the respondents were neutral that the availability of physical infrastructure influences the number of partnerships and networks made. In Item 8d, respondents were asked to indicate if availability of information communication technology inputs influences the number of beneficiaries admitted to the program to which the respondents had a mean of 3.63. This indicates that the respondents agreed that the availability of information communication technology inputs influences the number of partnerships and networks made.

Item 8e sought to investigate whether the availability of physical infrastructure influences the level of program sustainability to which the respondents had a mean of 3.78. This shows that the respondents agreed that the availability of physical infrastructure availability of information communication technology inputs influences the level of

program sustainability. In item 8f, respondents were asked to indicate if availability of information communication technology inputs influences the level of program sustainability to which the respondents had a mean of 3.01. This indicates that the respondents were neutral that the availability of information communication technology inputs influences the level of program sustainability.

Item 8g sought to examine whether adequacy of physical infrastructure influences the number of beneficiaries admitted in the child based development programs. In this item, respondents had a mean of 3.87. This indicates that the respondents agreed that the adequacy of physical infrastructure influences the number of beneficiaries admitted in the child based development programs. In item 8h respondents were asked to indicate adequacy of information communication technology inputs influences the number of beneficiaries admitted to which respondents scored a mean of 2.83. This indicates that respondents were neutral that the adequacy of information communication technology inputs influences the number of beneficiaries admitted.

Item 8i sought to examine whether the adequacy of physical infrastructure influences the number of partnerships and networks made to which the respondents scored a mean of 3.01. This shows that the respondents were neutral that the adequacy of physical infrastructure influences the number of partnerships and networks made. In Item 8j, respondents were asked to indicate if adequacy of information communication technology inputs influences the number of partnerships and networks the programs make to which the respondents had a mean of 3.86. This indicates that the respondents agreed that the adequacy of information communication technology inputs influences the number of partnerships and networks made.

Item 8k sought to investigate whether the adequacy of physical infrastructure influences the level of program sustainability to which the respondents had a mean of 3.64. This indicates that the respondents agreed that the adequacy of physical infrastructure influences the level of program sustainability. Lastly, in item 8l, respondents were asked to indicate if adequacy of information communication technology inputs influences the

level of program sustainability to which the respondents had a mean of 3.86. This indicates that the respondents agreed that the adequacy of information communication technology inputs influences the level of program sustainability.

The composite mean score of the program infrastructure as a factor that influences the performance of child based development programs was 3.57. This indicates that respondents agreed that the program infrastructure influences the performance of child based development programs. The composite standard deviation for this variable was 0.38. This indicates that the individual items in the variable did not deviate significantly from the composite mean.

A study by Branham, (2004) on the effects of inadequate school building infrastructure on student attendance notes that the quality of school infrastructure has a significant effect on school attendance and drop-out rates this study supports this premise as the respondents indicated that the adequacy of physical infrastructure influences the number of beneficiaries and the program sustainability. The findings of this study that the availability and adequacy of physical infrastructure influences the performance of child based development programs are in line with Branham, (2004) that physical infrastructure influences the number of beneficiaries admitted.

With regards to the ICT infrastructure, respondents agreed that the availability of ICT infrastructure influences the performance of child based development programs in terms of number of beneficiaries admitted and the number of partnerships and networks made. Knowledge management when implemented with human resource management practices and Information Technology practices leads to higher innovation within an organization hence infrastructure is an important factor that influences the organizational performance (Gloet, and Terziovski, 2004). The results of this study, agree with the premise that the availability of ICT influences the performance of programs.

Table 4.8 also indicates that the respondents agreed that the adequacy physical program infrastructure influences the performance of child based development programs with regards to the number of beneficiaries admitted. Also, respondents agreed that the adequacy physical program infrastructure influences the level of program sustainability admitted. This is in line with Angba, and Okon-Kutman, (2008) that is; inadequate infrastructure is a serious constraint to the success of the projects and programs. With regards to the ICT infrastructure, respondents agreed that the adequacy of ICT infrastructure influences the performance of child based development programs in terms of the number of partnerships and networks made, this is line with Gichoya, (2005) that is; the biggest barrier that hinders ICT program implementation is Infrastructure.

# CHAPTER FIVE
# SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations. The objectives this study sought to achieve were: to establish how the implementing team influences the performance of child based development programs, to determine how community participation influences the performance of child based development programs, to assess the how program funding influences the performance of child based development programs in Kiambu County, and to determine how program infrastructure influences the performance of child based development programs in Kiambu County

## 5.2 Summary of Findings

The summary of findings of this study is presented in this section. The study focused on four main variables influencing the performance of child based development programs namely, the implementing team, community participation, program funding and program infrastructure.

### 5.2.1 Implementing Team and the Performance of Child Based Development Programs

The study investigated various aspects of the implementing team to determine how it influences the performance of the child based development programs. The aspects of the implementing team investigated were: the length of time it takes for internal decision making in the program, project management skills in the team members, number of years of experience in running programs, and the level of cohesiveness among the team members. The composite mean for this variable was 3.91 and a composite standard deviation of 0.41. This Indicates that the implementing team influences the performance of child based development programs.

### 5.2.2 Community Participation and the Performance of Child Based Development Programs

The study investigated various aspects of community participation to determine how it influences the performance of the child based development programs. The indicators for community participation investigated were: networking with the local authorities, the input of the area advisory council, and volunteers. The composite mean for this variable was 3.70 and a composite standard deviation of 0.37. This Indicates that community participation influences the performance of child based development programs.

### 5.2.3 Program Funding and the Performance of Child Based Development Programs

The study investigated various aspects of program funding to determine how it influences the performance of the child based development programs. The aspects of program funding examined were: the adequacy of funds, availability of funds, and the consistency of funds. The composite mean for this variable was 3.99 and a composite standard deviation of 0.42. This indicates that program funding influences the performance of child based development programs.

### 5.2.4 Program Infrastructure and the Performance of Child Based Development Programs

The study investigated various aspects of program infrastructure to determine how it influences the performance of the child based development programs. The aspects of the program infrastructure investigated were: availability of physical infrastructure, availability of information communication technology inputs, adequacy of physical infrastructure and the adequacy of information communication technology inputs. The composite mean for this variable was 3.57 and a composite standard deviation of 0.38. This Indicates that program infrastructure influences the performance of child based development programs.

## 5.3 Conclusion

Research objective one in this study was to establish how the implementing team influences the performance of child based development programs in Kiambu County. From the findings of the study, it was concluded that the implementing team influences performance of child based development programs. Research objective two in this study was to determine how community participation influences the performance of child based development programs in Kiambu County. It was concluded that community participation influences performance of child based development programs.

Research objective three in this study was to assess the how program funding influences the performance of child based development programs in Kiambu County. It was concluded that community participation influences performance of child based development programs. Research objective four in this study was to determine how program infrastructure influences the performance of child based development programs in Kiambu County. From the findings of the study, it was concluded that program infrastructure influences performance of child based development programs.

## 5.4 Recommendations

The following recommendations were made in this study:

1. For the management of the child based development programs to ensure that the implementing team is empowered with project management skills and have regular team building activities to ensure team cohesiveness.
2. To have more collaboration between the communities and the team members of the child based development programs to facilitate the child based development programs in achieving their objectives.
3. For the government of Kenya to offer more empowerment to child based development programs in form of training of the implementing team on program finances.
4. For the physical infrastructure and information communication technology inputs in child based development programs to be enhanced to ensure improved performance.

## 5.5 Suggested Areas for Further Research

Based on the conclusions and findings of the study, the following areas were suggested for further research:

1. To investigate how government policies influence the performance of child based development programs
2. To examine how information communication technology can be utilized to enhance the performance of child based development programs
3. To investigate the social cultural factors influencing the performance of the child based development programs.

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# APPENDICES

## Appendix I

## Letter of Transmittal for Data Collection Instruments

Rosemary Muniu,
P.O. Box 1089-00217
Limuru, Kenya

1st May, 2015

Dear Respondent,

**RE: FACTORS INFLUENCING THE PERFORMANCE OF CHILD BASED DEVELOPMENT PROGRAMS, KIAMBU COUNTY**

I am a Master of Arts student at the School of Continuing and Distance Education, University of Nairobi currently conducting a research study as entitled above.

I wish to inform that you have been selected as one of the respondents to assist in providing the essential data and information for this activity. I kindly request you to spare a few minutes and answer the attached questionnaire. The information obtained is used for academic purposes only, is treated with utmost confidentiality and will not be shared with anyone whatsoever. Do not write your name anywhere on the questionnaire.

I therefore implore you to respond to all questions with utmost honesty.

Thank you, most sincerely for your support.

Yours Sincerely,

Rosemary Muniu

**Appendix II: University Introduction Letter**

**UNIVERSITY OF NAIROBI**
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

13th May, 2015

REF: UON/CEES//NEMC/21/115

## TO WHOM IT MAY CONCERN

RE: MUNIU ROSEMARY WANJIRU- REG NO – L50/69024/2013

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled **"factors influencing the performance of child based development programs".** A case of charitable children institutions in Limuru Constituency, Kiambu County, Kenya.

Any assistance given to her will be appreciated.

UNIVERSITY OF NAIROBI CEES
P O Box 30197
13 MAY 2015
NAIROBI
NAIROBI EXTRA MURAL CENTRE

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

## Appendix III: Research Permit

THIS IS TO CERTIFY THAT:
*MISS. ROSEMARY WANJIRU MUNIU*
of UNIVERSITY OF NAIROBI, 0-217
lIMURU,has been permitted to conduct
research in *Kiambu County*

on the topic: *FACTORS INFLUENCING THE PERFORMANCE OF CHILD BASED DEVELOPMENT PROGRAMS, A CASE OF CHARITABLE CHILDREN INSTITUTIONS IN LIMURU CONSTITUENCY, KIAMBU COUNTY, KENYA*

for the period ending:
*6th November,2015*

Permit No : NACOSTI/P/15/7529/6240
Date Of Issue : 16th July,2015
Fee Recieved :Ksh 1,000

.....
*Applicant's Signature*

.....
*Director General*
*National Commission for Science, Technology & Innovation*

## Appendix IV: Questionnaire

This questionnaire is intended to collect data from child based development programs in Kiambu County, to investigate the factors affecting their performance. All information provided in this questionnaire is used for purposes of research only and is treated with confidentiality.

Please take a few minutes to complete this questionnaire and answer the questions as accurately as possible

**SECTION A: BACKGROUND INFORMATION**

Place a tick where appropriate. [√]

1. Gender: Male [ ]
   Female [ ]

2. Age (of respondent)

   Under 25 years [ ]
   26 – 30 years [ ]
   31 – 35 years [ ]
   36 – 40 years [ ]
   41 - 45 years [ ]
   45 – 50 years [ ]
   46 – 50 years [ ]
   51 – 55 years [ ]
   Above 55 years [ ]

3. State your highest Level of education

   Secondary 'O' level [ ]
   Certificate Level [ ]
   Diploma Level [ ]
   Bachelor's Degree [ ]
   Masters Degree [ ]

4. Years of experience in child based development programs

   0 – 3 years [ ]
   4 – 7 years [ ]
   8 – 11 years [ ]
   12 – 15 years [ ]
   Above 15 years [ ]

**SECTION B**

5. For each of the statements kindly indicate the extent of your agreement or disagreement using the scale provided below:

   Strongly Agree 5
   Agree 4
   Neutral 3
   Disagree 2
   Strongly Disagree 1

**IMPLEMENTING TEAM AND PERFORMANCE OF CHILD BASED DEVELOPMENT PROGRAMS**

| | Statements | Scale of measurement | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 5a | The length of time taken to make internal decisions in our centre influences the number of beneficiaries our program admits | | | | | |
| 5b | The length of time taken to make internal decisions in our centre influences the number of partnerships and networks that our program makes | | | | | |
| 5c | The length of time taken to make internal decisions in our centre influences the level of the sustainability of our program | | | | | |
| 5d | Project management skills among my colleagues influences the number of beneficiaries our program admits | | | | | |
| 5e | Project management skills among my colleagues influences number of partnerships and networks that our program makes | | | | | |
| 5f | Project management skills among my colleagues influences level of the sustainability of our program | | | | | |
| 5g | The number of years of experience among my colleagues in running programs influences the number of beneficiaries our program admits | | | | | |
| 5h | The number of years of experience among my colleagues in running programs influences the number of partnerships and networks that our program makes | | | | | |
| 5i | The number of years of experience in running programs among my colleagues contributes to the level of the sustainability of our program | | | | | |
| 5j | The level of cohesiveness among the team members improves the number of beneficiaries our program admits | | | | | |
| 5k | The level of cohesiveness among the team members influences the number of partnerships and networks our program makes | | | | | |
| 5l | The level of cohesiveness among the team members improves level of the sustainability of our program | | | | | |

**SECTION C**

6. For each of the statements kindly indicate the extent of your agreement or disagreement using the scale provided below:

| | |
|---|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

**COMMUNITY PARTICIPATION AND PERFORMANCE OF CHILD BASED DEVELOPMENT PROGRAMS**

| | Statements | Scale of measurement | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 6a | Networking with the local authorities in our program contributes to the | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | number of beneficiaries our program admits | | | | | |
| 6b | Networking with the local authorities in our program contributes to the number of partnerships our program makes | | | | | |
| 6c | Networking with the local authorities in our program contributes to the sustainability of the program | | | | | |
| 6d | The input of the AAC in our program contributes to the number of beneficiaries our program admits | | | | | |
| 6e | The input of the AAC in our program contributes to the number of to the number of partnerships our program makes | | | | | |
| 6f | The input of the AAC in our program contributes to the sustainability of the program | | | | | |
| 6g | Volunteers positively contribute to the number of beneficiaries our program admits | | | | | |
| 6h | Volunteers contribute to the number of to the number of partnerships our program makes | | | | | |
| 6i | Volunteers contribute to an increased level of program sustainability | | | | | |

**SECTION D**

7. For each of the statements kindly indicate the extent of your agreement or disagreement using the scale provided below:

| | |
|---|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

**PROGRAM FUNDING AND PERFORMANCE OF CHILD BASED DEVELOPMENT PROGRAMS**

| Statements | | Scale of measurement | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 7a | The adequacy of funds impacts the number of children our program can admit at a given time | | | | | |
| 7b | The adequacy of funds impacts the number of partnerships our program makes | | | | | |
| 7c | The adequacy of funds impacts the level of sustainability of our program | | | | | |
| 7d | When funds are available on time, our program admits more children | | | | | |
| 7e | When funds are available on time, our program makes more partnerships | | | | | |
| 7f | When funds are available on time, our program has a higher level of sustainability | | | | | |
| 7g | The more consistent funds are in terms of predictable intervals, the more beneficiaries our program admits | | | | | |
| 7h | The more consistent funds are in terms of predictable intervals, the more partnerships and networks our program establishes | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 7i | The more consistent funds are in terms of predictable intervals, the higher the level of sustainability. | | | | | |

**SECTION E**

8. For each of the statements kindly indicate the extent of your agreement or disagreement using the scale provided below:

| | |
|---|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

**PROGRAM INFRASTRUCTURE AND PERFORMANCE OF CHILD BASED DEVELOPMENT PROGRAMS**

| Statements | | Scale of measurement | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 8a | The availability of physical infrastructure influences the number of beneficiaries our center can admit at a time | | | | | |
| 8b | The availability of information communication technology inputs influences the number of beneficiaries our center can admit at a time | | | | | |
| 8c | The availability of physical infrastructure influences the number of partnerships our program makes | | | | | |
| 8d | The availability of information communication technology inputs influences the number of partnerships our program makes | | | | | |
| 8e | The availability of physical infrastructure impacts the level of sustainability of our program | | | | | |
| 8f | The availability of information communication technology inputs impacts the level of sustainability of our program | | | | | |
| 8g | The adequacy of physical infrastructure influences the number of beneficiaries our center can admit at a time | | | | | |
| 8h | The adequacy of information communication technology inputs influences the number of beneficiaries our center can admit at a time | | | | | |
| 8i | The adequacy of physical infrastructure influences the number of partnerships our program makes | | | | | |
| 8j | The adequacy of information communication technology inputs influences the number of partnerships our program makes | | | | | |
| 8k | The adequacy of physical infrastructure impacts the level of sustainability of our program | | | | | |
| 8l | The adequacy of information communication technology inputs impacts the level of sustainability of our program | | | | | |

Thank you for your cooperation.

**Appendix III: Target Population**

| Name of Child Based Development Program | Number of Program Directors | Number of Program workers in social department |
|---|---|---|
| Limuru Children's Center | 1 | 7 |
| Kipepeo Children's Home | 1 | 5 |
| Wajibu Wetu Children's Home | 2 | 5 |
| Body of Christ Children's Home | 2 | 8 |
| Nazareth Joy Home | 2 | 8 |
| Mama Maria Children's Home | 2 | 9 |
| Nyumba Ya Mikate | 2 | 8 |
| St. Anthony Children's Home | 2 | 7 |
| Home of Delegates Thigio | 2 | 9 |
| Alpha Joy Care Children's Home | 2 | 9 |
| The Nest | 1 | 7 |
| PCEA Girls Home | 2 | 8 |
| New Hope Children's Center – Uplands | 2 | 7 |
| Rafiki Children's Center | 2 | 8 |
| Elshadai Children's Center | 2 | 6 |
| Miracle House | 2 | 7 |

## Appendix IV: Krejcie and Morgan Table for Determining Sample Size for a Finite Population

| *N* | *S* | *N* | *S* | *N* | *S* |
|---|---|---|---|---|---|
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 1000000 | 384 |

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970