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DETERMINANTS OF THE SUSTAINABILITY OF COMMUNITY BASED CHILD CENTRES: A CASE OF COMPASSION INTERNATIONAL-ASSISTED CHILD DEVELOPMENT CENTRES, KILOME SUB-COUNTY, MAKUENI COUNTY, KENYA

BY

JENIFFER MBULWA MUTIE

ST. PAUL'S UNIVERSITY

A DISSERTATION SUBMITTED TO THE SCHOOL OF EDUCATION AND SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE MASTER OF DEVELOPMENT STUDIES DEGREE AT ST. PAUL'S UNIVERSITY, KENYA.

NOVEMBER, 2024

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DECLARATION

This dissertation is an authentic work achieved by study and research and has not been submitted for a degree at any other academic institution.

Signature:…… Date……

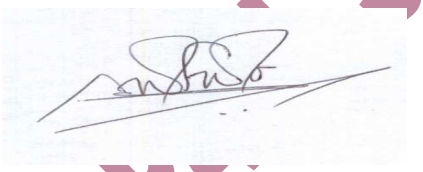
Jeniffer Mbulwa

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Supervisor's Declaration

We hereby verify that the student conducted the research documented in this dissertation under my guidance**.**



Signature: Date: ……..

Dr. Nason Vundi

First Supervisor

Signature:…….. Date:……..

Dr. John Muhoho

Second Supervisor.

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ABSTRACT

This study aimed to investigate the determinants of the sustainability of community-based child centres, focusing on Compassion International-supported child development centres (CDCs) in Kilome Sub-County, Makueni County, Kenya. The sustainability of community-based initiatives is a major concern. Research shows that 40% of these programmes end within the first few years if the initial financing is stopped. The study was guided by these specific objectives: to examine the influence of funding models on the sustainability of the CDCs; to investigate the impact of community participation; to interrogate the influence of programme leadership on sustainability, and to examine the role of stakeholder support of CDCs. The research was based on Resource Mobilization Theory, Stakeholder Theory and Sustainability Theory, and it applied a descriptive research approach. The target population was 108, drawn from the accountability structure managers and the project staff in the two CDCs. The target population was Ngaamba and Kima CDCs. The sample size was 85 respondents, computed with the aid of Yamane (1967) formula. Simple random and purposive sampling were adopted, with the primary data collected through questionnaires and key informant interviews, and secondary data from literature sources. The instruments of data collection were the questionnaire and an interview guide; descriptive statistical analysis was used for analysis. Quantitative data was analyzed descriptively using the mean, standard deviation and percentages, while qualitative data was analyzed through content analysis, with the final presentation made in tables, bar charts and pie charts. To evaluate the reliability of the research design and data collection instruments before data collection, a pilot study was conducted. This study reveals that funding models, community participation and programme leadership influenced the sustainability of the CDCs. The study recommends that the leadership of the CDCs should look for additional sources of funds and that the top leadership should involve community members as key stakeholders. The outcome of this research may be used by policymakers involved in children's welfare to make improvements in resource mobilization and enhance the sustainability of community-based projects.

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DEDICATION

I dedicate this research paper to my father, Emeritus Rt. Rev. Joseph M Kanuku, a development enthusiast, and my family members for their love, support, patience and encouragement. Secondly, I dedicate it to all development workers, particularly those working with children.

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I am grateful to God for keeping me and to my supervisors, Dr. John Muhoho and Dr. Nason Vundi for their constructive feedback on this research project. I appreciate their advice, dedication and guidance in writing this research project.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACRWC	African Charter on the Rights and Welfare of the Child
CBOs	Community Based Organizations
CDC	Child Development Centres
ECD	Early Childhood Development
EFA	Education for All
GoK	Government of Kenya
KNBS	Kenya National Bureau of Statistics
MDGs	Millennium Development Goals
MPI	Multidimensional Poverty Index
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
OPHI	Oxford Poverty and Human Development Initiative
OVC	Orphans and Vulnerable Children
RM	Resource Mobilization
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
UNCRC	United Nations Convention on the Rights of the Child
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WCED	World Commission on Environment and Development

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Project sustainability is the ability of development projects to be self-sufficient and to be able to stand on their own, making a positive impact in the community even after donors' pullout. Armenia et al. (2019) define sustainability as ensuring that any development, new initiative or action are self-sufficient and can stand on their own when those involved in assisting the project withdraw. Many community-based projects have not been able to stand on their own without donor funding, therefore, making them unsustainable (Shifotoka & Kanyimba, 2021). Among the fastest-growing development programmes being implemented in communities are children's development and support programmes.

Evidence from various studies around the world such as Ceptureanu et al. (2018), suggest that roughly 40% of all such programs fail within the first few years of implementation. Failure occurs primarily after the initial funding ends, resulting in unmet needs of the community. Floersch (2016) notes that donors and recipients of the grants are concerned with the sustainability of programmes beyond the funding period. To achieve the intended impact on the targeted community, a community-based project must be self-sustaining. Having sustainable projects that can continue even after donors have phased out ensures that the poverty cycle is broken. As noted by Katrina et al. (2021), implementing the SDGs can equip communities with the power to advance local sustainability.

Globally, children are an important feature of family and social life. However, almost 385 million children are living in extreme poverty (UNICEF 2016). According to estimates from the 2018 global Multidimensional Poverty Index (MPI) released by the United Nations Development Programme (UNDP) and the Oxford Poverty and Human Development Initiative (OPHI), in 104 primarily low- and middle-income countries, 662 million children are considered multi-dimensionally poor. In 35 countries half of all children are poor, and HIV/AIDS infection is high, particularly in many African and Asian countries. The AIDS epidemic has altered the societal framework, resulting in an

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increased prevalence of AIDS orphans and children who are infected or afflicted by HIV/AIDS. As a result of these challenges, that is, the high number of children living in extreme poverty and the HIV-AIDS pandemic (Tahmina et al., 2020), persistent and prolonged droughts, increased domestic violence in families (UNICEF and World Bank Group, 2016); millions of children globally and mostly in developing countries fail to reach their potential in cognitive development (Ford & Stein, 2016). Africa has a high burden of risk factors for poor child development. 15 of the top 24 countries with the highest burden of stunting worldwide are in sub-Saharan Africa (UNICEF and World Bank Group, 2016).

Notably, the high prevalence levels of poverty in the communities contribute to inadequate food and poor hygiene and sanitation, which subsequently increases the vulnerability of children. The Millennium Development Goals (MDGs) produced the most successful anti-poverty movement in history, which served as a springboard for the new sustainable development agenda-the Sustainable Development Goals (SDGs). The SDGs focus on more diverse issues that affect children, including poverty, health and well-being, quality education, and gender equality issues (United Nations, 2020).

It is from the above challenges that community-based programs have been established to address children's concerns, by offering help and support to vulnerable children in the community by way of providing them with basic needs and rights such as education, protection, food, clothing, shelter and medical care (Ojo & Olayinka, 2019). These child development projects are, however, confronted with sustainability challenges (Rogers, 2019).

The Project Management Institute (2017) reported that over 40% of projects fail to meet their original scope and budget. Sixty-four percent of projects studied by the Standish Group (Vitality Chicago, 2017) and 86% of those studied by KPMG failed to meet their original scope, budget or schedule (Rogers, 2019). In the UK, for example, community-based sustainability transition projects are extensively being considered because of their potential. Mark and Andrew (2020) noted that such projects are more viable and promising. According to Lungo et al. (2017), in the United States sustainability is a concern linked to non-funding diversification, underlining the need for a diverse and reliable long-term funding base to ensure the achievement of community project goals

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and objectives. They emphasized the importance of securing resources to ensure self-sufficiency as well as integrating the project into the community to ensure continuity even after the project is completed.

Rogers (2019) and Giri (2019) argue that whether a project succeeds or fails is the responsibility of a project manager. According to Giri (2019), the presence of project managers with expertise, knowledge and leadership traits has a significant influence on the sustainability of projects undertaken by organizations. Duggal (2022) argues that the role of leadership in project management encompasses a wide range of activities, including effective planning, task coordination, project oversight, inspiring team members and making decisions vital to setting up a plan of action for project implementation. Leadership in project management is crucial to ensuring the success and sustainability of projects.

In the African context, for children, missing developmental milestones has lasting effects on adult human capital (Ford & Stein, 2016). However, there is lack of project sustainability which exposes children to immense challenges, including extreme poverty and the scourge of HIV/AIDS (Tahmina et al., 2020). A report by UNICEF and the World Bank Group (2016) established that as of 2013, 19.5% of children in developing countries were living in households that survived on an average of US$1.90 a day or less per person, compared to just 9.2% of adults. Given the pressures of modern life, economic hardships occasioned by high inflation rates, persistent and prolonged droughts, diminishing agricultural returns and increased domestic violence in some families, the psychological well-being of many children has been compromised. This has made life for children in some districts unbearable, with hardships that include lack of love and protection, food, clothing, shelter, medical care, sanitation and access to ECD centres.

In Africa most projects remain unsustainable, as evidenced by studies conducted in different countries. In Malawi, for instance, Dauenhauer et al. (2020) noted that sustainability in most projects is low due to low local community stakeholder engagement. A study carried out in South Africa by Hans (2019) showed that most projects cannot do without funding: for projects where funding was terminated, sustainability was not achieved. In Zambia, Lungo et al. (2017) revealed that the

challenge of project sustainability was not any different. The researchers noted that the nation has been using the Community Driven Development (CDD) strategy to develop three strong social investment initiatives for more than 30 years, with the goal of empowering local communities. The first phase alone gobbled US$ 64.7 million from the World Bank (Lungo et al., 2017). The authors note that social investment project infrastructures have remained 'white elephants' and the beneficiaries were still daunted by poverty and food insecurity. They identified insufficient government funding and inadequate community participation as key factors contributing to the projects' sustainability problems.

Ngoma and Mayimbo (2017) argue that to ensure sustainability of children's community projects, there is need for community participation at grass root level and inter-sectoral collaboration in the implementation of community programmes. One key approach is community-based Child Development Centres, which require a lot of support, monetary or otherwise. Community participation is one way that offers sustainability and increases levels of self-esteem and reliance. The ideal community participation for project sustainability entails influence on development decisions rather than participation in the implementation of development activity. According to Lungo et al. (2017), a project planned and implemented for people by outsiders' results in low self-esteem and lack of a sense of ownership, which jeopardizes the projects' sustainability.

According to Ilesanmi and Afolabi (2022), facilitators of sustainability in Africa include community ownership, which is brought about by engagement of stakeholders from the outset. Impeders to the sustainability of donor-funded projects include lack of financial leadership, and weak donor-community interactions. As observed by various authors, most implemented projects require huge amounts of money to ensure the attainment of project goals. When external funding ceases, all the efforts put towards the programme become worthless (Lungo et al., 2017).

In Kenya, various studies have highlighted the challenge of sustainability in community-based projects. For instance, Maringa and Gitonga (2018) examined the factors influencing the sustainability of non-governmental organization-managed children's homes in Kenya, which are a form of child centres. According to the study, resource mobilization, stakeholder engagement, self-income generating projects, and capacity

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development influence the sustainability of children's homes programmes. Langat et al. (2021) argued that beneficiaries of projects should be involved in decision making to create ownership, hence sustainability, of community projects.

Authors such as Densford, James and Ngugi (2018) have highlighted that over-dependence on a single source of funding is a major mistake that most local organizations have made. In the event that the initial source of funding is terminated, or the source dries up, the organization struggles to find new sources. Frequently, supported programmes get terminated. Affected organizations might have remained afloat if they had employed additional fund-raising sources that include charities, grants from foundations and corporates, as well as funding from governments (Federal, State and Local). In developed countries, federated funds such as United Ways and United Arts can be steady sources of relatively large amounts of money.

Obulemire (2021) investigated the aspect of institutional determinants and how they influence the sustainability of early childhood development (ECD) projects in Nairobi County, Kenya. As revealed by this study, there is a correlation between the availability of project resources and the long-term viability of ECD projects. Consequently, project stakeholders must employ resource mobilization strategies to guarantee that projects do not experience resource depletion. The study found a connection between project leaders and the sustainability of ECD initiatives. It emphasized that the leader's expertise, training and capacity to gather resources for the project are crucial for its sustainability.

In another study, Wachira (2020) investigated what influences the sustainability of Family Economic Empowerment Projects (FEEPs) by Child Welfare Society of Kenya in Nairobi City County, Kenya. One of the goals was to determine whether beneficiary participation influences project sustainability. A notable correlation existed between the involvement of beneficiaries and the sustainability of the project. The study asserted that for programmes to be sustainable, it is crucial to have the beneficiaries actively and meaningfully involved in their implementation.

This study sought to generate evidence-based information on the determinants of sustainability among community-based child centres, particularly in Kilome Sub-County, Makueni County. The centres have been at the forefront of helping and supporting

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vulnerable children in the community, by providing them with basic needs and rights such as education, protection, food, clothing, shelter and medical care. The study sought to establish how funding models, community participation and programme leadership influence the sustainability of community-based child centres in Kilome Sub-County, Makueni County, Kenya.

Makueni County is situated in the former Eastern Province of Kenya. Its capital and major town is Wote, where the county government offices are situated. The county has a population of 987,653, according to the 2019 National Census (KNBS, 2019). The County has six sub-counties, namely, Makueni, Mbooni, Kaiti, Kibwezi East, Kibwezi West and Kilome. The county borders Machakos to the North, Kitui to the East, Taita Taveta to the South and Kajiado to the West. The poverty levels in Makueni county stand at 60.6%, which is higher than the national average of 45.2% (KNBS, 2015). The county ranks 38 out of 47 counties in terms of poverty level.

Poverty and vulnerability pose significant challenges to achieving the County's vision for socio-economic transformation. A report by Platform for Social Protection (2019) observed that, in Makueni County, socio-economic challenges have important and wide-ranging effects on children's lives. According to the report, women in Makueni are likely to have little or no education, which increases their vulnerability. Ultimately, the women pass their status of exclusion to their children, perpetuating generational poverty. Lack of basic needs such as food results in nutritional deficiencies. Inevitably, this heightens the children's vulnerability, with many getting withdrawn from school by parents to save money.

It is in efforts to mitigate these social-economic challenges that a number of projects are being implemented as interventions, to ensure the attainment of the set county and country's goals and objectives. The County of Makueni has demonstrated commitment to children's welfare and, specifically, to the education of children. This is illustrated by its budgetary allocation to support the ECDE programme, infrastructural development of ECDE centres and scholarship support to the vulnerable, needy and bright students (Government of Makueni County, 2020).

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In Makueni County, Compassion International is supporting Child Development Centres, which formed the target population of the study. This research focused on examining the determinants of sustainability of Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County, Kenya.

1.2 Statement of the Problem

The sustainability of community-based programmes for many non-profit organizations, particularly those that are community-based, is a significant worry. Evidence from numerous studies, for example, Project Management Institute (2017) and Ceptureanu et al. (2018), show that roughly 40% of these programs experience failure within the initial years of implementation after the withdrawal of initial funding, which results in unfulfilled community needs. Ensuring sustainability of community-based programmes is critical. When a programme is no longer sustainable, its impact diminishes; it fails to deliver the desired results, culminating in unmet expectations that affect not only the children but the entire community (Ceptureanu et al., 2018).

Evidence from local studies, for example, Maringa and Gitonga (2018), shows that most children's rehabilitation programmes struggle with sustainability efforts after donors withdraw support for the programme. Obulemire (2021) has presented trends in which many projects in the Early Childhood Development sector fail when donors or the government take away support for their implementation. This is against a backdrop of worrying statistics by KNBS and UNICEF (2017), indicating that 9.5 million children in Kenya are severely deprived in at least three basic needs for their well-being. Sustainability of children's welfare projects or programmes would make a huge difference not only to the children's lives but also to the lives of their families and communities. Unless such sustainability is achieved, children's welfare in the country would be hampered by a collapse of all of the Sustainable Development Goals (SDGs), whether towards the alleviation of poverty (Goal 1) or hunger (Goal 2); or the attainment of health (Goal 3), education (Goal 4) and gender equality (Goal 5); or against climate change (Goal 13) or violence against children (Goal 16.2).

Lack of sustainability, especially in child development projects, can be a major contributor to social problems. There is therefore a need for deliberate actions to be taken

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to ensure the continuity of project benefits, even after the donors have left. The benefits conferred to the community by CBOs and institutions such as Ngaamba Child Development Centre, cannot be gainsaid. As a result, examining the sustainability factors associated with these community-based programs is critical, as depicted by Obulemire (2021), Wachira (2020), and Maringa and Gitonga (2018). However, although these studies investigated the sustainability of children's welfare projects or programmes, none looked specifically into the context of Child Development Centres like the Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County. In addition, the variables investigated in these studies are varied and therefore the previous studies do not address the specifics of this proposed study. It is as a result of the above-highlighted research problem and knowledge gap that this study sought to establish the determinants of sustainability of community-based child centres, focusing on Compassion International Assisted Child Development Centres in Kilome Sub-County Kenya, Makueni County, Kenya.

1.3 Objectives of the Study

This study examined the determinants of sustainability among community-based child centres, with a focus on Ngaamba and Kima, Compassion International-assisted child development centres in Kilome Sub-County, Makueni County, Kenya.

1.3.1 General Objective

To examine the determinants of sustainability among community-based child centres: case of Compassion International-assisted Child Development Centres, Kilome Sub-County, Makueni County, Kenya.

1.3.2 Research Objectives

1. To evaluate the influence of funding models on sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County.
2. To determine the influence of community participation on sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County.

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3. To investigate the influence of programme leadership on sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County.
4. To establish the influence of other stakeholders on sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County.

1.4 Research Questions

1. What is the influence of funding models on sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County?
2. How does community participation influence sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County?
3. What is the role of programme leadership on sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County?
4. What roles do other stakeholders in the community play to ensure the sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County?

1.5 Justification of the Study

The section highlights the justification for conducting the study as well as the identification of those set to benefit from findings. This study was prompted by the lack of sustainability in community-based programmes, which has been a concern. Evidence indicates that a significant number of community-based programmes terminate in their initial years of implementation, especially after the first funding is discontinued, with the dire implication that the projects' intended objectives were not achieved. This scenario has also been observed in Kenyan children's rehabilitation programmes or projects that struggle to sustain themselves after a donor withdraws support. To have funding dry up has devastating outcomes on the children and society at large. It was in efforts to understand the dynamics of funding vis-à-vis the critical issue of sustainability among

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community-based child centres that this study was conducted. The study generated evidence-based results and shared practical findings that can be relied upon by stakeholders to mitigate the problem. The knowledge generated by the study is therefore expected to benefit various beneficiaries.

1.6 Significance of the study

To policymakers, especially County and National governments that are tasked with the role of safeguarding the rights and welfare of children, this study will provide insight into the benefits of child development centres/programmes assisted by organizations such as Compassion International. Furthermore, the study will explore strategies to improve the sustainability of these programmes. From the study findings, they can evaluate ways in which they can support such programmes.

On their part, the leadership of Child Development Centres as well as Compassion International can use the findings of this study to make improvements in the implementation, resource mobilization, community involvement, and other strategies that could enhance the sustainability of the programmes they are offering to the community.

The study should also benefit the community in Kilome Sub-County, Makueni County, where these child development centres are located. The host community will be enlightened on how they can support community development programmes that benefit them in a bid to ensure that they remain sustainable.

The gaps identified by this study may be of value to researchers and scholars: the study will contribute to the existing body of knowledge in the area of sustainability of children's development programmes. The study will also serve as a reference point for future researchers. The research may inspire other researchers to conduct further research based on the gaps identified in the study.

1.7 Scope of the Study

The study sought to examine the determinants of sustainability among community-based child centres in Kilome Sub-County, Makueni County, Kenya. The study specifically looked at the influence of funding models, community participation, programme leadership, and the influence of other stakeholders on the sustainability of Compassion

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International-assisted child development centres in Kilome Sub County, Makueni County. This study was conducted in Kilome Sub County, which is one of the six sub-counties of Makueni County, Kenya. The study was limited to Kilome Sub-County due to the high number of Centres that are supported by Compassion International. They include Ngaamba CDC, Kiima Kiu CDC, Sultan Hamud CDC, Kima CDC, and Kiu CDC. The study targeted the project leaders/management teams in the Centres. It also targeted the committee members who were comprised of the community members and the staff. The community members were targeted since the compassion-supported projects in their areas directly or indirectly impacted them. The study population included the staff, the beneficiaries of the child development centre, and community members. The study was anchored on resource mobilisation theory, stakeholders' theory and sustainability theory.

1.8 Assumptions of the study

This study was guided by the following assumptions: First, the study would receive the go-ahead from the centres' authorities and gain access to the relevant centres. The study also assumed that the participants would provide consent to and collaborate with the study. Thirdly, the study assumed that the participants would provide accurate, honest answers (to the questions to the best of their knowledge) and that the data would be reliable and support the conclusions drawn from the study's objectives. Further, the study assumed that the developed data collection instruments (questionnaire and interview guide) would be adequate to collect reliable data to address the study objectives. Finally, the study assumed that the sample size and demographic categories selected were sufficient and would provide adequate data to meet the study's objectives.

1.9 Limitations and Delimitations

Since the study obtained primary data from respondents, some of whom did not have complete understanding of the questions, the researcher personally delivered the questionnaire and explained to them the items they did not understand, to enable them to respond appropriately. There were a few respondents who were unwilling to participate due to time constraints and others felt that it would interfere with or disrupt their work schedule. The researcher booked appointments with the respondents during their free time to address this challenge. The researcher also used the drop-and-pick-later

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method, as well as emails, to deliver questionnaires, which enabled respondents to respond to questions during their own time. Another foreseen limitation is that some respondents might be reluctant to participate in the exercise due to fears about the confidentiality of information they provided, and related fears of victimization. To address this concern, one, the questionnaire filled out by the respondents did not require them to provide personally identifying information such as name and telephone number. In other words, each respondent remained anonymous. Two, the researcher observed research ethics, one of which was to ensure confidentiality.

1.10 Operational Definition of Terms

Community-Based Organizations (CBOs): These are community-based child centres in Kilome Sub-County, Makueni County, which help and support vulnerable children in the community by providing them with basic needs and rights, such as education, protection, food, clothing, shelter, and medical care.

Community Participation: This describes community involvement in the community-based child centres in Kilome Sub-County, by carrying out some pertinent task, determining goals, or being involved in decision-making on aspects affecting the programme.

Funding Model: This refers to the various methods and sources used to fund or provide resources to community-based child centres (such as grants, fundraising, and

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philanthropic donations) to support their daily running of activities.

Programme Leadership: This describes the project management team involved in the planning, coordination, overseeing projects and making key decisions regarding the day-to-day running of the child development programmes in child centres in Kilome Sub-County.

Stakeholders: These are the children benefiting from the programme, the community members, development partners, corporates, the government, and any other individuals or organization involved in the child development programmes in Kilome Sub-County, Makueni County.

Sustainability: The capacity of the community-based child programmes under implementation to persist in operation, continue to provide benefits to their stakeholders (i.e. the community and children), and achieve set objectives.

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter looks at what other researchers have found out on the subject matter under consideration. It delves into pertinent empirical research, theoretical underpinnings surrounding the all-important issue of the sustainability of non-profits and the relevant conceptual framework. The section focusing on empirical literature discusses previous studies by other authors, especially concerning their research objectives and the variables under consideration. The theoretical framework outlines the theories that inform the study, while the conceptual framework describes the hypothesized relationship between the variables in the study.

2.2 Theoretical Framework

This section discusses the theories attributed to other authors and scholars that were important in guiding the study. This research was based on Resource mobilization theory, Stakeholder Theory and Sustainability theory.

2.2.1 Resource Mobilization Theory

Resource mobilization theory was developed in the 1970s to study how social movements depend on resources to bring about social change. RM theorists, John McCarthy and Mayer Zald published a key paper outlining the ideas of resource mobilization theory. The paper outlined how social movement organizations (SMOs), or groups can advocate for social change (Crossman, 2020). According to resource mobilization theorists, there are several ways that SMOs can acquire the resources they need. For example, social movements might produce resources themselves, aggregate the resources of their members, or seek out external sources whether from small-scale donors or larger grants (Mann et al., 2015).

Much of this theory's attention has been focused on identifying membership network structures that favour rapid mobilization and provide the stable flow of resources required for the project to successfully pursue tactical and survival goals (Golhasani & Hosseinirad, 2017). Resources are the inputs that are used in the activities of a programme. Resource mobilization is the process of obtaining resources from resource

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providers and utilizing various mechanisms to carry out the organization's work to achieve predetermined organizational goals. It is concerned with acquiring the necessary resources in a timely and cost-effective manner. Resource mobilization advocates for having the right type of resource, at the right time, and at the right price, as well as making the best use of acquired resources to ensure maximum utilization (Golhasani & Hosseinirad, 2017).

Organizations do not spontaneously emerge. Rather, they require the mobilization of resources, which are solicited by the programme and provided by donors and partners. These include natural, physical, human and social resources and most commonly financial resources (Molefe, 2012). According to Batti (2014), there are two categories of funding sources: conventional and non-conventional. Conventional sources include individual philanthropy, private foundations, corporate agencies, government, and foreign development agencies. Non-conventional sources include membership fees, businesses, income-generating activities, and prizes/awards. Organizations should strive to understand funding sources in both categories and develop strategies to access them.

Organizations that do not have a strong sustainability culture will not thrive. When all staff members respect their roles and seek to understand and meet the needs of the organization, a good sustainability culture exists. A good culture exists when employees value programme and sustainability as the two essential components of a successful organization. Besides, employees must strive to recognize the inter-connectedness of these two key pillars of sustainability. A flexible organizational culture keeps an organization creatively seeking ways to maximize resources, find innovative ways to raise funds, or carry out programmes in difficult environments. Resource mobilization is critical since it ensures the continuation of projects. Sustainability is affected by the following factors: the presence of competent staff, supportive policies, internal systems to manage assets, an organization's ability to establish relationships with individuals and other organizations and an organizational culture that reinforces sustainability efforts (Batti, 2017).

One of the primary strengths of RMT is its focus on the continuous flow of resources necessary for the sustainability of projects. Organizations that effectively mobilize

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resources can maintain their operations over time, which is crucial for long-term initiatives such as those supported by Compassion International (Kohl-Arenas, 2013). However, a notable weakness is the reliance on external funding sources, which can be volatile and unpredictable. For instance, if funding from government or private donors diminishes, project continuity may be jeopardized, as seen in agricultural projects in Uganda where donor funding ceased, leading to project failures (Agaba et al., 2023). This highlights a gap in understanding how organizations can diversify their funding sources to mitigate risks associated with dependency on external resources.

RMT posits that effective resource mobilization can lead to increased participation and enrollment in programs. Organizations that successfully attract funding can invest in outreach and recruitment efforts, thereby increasing the number of beneficiaries, such as children in educational programs (Kohl-Arenas, 2013). However, a weakness lies in the potential for resource allocation to favor certain demographics or areas, potentially neglecting underserved populations. For example, mHealth interventions have shown promise in reaching minority groups, yet many studies fail to implement strategies that ensure equitable access to resources (Anderson-Lewis et al., 2018). This gap suggests the need for more inclusive resource mobilization strategies that prioritize marginalized communities.

The alignment of resources with project objectives is a critical strength of RMT. Organizations that effectively mobilize resources can tailor their efforts to meet specific goals, enhancing the likelihood of achieving desired outcomes (Kohl-Arenas, 2013). However, a weakness arises when organizations become overly focused on resource acquisition at the expense of their core mission. This can lead to mission drift, where the pursuit of funding influences project objectives rather than the other way around (Puljek-Shank, 2018). The gap here is the need for frameworks that ensure alignment between resource mobilization efforts and the foundational goals of the organization.

RMT emphasizes the importance of having a clear exit strategy, which is essential for ensuring that projects can sustain themselves after initial funding ends. Organizations that plan for sustainability from the outset can better manage transitions and maintain impact (Kohl-Arenas, 2013). However, a weakness in many SMOs is the lack of comprehensive

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exit strategies that consider long-term sustainability beyond donor funding. For instance, many projects fail to establish local ownership or community engagement that would facilitate ongoing support after external funding ceases (Agaba et al., 2023). This gap indicates a need for more robust planning processes that integrate sustainability into the project lifecycle.

Finally, RMT highlights the significance of resource mobilization in delivering benefits to stakeholders, including learners and the broader community. Effective resource mobilization can enhance the quality and reach of services provided, thereby improving outcomes for beneficiaries (Kohl-Arenas, 2013). However, a weakness is that the benefits may not be equitably distributed among all stakeholders, particularly if resource allocation is not carefully managed. For example, stakeholders may feel disenfranchised if they perceive that their needs are not being met or if they are excluded from decision-making processes (George et al., 2021). This gap underscores the importance of stakeholder engagement in resource mobilization efforts to ensure that all voices are heard and considered.

This theory was relevant to this study since it demonstrated the importance of resource mobilization in the sustainability of projects and conveys the clear message that resources are a make-or-break factor for organizations. As such, the mobilization of resources is critical to the successful implementation and subsequent sustainability of community-based education projects such as the ones supported by Compassion International. In this study, this theory informs the aspect of funding models and how it influences the sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County, Kenya.

2.2.2 Stakeholder's Theory

This study is also guided by the Stakeholders' Theory. The stakeholder theory concept was initially developed from academic research undertaken in the United States in the 1960s, and later in 1984. Edward Freeman first published his book about stakeholder theory, which defined stakeholders as those groups having a high enough impact on an organization to cause it to stop existing without the stakeholders' support (Freeman, 2010). A stakeholder is defined as any individual or group that is directly or indirectly

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affected by an entity or a task. Stakeholders can be either internal or external to the project team, or internal or external to the scope of the project (Li et al., 2013). Stakeholder theory is an effective framework for analyzing the behavioral aspects of the project management process. According to the theory, all the genuine parties participating in entity activities or tasks are required to benefit. The stakeholder's theory stresses the fact that society members greatly benefit through their participation (Freeman, 2010).

Various stakeholders have or believe they have various stakes in the project during the project management process. Based on their perceived stake in the project, stakeholders act in ways they believe will help them achieve their objectives, which may or may not be congruent with the project manager's project mission, vision, and/or objectives. As a result, it is the project manager's responsibility to understand each project stakeholder's objectives to effectively manage his or her needs and desires. To ensure a successful project outcome, the project manager must be skilled at managing the interests of multiple stakeholders throughout the project management process (Gasemagha & Kowang, 2021). Further, community-based organizations should put in place proper measures to ensure that their members participate in making various decisions, that they are well trained in matters of community presentations, and that their members' interests are safeguarded.

Effectively, the stakeholder's theory constitutes the inquiry of how stakeholders influence the sustainability of projects/programmes. This theory helps us understand the significance of community participation in community-based child development programmes like the Compassion International-assisted child development centres in Kilome Sub-County, Makueni, and how it influences the sustainability of such programmes. The theory emphasizes the significance of the relationship between the various stakeholders, such as the community members who are poised to benefit directly or indirectly from the programmes, and the project leaders/managers.

2.2.3 Sustainability Theory

Sustainability Theory was articulated by The concept of sustainability was brought to the public's attention after a 1972 report, "Limits to Growth," issued by the international

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think tank Club of Rome. Later in 1980 the World Conservation Strategy developed by the International Union for Conservation of Nature, in collaboration with the U.N. Environment Programme and World Wildlife Foundation, worked to make sustainability a benchmark of international action. The term "sustainable development" achieved international public prominence through the 1987 report of the World Commission on Environment and Development, Our Common Future, often called the "Brundtland Report," after the name of its chair, former Norwegian prime minister Gro Harlem Brundtland. It presented the famous definition as follows: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987).

The Brundtland Report has helped initiate an international public debate on sustainability, which has since generated numerous alternative formulations. Sustainable project management is a relatively new field of study, but it has enormous potential given the numerous benefits projects provide as change agents. The incorporation of sustainability in project management can be used as a lever to deliver all projects sustainably (Agarwal & Kalmár, 2015). Sustainability, as argued by Lungo et al. (2017), is the cornerstone of any development endeavor. It entails the continuation of benefits flowing with or without the programmes or organizations that stimulated those benefits. In other words, under the rubric of sustainability, the benefits realized by an organization are maintained and extended even after donors withdraw.

Sustainability integration at the project or operational level is necessary because traditional project management techniques provide a limited consideration for sustainable development (Agarwal & Karmal, 2015). If realized, sustainability can help gain reputation for a project, reduce financial risks and potential litigations, as well as help an organization develop a competitive edge (Kahachi, 2017). Project sustainability is a more proactive, long-term approach in which organizations focus their efforts on doing good and completing all projects in a sustainable manner. The achievement of project sustainability also depends on the active role played by the project team and parties involved in the project, programmes, and portfolios (El Khatib et al., 2020).

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This theory guided this research, both to enable the study understand the criticality of sustainability and its indicators that were used to measure the sustainability of child development centres programmes in Kilome Sub-County in Makueni County. According to this theory, projects are deemed to be sustainable if they can be able to effectively meet set needs by benefiting the population without placing any threats on the ability of future generations to meet their needs from the same projects.

Review of Literature

2.3 Sustainability of Programmes

The concept of sustainability was initiated by the Brundtland Commission's report of 1987 while looking at sustainable development aspects. According to Ravago et al. (2015) sustainability is about integrating economic, environmental and social aspects, as well as integrating short-term and long-term aspects into the operations of an organization. The concept has further been applied in project management to explain project sustainability. Lungo et al. (2017) indicated that a project is sustainable if the beneficiaries are capable on their own, without the assistance of outside development partners, to continue producing results for their benefit for as long as their problem exists.

Many community-based organizations face significant challenges with project sustainability. A significant number of projects in developing countries fail to provide long-term societal benefits. One source of failure is the inability to fully grasp the issues of impact and sustainability (Lungo et al., 2017). The United Nations (2020) report on the sustainability of community-based programmes proposed a set of pragmatic strategies that would involve all stakeholders, by ensuring effective partnerships to raise the sustainability level of community-based programmes. Communities' strategies for the sustainability of community-based programmes should therefore be based on a clear understanding of the existing problems, the achievable benefits, and the factors that underpin sustainability.

Community-based development programmes or projects are among the most rapidly expanding mechanisms for channeling development aid. Community-led programmes are viewed as mechanisms for increasing sustainability by scaling up poverty reduction

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efforts, making development more inclusive, empowering poor people, building social capital, and supplementing public sector activities. Community-driven development programmes are said to accomplish all of this by directly pursuing development priorities from target communities and allowing communities to identify projects, eligible recipients and beneficiaries. They use the resources available to the poor, such as credit, social funds, capacity building, and occupational training, to strengthen community civic capacities by nurturing organizations that represent them (Ceptureanu et al., 2018).

The term "community-based development" refers to projects in which beneficiaries are actively involved in their design and management. According to Amakye (2017), in a study in Ghana, Community development is the process of organizing community members to participate in a developmental programme that will improve their lives and enable them to become self-reliant. Australian Institute of Family Studies (2017) indicates that community development is a process where community members are supported by agencies to identify and take collective action on issues which are important to them. These programmes are mostly delivered through Community-Based Organizations (CBOs).

Across the world, as has also been observed in Kenya, CBO establishments cater to the needs of the society, for instance by undertaking programmes on child protection, poverty, health, and education support, as they strive to fulfil the government goals such as enhancing the economic growth of the country and supporting the implementation of the SDGs as advocated for by the United Nations General Assembly.

A programme is considered sustainable when its relevant activities and resources continue in the direction of its primary objectives and subsequently deliver beneficial objectives (Armenia et al., 2019). These authors believe that programme sustainability depends on the continuation of its implementation strategy, in terms of the organization concerned and programme effects. The authors, Hamdan et al. (2021) agree: they state that a programme only becomes sustainable once its relevant processes—including financing—become institutionalized and if its beneficiaries remained empowered for the long-term.

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A review of studies carried out in the African context indicates that numerous factors have been found to affect the sustainability of projects. These include community ownership and engagement of stakeholders, leadership, and funding (Ilesanmi & Afolabi, 2022); community participation and involvement in decisions of the projects (Ngoma & Mayimbo, 2017); community participation in all phases of formulation and implementation of projects (Lungo et al., 2017); and leadership skills of project managers (Getachew, 2022). Sustainability ensures benefits flow even after the funders and other partners leave. Without sustainability, all the efforts in terms of resources and time put towards the programme become worthless (Lungo et al., 2017).

In a study conducted by Onio et al. (2015) on the dilemma in the sustainability of community-based projects in Kenya, it was determined that while many community-based programmes receive large sums of cash from donations, most of them fail to provide sustainable benefits to the target groups. The study noted that while many of the organizations' projects highlight sustainability elements in their initial proposals, the actual implementation was not adequately typified by sustainability. Furthermore, in these projects, lack of stakeholder ownership and commitment led to project failure. The study suggested that the need for inclusive and viable community-driven approaches to project sustainability could be accomplished through the participation and involvement of all stakeholders.

This study sought to examine the determinants of sustainability of community-based child centres in Kilome Sub-County, Makueni County, Kenya. This sustainability was assed using such variables as project continuity, number of children enrolled, achievement of project objectives, exit strategy, and benefits to stakeholders (i.e. learners and the target community).

2.4 Funding Models of Community-Based Programmes

Broadly, two methods are used to acquire the funds or resources necessary for development organizations to continue offering services to the community. These are: 1) Conventional means such as private foundations, individual philanthropy, corporate entities, government agencies, and foreign development agencies. 2). Unconventional means such as membership fees, businesses, income-generating activities, and awards or

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prizes. Organizations need to acquaint themselves with knowledge on how to source for funds and other relevant resources in areas they have yet to explore. If they lack the skills necessary to achieve this critical goal, they then must invest in acquiring the knowledge and strategies. Accessing existing resources through private and public sources, creating new wealth, and capitalizing on non-financial resources are the three ways to mobilize resources (Batti, 2017).

Community-based organizations may use various funding models to finance their operations and ensure their continuity. According to Lungo et al. (2017), in a study conducted in Zambia, non-profit organizations implementing community-based projects for a long time have relied on the generosity of donors to support their project activities, through grants and donations. Many organizations have recognized that such funding sources are typically insufficient to meet project objectives, resulting in rising project implementation costs and the premature collapse of otherwise viable non-profit entities. Even when the organizations persist in operation, many remain unsure about whether their donors will continue to meet program costs or shift focus to other priorities. Also, sometimes a donor goes out of business and is unable to continue providing needed resources. These are some of the scenarios that cause donor funding uncertainty and make it extremely difficult for non-profit organizations to consistently plan and implement project activities (Lungo et al., 2017).

Escalating competition for limited grant resources compels organizations to explore alternative avenues for diversified financing to guarantee the continued execution of their projects. According to Yuwen (2016), raising funds has become an important aspect for NGOs. Project leaders often feel pressured to follow the money and, in turn, they are forced to conform to the wishes of funders, who ultimately determine the scope and direction of their operations.

It is important to have someone at the top with the belief, energy, and time to spearhead fundraising efforts (Lipsanen, 2017). Having a solid relationship with donors is critical, yet, as organizations seek resources, they should remain aware of the stark possibility that the funding they have received may well be a one-time resource. Indeed, the donor may be only a one-time donor. Throughout, it remains critical to ensure that the project will be

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self-sustaining once the donor withdraws. There is evidence that NGO programmes often encounter difficulties in achieving phase-out and sustainability, concepts that are frequently mentioned in development contexts. NGO projects are intended to bring about change in the lives of the needy. However, change will only be possible if NGOs can sustain their programmes, which is possible when NGOs start their programmes with a good phase-out strategy (Ceptureanu et al., 2018).

Mohamed and Muturi (2017) examined whether local non-governmental organizations in Puntland, Somalia, were sustainable. Their study focused on the three factors influencing the financial sustainability of NGOs—sources of finance, income diversification, and strategic financial planning. The study, which utilized a descriptive research design, focused on the management teams of non-governmental organizations (NGOs) located in the Puntland state of Somalia. Findings suggest that diversification approaches and strategic management have a favourable and statistically significant impact on the financial sustainability of NGOs. Organizations who had diversified their sources of funding and implemented strategic approaches exhibited greater financial sustainability compared to those that did not. There was, however less correlation between financial sources and financial sustainability, indicating that financial sustainability did not rely heavily on financial sources. The study recommended that, to promote financial stability, NGOs need both to diversify their income sources and engage in strategic financial planning.

Gachui (2017) assessed the effect of donor funding on the success of community development Projects in Embu County, Kenya. The study population consisted of individuals who were participating in the 20 water projects in Embu County. Questionnaires were used to gather data, and descriptive and inferential statistics were used to analyze the results. It was found that donor financing has an effective and considerable impact on the level of success of community development programmes. This meant that more funding from donors resulted in greater success and sustainability of community development programmes.

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2.5 Community Participation

Involvement of local community in decision-making about community-based projects is significant for project success (Liang, Yu, & Guo, 2017). Community participation influences how fast and how well the programme is established. According to Ceptureanu et al. (2018), community acceptance of the project relies on the support of stakeholders, improving such programme accountability and contributing to a better understanding of the stakeholder's role. The authors additionally argue that involved community members have a better understanding of their problems. As a result, they are more qualified to use their skills and resources to find practical solutions to those problems.

In the current study, numerous research findings have been reviewed to demonstrate the link between community participation and the sustainability of projects. While evaluating the impact of community participation on projects' success in Africa, Kinyata and Abiodun (2020) revealed that the cornerstone of community-based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation. Community participation involves direct contribution and involvement, control, ownership, and feedback of stakeholders in the project. When community members-the potential beneficiaries-make key project decisions, participation becomes a self-initiated action, which leads to better-designed projects, better-targeted benefits, cost effectiveness, and ultimately leads to more equitable distribution of project benefits. Members' involvement also strengthens the capabilities of the citizenry to undertake self-initiated development activities and improves the match between what a community needs and what it obtains (Kinyata & Abiodun, 2020).

The sentiments of Kinyata and Abiodun (2020) on community participation correspond with those of Lungo et al. (2017), who investigated the determinants of project sustainability beyond donor support. The study specifically examined donor-supported governance projects in Kabunda and Mansa parishes in the Diocese of Mansa, Zambia. This descriptive study applied purposive and random sampling methods to determine the appropriate sample size, which included households and key informants. Data was gathered using questionnaires and interview guides and examined using quantitative and

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qualitative techniques. The results indicate that the governance of the project had suffered sustainability due to poor community participation. The researchers recommended that development stakeholders should ensure communities participate in all phases of formulation and implementation of projects. From the findings, it is evident that community participation is a key determinant of project sustainability. Lungo et al. (2017) noted that some NGOs tend to depend too much on donor resources while ignoring the potential of the local communities to provide and sustain their projects, hence failure becomes inevitable.

Locally, Muniu, Gakuu, and Rambo (2018) investigated the influence of community participation on the sustainability of community water projects in Nyeri, Kenya. The study utilized a mixed-method research design and focused on the recipients of water projects in three Sub-Counties of Nyeri County. A total of 290 respondents were selected utilizing systematic random selection. Data was gathered using a questionnaire and through focus group discussion (FGD). The data was analyzed using descriptive and inferential approaches. The study found a moderate correlation between involvement in resource mobilization and the sustainability of community water projects. It confirmed that involving the community in raising funds had a substantial impact on the sustainability of community water projects. It further established that community participation in resource mobilization had a significant influence on sustainability of community water projects. The study suggests that the community should be included in the mobilization of project resources to enhance the sustainability of community water projects. In another study, Otieno and Mueke (2017) examined the influence of community participation on the sustainability of water and sanitation projects within the slum of Rhonda in Nakuru County, Kenya. The study targeted an average population of 296 households where cluster sampling was used. Data was gathered through a questionnaire and examined using descriptive and inferential statistics. The study found that there was a significant positive influence between community participation and the sustainability of community-based projects. The research recommended that the community should be engaged in the implementation and monitoring of the projects at all stages of development.

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2.6 Programme Leadership

Yukl and Gardner (2020) define leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives."

Northouse (2021) defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal." Some elements essential to the phenomenon of leadership are: (a) process-based leadership (b) influencing others (c) group context (d) goal attainment and (e) sharing these goals with leaders and followers.

The ultimate purpose of community development is to develop members' abilities and capacity to impact their well-being and quality of life by optimizing their utilization of resources to benefit them socially and economically. This can only be achieved through effective management of community development programmes as well as having highly committed and enthusiastic leadership (Rogers, 2019). Community project leadership often utilizes tactical knowledge, such as the ability to network, seek resources, and spot local talent for the projects' benefit. Community leaders can also aid the processes of voicing expectations, learning, and networking in niche building (Giri, 2019).

Leaders have a role to clearly establish the project's mission and vision. Leaders should plan for sustainability and follow a realistic project plan. Leaders should also identify alternative and multiple strategies for project survival (Duggal, 2022). Batti (2017) states that an organization's leadership must articulate the vision for what they want the organization to achieve, what would be the impact of the success, and how the interests of the potential funders would be realized without compromising the programmes mission. Leaders are also crucial in building empowering relations/partnerships for a successful outcome.

Regionally, Getachew (2022) examined the impact of leadership skills on the execution of projects, towards sustainability of the projects. The study examined the project manager's soft leadership skills, that is communication and interpersonal coordination, team building, delegation and problem-solving skills on project success and sustainability. Using the convenience sampling technique, the study gathered data from

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30 subjects linked with organizations related to projects. Descriptive statistical analysis was used to analyze the data. According to the study findings, there was a statistically significant positive relationship between each of the identified soft leadership skills and project success and sustainability. The study emphasized project managers' coordination skills as well as problem-identification, problem-analysis and problem-solving as critical to project success and sustainability.

Lenjo and Moronge (2018) examined the drivers of sustainability of youth empowerment projects in Taita Taveta County, Kenya. Some of the variables examined included how leaders' skills in project management and project funding influence the sustainability of youth empowerment projects. The study used structured questionnaires to collect data, which was analyzed using both quantitative and qualitative data analysis methods. The regression results established that project funding and leaders' project management skills had a positive and significant relationship with the sustainability of youth empowerment projects. It was revealed from the findings that project managers have the ability to budget and audit projects. They also ensure efficiency in project management, thus enhancing sustainability.

Masinde and Muteshi (2020) sought to establish the factors that influence the sustainability of donor-funded youth projects in Kakamega County, Kenya. Some of the variables examined were how leadership capabilities and youth participation influence the sustainability of donor-funded youth agribusiness projects in Kakamega County. The study employed a descriptive research approach, focusing on the youth involved in the agri-business enterprises that were sponsored under the USAID/YYC programme. Questionnaires were used to collect primary data, which was then analyzed using descriptive and inferential statistics. The findings showed that leadership capabilities and youth participation affected the sustainability of donor-funded youth agri-business projects. It was concluded that project management/leadership plays a significant role in the sustainability of the projects. It was recommended that project management should develop and implement sound policies, diversify their project approaches, and establish effective partnerships for the sustainability of the projects.

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Mary (2018) examined the effect of project management leadership on the performance of Compassion International projects in Kitui County, Kenya. The research design employed in this study was descriptive. The sample was selected using stratified random sampling, with the study focusing on a population of staff who were involved in the implementation of Compassion International initiatives in Kitui County. Data was collected through questionnaires and analyzed using descriptive statistics and regression analysis. The results suggest that there was a positive correlation between project performance and leadership. The research demonstrated a significant correlation between the sustainability of the Compassion International project and the component of project management leadership.

2.7 Stakeholders Involvement

Stakeholders are individuals or organizations who can affect or are affected by the project. Partnership and involvement of various stakeholders is increasingly being integrated into development work. Partnerships and stakeholders' involvement are now identified as an effective and sustainable mechanism to addressing social problems facing diverse communities (PMI, 2017). According to Armenia et al. (2019), projects should be aimed at realizing benefits for stakeholders as the project success is measured based on stakeholders' satisfaction. These authors argue that, although project managers' decision-making in still largely dominated by the 'iron triangles' (time, cost, quality), sustainability principles are strongly considered for stakeholder transparency and accountability This is in line with the "stakeholder theory" of Freeman (2010), which advocates for taking into account the stakeholders' interests.

The above sentiments are in line with those of Hamdan et al. (2021), who indicated that sustainability of development projects can be achieved through collaborating and engaging stakeholders, especially when ambitious goals are defined to enhance transparency and involvement of a wide range of stakeholders. Batti (2017) indicates that local NGOs in developing countries experience difficulties in effectively achieving their mandates without collaborating with others. Every time a stakeholder enters or exits a community project, the level of complexity changes. Effective management of

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stakeholders and partnerships is important because a failed partnership process can be disastrous to a project's viability and legitimacy. The stakeholders involved in project implementation should be allowed system-wide inclusion in organizing, designing and implementation, to ensure they own it throughout (Batti, 2017).

A study by Olukotun (2017) revealed that the participatory role of communities in planning and budgeting would enable stakeholders to identify resources among communities, which would be used in programmes, projects and activities, thereby reducing dependence on donors. Empowering the local communities through sustainable allocation, management and exploitation of resources are key elements of poverty alleviation.

Locally, Gatumi et al. (2022) investigated the impact of stakeholder engagement on the sustainability of food security projects in Kenya's arid lands. This was a cross-sectional descriptive survey that targeted food security projects implemented by UN Agencies within eight Counties in arid Lands in Kenya. Stratified sampling was used, and data was collected using a questionnaire. The data was analyzed through descriptive statistics, correlation analysis, and multiple regression analysis. The study found that stakeholder engagement was positively related to the sustainability of food security projects and that increasing stakeholder engagement would result in increased project sustainability.

2.8 Research Gaps

A review of the existing literature reveals that several studies on the determinants of sustainability have been conducted. However, the studies conducted have been done in different jurisdictions—globally and regionally—and looked at different variables. Based on a review of studies conducted in Kenya, Obulemire (2021) examined the institutional determinants of sustainability of Early Childhood Development projects, with a focus on Baby Friendly Community Initiative Project in Dagoretti, Nairobi County, Kenya. Wachira (2020) investigated the determinants of sustainability of Family Economic Empowerment Projects Undertaken by Child Welfare Society of Kenya in Nairobi City County, Kenya, while Maringa and Gitonga (2018) explored the factors influencing sustainability of children's homes programmes managed by non-governmental organizations in Kenya, focusing on Mbeere South in Embu County, Kenya. Though

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these studies have investigated the sustainability of children's welfare projects or programmes, none has looked in the context of Child Development Centres like the Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County. In addition, the variables investigated in these studies are different, which means these studies do not address the specifics of this current study. Effectively, the reviewed studies have left a knowledge gap that this study sought to fill.

2.9 Conceptual Framework

The conceptual framework illustrates the hypothesized interaction between independent variables and the dependent variable in the study. The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them.

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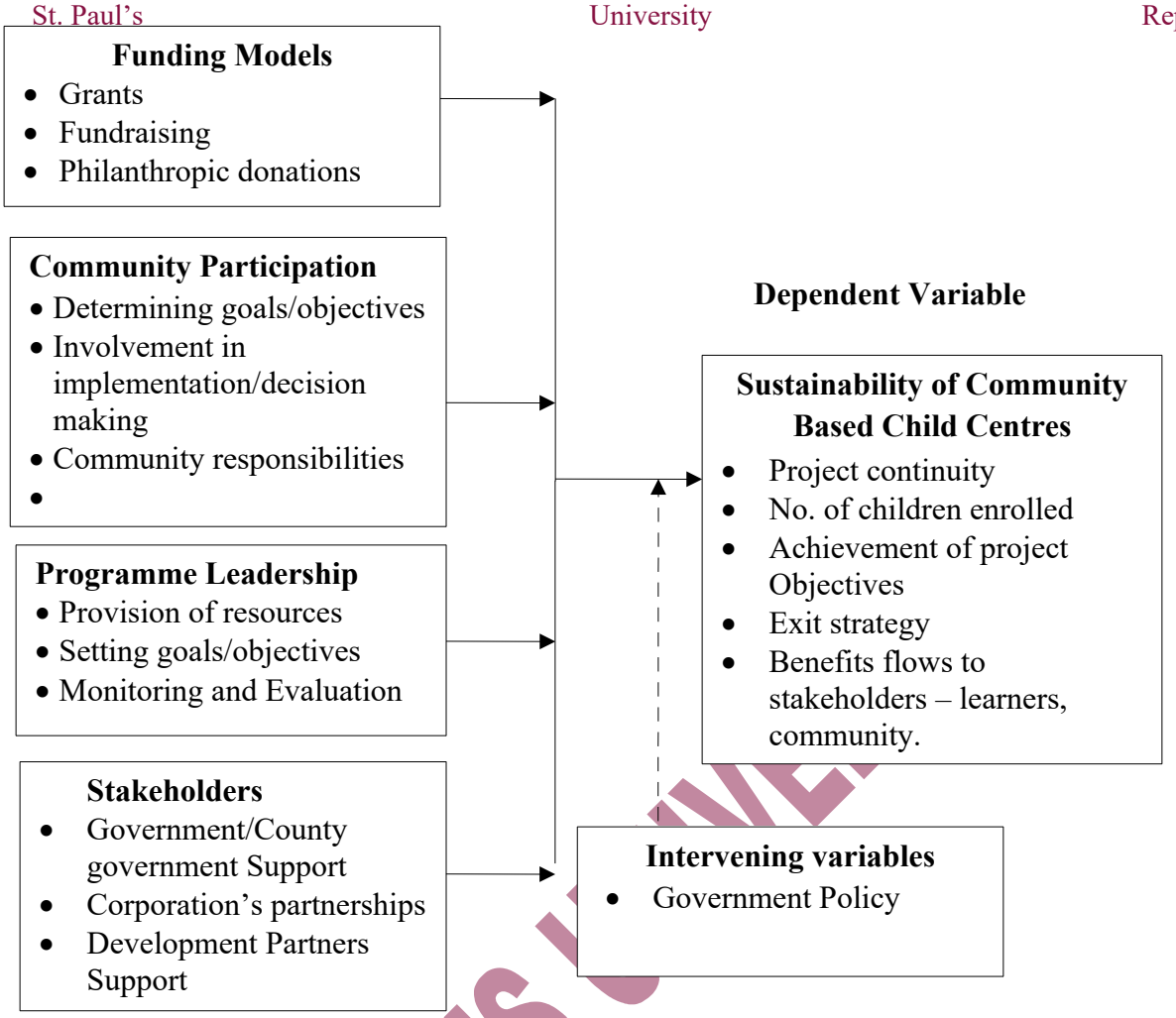


Figure 1: Conceptual Framework

Source: Researcher (2024)

In this study, the independent variables were funding, community participation, programme leadership, and stakeholder support. The dependent variable was the sustainability of community-based child development centres. Funding as one of the independent variables was measured by examining the existing funding models, may it be grants, fundraising programmes and/or philanthropic donations. Community participation was measured by looking at community members' involvement in determining the goals/objectives of the project, involvement in implementation/decision making, and looking at community members' responsibilities or roles on the projects being implemented in their locality. Programme Leadership was measured by examining the leaders' role in the provision of resources, setting goals/objectives, and monitoring and evaluating the projects. Stakeholders' support was measured by examining the support

that the project received from National or County governments, corporations and development partners.

The sustainability of community-based child centres was the dependent variable. This was measured by project continuity, number of children enrolled in the centres, achievement of project objectives, exit strategy of the donors and other partners, and benefits flows to stakeholders (i.e. learners, and the community). The study also incorporated intervening variables, which were localization and government policy. The study examined whether the relationship between the independent and dependent variables was influenced by these two variables.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the research methodology that was adopted to accomplish the study's objectives, as well as the research design implemented, the population of the study, sample size and sampling technique, the data collection instrument, pilot testing, data analysis techniques, and the ethical procedures that were implemented.

3.2 Study Area

The study area was Kilome Sub-County, which is one of the six sub-counties of Makueni County, Kenya. Kilome is in the arid and semi-arid zones of the eastern part of the country. The study was limited to Kilome Sub-County since there are other projects/centres supported by Compassion International. They include Ngaamba CDC, Kiima Kiu CDC, Sultan Hamud CDC, Kima CDC, and Kiu CDC. The map of the study area is attached in Appendix VI.

3.3 Research Design

The study utilized a descriptive research design. Descriptive research seeks to offer a precise representation of individuals, events, or situations. Descriptive survey research design is one of the best for human research. It allows for the collection of accurate current data to test hypotheses or answer questions to conclude the study. Descriptive study is concerned with finding out what, where, and how of a phenomenon (Kothari & Garg, 2020). Descriptive research is employed to gather information about the present state of phenomena to accurately depict "what exists" in relation to variables or conditions in a given situation. The methods involved range from the survey, which describes the status quo, to the correlation study, which investigates the relationship between variables (Kothari & Garg, 2020).

The study utilized a descriptive strategy to enable the gathering of extensive data for thorough analysis. The approach was suitable as it allowed for the utilization of the questionnaire to gather quantitative data and the interview guide to gather qualitative data. The design helped to describe the determinants of sustainability among community-based child centres.

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3.4 Target Population

Target population is defined as a set of members of real or hypothetical individuals, events, or objects that an investigator intends to study and draw conclusions of a particular subject matter (Majid, 2018). For the current study, the target population was Ngaamba and Kima Child Development Centres, which were supported by Compassion International in Kilome Sub-County, Makueni County. The unit analysis was the Compassion International assisted child development Centres/programme.

The target population comprised 108 committee members, who included 60 community members linked to the CDC, and 48 staff members, who included 2 managers in the two Child Development Centres, as shown in Table 3.1. The population was deemed suitable since it comprised individuals who were either the decision makers, stakeholders or staff who dealt with the day-to-day operations of the targeted Child Development Centres and were, therefore, expected to furnish reliable information to facilitate the current study.

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Table 3.1 Target Population

Population Category	Population Size	Percentage
Project managers	2	1.8
Staff of the child development centres	46	42.6
Community members linked to the CDC	60	55.6
Total	**108**	**100.0**

Source: Researcher (2022)

3.5 Sample Size, and Sampling Procedures

3.5.1 Sample Size

This section provides details on the methodology employed to determine the sample size for the study. It also includes information about the sampling technique employed to select the study's sample. Kothari (2019) defines a sample as a small proportion of an entire population, a selection from the population. In this study, the Yamane (1967) formula for calculation of sample size was adopted. According to Yamane (1967), for a 95% confidence level and p = 0.05, size of the sample should be:

$$n = \frac{N}{1 + N(e^2)}$$

Where n is the sample size

N is the population size

E is the level of precision (0.05)

$$n = \frac{108}{1 + 108\ (0.05^2)}$$

n = 85 respondents

From the formula, the sample size was 85 respondents. The sample size distribution is displayed in Table 3.2.

Table 3.2: Sample Size

Population Category	Population Size	Sample Size
Project managers	2	2
Staff of the child development centres	46	35
Community members linked to the CDC	60	48
Total	**108**	**85**

Source Researcher (2022)

3.5.2 Sampling Procedures

The study utilized simple random sampling to select the sample and purposive selection. Simple random sampling was applied in choosing the Staff of Compassion International and the community members linked to the CDC. A list of the population was prepared based on their sub-group; each element was marked with a specific number. The respondents were picked randomly from the population size of each of the sub-groups. Research findings resulting from the application of simple random sampling can be generalized due to the representativeness of this sampling technique; besides, the method minimizes bias (Saunders et al., 2019).

Purposive sampling was employed in this study to select the specific participants whom the researcher believed had rich information and could provide reliable data/information

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on the subject matter. Purposive sampling, also called judgment or selective sampling, is a sampling technique in which the researcher relies on his or her own judgment when choosing members of a population to participate in the study (Palys, 2008). This is in line with the guidance of Ames et al. (2019), who stated that purposive sampling is widely used in qualitative research for the identification and selection of information-rich participants to take part in a study. This researcher purposively picked two project managers from two Child Development Centres, in Kilome Sub-County, Makueni County; the researcher believed that, as managers of the Centres and the programme, they could provide the most pertinent information on the subject matter. These two managers were subjected to an in-depth interview addressing the research questions.

3.6 Data Collection Instruments

This study involved primary and secondary data. The collection of primary data was conducted by utilizing a questionnaire and an interview guide. The questionnaire collected data from community members linked to CDC and from staff of Child Development Centres in Kilome Sub-County, Makueni County. The questionnaire (attached in Appendix II) was semi-structured; it contained closed and open-ended questions. The closed questions were structured in nominal scale, and also included Likert scale questions. The reason for using the questionnaire for the study is that it facilitates the collection of the primary data that is assembled and prepared specifically for the study (Kothari, 2019). A questionnaire is preferred because it is efficient, cheap, and easy to administer. Besides, questionnaires are relatively easy to analyze, and they are simple and quick for the respondent to complete and collect data in a standardized way (Kothari, 2019). Each questionnaire had a cover letter assuring respondents that their responses were confidential and would be utilized for scholarly purposes. Additional data was collected from other literary sources, including books, published and unpublished theses, journal articles, and county government records.

The interview guide was used to collect data from the two managers in two Compassion International-assisted child development centres. The qualitative in-depth interviews complemented data collected from the questionnaires. The interview guide (attached in Appendix III) had interview questions addressing the study objective. The interviews

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took place at a time and place convenient to the participants; responses were recorded in the form of notes. An interview guide was essential in this study since it helped probe deeper into the subject matter from the respondents who had been purposively selected; besides, it complemented the data from the questionnaire.

3.7 Pilot Testing

A pilot study is a small-scale version or trial run used to prepare for a larger study (Hazzi & Maldaon, 2015). A pilot study of the questionnaire was carried out before the main data collection took place to examine whether there were weaknesses in terms of the design and instrumentation of the questionnaire. Winter and Dodou (2012) stated that a pilot study is frequently used to pre-test or try out a research instrument to determine its reliability. According to Mugenda and Mugenda (2012), a pilot study sample size of 1% to 10% is an adequate number to consider enrolling in a larger study. Based on this rationale, the pilot study sample size was 20 respondents, which helped test the questionnaire's reliability. The pilot test was conducted on Kiima Kiu and Kiu Child Development Centres, which are supported by Compassion International. The ones targeted (Ngaamba and Kima Child Development Centres) were exempted from the study. A group of respondents were given the questionnaire to fill out, then, after some time, were given the same questions followed by a comparison test. Pre-testing aimed to establish whether there were any inconsistencies or weaknesses in the questionnaire, to improve the quality of the questionnaire, and to ensure it answered the study questions appropriately. The pilot study also helped improve the data collection instruments (the questionnaire and interview guide) so that they could collect quality and reliable data to help answer the study objectives.

3.7.1. Validity of the Research Instrument

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Robson & McCartan, 2016). The researcher determined the validity of the research instrument by soliciting the views of experts in the field of study, particularly the researchers and academic supervisors, quality specialists, and lecturers. These experts assessed the instruments to ensure they were suitable and valid for collecting data to meet the study objectives. Feedback from these experts

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facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

3.7.2 Reliability of the Research Instrument

Reliability can be thought of as consistency. It tests whether the instrument can consistently measure what it is intended to measure (Robson & McCartan, 2016). One of the most popular reliability statistics in use today is Cronbach's alpha (Cronbach, 1951; Tavakol, 2011).

Reliability testing was performed using Cronbach's alpha test on the Likert scale questions for each variable, with assistance from the SPSS software. Cronbach's alphas determine the internal consistency or average correlation of items in a survey instrument to gauge its reliability (Kothari, 2019). Cronbach's alpha reliability coefficient often falls within the range of 0 to 1. A reliability coefficient greater than 0.7 is deemed satisfactory and is commonly used as a general guideline. The researcher used the results of the reliability test to revise and adjust the questionnaire in order to ensure that the instrument was dependable for gathering the necessary information to address the study's objectives. Table 3.1 presents the reliability findings.

Table 3.1: Reliability Results

Variables	Items	Coefficients
Funding	4	0.712
Community Participation	4	0.721
Programme Leadership	5	0.822
Role of Other Stakeholders	4	0.711
Sustainability	4	0.801

Source; Researcher, 2024

3.8 Data Collection Procedures

After receiving the introductory letter from the university and a research permit from the National Commission for Science, Technology and Innovation (NACOSTI), the researcher proceeded to contact the intended institutions and individuals to request their authorization to involve them as participants in the study. Once permission was obtained, the researcher approached Compassion International, Kenya, and informed them about the study and requested for permission to collect data from the staff and the community.

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Upon receiving the permission, the researcher informed the staff about the study, administered the questionnaire, and conducted the interviews with the respondents with the assistance of research assistants. The researcher collected data through the personal administration of the questionnaire to the respondents, assisted by two research assistants who had been trained on the questionnaire items and the administration process. However, in circumstances where the respondent was not readily available, the drop-and-pick method was applied. Each questionnaire was accompanied by a cover letter that explained the purpose of the research to the prospective respondent. In every centre, a lead contact person was assigned to a section. The responsibility of the principal contact person was to consistently prompt responders to fill out the questionnaires, after which the contact person received them. The two respondents were taken through a list of similar questions which captured all the objectives.

3.9 Data Analysis Techniques

This section provides an explanation of the methodologies employed and the manner in which data was examined. After gathering the data, the information obtained from the questionnaire underwent editing, coding, and entry into the Statistical Package for Social Sciences (SPSS) Version 21. The software also facilitated the analysis of the data. The data was thereafter subjected to both qualitative and quantitative techniques for processing and analysis. The analysis of quantitative data was conducted using descriptive statistics. The descriptive statistics encompassed measures of central tendency (mean) and measures of variability (standard deviation). Frequency and percentage distribution tables were utilized. The analyzed quantitative data was displayed in tables.

The qualitative data gathered from open-ended questions and interviews was organized into study themes. Data was analyzed through content analysis. The qualitative data was analyzed and classified into themes based on the research objectives. The findings were then presented in a narrative format, together with the quantitative data.

3.10 Ethical Considerations

The study followed multiple ethical protocols, granting the research participants the autonomy to make informed choices regarding their participation in the research process. The researcher clarified the study's goal to ensure comprehension of the study's

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objectives before obtaining consent for participation. Subsequently, the participants were allowed to make informed consent regarding their willingness to participate in the study.

The study sought permission and consent from the relevant institutions and participants. Additionally, the study obtained a permit from the National Commission for Science Technology and Innovation (NACOSTI), as well as an approval certificate from the board of ethics since the study was conducted in children's centres. The study then wrote letters to all the identified institutions and respondents, requesting permission to collect data from them. The findings of the study were shared with the relevant stakeholders who include the University and Compassion International-assisted child development centres in Kilome Sub-County. This way, the stakeholders could make use of the knowledge generated to make future decisions regarding the implementation of their projects.

Respondent confidentiality was another critical factor. To maintain confidentiality, respondents were requested not to provide their names or any personal information on the questionnaire or during the interviews. The information provided by the respondents to the researcher was treated as confidential and was not shared with third parties; it was only used for purposes of this study, eliminating the risk of victimization for participating in the study. In addition, permission was sought from the relevant authorities so that the respondents could have the confidence to participate in the study without any fear.

Lastly, participation in this study was voluntary, signifying that the researcher did not pressure or manipulate the participants into participating in the research. The researcher first explained the objective of the study to the participants and subsequently solicited their involvement in responding to the inquiries. Participation was voluntary: participants had a right to choose whether or not to participate in the study without consequences, regardless of their choice.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis and interpretation of the research findings in line with the study's objectives. The general objective of the data was to investigate the determinants of sustainability among community-based child centres, with a focus on Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County, Kenya. The specific objectives were to examine the influence of funding models, community participation, programme leadership and stakeholder support on the sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County.

The research gathered both primary and secondary data using a questionnaire and an interview guide from committee members, who comprised project managers, staff of the child development centres, and community members linked to the CDC in the two Child Development Centres in Kilome Sub County, Makueni County. Also looked at were previous studies on the subject matter. The analyzed data is presented in tables, bar charts and pie charts.

4.2 Questionnaire Response Rate

This section provides information on the number of questionnaires returned from the total number of questionnaires issued to respondents, as determined by the sample size.

Table 4.1: Questionnaire Response Rate

Response Rate	Frequency	Percentage
Responses	85	100.0
Non-Response	0	0
Total Sample size	**85**	**100.0**

Source; Researcher, 2024

A total of 85 questionnaires were administered; two interviews were also conducted. The questionnaires were administered to committee members, comprised of community members linked to the CDC and staff members who included managers in the two Child Development Centres. All the questionnaires were filled out, and the interviews were conducted and sent back for analysis. This represents a return rate of 100% as shown in

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Table 2. According to Babbie and Earl (2009), a 50% response rate is deemed adequate; thereupon, one can proceed with data analysis. A response rate of 70% and above is deemed good. The 100% response rate was therefore very good.

4.3 Demographic Characteristics of the Respondents

This section contains valuable data detailing the wide range of demographic characteristics of our respondents. This covers information on respondents' age, gender and name of the child centre linked with the respondent, designation/position in the specific child centres and duration the respondent had been a committee member.

4.3.1 Gender of the Respondents

This section provides details on the gender composition of the study participants. The findings are illustrated in Figure 4.1.

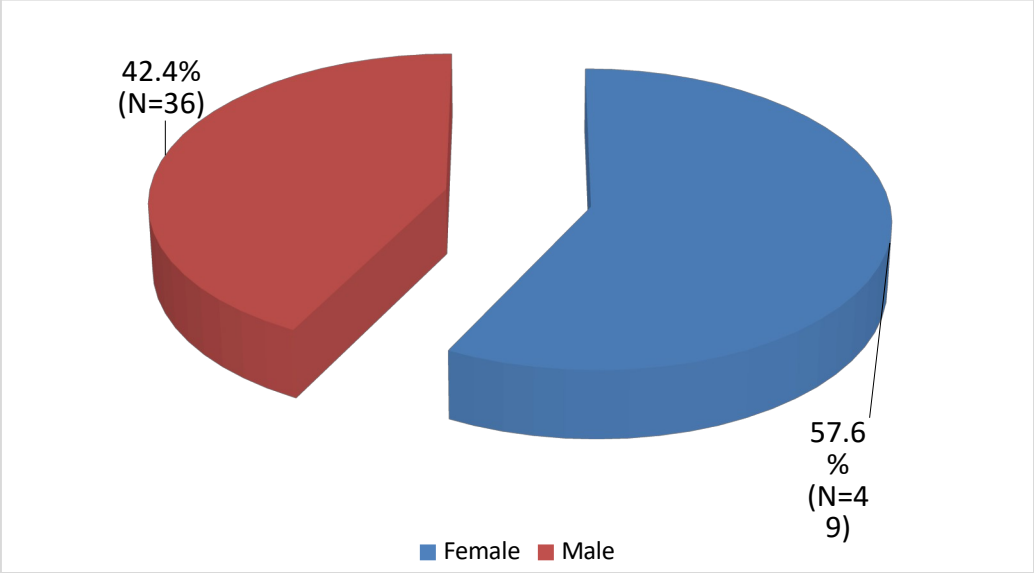


Figure 4.1: Gender of the Respondents

Figure 4.1 indicates that a slight majority of respondents (57.6%) were female, whilst 42.4% were male. Even though a slight majority of the committee members in Ngaamba and Kima Child Development Centres were female, it can be deduced that there is good gender balance among the committee members in this organization.

4.3.2 Respondents age

This section illustrates the age distribution of responders. The respondents' ages were categorized into a structured age band, as seen in Table 4.2.

Table 4.2 Distribution of Respondents by Age

Age Bracket	Frequency	Percent
25 years and below	23	27.1
26-35 years	29	34.1
36-45 years	20	23.5
46-55 years	12	14.1
Above 55 years	1	1.2
Total	**85**	**100.0**

As shown in Table 4.2, above, 34.1% of the respondents were between 26 and 35 years, 27.1% were aged 25 years and below, and 23.5% were between 36 and 45 years. On the other hand, 14.1% were aged between 46 and 55 years while 1.2% were aged above 55 years. These figures demonstrate that majority of the respondents were young adults aged between 18 and 45 years, which is an age bracket characterised by strength, productivity and mental clarity to understand and respond adequately to the research questions. This is in line

4.3.3 Distribution of Respondents by Child Centre

Respondents were asked to identify the name of the child centre they were affiliated to. The results are detailed in Table 4.3.

Table 4.3: Distribution of Respondents by Child Centre

Name of the Child Centre	Frequency	Percent
Kima/Marwa Child Development Centre	44	51.8
Ngaamba Child Development Centre	41	48.2
Total	**85**	**100.0**

The findings in Table 4.3 outlined that 51.8% of the respondents were linked with Kima/Marwa Child Development Centre, while 48.2% were from Ngaamba Child

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Development Centre. The results show that the responses from the two CDCs were distributed almost evenly, which improves the accuracy of the provided information.

4.3.4 Designation/Position in Child Centre

The questionnaire enquired about the respondents' designation/position in their specific child centres. The findings are shown in Table 4.4.

Table 4.4: Designation/Position in Child Centre

Population Category	Population Size	Sample Size
Project managers	2	2.3
Staff of the child development centres	35	41.2
Community members linked to the CDC	48	56.5
Total	**85**	**100.0**

As indicated in Table 4.4, above, 56.5% of the respondents were community members linked to the CDC, 41.2% comprised staff of the child development centres, while 2.3% of the respondents were project managers one from each CDC (Kima and Ngaamba). The study targeted the key stakeholders and implementors of this programme in attempts to obtain a more conclusive picture on the subject matter under study.

4.3.5 Duration the Respondent has been a Committee Member

The respondents were asked to specify the length of time they have served as committee members at this Child Development Centre.

The findings are presented in Figure 4.2.

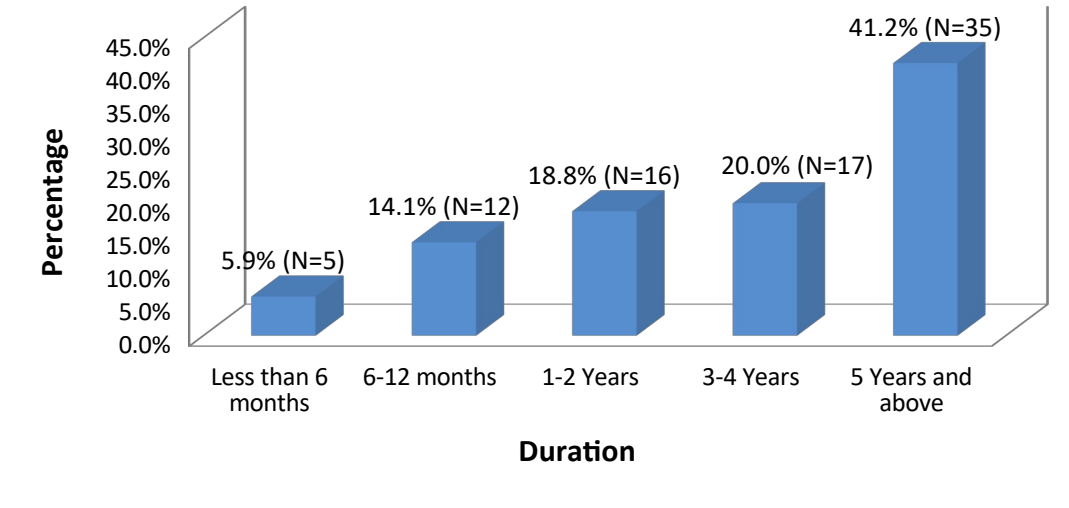


Figure 4.2: Duration the Respondent has been a Committee Member

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According to the results in Figure 4.2, most of the respondents specified that they had been committee members at the Compassion International-assisted Child Development Centres for five years and above, while 20% indicated they had been committee members for between three and four years. Furthermore, 18.8% of the respondents noted they had served as committee members in the CDCs for between one and two years, while 14.1% had served for between six months and one year. Only 5.9% reported that they had been committee members for a period of less than six months.

4.4 Funding Models

This section examines the main objective of the study, which was to assess the impact of various funding strategies on the sustainability of child development centres supported by Compassion International in Kilome Sub County, Makueni County.

4.4.1 Sources of Funding to run the Child Centres

The participants were requested to specify the sources of funding for their Child Centres. The findings are displayed in Table 4.5.

Table 4.5: Sources of Funding to run the Child Centres

Funding Sources	Frequency	Percent
International Donors	82	96.5
Local Donors	40	47.1
Community Members	32	37.6
Proposals to organizations	1	1.2

As shown in Table 4.5, majority of the respondents (96.5%) disclosed that their main source of funding was international donors. Further, 47.1% of the respondents indicated that local donors were a key source of funding, while 37.6% reported community members as a source of funding to run the Child Centres. These findings are in agreement with a study done in Zambia by Lungo et al. (2017) who found that non-profit organizations implementing community-based projects for a long time have relied on the generosity of donors to support their project activities through grants and donations. Other sources of funding reported by the respondents included Complementary

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Intervention (CIV), caregivers/parents' contributions, *harambees*, income-generating activities and donations from the County Government of Makueni. In congruence with Lungo et al. (2017) who indicated that the limited grant of resources has compelled organizations to explore alternative avenues to diversify finances.

4.4.2 Funding Models and Sustainability of Compassion International-assisted Child Development Centres

The respondents were requested to specify the degree to which they agreed with the provided statements on funding models and sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County. A five-point Likert scale was used to assess the level of agreement, as follows: 1: Strongly disagree, 2: Disagree; 3: Neutral, 4: Agree, 5: Strongly agree. The results were interpreted using mean scores and standard deviation. A mean score of 1-2.5 meant that the respondents disagreed; a mean score of 2.6-3.5 meant the respondents were neutral (i.e. neither disagreed nor agreed), while 3.6-5.0 meant the respondents agreed with the statement. The findings are presented in Table 4.6.

Table 4.6: Funding Models and Sustainability of Child Development Centres

Statements	N	Mean	Std. Deviation
There are always funds available to cater for the needs in the Child Development Centres.	85	3.79	0.977
The sources of funds that finance the child development centres are adequate to cater for their needs.	85	3.46	0.995
There is consistent and adequate funding that ensures the smooth running of operations in the Child Development Centres.	85	3.72	0.959
There is timely disbursement of funds required to cater for the needs in the centre.	85	3.79	1.196
Average		**3.69**	**1.032**

The results in Table 4.6 indicate that there were always funds available to cater for the needs in the Child Development Centres, and that there was timely disbursement of

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funds required to cater for the needs in the centres, as shown by a mean score of 3.79, indicating a general agreement among respondents. This suggests that the centres are perceived to have a reliable source of funding, which is crucial for their operational sustainability. The standard deviation of 0.977 indicates a moderate level of consensus among respondents, suggesting that while most agree, there may be some variability in individual perceptions. The strong agreement on the availability and timely disbursement of funds suggests that Compassion International's funding model is effective in meeting immediate operational needs. These findings concur with Kyalimpa et al. (2017) who found that leadership competencies influence the sustainable funding of local NGOs, reinforcing the idea that effective management and funding strategies are vital for long-term success.

The respondents also confirmed that there was consistent and adequate funding that ensured the smooth running of operations in the Child Development Centres (mean score = 3.46). The respondents were neutral (they neither agreed nor disagreed) on whether the sources of funds to finance the child development centres were adequate to cater for their needs (mean score = 3.46). This neutrality suggests that respondents are ambivalent about the adequacy of funding sources. This finding is significant as it indicates potential concerns regarding the sufficiency of funding sources, which could impact the long-term sustainability of the centres. The standard deviation of 0.995 indicates a moderate spread in responses, suggesting that while some respondents may feel the sources are adequate, others do not. However, the neutral stance on the adequacy of funding sources raises critical questions about the long-term sustainability of these centres.

Concerning consistency and adequacy of funding, there is consistent and adequate funding that ensures the smooth running of operations in the Child Development Centres" garnered a mean score of 3.72, indicating agreement. This finding aligns with the earlier statement regarding the availability of funds, reinforcing the notion that while funds may be available, the perception of consistency in funding is also critical for operational stability. The standard deviation of 0.959 suggests a relatively uniform agreement among respondents.

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Respondents also agreed with the statement, "There is timely disbursement of funds required to cater for the needs in the centre," which received a mean score of 3.79. This high level of agreement suggests that the timely availability of funds is recognized as a positive aspect of the funding model, which is essential for the effective functioning of the centres. The standard deviation of 1.196 indicates a wider range of opinions, suggesting that while many respondents agree, there may be notable concerns regarding timeliness among others.

The average mean score of 3.69 across all statements indicates a general trend of agreement regarding the funding models and their sustainability. This average suggests that respondents perceive the funding situation positively, but the variability in responses, particularly regarding the adequacy of funding sources, warrants further investigation.

4.4.3 Extent Funding Models Influence the Sustainability of the Child Development Centres

The questionnaire enquired about the extent to which funding models influenced sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County. The results areas are shown in Table 4.7.

Table 4.7: Extent Funding Models Influence the Sustainability of the CDCs

Extent	Frequency	Percent
Very great extent	38	44.7
Great extent	31	36.5
Moderate extent	16	18.8
Total	**85**	**100.0**

The analysis of Table 4.7, which presents the findings on the extent to which funding models influence the sustainability of Compassion International-assisted Child Development Centres in Kilome Sub County, Makueni County, provides valuable insights into the perceptions of stakeholders regarding the relationship between funding strategies and the operational viability of these centres.

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The table indicates that a significant majority of respondents perceive funding models as influential to the sustainability of the Child Development Centres. Specifically, 44.7% of respondents indicated that funding models influenced sustainability to a "very great extent," while 36.5% reported a "great extent." Together, these two categories account for 81.2% of the total responses, suggesting a strong consensus on the importance of funding models in ensuring the operational continuity of these centres. This finding aligns with Banga (2023) who highlighted that effective funding strategies are essential for the long-term viability of social programs, particularly in resource-constrained environments.

A smaller proportion of respondents (18.8%) indicated that funding models had a "moderate extent" of influence on sustainability. This finding suggests that while a minority acknowledges the role of funding, they may perceive other factors such as community engagement, program effectiveness, or operational management as equally or more critical to sustainability. The absence of respondents indicating "no influence" or "very little influence" further underscores the general agreement on the relevance of funding models. In support, Kania and Kramer (2011) argued that successful social initiatives often require a combination of financial resources and collaborative approaches that engage multiple stakeholders

4.5 Community Participation

This section addresses the second objective of the study, which sought to determine the influence of community participation on sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County.

4.5.1 Whether the Community is Involved in Implementation of the Project

The respondents were first asked to indicate whether the host community was involved in the implementation of Compassion International-assisted child development projects in Kilome Sub-County. The results are illustrated in Figure 4.3.

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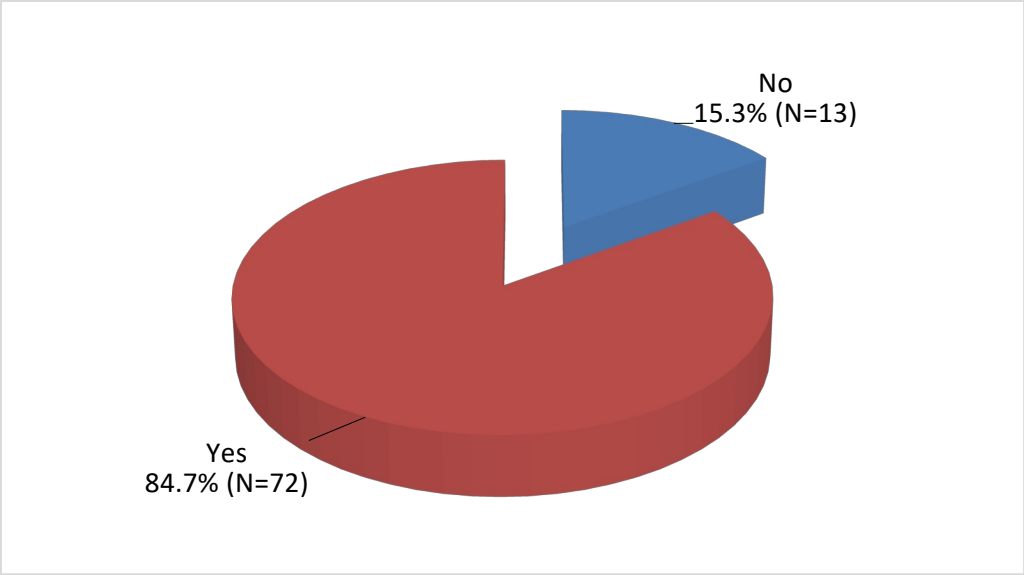


Figure 4.3: Whether the Community is Involved in Implementation of the Project

The findings in Figure 4.3 show that 84.7% of respondents reported community members were actively involved in the implementation of Compassion International-assisted child development projects. However, 15.3% of the respondents indicated that the community members were not involved in the implementation of the child development projects.

The respondents who reported that the community members participated in implementation of the project explained that these members were key stakeholders; these members were part of the pool of accountability structure managers (ASMs); they were the caregivers. The respondents stated that the community members attended meetings when the need arose, while parents/guardians participated in value addition training organized by Compassion International for the centres' sustainability beyond funding by Compassion International. The community participated in needs assessment during the budgeting and planning process; they were also involved in recruitment and enrollment/registration of children in the child development centres. Additionally, they were involved in making decisions regarding where more support and prioritization were required.

In addition, the respondents stated that the community was involved in *harambees* and made financial contributions towards infrastructural development. The community also provided the resources needed, and supplied goods such as firewood. Also provided by

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the community were services such as teaching to the development centres. Additionally, the community provided counseling services and spiritual development through events organized by the church. According to the respondents, the community also took part in the celebrations of key functions, such as the Day of the African child, as well as took part in activities such as games and sports, and tree planting.

4.5.2 Community Participation and Sustainability of Compassion International-assisted Child Development Centres

The respondents were asked to indicate the extent to which they agreed with statements on community participation and the sustainability of Compassion International-supported child development centres in Kilome Sub County. The study used a 1-5 Likert scale and the results were interpreted using mean scores and standard deviation. A mean score of 1-2.5 indicates that respondents disagreed; 2.6-3.5 indicates that respondents were neutral (i.e. neither agreed nor disagreed); and 3.6-5.0 indicates that respondents agreed with the statement. The findings are shown in Table 4.8.

Table 4.8: Community Participation and Sustainability of Child Development Centres

Statements	N	Mean	Std. Deviation
The community is highly aware of the Compassion International-assisted child development projects in the area.	85	4.02	0.913
There is involvement of the community in mobilization of children to enrol in the child development centres.	85	3.99	0.824
There is sensitization of community members on the existence and objectives of Compassion International-assisted child development centres in the area.	85	3.94	0.730
The community supports the Compassion International-assisted child development projects in the area.	85	3.88	0.931
Average		**3.96**	**0.849**

As shown in Table 4.8, the study established that the community is highly aware of the Compassion International-assisted child development projects in the area" received the highest mean score of 4.02, indicating strong agreement among respondents. This

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suggests that community awareness is a crucial factor in the sustainability of the child development centres. The standard deviation of 0.913 indicates a moderate level of consensus, suggesting that while most respondents share this view, there may be some variability in individual perceptions.

Regarding the community involvement in mobilization, the study found that there is involvement of the community in mobilization of children to enroll in the child development centres," received a mean score of 3.99. This high score indicates that respondents perceive community involvement as a significant factor in facilitating child enrolment, which is essential for the sustainability of the centres. The standard deviation of 0.824 suggests a relatively uniform agreement among respondents, reinforcing the importance of community engagement in the enrolment process.

The study also determined that there is sensitization of community members on the existence and objectives of Compassion International-assisted child development centres in the area" garnered a mean score of 3.94. This finding indicates that respondents recognize the importance of sensitization efforts in enhancing community understanding of the centres' objectives. The standard deviation of 0.730 indicates a high level of agreement, suggesting that sensitization initiatives are perceived as effective in fostering community support.

Concerning the community support, the study established that the community supports the Compassion International-assisted child development projects in the area" received a mean score of 3.88. This score indicates that respondents agree on the importance of community support for the sustainability of the projects. The standard deviation of 0.931 suggests some variability in responses, indicating that while many respondents perceive community support as strong, others may have differing views.

Finally, the study established an overall average mean score of 3.96 across all statements which indicates a general trend of agreement regarding the positive impact of community participation on the sustainability of the Child Development Centres. This average suggests that respondents perceive community engagement as a critical component in ensuring the operational viability of these centres

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4.5.3 Extent Community Participation Influences Sustainability of Child Development Centres

The study investigated from the respondents the extent to which community participation influences the sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County. The findings are illustrated in Table 4.9.

Table 4.9: Extent Community Participation Influences Sustainability of Child Development Centres

Extent	Frequency	Percent
Very great extent	13	15.3
Great extent	39	45.9
Moderate extent	30	35.3
Small extent	2	2.4
Not at all	1	1.2
Total	**85**	**100.0**

The findings in Table 4.9 demonstrate that most of the respondents (45.9%) consented that community participation influenced the sustainability of Compassion International-assisted child development centres to a great extent, while 15.3% agreed that community participation influenced the sustainability of these CDCs to a very great extent. A significant number of the respondents (35.3%), however, indicated that community participation influenced the sustainability of these CDCs to a moderate extent; 2.4% indicated that community participation influenced the sustainability of these CDCs to a small extent, while 1.2% indicated not at all.

4.6 Programme Leadership

This section focuses on objective 3, which sought to investigate the influence of programme leadership on the sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County.

4.6.1 Leadership Style that Describes the Top Leadership of the CDCs

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Respondents were asked to specify the type of leadership style that describes top leadership of Compassion International-assisted child development centres in Kilome Sub County. Table 4.10 presents the results.

Table 4.10: Leadership Style that Describes the Top Leadership of the CDCs

Leadership Style	Frequency	Percent
Transformational Leadership	54	63.5
Democratic Leadership	33	38.8
Team Leadership	26	30.6
Facilitative Leadership	10	11.7
Laissez-faire Leadership	5	5.9
Autocratic Leadership	3	3.5

On leadership style, majority of respondents (63.5%) revealed that transformational leadership style described the top leadership of Compassion International-assisted child development centres in Kilome Sub County. This implies a strong consensus among respondents regarding the effectiveness of this leadership style in promoting sustainability and engagement within the CDCs. This finding suggests that the leadership within these centres is likely focused on vision, inspiration, and the development of staff and community members, aligning with the principles of transformational leadership as articulated by Banga (2023).

Further, 38.8% of the respondents stated that democratic leadership style described the top leadership of the child development centres. This finding suggests that leaders within the CDCs value input from their team members and community stakeholders, which can enhance commitment and ownership of programs. The study also indicated that 30.6% of the respondents cited the team leadership style, which implies that the emphasis on team leadership suggests that the CDCs may prioritize collective efforts and shared responsibilities among staff and volunteers. While only11.7% indicated that facilitative leadership style described the top leadership of the Compassion International-assisted child development centres. This may indicate that while facilitative elements are present, they are not the predominant style of leadership within the CDCs. Only 3.5% reported that autocratic leadership style described the top leadership of the CDCs. This may

suggest that the leadership within the CDCs is more aligned with participative and inclusive approaches.

4.6.2 Programme Leadership and Sustainability of Child Development Centres

The study asked respondents about their agreement with statements on programme leadership and sustainability of Compassion International-assisted child development centres in Kilome Sub County. The five-point Likert scale used to assess the level of agreement included the following answer options: 1: strongly disagree, 2: disagree, 3: neutral, 4: agree 5 strongly agree. The results were interpreted using mean scores and standard deviation. A mean score of 1-2.5 indicates that respondents disagreed; 2.6-3.5 indicates that respondents were neutral (i.e. neither disagreed nor agreed); and 3.6-5.0 indicates that respondents agreed with the statement.

Table 4.11 summarizes the findings.

Table 4.11: Programme Leadership and Sustainability of Child Development Centres

Statements	N	Mean	Std. Deviation
The leadership of Compassion International-assisted child development centres in the area facilitates collective efforts to accomplish shared objectives of the programme.	85	4.00	0.913
The leadership shares and communicates the programme goals with all stakeholders.	85	4.19	0.779
The programme leadership involves all stakeholders towards attainment of the programme goals.	85	4.11	0.802
The top leadership of the programme has the skills to ensure effective management of child development programmes in the centres.	85	4.19	0.809
The top leadership has effectively mobilized the resources required in the running of the child development centres	85	4.15	0.866
Average		**4.13**	**0.834**

As indicated in Table 4.11, the study established that the leadership of Compassion International-assisted child development centres in the area facilitates collective efforts to

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accomplish shared objectives of the programme" received a mean score of 4.00. This score indicates a strong agreement among respondents that the leadership effectively fosters collaboration among stakeholders. The standard deviation of 0.913 suggests a moderate level of consensus, indicating that while most respondents share this view, there may be some variability in individual perceptions.

Regarding the communication of programme goals, the study found that the leadership shares and communicates the programme goals with all stakeholders" garnered the highest mean score of 4.19. This finding suggests that respondents perceive the leadership as effective in disseminating information about programme objectives, which is crucial for ensuring that all stakeholders are aligned and working towards common goals. The lower standard deviation of 0.779 indicates a high level of agreement among respondents, suggesting that effective communication is a key strength of the leadership.

Also the study found that the programme leadership involves all stakeholders towards attainment of the programme goals" received a mean score of 4.11. This score reflects a strong agreement that the leadership actively engages stakeholders in the programme's activities, which is essential for fostering ownership and commitment. The standard deviation of 0.802 indicates a relatively uniform agreement among respondents regarding the importance of stakeholder involvement.

Further, the study revealed that the top leadership of the programme has the skills to ensure effective management of child development programmes in the centres" also received a mean score of 4.19. This finding suggests that respondents have confidence in the capabilities of the leadership to manage the CDCs effectively. The standard deviation of 0.809 indicates a moderate level of consensus, reinforcing the perception that skilled leadership is vital for programme success.

Concerning the resource mobilization, the study found that the top leadership has effectively mobilized the resources required in the running of the child development centres" received a mean score of 4.15. This score indicates that respondents agree on the leadership's effectiveness in securing necessary resources, which is critical for the sustainability of the CDCs. The standard deviation of 0.866 suggests some variability in

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responses, indicating that while many respondents view resource mobilization positively, there may be differing experiences among stakeholders.

Finally, the study found the average mean score of 4.13 across all statements indicates a general trend of agreement regarding the positive influence of programme leadership on the sustainability of the CDCs. This average suggests that respondents perceive the leadership as effective in facilitating collaboration, communication, stakeholder involvement, and resource mobilization.

4.6.3 Extent Programme Leadership affects Sustainability of Child Development Centres

The respondents were asked to rate the extent to which programme leadership influenced the sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County.

Table 4.12: Extent Programme Leadership affects Sustainability of Child Development Centres

Extent	Frequency	Percent
Very great extent	21	24.7
Great extent	41	48.2
Moderate extent	20	23.5
Small extent	2	2.4
Not at all	1	1.2
Total	**85**	**100.0**

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The findings in Table 4.12 demonstrate that a large number of the respondents (48.2%) believed that programme leadership affected the sustainability of Compassion International-assisted child development centres to a great extent, while 24.7% revealed that programme leadership affected the sustainability of these child development centres to a very large extent. Some 23.5% of the respondents believed that programme leadership affected sustainability of Compassion International-assisted child development centres to a moderate extent, while 2.4% indicated this held true to a small extent.

4.7 Role of Other Stakeholders

This section addresses objective 3 of the study, which aimed to determine the influence of other stakeholders on the sustainability of Compassion International-supported child development centres in Kilome Sub County, Makueni County.

4.7.1 Other Stakeholders are involved in the Project and their Roles.

The respondents were asked to indicate which other stakeholders were involved in Compassion International-assisted child development programmes and the roles they played in the project. The respondents stated the following pertaining to stakeholders: 1. The National and county government: They gave bursaries to needy children; 2. Local authority (District Children Officers, Chiefs and Assistant Chiefs): They were involved in ensuring rights of children are observed. 3. Church and community leaders: Helped in guiding and counselling the children's spiritual development, impacting life skills and knowledge; 4. NGOs such as 410 Bridge, and Jeshrun Child Organisation: Offered mentorship and support to the project. 5. Community Health Volunteer/Social worker: Offered support through services and promoted children's affairs. 6. Suppliers: Supplied the project with items like food items and gifts.

4.7.2 Stakeholders' Roles and Sustainability of the Project

The study sought to establish from the respondents the extent to which they agreed with the statements below, on other stakeholders' roles and sustainability of Compassion International-assisted child development centres in Kilome Sub County. The data was collected on a five-point Likert scale, with 1 representing Strongly Disagree and 5 denoting Strongly Agree. The results were analyzed through mean scores and standard deviation. A mean score of 1-2.5 indicates that respondents disagreed; a mean score of 2.6-3.5 signifies neutrality (i.e. they were neither in agreement nor in disagreement), and a mean score of 3.6-5.0 reflects agreement with the statement. The results are displayed in Table 4.13.

Table 4.13: Stakeholders' Roles and Sustainability of the Project

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Statements	N	Mean	Std. Deviation
The child development programmes are supported by other stakeholders other than the community and donors.	85	2.87	1.352
We receive support from the national government on child development programmes	85	2.20	1.153
We receive support from the County government on child development programmes	85	2.31	1.134
There are adequate policies by the government to support the child developments projects/programmes/initiatives	85	2.64	1.223
Average		**2.50**	**1.215**

The results in Table 4.13 shows that the respondents were neutral—they neither disagreed nor agreed on whether the child development programmes were supported by other stakeholders other than the community and donors (mean score = 2.87). They were also neutral on whether there were adequate policies by the government to support the child developments projects/programs/initiatives (mean score = 2.64). However, the respondents disagreed that they received support from the national government on child development programmes (mean score = 2.20), and disagreed that they received support from the County government on child development programmes (mean score = 2.31).

4.7.3 Extent Other Stakeholders' Roles Influence Sustainability of the Project

The respondents were asked to rate the extent to which other stakeholders' roles influence sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County. The findings are presented in Table 4.4.

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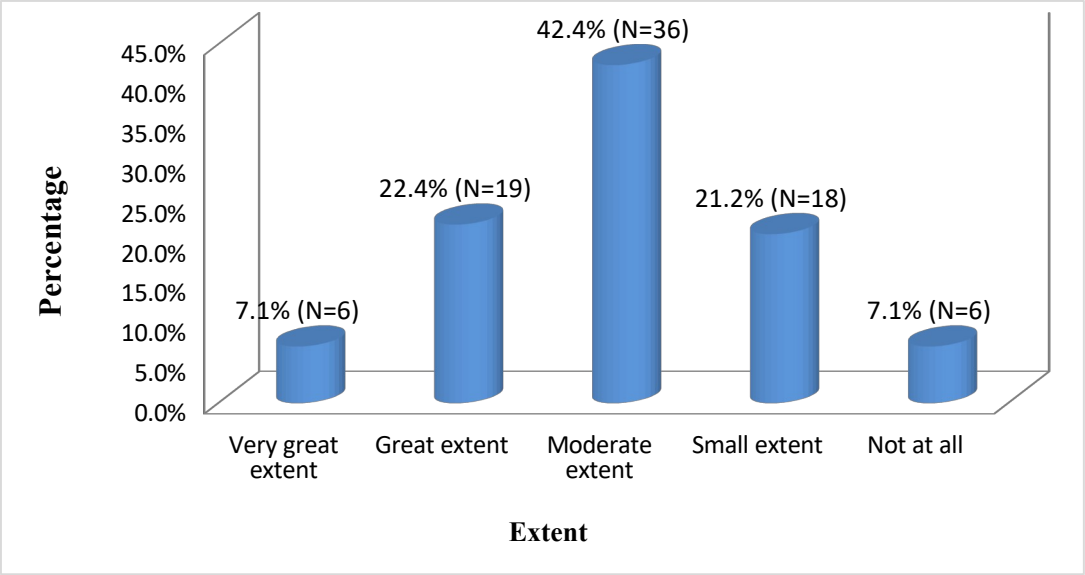


Figure 4.4: Extent Other Stakeholders' Roles Influence Sustainability of the Project

Figure 4.4 shows that most respondents (42.4%) stated that the role of other stakeholders influenced the sustainability of Compassion International-assisted child development centres to a moderate extent. Conversely, 22.4% of the respondents revealed that the role of other stakeholders influenced the sustainability of the child development centres to a great extent, while 7.1% indicated that this was true to a very great extent. However, 21.2% reported that the role of other stakeholders influenced the sustainability of these child development centres to a small extent, while 7.1% reported that the role of other stakeholders did not influence the sustainability of these projects at all.

4.8 Sustainability of the Project

The results in Table 4.14 present the respondents' perception of some of the sustainability aspects of the Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County, Kenya. The data was captured using a five-point Likert scale, with 1 representing strongly disagree and 5 representing strongly agree. The results were interpreted using mean scores and standard deviation. A mean score of 1-2.5 means that the respondents disagreed; a mean score of 2.6-3.5 means the respondents were neutral (neither disagreed nor agreed), while 3.6-5.0 means the respondents agreed with the statement.

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Table 4.14: Sustainability of the Project

Statements	N	Mean	Std. Deviation
There is increased enrolment of children in development centres in the area.	85	3.53	1.097
The community feels that the Compassion International-assisted child development centres/programmes are beneficial to them.	85	4.18	0.789
There is improvement in welfare of children and community at large as a result of the child development programmes in the area.	85	4.19	0.893
The child development centres/programmes have effectively responded to needs of vulnerable children in the area.	85	4.16	0.871
Average		**4.02**	**0.913**

On the sustainability of Compassion International-assisted Child Development Centres, the respondents agreed that there was an improvement in the welfare of children and the community at large as a result of the child development programmes in the area (mean score = 4.19). The respondents also agreed the community felt that the Compassion International-assisted child development centres/programmes were beneficial to them (mean score = 4.18), and agreed that the child development centres/programmes had effectively responded to the needs of vulnerable children in the area (mean score = 4.16). The respondents were, however, neutral on whether there was increased enrolment of children in development centres in the area, as shown by a mean score of 3.53 on the Likert scale.

The respondents were further asked to give suggestions on how else the sustainability of Compassion International-assisted child development centres/programmes in Kilome Sub-County could be improved. The respondents stated that sustainability could be improved through obtaining more funds to help large numbers of people; getting support or involvement of the national and county governments in providing educational

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assistance; support in payment of school fees and food in times of need; resource mobilization, to provide more funds for the smooth running of the project; by opening more development centres; increment of funds; formation of a "willing alumni" club, as a way of giving back to the society; empowering caregivers on entrepreneurship or empowering the youths with skills on entrepreneurship; securing more financial support/funding from donors to facilitate increment in enrolment of children, to accord a chance to even more beneficiaries to join compassion international; and empowering families through business, for example by equipping them with skills like poultry and beekeeping.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings, conclusions, and recommendations derived from the objectives of the study, and entails a synthesis of key issues gleaned from the study. At the end of the chapter, the study's recommendations and opportunities for future research are highlighted.

5.2 Summary of Findings

This section summarizes the key findings derived from the data analyzed in the previous chapter. The findings are presented according to the study objectives.

5.2.1 Influence of Funding Models on Sustainability of Compassion International-assisted Child Development Centres

Objective 1 was to evaluate the influence of funding models on the sustainability of Compassion International-assisted child development centres in Kilome Sub County, Makueni County. The majority of the respondents revealed that international donors, local donors and community members were the main sources of funding for the CDCs. Other sources of funding include Complementary Intervention (CIV), caregivers/ parents' contributions, *harambees*, income-generating activities and the County Government of Makueni. The respondents agreed that there were always funds available to cater for the needs of the Child Development Centres, and that there was timely disbursement of funds required to meet the needs of the centre. They further agreed that there was consistent and adequate funding that ensured the smooth running of operations in the Child Development Centres. Overall, most the respondents reported that funding models influenced the sustainability of Compassion International-assisted child development centres to a very great extent.

Regarding the funding models and sustainability, the study found that funding models and their impact on the sustainability of Child Development Centres (CDCs) reveals a

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generally positive perception among respondents regarding the availability and timely disbursement of funds. The mean scores for the statements related to funding ranged from 3.46 to 3.79, with an overall average of 3.69, indicating a trend of agreement among respondents. Specifically, the highest mean score of 3.79 was attributed to the statements regarding the availability of funds and timely disbursement, suggesting that these aspects are perceived as crucial for the operational sustainability of the CDCs. The standard deviations, ranging from 0.959 to 1.196, indicate a moderate level of consensus, though some variability in individual perceptions exists.

However, the statement regarding the adequacy of funding sources received a mean score of 3.46, reflecting a neutral stance among respondents. This neutrality raises concerns about the long-term sustainability of the centres, as it suggests that while immediate funding needs may be met, the adequacy of funding sources remains uncertain. These findings align with existing literature, such as Kyalimpa et al. (2017), which emphasizes the importance of effective management and funding strategies for the sustainability of local NGOs. In line with the observations of Mohammed and Muturi (2017) who found that diversification of income sources by NGOs improves their financial sustainability.

The extent to which funding models influence the sustainability of CDCs was assessed, with a significant majority of respondents (81.2%) indicating that funding models have a "great" or "very great" extent of influence. This finding underscores the critical role that effective funding strategies play in ensuring the operational continuity of these centres, corroborating Banga (2023), who highlights the necessity of sound funding strategies in resource-constrained environments.

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5.2.2 Influence of Community Participation on Sustainability of Compassion International-assisted Child Development Centres

The study also sought to determine the influence of community participation on the sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County. From the findings, 84.7% of respondents confirmed that community members were actively involved in the implementation of child development projects. The findings indicate that community engagement is multifaceted,

encompassing participation in decision-making, resource mobilization, and support for infrastructural development. The average mean score for community participation-related statements was 3.96, indicating strong agreement on its positive impact on sustainability.

Moreover, when assessing the extent of community participation's influence on sustainability, 61.2% of respondents acknowledged a "great" or "very great" extent of influence, further emphasizing the importance of community involvement in ensuring the operational viability of CDCs.it is evident that the majority of respondents revealed that community members were involved in implementation of Compassion International-assisted child development projects. From the findings, it emerged, as Ceptureanu et al. (2018) postulated, that the community members are better equipped to utilize their skills and resources in identifying their needs and solutions. The community members participated in various key events such as fundraising events (*harambees*), providing resources and labour needed in the CDCs, providing counselling and spiritual development services/support, and taking part in activities like sports and tree planting. This was in line with the recommendations of Otieno and Mueke (2017), who proposed that the community should be involved in the implementation of projects at every phase of development. The respondents agreed that the community members were highly aware of the Compassion International-assisted child development projects in the area and that there was involvement of the community in the mobilization of children to enrol in the child development centres. Moreover, the respondents agreed that there was sensitization of community members on the existence and objectives of Compassion International-assisted child development centres in the area and that the community supported the Compassion International-assisted child development projects in the area. Overall, most respondents were in agreement that community participation greatly influenced the sustainability of Compassion International-assisted child development centres.

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5.2.3 Influence of Programme Leadership on Sustainability of Compassion International-assisted Child Development Centres

The third objective was to investigate the influence of programme leadership on the sustainability of Compassion International-assisted child development centres in Kilome

Sub County, Makueni County. The study found that the leadership style predominant in the CDCs was identified as transformational, with 63.5% of respondents affirming this characterization. This leadership style is associated with fostering collaboration, effective communication, and stakeholder involvement, which are essential for the sustainability of the programmes. The average mean score for statements related to programme leadership was 4.13, indicating strong agreement among respondents regarding the positive influence of leadership on sustainability. Furthermore, a significant 72.9% of respondents believed that programme leadership affected sustainability to a "great" or "very great" extent, highlighting the critical role of effective leadership in mobilizing resources and facilitating stakeholder engagement. This implies the top leadership of Compassion International-assisted child development centres in Kilome Sub County possessed a mixture of transformational leadership style, democratic leadership style, team leadership style and facilitative leadership style. In agreement with Getachew (2022) who revealed that there was a significant positive relationship between the identified soft skills and project success and sustainability.

The respondents agreed that the top leadership of the CDCs shared and communicated the programme goals with all stakeholders, involved all stakeholders towards the attainment of the programme goals, and effectively mobilized the resources required in the running of the child development centres. This tallied with Batti (2017) who asserted that it is crucial for leaders to articulate the vision of the organization to achieve success. The respondents also noted that the top leadership had the skills to ensure effective management of child development programmes in the centres, and that the leadership facilitated collective efforts to accomplish shared objectives of the programme, which corresponded with Masinde and Muteshi (2020) who observed that project management/leadership must be actively involved in the projects' sustainability efforts. Overall, the respondents believed that programme leadership influenced the sustainability of Compassion International-assisted child development centres to a large extent.

5.3.3 Influence of Other Stakeholders on Sustainability of Compassion International Assisted Child Development Centres

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The study also sought to establish the influence of other stakeholders on the sustainability of Compassion International-assisted child development centres in Kilome Sub-County, Makueni County. In terms of the role of other stakeholders, the study found that the involvement of other stakeholders in the CDCs was assessed, revealing a mixed perception regarding their support. While respondents acknowledged the presence of various stakeholders, including government entities and NGOs, the average mean score for their roles in supporting CDCs was 2.50, indicating a neutral stance. Notably, respondents expressed disagreement regarding the adequacy of support from both the national and county governments, suggesting a gap in external support that could hinder sustainability.

Regarding the sustainability of the projects, the study revealed that the overall perception of the sustainability of Compassion International-assisted CDCs was positive, with mean scores for statements related to community benefits and welfare improvements ranging from 4.16 to 4.19. However, respondents were neutral regarding the increased enrolment of children, as indicated by a mean score of 3.53. This suggests that while the programmes are perceived as beneficial, challenges remain in achieving higher enrolment rates.

This might mean that some of the stakeholders involved in Compassion International-assisted child development programmes in Kilome Sub-County were as follows: The National and County government, Local administration (District Children's Officers, Chiefs and Assistant chiefs), Church and community leaders, NGOs, and Community Health Volunteer/Social workers and suppliers. These stakeholders played various roles in the project, including giving bursaries to needy children; promoting children's affairs; ensuring the rights of children are observed; guidance and counselling services to the children; spiritual development; mentorship; impacting life skills and knowledge; and supplying items like food to the CDCs, to ensure smooth running of operations. This is in line with the sentiments of Hamdan et al. (2021), who indicated that the sustainability of the development projects can be achieved through collaborating and stakeholder engagement. The respondents, however, disagreed that they received adequate support from the National Government and the County Government on child development

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programmes. Most respondents indicated that the other stakeholders influenced the sustainability of Compassion International-assisted child development centres to a moderate extent.

5.3 Conclusions

The study, in conclusion, found that funding models influence the sustainability of Compassion International-assisted child development centres to a very great extent. Compassion International-assisted CDCs majorly relied on international donors as their main source of funding. Since this source was not adequate, however, they also sourced funds from local donors, community members, the County Government of Makueni, caregivers/parents' contributions, Complementary Intervention (CIV), as well as by engaging in income-generating activities. It was established that there was consistent disbursement of required funds, ensuring the smooth running of operations in the Child Development Centres, which enhanced the sustainability of this programme.

This study confirms that community participation influenced the sustainability of Compassion International-assisted child development centres to a great extent. It was established that community members were key stakeholders since they were part of accountability structure managers (ASMs) and were, therefore, greatly involved in the implementation of Compassion International-assisted child development projects. The community members were also involved in other activities such as taking part in, or attending, meetings as the need arose, while parents/guardians participated in value addition training organized by Compassion International for their sustainability beyond Compassion. The community members also participated in needs assessment during the budgeting and planning process, decision making, as well as recruitment, and enrollment/registration of children in the child development centres.

The study concludes that Compassion International's leadership has greatly influenced the sustainability of child development centres in Kilome Sub-County. The top leadership of these CDCs featured a blend of transformational leadership style, democratic leadership style, team leadership style and facilitative leadership style. On the whole, the top leaders ably facilitated the sharing and communication of the programme goals to all

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stakeholders and involved all stakeholders towards the attainment of set goals. The numerous leadership approaches also facilitated the effective mobilization of resources and collective efforts to accomplish shared objectives of the programme, which effectively influenced the sustainability of the CDCs.

The study noted that Compassion International-assisted child development centres in Kilome Sub-County, Makueni County, were also supported by other stakeholders. These included the National and County Governments, Local administration (District Children Officers, Chiefs and Assistant Chiefs), Church and community leaders, NGOs, Community Health volunteers/Social workers, and suppliers. These stakeholders played various roles, for example, providing additional resources, social support services, mentorship, impacting life skills and knowledge sharing, to support the programme, which ensured the smooth running of operations and subsequently sustainability of Compassion International-assisted child development centres to a moderate extent.

5.4 Recommendations

The study recommends that the leadership of Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County, needs to look for more sources of funds to guarantee the sustainability of projects. Funding is a key element in ensuring the sustainability of this programme. As such, the top leadership of these CDCs should employ appropriate resource mobilization strategies to ensure there is a large pool of funding sources, to avoid overreliance on international donors.

The study commends that the top leadership of Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County, should continually involve the community members as key stakeholders in the programme. After all, the community members are the final beneficiaries of this programme. Community members' participation should involve not only contribution of resources, but also involvement in control, decision making and ownership of the project. When community members are the beneficiaries, they are involved in making key project decisions, the effort can lead to better design of the project, better targeted benefits and, ultimately, project sustainability.

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The study found that although other stakeholders like the National Government and the County Government were involved in the programme, their support to the programme was inadequate. In this regard, therefore, this study recommends that greater support towards the programme should be sought from both the National Government and the County Government. Both National and County governments can support the programmes by giving bursaries to the children enrolled in those centres, providing land to build more centres, furnishing teaching staff and giving other incentives to ensure that these child development programmes achieve the intended goals.

5.5. Areas of further study

This study sought to examine the determinants of sustainability among of community-based child centres, with a focus on Compassion International-assisted Child Development Centres in Kilome Sub-County, Makueni County, Kenya. It would be beneficial for researchers to endeavor to carry out similar studies in related programmes by other organizations. Such an effort would greatly aid in comparison, and would shed even more light on the subject of sustainability. Besides, it would create a larger pool of knowledge in this study's important area. There is a general finding that the majority of similar projects struggle with sustainability after donors withdraw support for the programme. To support knowledge advancement in this crucial area, future studies should investigate the appropriate resource mobilization strategies being employed, as well as the best practices that might be employed by the leadership of child development projects/programmes to create more sources of funds/resources to ensure their sustainability.

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APPENDICES

Appendix I: Letter of Introduction

Jeniffer Mbulwa

St. Paul's University Limuru, Kenya

Dear Respondent,

RE: DATA COLLECTION

I am a student at St. Paul's University, Kenya, pursuing a Master's Degree. As part of the requirement for the award of a Masters' Degree in Development Studies, I am conducting an academic research study aimed at examining the 'determinants of sustainability among community-based child centres in Makueni County, Kenya', with a focus on Compassion International assisted child development centres in Kilome Sub County. You are therefore kindly requested to participate in the research study by answering the questions provided for you.

Please give an honest opinion. Be assured that the information you provide will be treated confidential and at no time will your personal information be divulged.

Your cooperation is highly appreciated.

Thanks in advance

Jeniffer Mbulwa

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Appendix II: Questionnaire

Instructions: Kindly answer the following questions. Tick in the spaces provided or write on the space provided.

Section A: Demographic Information

1. Indicate your gender

Male [ ] Female [ ]

2. Kindly indicate your age.

25 years and below [ ] 26- 35 years [ ]

36-45 years [ ] 46-55 years [ ]

Above 55years [ ]

3. Indicate the name of your child Centre

Ngaamba Child Development Centre [] Kima Child Development Centre [ ]

4. Indicate your designation/position in child centre

Manager [ ] Operations Staff [ ] Community Member [ ]

Other (specify)_____

5. For how long have you been a committee member in this Child Development Centre?

Less than 6 months [ ] 6-12 months [ ]

1-2 Years [ ] 3-4 Years [ ]

5 Years and above [ ]

Section B: Funding

6. Where do you get funding to run your Child Centre? (tick all that applies)

International Donors [] Local Donors [ ] Community Members [ ]

b). Other sources of funding (specify)_____

_____

7. To what extent do you agree with the following statements on funding and sustainability of Compassion International assisted child development centres in Kilome Sub County, Makueni County? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

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Funding	1	2	3	4	5
There are always funds available to cater for the needs in the Child Development Centres.					
The sources of funds that finance the child development centres are adequate to cater for their needs.					
There is consistent and adequate funding that ensures the smooth running of operations in the Child Development Centres.					
There is timely disbursement of funds required to cater for the needs in the Centre.					

8. To what extent does funding influence the sustainability of Compassion International assisted child development centres in Kilome Sub County, Makueni County?

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

Section C: Community Participation

9a). Is there community involvement/engagement in the implementation of Compassion International assisted child development projects in Kilome Sub County?

Yes [ ] No [ ]

b). If yes, explain how…….
……
……

10. to what extent do you agree with the following statements on community participation and sustainability of Compassion International assisted child development centres in Kilome Sub County? Use a scale of 1 to 5 where 1 in strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

Statements on community participation	1	2	3	4	5
The community is highly aware of the Compassion International assisted child development projects in the area.					
There is involvement of the community in mobilization of children to enroll in the child development centres.					
There is sensitization of community members on the existence and objectives of Compassion International assisted child development centres in the area.					
The community supports the Compassion International assisted child development projects in the area.					

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11. To what extent does community participation influence sustainability of Compassion International assisted child development centres in Kilome Sub County, Makueni County?

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

Section D: Programme Leadership

12. What kind of leadership style describes the top leadership of Compassion International assisted child development centres in Kilome Sub County? (Tick all that applies)

Autocratic Leadership [ ] Democratic Leadership [ ]
Transformational Leadership [] Team Leadership [ ]
Facilitative Leadership [ ] Laissez-faire Leadership [ ]
Other (specify)_____

13. T what extent do you agree with the following statements on programme leadership and sustainability of Compassion International assisted child development centres in Kilome Sub County? Use a scale of 1 to 5 where 1 in strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

Statements on Programme/Project Leadership	**1**	**2**	**3**	**4**	**5**
The leadership of Compassion International assisted child development centres in the area facilitates collective efforts to accomplish shared objectives of the programme.					
The leadership shares and communicates the programmes goals with all stakeholders.					
The programme leadership involves all stakeholders towards attainment of the programme goals.					
The top leadership of programme has the skills to ensure effective management of child development programmes in the centres.					
The top leadership has effectively mobilized the resources required in the running of the child development centres					

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14. To what extent does programme leadership affect sustainability of Compassion International assisted child development centres in Kilome Sub County, Makueni County?

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

Section E: Role of Other Stakeholders

15. Which other stakeholders are involved in Compassion International assisted child development programmes and what roles do they play? _____

_____

16. to what extent do you agree with the following statements on other stakeholders' roles and sustainability of Compassion International assisted child development centres in Kilome Sub County? Use a scale of 1 to 5 where 1 in strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

Statements on Other Stakeholders' Roles	**1**	**2**	**3**	**4**	**5**
The child development programmes are supported by other stakeholders other than the community and donors.					
We receive support from the national government on child development programmes					
We receive support from the county government on child development programmes					
There are adequate policies by the government to support the child developments projects/programs/ initiatives.					

17. To what extent do other stakeholders' roles influence sustainability of Compassion International assist child development centres in Kilome Sub County, Makueni County?

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

Section F: Sustainability of Child Development Centres

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18. To what extent do you agree with the following statements on sustainability of child development centres in Kilome Sub County, Makueni County? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

Statements on Sustainability of Child Development Centres	**1**	**2**	**3**	**4**	**5**
There is increased enrollment of children in development centres in the area.					
The community feels that the Compassion International assisted child development centres/programmes are beneficial to them.					
There is improvement in welfare of children and community at large as are result of the child development programmes in the area.					
The child development centres/programmes have effectively responded to the needs of vulnerable children in the area.					

19. How else can the sustainability of compassion International assisted child development centres/programmes in Kilome Sub County be improved? _____

_____

_____

Thank you for your participation.

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Appendix III: Interview Guide

1. What are your main sources of funding for the Child Development Centres? And is the funding adequate for smooth running of operations in the Child Development Centres?
2. How do you think the existing funding models influence the sustainability of Compassion International assisted child development centres in Kilome Sub County?
3. Do you involve or engage the community around in the implementation of Compassion International assisted child development projects in Kilome Sub County? If yes, explain how you involve them.
4. Do you think community participation or community involvement can influence sustainability of Compassion International assisted child development centres in Kilome Sub County? Explain.
5. What are the specific roles of the project managers in management of Compassion International assisted child development centres in Kilome Sub County, Makueni County?
6. Do you think the manager's skills play a role in ensuring sustainability of Compassion International assisted child development centres in Kilome Sub County, Makueni County? Explain.
7. Do you get any support towards these child development centres from other stakeholders for instance, from the national government/County government Support Companies, or other development partners? If yes, what kind of support do they give?
8. How does support from other stakeholders such as the national government/County government Support, Companies, or other development partners influence sustainability of such programmes?
9. Do you this this project/ programme will be sustainable and be able to run by itself even after Compassion International and other support partners leave? Give reasons for your answer.

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Appendix IV: Work Plan

ACTIVITY	Feb. – March 2024	April - June 2024	July 2019 – Nov. 2024	March-May 2024	May-July 2024	July 2024	July-Aug. 2024	Aug. –sept. 2024
Chapter One development								
Full Proposal Writing								
Working on corrections and amendments								
Presentation of Final Proposal								
Working on defence comments								
Data collection								
Data Analysis and Report writing								
Final Defence								
Presentation of final project								

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Appendix V: Research Budget

The estimated budget for the research is as follows:

Item/ Activity	**Total Cost (in Kshs)**
Data Collection	20,000.00
Printing	12,000.00
Photocopying	10,000.00
Transport, logistics and communication	10,500.00
Computer time	6,500.00
Miscellaneous	11,000.00
TOTAL	70000

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Appendix VI: Map of Makueni County



Appendix VII: ISERC Letter

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Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/88/2023 **Date: 1st September 2023**

TO: Jeniffer Mbulwa
St. Paul's

University Dear

Jennifer,

REF: Determinants of the Sustainability of Community Based Child Centres: Case of Compassion Internationally Assisted Child Development Centres, Kilome Sub-County, Makueni County, Kenya.

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 97, for the period between 4th September 2023 – 4th September 2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect

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the integrity of the research must be reported to *SPU-Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



Appendix VIII: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **213067**

Date of Issue: **22/September/2023**

RESEARCH LICENSE



This is to Certify that Miss.. Jeniffer Mbulwa Mbulwa of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Makueni on the topic: DETERMINANTS OF THE SUSTAINABILITY OF COMMUNITY BASED CENTRES: A CASE STUDY OF COMPASSION INTERNATIONAL ASSISTED CHILD DEVELOPMENT CENTRES, KILOMESUB-COUNTY, MAKUENI COUNTY, KENYA for the period ending : 22/September/2024.

License No: **NACOSTI/P/23/29635**

213067

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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See overleaf for conditions

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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

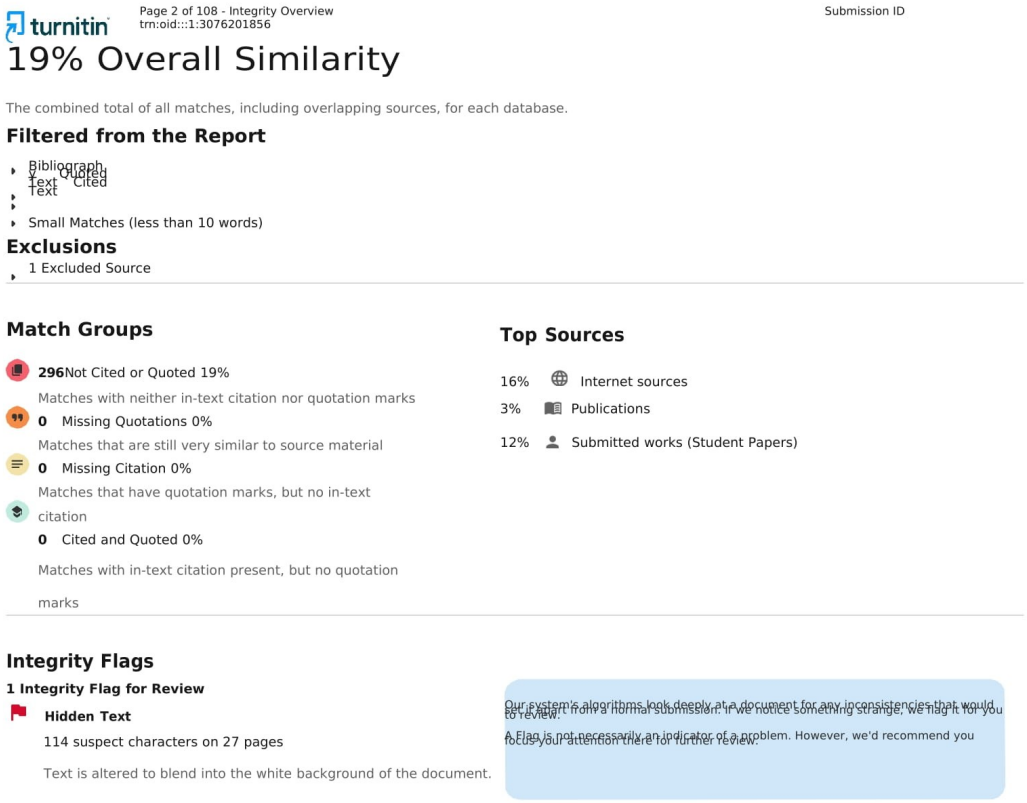
The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
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    v. Adversely affect the environment
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National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
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Appendix IX: Plagiarism Report



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