FACTORS CONTRIBUTING TO EFFECTIVE MANAGEMENT OF CHARITABLE CHILDREN'S INSTITUTIONS IN NAKURU TOWN EAST SUB - COUNTY, KENYA.

BY

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THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF DEVELOPMENT STUDIES FROM ST. PAUL'S UNIVERSITY.

AUGUST 2020

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This dissertation is submitted in partial fulfilment of the requirements for the award of Master of Development Studies from St. Paul's University.

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AUGUST 2020

DECLARATION

This dissertation is a product of my own work and is not the result of anything done in collaboration. It has not previously been presented to any other institution. I agree that this dissertation may be available for reference and photocopying at the discretion of the university.

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DEDICATION

This dissertation is dedicated to my mother Jane Wangari Kariuki, who has spurred me towards doing my best and supported me through prayer and encouragement. I would also love to dedicate this dissertation to my daughter, Alice Eve Wangari Waweru.

ACKNOWLEDGEMENT

I would like to acknowledge the unrelenting support of my supervisors, Dr Peter Koome and Dr Alice Omondi, who have inspired my thinking and have ensured that I stay on course throughout the writing of this dissertation. Your guidance and timeliness have been of significant encouragement to me throughout this journey. I also appreciate the support and motivation from friends and the entire St. Paul's University - Nakuru fraternity during my studies.

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ABBREVIATIONS

AAC	Area Advisory Council
CCI	Charitable Children's Institution
DCS	Department for Children's Services
GOK	Government of Kenya
NCCS	National Council for Children's Services
NCS	Nakuru Children's Services
NGO	Non-Governmental Organization
UNCRC	United Nations Convention for the Rights of Children
UNICEF	United Nations Children's Fund
IGA	Income Generating Activity

ABSTRACT

Orphaned and vulnerable children have failed to receive proper care and protection at charitable children's institutions because of poor management. This has harmed their growth and development with studies revealing the challenge of maladjustment to society because of either abuse, neglect or exploitation at the hands of caregivers in these institutions. These issues necessitated this study on factors contributing to the effective management of charitable children's institutions with a particular focus on CCIs in Nakuru Town East Sub County, Kenya. The specific objectives of the study were to: investigate the influence of income-generating activities on effective management of CCIs; assess the influence of stakeholder engagement on effective management of CCIs; and examine the influence of capacity building of CCI staff on effective management of CCIs in the study area. The study was guided by the administrative theory and the resource-based view theory. The study adopted a mixed-method approach. The descriptive research design was deployed to capture data from a target population of 45 respondents comprising of 39 CCI staff (both management and subordinate) and 6 key informants. A complete census was conducted on all the respondents and purposive sampling was utilized to identify key informants. From the target population, a total of 40 respondents (35 CCI staff and 5 key informants) participated in the study Data from the CCI staff was collected using questionnaires while data from key informants was collected using discussion guides. Data were analysed using the descriptive and inferential statistics with the help of the Statistical Package for Social Sciences software (SPSS). A pilot study was conducted at Tumaini Bethany and Holy Family children in Nakuru Town West Sub-County to assess reliability. The researcher observed ethics by protecting the privacy and confidentiality of the respondents' during data collection, applying for a research permit from NACOSTI and requesting authorization from the department of children services in Nakuru County. Chi-square analysis was conducted to establish the relationship between the independent variables (Income generating activities, stakeholder engagement and capacity development of CCI staff) and the dependent variable (the effective management of CCIs). The findings from the study showed that income-generating activities ($p=0.039$), stakeholder engagement ($p=0.000$) and capacity development of CCI staff ($p=0.042$) had a significant relationship with the effective management of CCIs. The study hereby concluded that effective management of CCIs was dependent on the objectives under review. The study recommended that CCIs in Nakuru Town East required to develop strategies that incorporated income-generating activities in their institutional plans to mitigate shocks that occur when there is little funding from external partners. Additionally, the study recommended that CCIs incorporate stakeholders in the planning and oversight of the institutions to ensure accountability and honesty. The findings of this study are hereby important to CCIs and stakeholders in the child protection system in Nakuru County to ensure better service delivery to the vulnerable youth and children.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter has been organized in nine sections namely: the introduction, background of the study, statement of the problem, objectives of the study, research questions, justification of the study, the scope of the study, assumptions of the study, and the definition of terms.

1.2 Background of the study

In Kenya, the growing numbers of children under institutionalized care due to varying social, economic, political and cultural factors are on the rise. It is worth noting that the concept of institutionalized care in Africa was not prevalent in many cultures. Tolfree (1995, p. 15) book highlights that the very concept of institutionalized care of children in Africa was an idea introduced by missionaries and colonial governments who sought to assimilate their child protection systems as from Western Europe. According to Petrowski, Cappa and Gross (2017) push factors such as the death of parent/s, family separation and poverty exposed orphaned and vulnerable children to the risk of exploitation and violence. As a result, the mandate of offering children the prerequisite care and protection falls on either family-based care options such as foster care or alternative care options such as institutionalized care in charitable children's institutions (CCIs). Charitable children's institutions are options of last resort that offer orphaned and vulnerable children (OVC) care and protection in circumstances when family-based care options fail. Given their importance, management of CCIs like any other organization is in safeguarding children rights. Gibson (2009) highlights that the management of CCIs like any other organization involves the development of strategies, decision making, implementing action plans and effective communication among stakeholders (both internal and external) involved in protecting the rights of children. A study by Ismail, Hindawi, and Awamleh (2018), posits that given the altruistic nature of these children's institutions, their management approach should be dynamic as opposed to the straight jacket approaches across other service-oriented institutions. In their study, Gharabaghi & Stuart (2013) support this by highlighting that one of the key parameters in ensuring childcare institutions succeed is understanding that the organization

model of these institutions is one that is agency-driven rather than a structure-driven model. The former approach incorporates the caregivers, the management and the children under their care as key actors in the attainment of the institution objectives. A structure driven approach though key does not factor the developmental needs of children under child care institutions and its rigid outlook only looks at the internal actors as conduits of ensuring structure and routine is attained. The danger of this particular outlook has also been the bane that has resulted in the abuse of children which has often resulted in a lack of appreciation of their fundamental rights and freedoms. Moreover, the authors hereby conclude that a successful child care institution warrants that the proprietors incorporate other external actors who are key in offering accountability on the institutions practices, trained staff who are able to allow children to express themselves and enjoy their rights and an operating environment that is homely and child friendly which ensures that they access their needs such as food, shelter and clothing as well as a sense of love and belonging.

In England, residential childcare is recognized as an important component in protecting orphaned and vulnerable children. A study by Hicks, Gibbs, Weatherly and Byford (2009), noted that CCIs in England are crucial in offering abused and exploited adolescents housed under family-based care options such as foster care homes. In overseeing the management of these childcare institutions, either the government or individual trustees are key custodians. A government report on children's social care in the United Kingdom (Ofsted, 2018) highlighted an increase of 3% in 2017 on the number of children's homes catering to children exposed to various risk factors. The management of these institutions by the local authority declined by 19% in 2018 as compared to 25% in 2015.

The study by Hicks et al. (2009) supports the report by Ofsted by recognizing that the management of these institutions is hampered by a multiplicity of challenges such as high operational costs, high turnover rates by staff unsatisfied by poor remuneration commiserate to their skill-set, and reputational issues owing to reported cases of children abused. Moreover, increased uptake of children in CCIs overstretches the presently available resources with the consequences borne by children. Consequently, research by Zhao, Li, Kaljee, Fang, Stanton and Zhang (2009) revealed that poorly managed CCIs in China contributed to the exposure of children to hazards that affected their health. According to the research, the lack of planning by

the management in providing adequate toilet facilities exposed children to the risk of water-borne diseases such as cholera and diarrhoea due to lack of adequate toilet facilities. This poses a risk to children's right to health, which includes access to proper and adequate health services.

In Africa, institutionalized care of children became more evident in the late 20th century owing to social, economic, cultural and political factors. Traditionally, African culture preserved childcare of orphans to family-based care options such as the nuclear family, extended family, clans, and communities (Muguwe, Taruvinga and Shoko, 2011). One major factor contributing to children institutionalization in Africa has been the prevalence of HIV/AIDS, and poverty; which either left children orphaned or double-orphaned. A study by Pryce, Jones, Wildman, Thomas, Okrzesik, and Kaufka-Walts (2016) reported that over 5 million children in Ethiopia are not supported under family-based care options because families are unable to support them due to extreme poverty and/or HIV/AIDS. Majority of these children end up in CCIs managed by varying stakeholders.

A report by Better Care Network (2010) estimated that 80% of childcare institutions in Ethiopia are managed by NGOs, while 16% are managed by religious institutions and 3% are run by the government (2010). Furthermore, an assessment of facilities and best practices in orphanages in Benin City, Nigeria by Nuameri and Sadoh (2016) highlighted that of the 10 children orphanages evaluated, the management of the institutions depended on external donations from well-wishers to maintain operations. From the foregoing, the scholars discovered that the proprietors' ability to provide basic needs to the children was limited to funding that could not cater for the continued increase in the number of children enrolled in the institutions. The study revealed a correlation between management practices and children receiving basic needs such as food. Dependence on funding from donors and well-wishers inhibited the ability of the institutions to provide food that was nutritious to the children under their care. As a result, the study revealed that 72% of children under institutional care were malnourished due to lack of adequate food in both quality and quantity against the national figure of 41%.

Other than limited funding, UNICEF among other non-state actors have noted with concern, the increase in abuse and exploitation of orphaned and vulnerable children under CCIs. In Ethiopia, reports highlight CCI proprietors indulge in trafficking of children with the goal of profiting

from the vulnerable and orphaned children. A report by Yoseph, Mebratu and Belete (2010), indicate over 30000 children have been trafficked to the Gulf States with some of the children reported to come from CCIs. The corrupt nature of CCI proprietors in benefitting from the plight of OVC is further emphasised by Alhassan (2017), whose study on childcare centres in Ghana revealed proprietors who seek donations from donors only to use the funds for selfish gains and eventually neglect the children under their care

In Kenya, the Government of Kenya legislated the national children's policy in 2010 from existing international, regional and national frameworks on child rights and freedoms. These legislative frameworks include the United Nations Convention on the Rights of the Child (1989); African Charter on the Rights and the Welfare of the Child (1990); The Children's Act (2001); The Hague Convention (1993), and the ILO convention number 182 among others. The policy was developed to ensure that all institutions offering services to the Kenyan child are guided by a framework that addresses issues relating to the rights and welfare of children and provides a regulatory framework that coordinates the various policies and legislations that seek to promote the welfare of children. The key policy is governed by the following principles: upholding the best interests of children in Kenya; respect for human dignity, accountability, non-discrimination, equity and equality of children; accessibility of services and participation by children; and, ensuring every adult upholds the responsibility of protecting the rights of children. On CCIs, the policy saliently points out that these alternative care institutions should operate as options of last resort and temporary mechanisms for orphaned and vulnerable children (OVCs). These institutions are mandated to also ensure that the children living under their care are protected against abuse and exploitation.

It is estimated that Kenyan CCIs provide shelter to over 500000 children from a reported 2.4 million orphaned and vulnerable children (Government of Kenya, 2014). To ensure the safeguarding of children in CCIs, the Kenyan government has further supplemented the National Children policy through key legislative frameworks such as charitable children's institutions' regulations, 2005; training manual for charitable children's institutions, 2013; and, the 2013 national standards for best practices in charitable children's institutions geared towards child safeguarding and protection. Despite efforts made by the government, reports from different stakeholders such as the media have revealed poor management of some of the CCIs, which lead

to abuse, and exploitation of orphaned and vulnerable children. In 2018, a documentary by NTV Kenya titled 'Preying Missionaries' documented the dangers of poor management of charitable children's institutions and its impact on children development (Nyabola, 2018). The feature documented the plight of children housed in a children's home in Boito location, Bomet County managed by foreigners. The children interviewed revealed the foreigners sexually abused them, with one of the children reported to have died because of lack of proper care by the institution management. From the foregoing, it is evident that poor management practices can result in children failing to receive the care and protection expected from the childcare institutions. To ensure the protection of the rights and freedoms of every Kenyan child, the government domesticated the UNCRC in 2001 by enacting the children act as law. The children act stipulates that CCIs require adhering to particular requirements before approbation of their registration. In 2005, the government strengthened the Child Act of 2001 through the enactment of CCI regulations. The regulations require CCI proprietors to gain approval from the national council for children's services (NCCS) and area advisory councils (AACs) before registration. The regulations further highlight that approved officers appointed by the director of children's services are responsible for the monitoring of CCIs.

Despite such legislation, a technical assessment report by the DCS (2008) highlighted that some CCIs failed to adhere to the minimum standards of registration through entities such as the NGO council and the department of social services. The report further noted that the lack of adequate resources towards facilitating the assessment of the legal credibility of these institutions compounded to the continued mushrooming of the CCIs. Lack of accountability to the government or other relevant stakeholders by unregulated CCI presents a situation where proprietors have free reign to run the institutions based on their standards contrary to the law. This increases the probability of poor management of these important institutions mandated with the care and protection of vulnerable children.

1.3 Problem Statement

In Kenya, the case for institutionalized care of children into CCIs has sparked concerns over the years on how effective these child care institutions are run. A study by Chege and Ucembe (2006) highlights an over-reliance on institutionalized child care which contradicts local, regional and international legislative frameworks and instruments which authoritatively highlight

that CCIs should be seen as institutions of last resort for orphaned and vulnerable children. Research conducted and media reviews indicate the length CCI proprietors have gone towards creating an 'orphan crisis' which they use as a ruse to source for funding from unsuspecting donors. Moreover, instances of voluntourism and orphanage tourism have been reported vastly in Kenya, with the coastal region highly suspect of this misdemeanour. This poses a challenge in the deinstitutionalization of CCIs by the government and civil society organizations. The common consensus by many reports and publications is that childcare institutions in Kenya warrant a relook on how they are managed to better serve these constituent group of orphaned and vulnerable children. These findings on CCI management in Kenya are supported by a study by Nuameri and Sadoh (2016) that revealed continued disregard of the rights and fundamental freedoms of orphaned and vulnerable children by CCI proprietors resulting to the abuse and exploitation of children due to poor institutional practices. Poorly managed CCIs present a challenge to children enjoying rights such as the right to an adequate standard of living, health care, education and protection from abuse, exploitation and discrimination. This study hereby seeks to investigate the factors that contribute to the effective management of CCIs in Nakuru Town East Sub-County, Kenya.

1.4 Objectives of the Study

1.4.1 General Objective

The major aim of this study was to assess the factors contributing to the effective management of charitable children's institutions in Nakuru Town East Sub-County, Kenya.

1.4.2 Specific Objectives

i. To investigate the influence of income-generating activities of CCIs on effective management of charitable children's institutions in Nakuru Town East Sub-County.
ii. To assess the influence of stakeholder engagement on effective management of charitable children's institutions in Nakuru Town East Sub-County.
iii. To examine the influence of capacity building of CCI staff on effective management of charitable children's institutions in Nakuru Town East Sub-County.

1.5 Research Questions

i. How do income-generating activities of CCIs contribute to the effective management of charitable children's institutions in Nakuru Town East Sub-County?
ii. How does stakeholder engagement contribute to the effective management of charitable children's institutions in Nakuru Town East Sub-County?
iii. How does the capacity building of CCI staff contribute to the effective management of charitable children's institutions in Nakuru Town East Sub-County?

1.6 Justification of the Study

Charitable children's institutions are important vehicles within society that offer care to children as an alternative to the more advocated for family-based care systems such as kinship care, foster care, guardianship and adoption (Government of Kenya & UNICEF, 2013). Given their importance in safeguarding children's rights and freedoms, this study will be important in recommending some components that children practitioners in the field can adopt in ensuring that these institutions the fundamental rights and freedoms of children are met as per local, regional and international legal frameworks.

Additionally, the study will also benefit scholars and researchers with a keen interest in children and youth development by adding theoretical and empirical literature on factors that ensure the effective management of childcare institutions as well are recommending areas for further research.

1.7 Limitations

The study was limited by the emergence of the novel coronavirus (COVID-19) that was reported in March and the restrictions from the Government of Kenya that followed soon after towards the end of March 2020. The presence of patients affected by the novel virus resulted in increased efforts by the government of Kenya in instituting measures such as cessation of movement and closure of public offices which affected the researcher in data collection. From the foregoing, the closure of government offices made it difficult for the researcher to access the government office in charge of children's affairs as all staff had been issued with notices not to report to work. Moreover, the researcher's access to the charitable children's institutions in Nakuru Town East Sub-County was affected by the management of these institutions who were suspicious of any

visitors who wished to visit their offices on basis of how contagious the coronavirus was reported to be. To address this challenge, the researcher contacted the Nakuru County children coordinator through phone call and requested for assistance. The intervention by the coordinator was resourceful because, through her sub-county children's officers, the researcher was able to get the contacts of the institutions' management who were ready to assist by providing information through phone-call interviews. This enabled collection of data using the questionnaires and the interview guides through a phone call.

1.8 Scope and limitations of the study

The study sort to assess factors contributing to the effective management of charitable children's institutions in Nakuru Town East Sub-County, Kenya. The factors selected for this study comprised income-generating activities, stakeholder engagement and income-generating activities. 13 charitable children's institutions in the Nakuru Town East were targeted for the study. Data was collected through questionnaires and interview schedules. The questionnaires were utilized to collect data from managers, directors and staff of these institutions. The interview schedules were used to collect information from key informants such as sub-county children officers and area advisory council members. The data was collected through phone interviews. The study was conducted between January and May 2020.

1.9 Assumption of the Study

The study assumed that the respondents would be available for the data collection exercise and that they would provide honest and truthful information. Moreover, the study assumed that the respondents were knowledgeable to understand the questions posed in the questionnaires and interview schedule. To address this, the researcher used both English and Swahili to make it comfortable for the respondents to participate in the data collection exercise.

1.10 Definition of Terms

Capacity Development – The process of building the capabilities of the human resource tailored to the attainment of the planned objectives.

Charitable Children Institution – A childcare institution established to offer care and protection to orphaned and vulnerable children.

Child – One who is below 18 years of age.

Child protection – Preventing and responding to violence, exploitation and abuse against children.

Child labour – Work that is mentally, socially, morally or physically dangerous and harmful to children.

Child trafficking – The recruitment, transportation, transfer or harbouring of children for exploitation.

Child laundering – The business of stealing and selling children from their legal custodians to make a profit.

Effective Management – The ability of an organization to attained planned objectives and goals through the resources available at its disposal.

Income Generating Activity – An alternative activity carried out by a CCI to generate income that can sustain its operations.

Stakeholder – A person, group or organization with a direct or indirect interest or involvement in a project or programme.

Stakeholder Engagement – The participation of organizations and individuals outside the inner workings of an institution for accountability purposes.

Voluntourism – Combining of touring activities to a country with volunteering of one's time, skills, and energy to an organization or cause in a community.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the theoretical framework upon which this study is based. It also reviews literature related to how organizational governance and management systems, income-generating activities, staff capacity building, and stakeholder involvement contributes to the effectiveness of charitable children's institutions. The purpose is to examine what other researchers have already written on the effect of organizational governance and management systems, income-generating activities, staff capacity building, and stakeholder involvement on the effectiveness of charitable children's institutions in books, journals and other reports, to provide an in-depth understanding of the concepts and opinions. This chapter also highlights the theoretical review and the conceptual framework.

2.2 Theoretical Framework

Charitable children's institutions are alternative care options that offer children a safe space where they can be safe and protected. Given their importance in safeguarding the fundamental rights and freedoms of children as outlined by the United Nations Convention on the Rights of the Child, CCIs are fundamental organizations in any society. Their existence help in providing children with an environment that offers them love and care. To undertake the study on effective management of CCIs, two theories that support organization management were analysed and guided the study. The two theories covered under this theoretical framework are the Administrative theory and the Resource-Based View theory.

2.2.1 Administrative Theory

Management is the process of combining art and science in the handling of human and other material resources within the operations of an organization (Poudyal, 2013; Ferdous, 2016). Various scholars have documented through research, the importance of management, as a key contributor to organizational success. An organization is a coordinated unit that comprises of at

least two people who function to achieve a common goal or a set of goals (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). This research centres on the work of Henri Fayol, one of the scholars whose work highlights the importance of management in organization success. Henri Fayol propounded the administrative theory in 1919, developing a set of 14 broad administrative principles believed to ensure the rational management of any organization activity. His work resulted in him being named as the father of modern management because of the wide adoption of the management principles (Witzel, 2003). Other than Henri Fayol, other key scholars whose work has addressed management principles include F.W. Taylor, Max Weber and Elton Mayo. Fayol (1949) argued that without these principles, an organization would function without proper structure and little focus on attaining strategic organizational objectives. The principles applied in various administrative processes ranging from technical, accounting, financial, commercial, and the managerial nature in managing organizations (Rahman, 2012; Thorpe, 2014). The 14 principles Fayol developed included: authority with responsibility, equity, remuneration of staff, centralization, unity of direction, unity of command, discipline, specialization/division of labour, esprit de corps, initiative, the stability of tenure, order, scalar chain/line of authority, and subordination of individual interest to the general interest.

The principles Fayol developed were to supplement five primary roles of management. According to Smit, Cronje, Brevis and Vrba (2007), Henri Fayol orientated management around five key roles: forecasting and planning, organizing, commanding, coordinating, and controlling. Forecasting and planning involve anticipating future organization needs and effecting deliberate plans to ensure meet them. Organization involves the development of an institution's human and material resources. Akindele (1987) highlights commanding as the process of streamlining actions and ensuring processes are running. Coordination involves creating synergy among staff or a group towards a particular effort to attain organizational objectives. Finally, controlling involves aligning of the aforementioned activities and ensuring their performance complies with the stipulated rules and procedures of an organization.

To ensure proper standards in human service organizations that serve children, the government of Kenya developed, the national standards for best practices in charitable children's institutions (2013). These standards orient any proprietor seeking to venture into establishing a CCI on how to establish the key organizational structures and responsibilities of staff. The standards highlight

that a CCI should constitute a management board that is mandated the responsibility of running the institution on a day-to-day basis. The management board reports to the board of trustees who are the owners or proprietors of the institution. The management board of a CCI should constitute of a director, donor representative, the representative(s) of the board of trustees, legal adviser, care leaver, and child representative. The responsibilities of the management board include planning of the day-to-day running of the institution; ensuring implementation of all policies, standards, and procedures of the CCI, and compliance with all regulations; monitoring and reporting on the implementation of the children's programmes and ensuring that there is financial and programme monitoring and reporting. The management board is also responsible for employing all CCI staff; fundraising for activities of the CCI and ensure financial sustainability for the CCI; and, coordination of the implementation of the following key areas: human resource functions, financial management, and children's programmes with active child protection. The standards further highlight that the minimum qualified staff each CCI should include: manager, two social workers, nurse(s) and nurse aides for CCIs with babies, cook(s), counsellor(s), a security guard(s), cleaner, housemothers/house fathers, accounts officer, administrative assistant/officer, and nutritionist (Government of Kenya & UNICEF, 2013).

The administrative theory hereby posits that an organization requires management to succeed. A charitable children's institution like any other organization in human service requires management to accomplish its end which is offer a conducive environment where they can feel safe and loved thus ensuring their overall growth and development.

2.2.2 Resource-Based View Theory

The theory propounded by Wernerfelt (1984), argues that an organization's ability to develop any competitive advantage over rivals depends on its possession of strategic resources. The competitive advantages are vital in enabling the organization to maximize profits. Wernerfelt believed that rather than an organization invest resources on a competitive business environment to stay ahead by identifying a niche; the leadership of the organization should focus on analysing the available resources and potential and utilize them to stay ahead. Colbert (2004) further reinforces this view by arguing that managers should place more importance on selection, development, combination, and deployment of organization resources rather than on selecting its competitive position in the operating environment. It is argued that the introspective approach

presented by the resource-based view (RBV) is influential and useful in the analysis of strategic issues among which include the prerequisite conditions required for sustained competitive advantage and diversification (Foss & Knudsen, 2003). The two primary resources analysed within the RBV model include tangible assets such as land and intangible assets such as intellectual property.

Two assumptions govern the resource-based view theory in analysing an organization's sources of competitive advantage (Barnley, 2001). First, the model assumes that organizations within an industry are heterogeneous in that they have varying resources under their control. According to Cool et al. (2002) 'If all firms in a market have similar stock of resources, no strategy is available to one firm that would not also be available to all other firms in the market.' The asset base such as skills and capabilities vary between organizations a situation that is evident in the varying strategies utilized in guiding the organizations' operations. The second assumption is that resources are immobile and thus some are difficult to imitate and accumulate.

Evaluating the investment that CCIs make in providing care to orphaned and vulnerable children requires knowledge of the impact on multiple levels including the child protection system, the required human resource, fundraising strategies and other organizational resources. Based on the resource-based view theory, the resources possessed by a CCI are primary determinants of its performance. The level to which these resources are important to CCIs' operations in the current resource-scarce environment cannot be overstated. What has yet to be fully analysed are strategies that these institutions can utilize to stay ahead of the prevailing donor climatic conditions. The resource-based view theory provides a framework that CCIs can utilize to adapt their efforts in management and having a competitive advantage when mobilizing resources for their operations.

McWilliams, Van Fleet and Cory (2002) highlight three basic strategies to raise rivals' cost using firm resources namely, the monopolization of resources; the use of differentiation to have privileged access to resources; and, the use of political strategies. From the outlook of CCIs, this research will analyse the strategies on differentiation and political strategies. Like any other institutions, financial resources are of utmost importance to CCIs' operations. To acquire these resources, many CCIs depend on donor funding and well-wishers. Owing to the high level of competition in raising these funds, CCIs can differentiate themselves by building a reputation for

accountability and honesty. Organization reputation according to RBV is an intangible asset that either work for or against an organization. From the foregoing, a CCI with a high reputation index or brand equity is likely to attract investors willing to support their operations. Secondly, the second strategy that CCIs can utilize is political where the proprietors can continually involve government institutions involved in child protection such as the DCS. This strategy ensures that the standards of operations by the CCI management are as per the expectations of these duty bearers which keeps them in good books and minimizes cases of closure.

2.2.3 Neo-colonial dependence model

This theoretical model stems from the Marxist theory posited by Karl Max in the early to mid-1800s. The model highlights the top-down approach by the Global North economies on the Global South nations. African cultural beliefs and practices held that a child orphaned and vulnerable was the 'property' of the community and the very same community has mandated the responsibility of caring and protecting the child. Tolfree (1995) highlights that traditional African kinship systems ensured that children were absorbed into a family structure that ensured that the children were cared for and loved within a family set up. The author posits that the ideation of institutionalized care of orphaned and vulnerable children was not an African concept but a European one that was inculcated into African society following the landing of missionaries and colonial governments who sort to domesticate the Western Europe child protection institutions into Africa.

To date, though countries like Kenya are seen as progressive in ensuring that the rights and fundamental freedoms of children are met through legislative policies such as the 2010 National Children Policy, more emphasis has been laid towards institutionalized care although the policy frameworks advocate for them as options of last resort. The clamour by CCI proprietors towards getting funding from the Global North necessitated the creation of 'orphan crisis' in the early 1990s which resulted in millions poured into many African countries in starting children orphanages. A study by Chege and Ucembe (2020) highlights that this clamour was heightened by the coincidental emergence of the HIV/AIDS pandemic which left many African children orphaned and vulnerable. The authors highlight that the institutionalized model of childcare in Kenya was influenced by a series of factors such as rural-urban migration, urbanization, structural adjustment programmes, and political conflict. Hearn (2012), supports these findings

by highlighting that with the structural adjustment programmes imposed on Kenya by the Global North through the Bretton Woods Institutions resulted in a vacuum that faith-based organizations and non-governmental organizations filled after cutting of public spending on social services. Through voluntourism and funding from NGOs, privatized childcare institutions were birthed over a short period. From the foregoing, it has been reported that privatized childcare by non-governmental organizations has been a cause of continued reports of malpractices and abuse on orphaned and vulnerable children.

The neo-colonial dependence model hereby provides a historical foundation on the evolution of privatized childcare in Africa. Despite the recognition of the harm posed to children by poorly managed CCIs and legislation and advocacy against these institutions, the Global North has continued to propagate abuse by continued funding of these institutions. Cooper (2006) in his study saliently highlights that the existence of laws and legislative frameworks does not guarantee orphaned and vulnerable children are well cared for. Chege and Ucembe (2020) argue that to quell funding by the Global North and do away with dependency from donors, African governments should invest in sensitizing foreigners on the dangers of voluntourism and orphanage tourism and rather encourage the donors towards supporting efforts of strengthening family and community-based care options.

2.3 Empirical Literature Review

2.3.1 Effective management of charitable children's institutions

The attainment of organization goals requires a management process that involves working with and through people and other organizational resources (Shafter, Ghnaem, Abdelmotleb, 2016). Fayol summarized the management process as one that involves planning, organizing, commanding, coordinating, and controlling (Smit, Cronje, Brevis, & Vrba, 2007). The mandate of managers in organizations is to implement organizational plans and create a vision for the organization (Clegg & Gray, 1996). A charitable children's institution like any other organization can be viewed as a system that involves a process that interacts with one another to facilitate the successful attainment of predefined and pre-planned outcomes. Provision of care to the children requires complex planning, organization and funding (Darkwah, Daniel & Asumeng, 2018).

An organization's performance is the accumulation of results on work process and activities performed (Ondoro, 2015). Thursby, Jensen and Thursby (2001) assert that an organization's performance is about how effectively the organization has been able to transform inputs into outputs. To measure the performance of an organization, Polanco, Pino, Bensoain, Montealegre and Perez (2015) highlight that managers require estimating the parameters under which its programs, investments, and acquisitions contribute to the attainment of targeted objectives. In measuring the performance of an organization, Ondoro (2015) cites a TRADE report that highlights effectiveness as one of the measures of organizational performance. The author highlights that effectiveness is a performance measure that indicates the degree that a process output (work product) conforms to the required specifications/expected level. Managers utilize performance management analysis (PMA) in monitoring the progress of an organization in attaining its defined objectives and goals. According to Waal (2010), PMA distinguishes between the structural and behavioural aspects of performance management. The structural aspects can include a systemic architecture that defines key performance indicators and critical success factors. The behavioural aspect refers to the organization's human resource and its application of the performance management system. A performance management system narrows down the scope and parameters that staff require to work on towards achieving the organizational objectives (Shafter et al., 2016). With the utilization of performance management analysis of a CCI, the management can be able to measure the productivity of staff working under the institution. The breaking down of tasks and goals and tracking performance-using tools such as key performance indicators ensures that the management can track employee performance.

Human resource is a critical element in the performance of an organization and its ability to attain the planned organization objectives (Muda, Rafiki, & Harahap, 2014). According to Gibson (2009), the management of a children's home should encapsulate well-trained management and subordinate staff. According to Islam and Fulcher (2018), residential childcare workers provide an intervention that is consequential to childcare institutions. The authors cite the responsibilities these staffs are tasked ranging from providing physical protection and care to emotional, psychological and other developmental needs to the orphaned and vulnerable children under their care. The existence of resources such as building infrastructure to any organization is of little significance without the support of competent and qualified human resources who ensure

that their utilization contributes to the institution's operations. Given the importance of human resource in an organization, their performance is dependent on internal and external factors. Some of the factors that contribute to workforce performance include job stress, motivation, and communication can determine workforce performance. French (1975) highlights that job stress occurs when an employee is unable to utilize the available resources and requirements of the job using their inherent abilities. Some organizations demand employees to achieve various objectives that may not be within the employee's capacity. In such instances, the demand placed on the employee capacity will result in unsatisfied top management. Secondly, motivation is another critical aspect of workforce performance. According to Ekerman (2006), staff motivation increases the engagement of an employee to a given task making the work meaningful thereby contributing to increased job performance. According to Herzberg, Mausner and Snydermann (1959), factors that motivate staff in a CCI include as job security, achievement, recognition, compensation, the relationship between employees and management, and company policies.

Finances are required in running child care programs with proper systems required to ensure their efficient utilization (Austin, 2018). Given their nature of the operation, many CCIs are not-for-profit that means that they are depended on donors for funding. According to Doore (2016), children orphanages in Sub-Saharan Africa and South-East Asia are dependent on donors and international volunteers for sustaining their operations. These institutions are therefore required to provide quarterly reports and expenditure returns to their funding partners as evidence of financial accountability (Bush, 2003). A competitive global economic environment over the past decade has resulted in many donors withdrawing support in the form of aid, which has put a stress on CCIs' ability to offer care to children as well as meet their financial obligations and manage their programs and operations. A shift in the model of many CCIs has resulted in the adoption of management practices similar to those of businesses to sustain their operations. Businesses operate with the primary motive to gain profit whereas traditional models on childcare institutions demanded their sole mission to be on delivering a service to meet the needs of orphaned and vulnerable children. Proper financial management skills by the leadership of a CCI will ensure the efficient and optimal utilization of available financial resources. Organizations often develop budgets that allocate funds to specific purposes within a given time and serves as a tool for planning and controlling utilization of scare resources in the accomplishment of goals (Allen, 1998). Funding partners and well-wishers channel their

financial resources towards well-defined budgets developed by CCI management. CCI budgets are concerned with the provision of child development items such as food and clothing, utilities, staff compensation etc. but have little intention on sustainability measures on alternative fundraising sources (Gibson, 2009). According to He and Banham (2009), efficient budgeting involves the development of systems that allows the incorporation of budget makers and departmental heads in the organization's decision-making process. From the foregoing, the budget-making process of a CCI requires the involvement of all management to ensure proper planning of programs and other institutional overheads.

Like any other organization, a CCI requires an organization strategy that serves as a roadmap to achieving long term and short term organizational objectives. According to Frizsell, O'Brien and Arnold (2004), managers of child welfare agencies have been plagued over a sustained period by fiscal pressure and demands for accountability by the government and funding institutions. A strategic plan allows an institution a road map that directs efforts of the management towards improving outcomes. Proper strategic planning is a collective process that involves internal and external stakeholders in defining an organization's goals and overall vision (Rezvani & Mousavian, 2011). With funding cited as a current challenge by many CCIs, a strategic plan provides a sound tool for the managers of CCI on how to plan to sustain an institution's operations. From the foregoing, CCI managers require to work continually with other stakeholders such as the government to serve the needs of the children under their care.

According to Harris (2006), strategic planning is an ongoing process that is permanent and not a product. The strategic planning process involves 6 distinct steps: formulation of the organization's mission; setting up goals; evaluating organization resources and environmental opportunities and threats; formulation of a strategy; implementing the strategy through operational programs; and, evaluating and choosing alternative strategy (Rezaian, 2008). As highlighted, given the continued economic pressures facing CCIs due to shrinkage in donor funding, a CCI manager requires incorporating strategic thinking in their management functions. According to Rezaian (2008), strategic thinking incorporates intuition and creativity that offers the manager to anticipate future trends based on the present environment and positioning the organization for future success. Managers capable of strategic thinking encourage staff to find innovative solutions for organizational success (Mintzberg, 1994).

2.3.2 Effect of Income Generating Activities on Management of CCIs

An income-generating activity is a small-scale project conducted by individuals or institutions to create a source of income to individual beneficiaries or beneficiary groups (Stokes, et al., 2015). Income generation in many development programmes requires an infusion of entrepreneurial practices in enabling the organization to become resilient and self-sustainable. Herron and Gilad (1993) define entrepreneurship as a discovery process that involves the application of behavioural practices that initiate and manage the reallocation of economic resources whose process eventually results in the creation of value (Rusu, 2012). To sustain the entire entrepreneurship value chain, there is need to empower the human resources within an organization to identify an idea or opportunity and to project and maintain the activity for sustenance (Panda, 2000).

In Ghana, a study by Eliasu (2017) on funding strategies by Ghanaian orphanages discovered that these children's institutions suffered from dwindling funding by donors and the government attributed to corruption (both political and institutional) and poor prioritization. A report by the Government of Ghana confirms these findings citing a drop in funding to the department of social welfare tasked with the mandate of overseeing children orphanages by 65 per cent from 2009 to 2010 compared to 43 per cent from 2008 to 2009. The author highlights that majority of children's institutions are likely at risk of facing challenges on financial sustainability with continued dwindling of funding. There is, therefore, need to develop sound financial strategies and stable cash inflows that will ensure they can meet the needs of children under their care.

In their study, Akionbare and Umoh (2013) support these findings highlighting that many residential childcare institutions have been required to rethink and develop strategies that would programme and support other expenditure such as staff salaries. Sustainability of any institution is concerned with the ability of the organization management to ensure the smooth continuation of the organization's operations into the unforeseeable future without the challenge of finances (Sialo, Gichunge, & Mbebe, 2017). The effectiveness of a CCI will hugely determine its sustainability efforts. According to Owolabi and Makinde (2012), the sustainability of an organization requires the existence of a clear long-term direction and scope that is adaptive to dynamic changes in the environment by configuring resources and competences to fulfil stakeholder expectations. To sustain the efforts of managing a CCI, the management requires to

be empowered with the ability to identify an opportunity or develop an idea that creates value through the production of a service or product.

In Kenya, the majority of charitable children's institutions sustain the management of their operations through funding by local and foreign donors. Financial resources mobilized by these institutions are necessary for providing food, shelter, clothing, education and health services of the orphaned children under their care. However, changing donor trends have resulted in shrinking of funds that threaten the sustainability of CCIs. One of the factors that have resulted in the withdrawal of funds by donor organizations and well-wishers to CCI proprietors is the lack of proper accountability mechanisms and misappropriation of finances. Other donors have cited institutionalization of children in CCIs as a factor of increased child trafficking whereby proprietors seek to flout government regulations and profit from trafficking children (Department of Children's Services & UNICEF, 2008, p. 20). A study by Maringa (2015) on resource mobilization strategies by children's homes established that donors offered considerable assistance to the management of the CCIs. The resources often cater to the remuneration of staff, meeting the basic needs of the children such as food, shelter and clothing are met, offering education and vocational training. The study recommended the need for CCIs to develop innovative income-generating projects that would act as a cushion in the event a donor exits a program. This will ensure sustainable management of expenditure resulting in the running of CCIs.

2.3.3 Effect of Stakeholder Engagement on Management of CCIs.

A stakeholder can be defined as an individual, group, or organization whose involvement in a project or programme may affect may be affected, or perceive themselves to be affected by a decision, activity or outcome of a project or programme (Project Management Institute, 2017). Stakeholder engagement increases the legitimacy of the management in administration of an institution, project or programme by creating understanding and support among the stakeholders for management measures such as new regulations (Aanesen, Armstrong, Bloomfield, & Rockman , 2014).

Globally, the United Nations recognizes stakeholder engagement as critical in the preservation of the fundamental rights and freedoms of children. To ensure this was replicated the world over,

196 nations signed the United Nations Convention on the Rights of the Child (UNCRC) in 1989. This convention is an internationally binding agreement that highlights the civil, political, economic, social, health and cultural rights eligible to each child. The UNCRC argues that all actors within the child protection system whether public or private social welfare institution such as CCIs require to conduct their mandate with the 'best interests of the child as the primary consideration.' The convention further highlights that CCIs require to conform to the standards established by competent authorities with a keen interest in safety, health, in staff suitability as well as competent supervision. The charter highlights the importance of child protection by actors such as CCIs in protecting the right and freedoms of children.

In Sierra Leone, a study by Wessells (2015) on bottom-up approaches of strengthening child protection systems highlighted that stakeholder engagement holds the individuals and institutions tasked with protecting children accountable, preventing instances of abuse, violence, exploitation, and neglect. To effect this, the author highlights that there is a need to combine complementary approaches that reinforce child protection systems invariably holding the management of CCIs to account. Stakeholder engagement within the management of a CCI upholds the bottom-up approach required to ensure that the institutions are executing their mandate in child protection. Stakeholder engagement within the child protection sector would ensure the management of CCI to work with diverse sectoral actors such as the government, social welfare officials, police, social workers, and civil society organizations.

In Kenya, a study by Leting (2017) on community policing revealed that the *nyumba kumi* strategy is a stakeholder engagement approach that brings together key stakeholders in the community such as the police, civil society and local communities in developing local solutions to safety and security. The study revealed that community based policing develops stakeholder capacity for security sector reform. From the study, 76.7% of respondents agreed to the fact that the nyumba kumi community policing strategy aided in curbing crime in Kenya. The findings of the study also highlight the potential of *nyumba kumi* in safeguarding the safety and security of community members among them children if well utilized. Moreover, the study cites the potential of community policing in strengthening existing government institutions within the grassroots, which will ensure optimal and efficient utilization of limited resources currently facing both county and national governments.

Wisler and Onwudiwe (2008) support the findings from their study on community policing practices globally. According to their findings, public sector organizations globally have sort to improve accountability and outcomes by adopting reforms that champion collaborations between the public, private, and civil society as part of a wider consumer-based approach to the provision of public services. The potential of any successful institution in providing quality services and goods requires the continued interaction with relevant stakeholders whose input ensures the maintenance of quality standards.

2.3.4 Effect of Capacity Development of CCI staff on Management of CCIs

Capacity development of a charitable children's institution is of paramount importance as it reinforces the need to embrace professionalism in ensuring that children are cared for as demanded by the child protection system in any state. UNDP defines capacity development as 'the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their development objectives over time' (UNDP, 2018). Each of the aforementioned factors requires each other for the organization to attain its strategic objectives. Within CCIs, capacity development can be seen as a deep-rooted process that cannot be simply approached by a top-down approach by donors' involvement with development projects (Babu & Sengupta, 2006). The importance of capacity development in charitable children's institutions cannot be understated. With many care institutions the world over unregulated, the potential for children being exploited in the very places that should provide safe havens for their care and comfort is high. Owing to poor capacity development in such institutions, these children are subjected to abuse, neglect or violence, and given their vulnerability, they lack legal recourse (van Doore, 2016).

In Israel, Attar-Schwartz (2011) conducted a study that revealed that adolescents in residential childcare facilities were maltreated by staff mandated to oversee their care. The study revealed 19 per cent of adolescents interviewed citing that a staff member had either grabbed or shoved them; approximately 16 per cent pointed to being pinched, 12 per cent pointed to being slapped, and 11 per cent highlighted that they were either kicked or punched. The study attributed the maltreatment of staff to untrained staff who lacked prerequisite knowledge and skills to handle and care for children with children exhibiting complex problems and difficulties attributed to their social background making adjusting to childcare institutions difficult.

Studies reveal that abuse of children in CCIs by staff results in long and short-term consequences that include depression, suicide, and incidences of self-harm (Horwath, 2000; Stein, 2006). To remedy instances of staff maltreatment, Christoplos, Engstrand, & Hedqvist (2014) recommend a holistic and contextual analysis that is important for effective support to institutional change processes. The scholars note that this will contribute to an effective and efficient capacity development process in childcare institutions. Some of the aspects that the contextual assessment on capacity development can assess is human resource development and organization systems and structures.

In South Africa, a study by Richter, Louw, & Naicker (2015) on training and capacity development of children's interventions reveals that human capacity development aims to develop the ability of staff to be able to accomplish the institutional present and future needs. The study reveals that training of the staff avails them with the prerequisite knowledge and skills required to perform designated roles and responsibilities effectively. The study further highlights that training of staff should centre on child rights, caregiving practices, and violence against children. This they highlight can mitigate instances of child abuse and child labour. Continuity of training of childcare caregivers offers them the knowledge and skills to handle orphaned and vulnerable children enrolled in CCIs with varying social and emotional needs.

In Kenya, a study by Maringa and Gitonga (2015) on the sustainability of children's home programmes revealed that child care institutions lack proper monitoring and accountability procedures such as child safeguarding policies, individual care plans, records on child progress, and financial management records. The study reveals that this possesses a challenge in CCI staff providing quality care following the child act of 2001 and the 2014 guidelines on the alternative family care of children in Kenya. These two legislative frameworks provide a basis on staff practices that all charitable children's institutions require in their day-to-day running. For capacity development to be effective within the child protection system, institutions such as CCIs require to adhere to legal policy instruments.

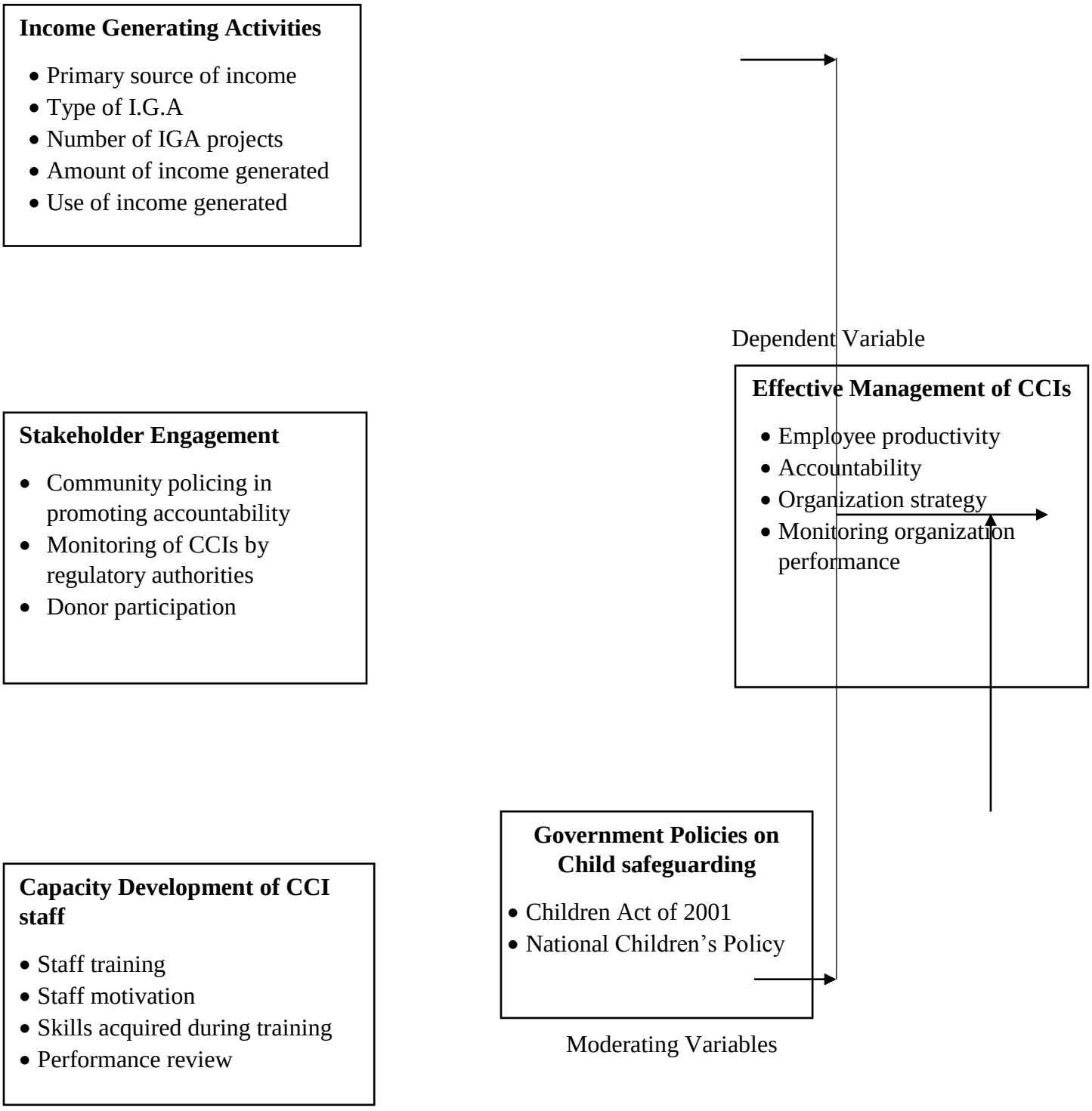


Figure 1: Factors contributing to the effective management of charitable children institution.

2.4 Conceptual Framework

The conceptual framework includes both the independent variables and dependent variables as summarized in the figure above. The study had three independent variables that include income-generating activities, stakeholder engagement, and capacity development of CCI managers. The dependent variable is the effective management of charitable children's institutions. Income-generating activities are income revenue streams that offer an organization or an individual an opportunity to raise money to sustain their livelihood. Stakeholder engagement refers to the involvement of like-minded organizations in ensuring that an organization maintains the required quality and ethical standards when proffering service to children. Capacity development is the training of staff on core industry standards to ensure that they can serve the children. The three independent variables when well incorporated within the management of a CCI are key in ensuring their effective management. Incorporated within the framework are the moderating variables which includes the children's act of 2001 and the National Children's Policy of 2010.

2.5 Summary and Gaps

The primary aim of this study was to investigate the factors contributing to the effective management of charitable children's institutions. This study based its literature review upon the theoretical framework. The theories sought to provide a linkage between positive and negative management practices utilized in the management of CCIs. Application of the administrative theory by Henri Fayol highlighted the principles that managers in an organization ought to utilize as they carry out their management processes. The resource-based view theory highlighted the need for proper strategic thinking and planning by managers. It emphasized the need of looking inwardly at presently available resources and maximizing on them to ensure effective and efficient operations of an organization. The literature emphasized the need for managers to incorporate alternative funding mechanisms that would help in mitigating shocks posed by donors withdrawing financial aid because of global economic factors. The literature was also able to capture emerging trends in the child protection sector such as child trafficking, child laundering and voluntourism. These trends were as a result of poor management practices where managers seek to profit at the expense of children safety. Accountability measures by the

community were also discussed through utilizing platforms such as community policing which ensure that CCI managers were aware of community involvement in their practices.

The researcher identified previous research conducted on the sustainability of CCIs and measures to improve their performance. However, a gap was identified in the lack of sufficient information on the role of stakeholder participation through community-policing mechanisms in improving management practices of CCIs. According to Gibson, Ivancevich, Donnelly, and Konopaske (2012), any development agenda requires the sharing of responsibilities. This particular study findings would offer insight on the role of stakeholder involvement would inform CCI managers on ways to improve their accountability mechanisms by involving the community.

The researcher identified a gap in literature addressing alternative funding mechanisms for CCIs and their implication on enhancing management of CCIs. With lack of adequate resources cited by the department of children's services in Kenya as a reason behind lack of continuous monitoring of the activities of CCI, the resulting gap requires to be addressed to ensure that these institutions perform their responsibilities as mandated. This study seeks to contribute to research by establishing the effect of income-generating activities on the management of CCIs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter dealt with the description of methods used to carry out the study to find answers to the research objectives. The chapter presented the following areas: research design, study site, target population, sample size determination, sampling technique, data collection tools and pre-testing, fieldwork, data analysis methods, and ethical considerations.

3.2 Research Design

This researcher utilized a descriptive research design, as it is suitable in capturing the feelings, opinions and views of the respondents on the factors contributing to the effective management of CCIs. Mugenda and Mugenda (2003) define the descriptive survey design process as one that involves collecting data to answer questions that seek to shed light on the current state of affairs on a given subject that a study seeks to review. Nachmias and Nachmias (2014) describe descriptive research design as studies that are concerned in describing the characteristics of a particular individual or group. Descriptive research design offers the researcher the potential to provide a vast amount of information from a large sample of respondents. Also, descriptive research focuses on addressing past, present and future experiences of a given study. This offers the researcher relevant information that he/she can utilize in predicting future outcomes.

3.3 The study site

The researcher conducted the study in Nakuru Town East Sub County in Nakuru County, Kenya. Nakuru Town East was selected because the researcher has spent significant time working with CCIs in the sub-county. According to the census report by the Kenya National Bureau of Statistics (2019), Nakuru County had more than two million residents across its constituent 11 sub-counties. The report highlighted that Nakuru East had a population of 190,161. Nakuru Town East comprises of 6 wards namely: Biashara, Kivumbini, Flamingo, Menengai and Nakuru East. The researcher targeted to research charitable children's institutions spread across the sub-county within its constituent wards.

3.4 Target Population

According to the Nakuru Children's Department (2019), there are currently 13 fully registered CCIs in Nakuru Town East Sub County. The study targeted a population of 45 respondents i.e. 39 CCI staff and 6 key informants. The targeted CCI staff included CCI directors, CCI management staff, CCI subordinate staff while the key informants included the Nakuru County Children's Coordinator, the Sub County Children's officer and area advisory council members. The study population presented in table 3.1 and 3.2 below:

Table 3. 1: Target population of CCI staff

Population Category	Target Population
CCI Directors	**13**
CCI managers	**13**
CCI subordinate staff	**13**
Total	**39**

Source: Researcher (2020).

Table 3. 2: Target population for key informants.

Population Category	Target Population
Nakuru County Children's Coordinator	**1**
Nakuru Town East Sub County Children's Officer	**1**
Area Advisory Council members	**4**
Total	**6**

Source: Nakuru County children's department.

3.5 Sample Size Determination

According to Mugenda and Mugenda (2003), a sample is a subset of a population selected during a research study whose characteristics can assist in concluding about the population. According to the Nakuru children's department (2019), each of the 21 CCIs in the two sub-counties comprises of management led by a director, institution managers/administrators and subordinate staff. The study population of 45 respondents was also the sample size of the study because of the limited number of CCIs in the sub-county.

3.6 Sampling Technique

The researcher utilized the census technique. According to Mugenda and Mugenda (2003), a researcher can conduct a complete census in the event the population size is small. Gupta (2007) reiterates that a researcher with ample resources and time can opt to conduct a complete census of the study if the population size is small. The researcher hereby conducted a complete census on all CCI staff who included directors, staff, and managers tallying to 39 in number. In selecting the CCI staff to be interviewed, the researcher utilized the random sampling technique after approval from the Nakuru Children's Department to conduct the research. In selecting the key informants, purposive sampling also known as judgemental sampling was utilized. According to Barbie (2011), purposive sampling is a method utilized by researchers in selecting cases that would best answer his/her questions and meet his/her research objectives.

3.7 Data collection tools

Data collection involved the use of both primary and secondary data. Secondary sources included both published and unpublished information on determinant factors of effective management of CCIs. The researcher collected primary data from the field using structured questionnaires and discussion guides through phone interviews. The questionnaires were used to collect information from the CCI staff while the interview schedule guides were used to collect information from key informants such as chiefs, the county children's coordinator and sub-county children's officers.

According to Mugenda and Mugenda (2003), questionnaires are tools that consist of a set of questions and other prompts for gathering information from respondents. Cooper and Schindler (2006) highlight that a questionnaire is advantageous in data collection as it enables collection of

data from a large sample, it upholds confidentiality, it saves time and minimises interview bias. The questionnaire comprised of both open-ended and close-ended questions. The research questions designed by the researcher sought to elicit responses from the respondents on factors that contribute to the effective management of CCIs. Quantitative aspects of the questionnaire were captured using closed-ended and Likert scale type of questions summated on a five-point scale gauging responses ranging from Strongly Agree, Agree, Uncertain, Disagree, and Strongly Disagree. The questionnaire was divided into distinct parts: section A contained personal information of respondents on themes such as gender, age, and work experience, and section B, numerically coded questions that sought to solicit information addressing the research objectives of the study.

The discussion guide was used to solicit information from key informants on all the research objectives under review. According to Barbie (2011), a discussion guide provides a structure of capturing information during a structured interview. It comprises of two components: instructions to the interviewer on how to proceed through the questions and, a set of written questions directed to respondents.

3.8 Pre-testing (piloting) of the research tools

According to Cooper and Schindler (2006), pilot testing is important in establishing the validity and reliability of research instruments utilized in research as it enhances face validity. Pilot testing enhances the quality of data collected from respondents with the overarching goal of attaining the research objectives. The researcher conducted a pilot test at the Tumaini Bethany and Holy Family children's institutions in Nakuru Town West Sub County. The pre-test targeted the institution leadership and subordinate staff. The pilot study mitigated ambiguities and reduced measurement error. The findings from the pilot study assisted the researcher to fine-tune all the instruments in advance.

3.9 Fieldwork

The researcher obtained an authorization letter from the university and a letter from the National Commission for Science, Technology and Innovation. The researcher thereafter contacted the department of children services in Nakuru County office submitting a copy of the NACOSTI application letter and approval letter for application to NACOSTI from St. Paul's University.

Thereafter, the researcher contacted the management of the CCIs in Nakuru Town East Sub-County through phone call and with prior permission from the Nakuru Children's department's office. Thereafter the researcher scheduled interviews with the respondents from the CCI based on their availability and conducted the interviews through phone calls because of the restrictions occasioned by the emergence of the COVID-19. Additionally, the schedule interviews with the key informants were conducted through phone calls.

3.10 Validity

Jackson (2011) describes validity as an indicator of an instrument's ability to measure what it purports to measure. Barbie (2011) highlights that validity is the extent to which an empirical measure sufficiently reflects the true meaning of the concept under assessment. Validity is therefore important in drawing meaningful and useful inferences from the scores derived from the measuring instrument such as a questionnaire (Creswell, 2014).

The researcher ascertained the validity of the data collection instruments by involving the 2 university supervisors who assisted in designing and validating the data collection tools. The researcher utilized content validity to bringing about a logical assessment of the instruments ability to cover the scope of items targeted by the study. Content validity is also important as it ensures that respondents can understand the items on the questionnaire to avoid any misunderstanding. Majority of the questions posed to respondents contained answers that aligned with the research questions under measurement.

3.11 Reliability

Reliability is an indication of the consistency or stability of a data collection instrument (Jackson, 2011). Barbie (2011) describes reliability as a matter of whether a particular approach applied repeatedly on the same object, can produce the same result every time. Reliability is, therefore, important as a measure of an instrument's efficiency in yielding consistent results after repeated trials. Creswell (2014) highlights that reliability answers the question of ''are scored stable overtime when an instrument is administered a second time?''

To ensure reliability, the researcher conducted a pre-test (pilot exercise) of the tools before the actual fieldwork at the Tumaini Bethany and Holy Family children institutions in Nakuru Town West Sub County. The pilot exercise assisted in addressing issues related to data collection

instruments during fieldwork to ensure they realized the intended purpose and established the reliability coefficient.

The researcher computed the reliability of the internal consistency using the Cronbach alpha formula. From the foregoing, a reliability coefficient of 0.76 was established which was above the 0.7 and above the threshold advocated for by Mugenda and Mugenda (2003).

3.12 Data analysis methods

The researcher validated, edited and coded the data obtained from the field. The questionnaires and the discussion guides were reviewed thoroughly to determine the correctness and the accuracy of responses. The questionnaire contained both categorical and continuous data that was analysed using different statistical procedures. The questions covering the independent variables were both open-ended and close-ended. The closed-ended questions were captured using a Likert scale format that required respondents to give their opinions based on defined numerical values ranging between 1 and 5. Open-ended questions sought the respondents' opinions after which the researcher reviewed the data provided, code responses that are similar and analyse measure the adequacy, usefulness and consistency of the information. The dependent variable covered both open-ended and closed-ended questions. The questionnaire captured data on the dependent variable by structuring both open-ended and close-ended questions.

The researcher utilized descriptive statistical procedures for analysis. The researcher conducted an analysis using SPSS (Statistical Package for the Social Science) computer software application. The categorical and continuous data from both the independent and dependent variables were summarized using descriptive statistics such as frequencies, percentages, means and standard deviation. The analysed data was presented using graphical methods such as tables, charts, and graphs. Quantitative data were further analysed using inferential statistics such as the Pearson chi-square test to establish the level of significance between each objective and the dependent variable.

3.13 Ethical Considerations

In adhering to research ethical considerations, the researcher took steps to protect and safeguard the rights and interests of the respondents and any sensitive information provided by the

respondents. The researcher applied for a research permit from the National Commission for Science, Technology and Innovation after getting approval from St. Paul's University to apply for a research permit. Before commencing the study, the researcher explained the aims of the study highlighting that participation was voluntary and so withdrawal from the research interview was allowed if the respondents felt uncomfortable with the research techniques. The researcher ensured the information provided by the respondents was private and anonymous and that it was provided through informed consent affirmed by the respondent's a signature on the consent form. The researcher additionally informed the respondents that the information provided was purely for academic purposes.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents the results and the discussion of the findings on the assessment of factors contributing to the effective management of charitable children's institutions in Nakuru Town East Sub County. The results address the research objectives of the study including:

i. To investigate the influence of income-generating activities of CCIs on effective management of charitable children's institutions in Nakuru Town East Sub - County.
ii. To assess the influence of stakeholder engagement on effective management of charitable children's institutions in Nakuru Town East Sub - County.
iii. To examine the influence of capacity building of CCI staff on effective management of charitable children's institutions in Nakuru Town East Sub - County.

The researcher operationalized each of the specific objectives with a research question. This chapter has been divided into various sections, each discussing and focusing on a specific objective. The sections include the demographic characteristics of the respondents, income-generating activities, stakeholder engagement, and capacity development of CCI staff. The researcher used descriptive statistics including numerical methods (such as frequencies, means and percentages) presented using graphical methods (such as graphs, tables, charts and cross-tabulations) to summarize, organize and analyse the data.

4.2 Response Rate

The researcher conducted telephone interviews to collect data from respondents as opposed to the 'drop and pick method' that was previously expected. This was because of the unprecedented impact of COVID-19, which the respondents cited as a point of concern. A total number of thirty-five questionnaires were filled from a target of thirty-nine. The thirty-five respondents who participated in the study included staff, directors and managers. In addition to the questionnaires, the researcher conducted five key informant interviews from a targeted six, through phone calls. The key informants included sub-county children's officers and two advisory council members (two local elders). This was a reasonable representation of the sample and the entire population given that the researcher was using a census technique.

The analysis of data was based on forty (40) respondents representing a response rate of 88.8%, which was reasonable. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate while a 60% response rate is considered good and a response rate above 70% is considered as very good.

4.3 Demographic Characteristics

This section presents the results of the demographic characteristics of the respondents. These characteristics included the designation of the respondent, gender, level of education and duration working at a CCI.

4.3.1 Classification of respondents according to the designation.

The study sought to establish the distribution of respondents according to their designation and the results obtained are presented in Table 4.1

Table 4. 1: Distribution of respondents based on the designation.

Designation	Frequency	Percentage
Directors	12	34.3
Managers	10	28.6
Staff	13	37.1
Total	35	100.0

Source: Field data (2020)

As shown in Table 4.1, 12 (34.3%) of the respondents were directors, 10 (28.6%) were managers, while 13 (37.1%) were CCI. This shows that the management of the institution and the subordinate staff were able to participate and provided the required information that informed the study. This illustrates that the management of a CCI encompasses the efforts of varying staff in different capacities working together to contributing to the organization's goals and objectives.

4.3.1 Gender of the respondents

The study sought to establish the distribution of the respondents according to gender and the results obtained are presented in Table 4.2.

Table 4. 2: Distribution of CCI staff based by Gender

Gender	Frequency	Percentage
Male	16	45.7
Female	19	54.3
Total	35	100.0

Source: Field data (2020)

As shown in Table 4.2, majority of the respondents were female (54.3%) while (45.7%) were male. This implies that the respondents who presented their views and opinions were representative of both sexes. It further indicates that both sexes are involved in the management of childcare institutions.

4.3.2 Respondents' highest level of education

The respondents were asked to indicate their highest level of education. The findings were as shown in Table 4.3.

Table 4. 3: Distribution of respondents based on education.

Education Level	Frequency	Percentage
Certificate	5	14.3
Diploma	8	22.9
Degree	14	40.0
Masters	8	22.9
Total	35	100.0

Source: Field data (2020)

Table 4.3 shows the respondents based on their levels of education. 14.3% of the respondents had attained certificate level, 22.9% were diploma holders and a majority of the respondents at 40% had attained a university degree. 22.9% of the respondents indicated that they were Masters' degree holders. This suggests that the respondents had adequate knowledge on the management of charitable children's institutions thus their involvement in running them. With their levels of education, the respondents were able to adequately provide relevant information that assisted in conducting the study.

4.3.3 Duration of experience working at CCI.

The researcher sought to establish the duration of time respondents had worked at CCIs. The results are presented in Table 4.4.

Table 4. 4: Distribution based on work experience at a CCI.

Duration worked at the CCI	Frequency	Percentage
Worked for 1 year and below	4	11.4
Worked for between 2 – 4 years	26	74.3
Worked for 5 years and above	5	14.3
Total	35	100.0

Source: Field data (2020)

The findings show that 11.4% of the respondents had worked at a CCI for a period of one year and below, while the majority, 74.3%, had worked at a CCI for a period of between two to four years. 14.3% of the respondents indicated that they had worked at a CCI for five years and above. The latter two categories provided the most resourceful group of respondents as they had a substantial level of experience in overseeing the management of CCIs and understanding the dynamics present.

4.4 Effective Management of Charitable Children's Institutions.

This section presents the results on the dependent variable of the study which is the 'the effective management of charitable children's institutions in Nakuru Town East Sub-County, Kenya.' The respondent collected data on effective management of charitable children's institutions using a questionnaire comprising of six close-ended questions. Additional two open-ended questions were used to capture the views and opinions of the CCI staff. The researcher further captured the views and opinions of key informants (such as sub-county officers and area local advisory council members) whose information supplemented the respondents' opinions. The findings are presented in frequencies, percentages and means that will be presented using graphical methods such as tables, charts, graphs and cross-tabulation.

4.4.1 Performance monitoring in the institution

The respondents were required to state whether they conducted performance monitoring at their institutions. Table 4.5 indicates their opinions

Table 4. 5: Distribution of responses on performance monitoring at the CCI.

Responses	Frequency	Percentage
Yes	30	85.7
No	5	14.3
Total	35	100.0

Source: Field data (2020)

The findings from Table 4.6 indicate that 85.7% of the respondents conducted performance monitoring in their institutions, while a 14.3% minority indicated that they did not conduct performance monitoring. Performance monitoring provides an institution with the results based on agreed parameters to measure its output. These findings are in agreement with Polanco et.al (2015) who observed that institutional managers require having key parameters that are measurable under which programs, investments, and acquisitions contribute to the attainment of predefined organization objectives.

4.4.2 Frequency of conducting institutional performance

The researcher sought to establish how frequent the CCIs conducted their performance monitoring. The results are presented in Table 4.6.

Table 4. 6: Distribution of responses to the frequency of performance monitoring.

Responses	Frequency	Percentage
Monthly	5	14.3
Quarterly	25	71.4
Annually	5	14.3
Total	35	100.0

Source: Field data (2020)

As shown in table 4.6, 14.3% of the respondents highlighted that they conducted performance monitoring monthly, majority of the respondents, 71.4%, stated that their institutions conducted performance monitoring every quarter, while 14.3% highlighted that they conducted

performance monitoring annually. The findings support Ondoro (2015) who observed that the monitoring of institutional performance ensures effectiveness in measuring the degree that output conforms to the required specifications/expected level. Institutions utilize performance indicators that gauge institution progress, rectify aspects hindering attainment of set objectives, and strengthen aspects that facilitate good performance and achievement of predefined goals.

4.4.3 Organizational strategic plan

The researcher sought to establish whether CCIs had a strategic plan. The results are presented in Table 4.7 below.

Table 4. 7: Distribution of responses on whether the institution has a strategic plan.

Responses	Frequency	Percentage
Yes	29	82.9
No	6	17.1
Total	**35**	**100**

Source: Field data (2020)

The findings indicate that majority of the respondents (82.9%) indicated that their institutions had a strategic plan while the minority (17.1%) indicated that their institutions did not have a strategic plan. This implied that the majority of CCIs had a strategic plan. These findings are in agreement with Rezvani and Mousavian (2011) who observed that a strategic plan provides a holistic overview of an institution by incorporating the desired institutional outcomes/goals, understanding the prevailing environment (externally and internally), and identifying relevant approaches on how the institution can move forward.

4.4.4 Individuals involved in developing a strategic plan.

The researcher sought the opinions of the respondents regarding those involved in the development of the institution's strategic plan. Majority of the respondents cited: directors and managers. A minority of the respondents cited: staff and some external consultants. Researchers have observed that the planning function is a preserve of an organization's management. According to Smit et al. (2007), planning and coordination of an institution is the mandate of the management. However, the authors cite that the ideas of staff are necessary to ensure that the growth and development of an institution is an owned process regardless of the staff position.

4.4.5 The measure of employee performance in the organization

The researcher was interested in establishing whether the organizations measure employee performance. Figure 2 below shows the results.

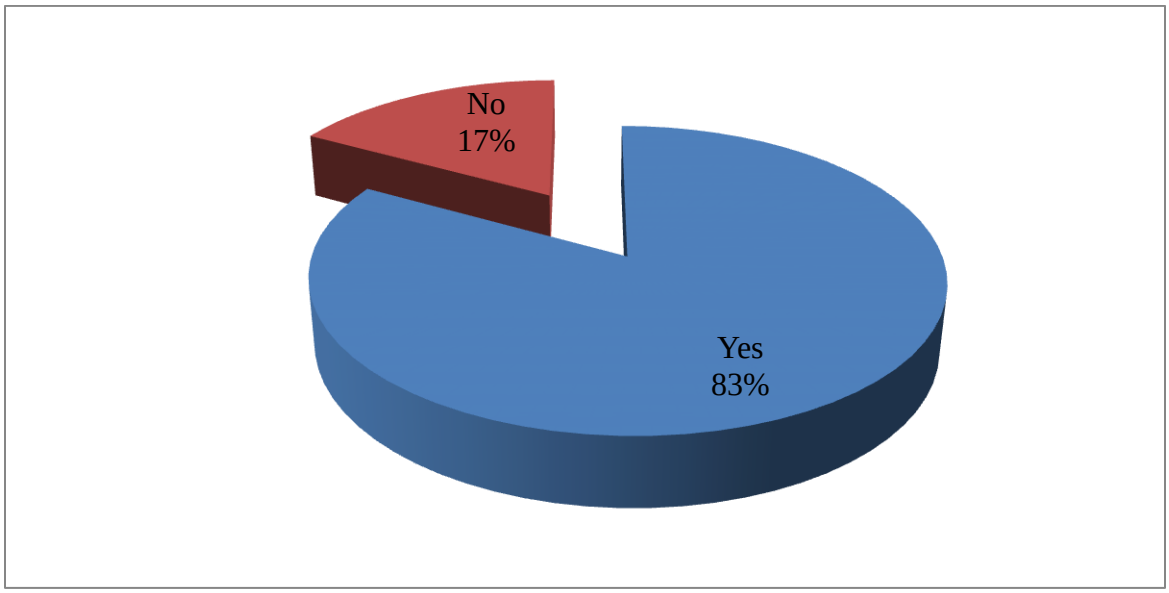


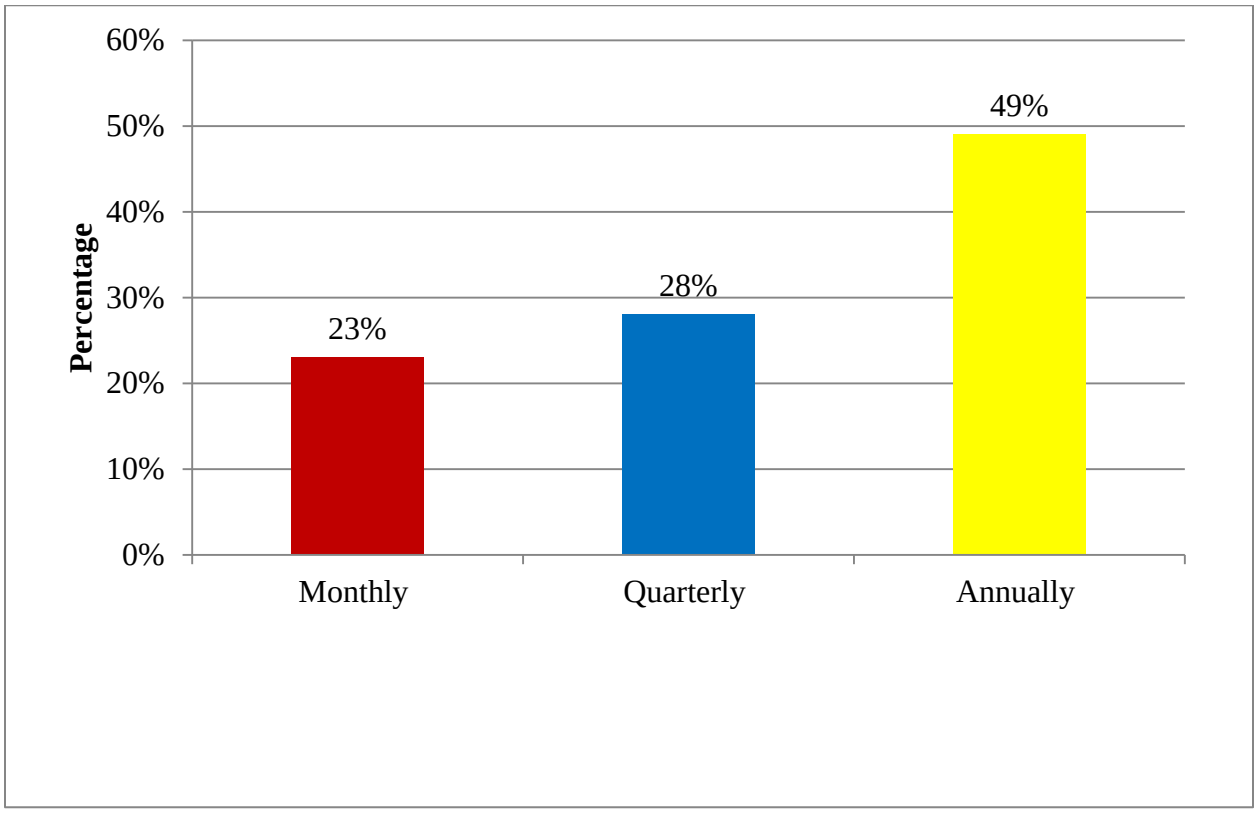
Figure 2: Distribution of responses based on the measurement of employee performance. Source: Field data (2020)

Figure 2 depicts that 83% of the respondents highlighted that their institutions measured employee performance while 17% stated that their institutions did not measure employee performance. The results indicate that majority of the respondents indicated that their institutions conducted performance monitoring. These findings support the study by De Waal (2010) that noted that measuring staff output can contribute to tracking an organization's attainment of objectives.

4.4.6 Frequency of measuring employee performance

The researcher sought to establish how frequent the CCIs conducted their performance monitoring. The results are presented in Figure 3.

Figure 3: Distribution of responses based on the frequency of measuring employee performance.



Source: Field data (2020)

The findings illustrate that 49% of the respondents highlighted that they measured employee performance annually, while 28% measured employee performance quarterly and 23% measured employee performance every month. The findings align to those by French (1975) who highlights that organizations require to measure employee performance to gauge their level of output. Feedback provided from measuring employee performance can serve as a motivator to some employees as well as a catalyst for inspired performance as the management can identify strengths and weaknesses that contribute to an employee's performance. Feedback from the employees is also important in enabling the management to address aspects that ensure the attainment of organizational objectives.

4.4.7 Accounting and financial mechanisms of promoting accountability

The researcher sought to establish whether the institutions had accounting and financial mechanisms of promoting accountability. The results are presented in Table 4.8.

Table 4. 8: Distribution of responses based on accounting and financial accountability.

Responses	Frequency	Percentage
Yes	30	86
No	5	14
Total	35	100

Field data (2020)

From the results, 86% of the respondents stated that their institution had well-developed accounting and financial measures that promoted institutional accountability while 14% of the respondents stated that the institution did not have accounting and financial mechanisms of promoting accountability. The findings compare to those by Bush (2003), who highlights that childcare institutions require efficient accounting and financial measures present in the institutions to ensure accountability. The author further highlights that funding partners require financial reports and expenditure returns submitted every quarter as evidence of financial accountability. Poor accountability mechanisms have over the years contributed to the withdrawal of funding by donors, which inhibits the operations of many CCIs. Banhem and He (2009), further support the findings by stating that efficient budgeting and accounting measures give funding partners and well-wishers the confidence to channel financial resources.

Despite the positive responses by CCI staff on the significant milestones on improved accounting and financial accountability, 3(60%) of the key informants posited that from experience they had noticed that the motive behind the commencement of some CCIs had always been the root of many of the challenges plaguing these institutions. The respondents cited that they had noted over the years that the key motivator behind many CCI proprietors in commencing CCIs had been profit-seeking as opposed to the actual desire to take care of orphaned and vulnerable children. The respondents further stated that the majority of these proprietors had over the years drafted winning proposals and mobilized funds for self-interest only for the institutions to be left in poor conditions and children subjected to neglect and abuse. The diversion of resources allotted to childcare has raised audit queries wherever CCI managers have been requested to account for the resources disbursed by the external partners. One of the key informants noted that some managers have over the years enriched themselves through purchasing homes and luxury

vehicles from the funds disbursed by the partners which are a contrast to the lives of the children under their responsibility who go without a well-balanced meal and clothing.

40% of the respondents stated that other than accounting and financial accountability, the registration process by many CCI proprietors had not always been in tandem with the regulations of the law. Many proprietors were running CCIs without prerequisite government and child integration documents for those children under their care. Additionally, staff under these unregistered CCIs had been accused of mistreating children. To this end, documents shared indicated that the Government of Kenya through the National Council for Children's Services (NCCS) issued a moratorium in 2019 that suspended the registration of new CCIs. The moratorium further required the county children's departments to facilitate the renewal of all CCIs and that all the applicants submitted their applications to the NCCS.

4.4.8 Additional measures put in place to promote institutional accountability

The researcher sought to find out which other measures and mechanisms the respondents had in place to promote institutional accountability. 80% of the respondents indicated that they had developed institutional mechanisms such as child safeguarding policies, child exit strategies, child admission policies, and health policies. 60% of respondents indicated that they had policies such as the risk assessment policies and complaints procedure. From the foregoing, it was evident that the management of CCIs like any other organization is dependent on sound measures that promote accountability and not on financial and accounting mechanisms. 50% of the respondents highlighted that they continually review their policies and implement new ones based on the demands of the government. Those who cited that they did not continuously review their policies highlighted lack of technical know-how and the high-cost implication incurred in the process of policy review.

Additionally, 60% of the key informants highlighted that the negative publicity created by CCIs that fail to conform to regulatory policies and practices by CCIs have tainted the image of those CCIs that are doing a commendable job of safeguarding and protecting vulnerable children. They opined that CCIs can change this image, by having the management being more transparent on how they run the institutions. One of the respondents highlighted that one of the ways they could enhance transparency was through compliance to the NCCS' directives on reapplying for government licenses as well as continuously conducting an institutional review on the

requirements of CCIs as outlined on the 2013 national standards for best practices in CCIs. 80% of the respondents cited that the management of these institutions required to continually work with the government to reintegrate some of the children to the society through linking them to their relatives and kin as institutionalized care was not the best environment for child development. The responses by the respondents highlight that transparency through improved measures of institutional accountability is fundamental to the management of a CCI.

4.5 Influence of income-generating activities on effective management of CCIs in Nakuru Town East Sub-County.

This section presents the results on the first objective of the study, which sought to investigate the influence of income-generating activities on effective management of charitable children's institutions in Nakuru Town East Sub-County, Kenya.

4.5.1 Funding by external partners

The researcher sought to establish how many of the CCIs depended on external partners for funding. The results are presented in figure 4.4.

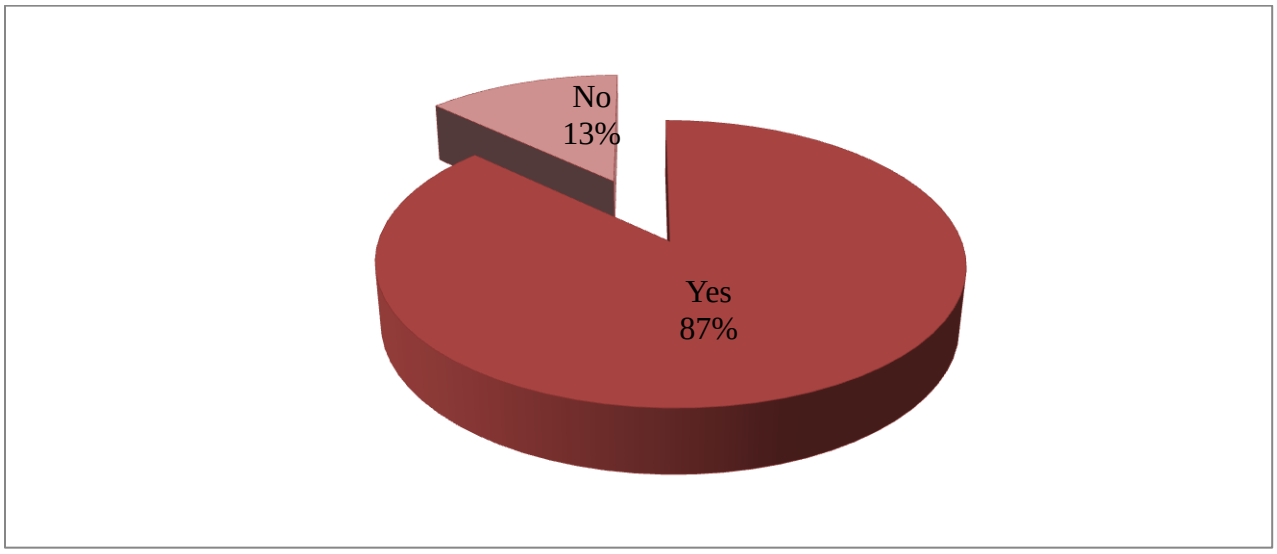


Figure 4: Distribution of respondents depending on external funding.

Source: **Research Data (2020)**

From the findings, 87% of the respondents stated that external partners funded their institution. These findings support Doore (2016), who highlighted that children orphanages in Sub-Saharan Africa and South-East Asia were dependent on donors and international volunteers in sustaining

their operations. The findings are supported by Alhassan (2017) who cites that the high dependence on external funding partners by CCI leadership has over the years been plagued by continued dwindling of funding that has been attributed to corruption and poor prioritization by the institutional leaders.

4.5.2 Income generating activity of the institution

The researcher sought to establish whether these institutions had an income-generating activity. The results are presented in Table 4.9.

Table 4. 9: Distribution of responses based on the presence of IGA.

Responses	Frequency	Percentage
Yes	31	89
No	4	11
Total	35	100

Field data (2020)

The findings show that majority of the CCIs (89%) had an income-generating activity while 11% of the respondents stated that their institutions did not have an income-generating activity. The findings support Sialo et al. (2017) who state that those managing any institution require to have a well thought out plan that ensures the smooth continuation of the organization's operations into the unforeseeable future without the challenge of finances. Such plans dictate the sustainability of institutions. The results further highlighted that majority of the respondents were well aware of the potential income revenue streams that can be generated by income-generating projects that provide additional income to meet the institutions' activities.

4.5.3 Type of income-generating activities in the institutions

The researcher sought the opinions of the respondents on the type of income-generating activities present in their respective institutions. From the findings, the majority of the respondents indicated that they had income-generating activities while a minority of the respondents indicated that they did not have income-generating activities.

Those who cited that they had running income-generating activities run the following type of businesses: milk selling business, crop farming, bead making and poultry farming. These

income-generating activities assisted in supporting various expenditure such as payment of utility bills such as electricity and water.

4.5.4 Level of agreement on income-generating activities on management of CCIs.

This section presents the descriptive analysis of the results of the study on respondents' level of agreement on the institutions' income-generating activities on management of CCIs. The results were analyzed using mean and standard deviations of the responses. They are discussed further under the various indicators of income-generating activities on management of CCIs as presented in Table 4.10. The respondents were requested to indicate their level of agreement on IGAs importance on effective management of CCIs. Their responses were measured on a 5 point Likert scale of 1 to 5 (where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA))

Table 4. 10: Distribution of responses on income-generating activities on management of CCIs.

Statements	**N**	**SD**	**D**	**N**	**A**	**SA**
Percentage		**(%)**	**(%)**	**(%)**	**(%)**	**(%)**
A CCI's ability to run an IGA is important in sustaining its operations	35	0.0	5.7	8.6	45.7	40.0
The amount of income generated from an IGA contributes to the running of the institution	35	0.0	0.0	5.7	51.4	42.9
The type of IGA run by a CCI contributes to the running of the institution	35	0.0	0.0	8.6	51.4	40.0

Field data (2020)

The results in table 4.10 reveal that 85.7% of the respondents believed that 'a CCI's ability to run an income-generating activity (IGA) was important in facilitating the institution's operations' while 5.7% disagreed with this and 8.6% of the respondents remained neutral on this. Additionally, the results revealed that 94.3% of the respondents agreed that 'the amount generated from an IGA contributed to running the operations of the institution' while 5.7% remained neutral on this. These findings reveal that IGAs have a role in the running of operations as they ensure a steady cash flow and supplements funds raised for managing the CCIs from external partners. The findings support Owolabi and Makinde (2012) who argued that an

organization's sustainability is dependent on the existence of a clear long-term direction and scope that is adaptive to dynamic changes in the environment.

The results further indicated that a 91.4% of the respondents were in agreement that the type of IGA adopted by a CCI contributes to the running of the institution's operations while 8.6% remained neutral on this. These findings were supported by Alhassan (2017) who argued that sound financial strategies adopted by institutions can help in generating stable cash flows that are required in providing care to children under care institutions as well as meeting the financial obligations of constituent expenses.

The researcher conducted a further analysis by computing the means and standard deviation of the constituent responses to the indicators under review on the respondents' level of agreement on income-generating activities on management of CCIs. The results are presented in Table 4.11.

Table 4. 11: Distribution of respondents on IGAs based on Mean and SD.

Statement	N	Mean	SD
A CCI's ability to run an IGA is important in sustaining its operations	35	4.20	.833
The amount of income generated from an IGA contributes to the running of the institution	35	4.37	.598
The type of IGA run by a CCI contributes to the running of the institution	35	4.31	.631

Field data (2020)

From the results on table 4.11, the mean of the indicators varied from 4.20 (SD = .833) to 4.37 (SD = .598). All the means were above 4.0 meaning that majority of the respondents were in agreement with that IGAs contributed to the management of CCIs.

All 5 key informants supported the study, noting that the majority of CCIs were heavily dependent on donor funding to sustain their operations. They indicated that over the years they have witnessed some of these institutions closing down because of withdrawal of funding by external partners. They suggested that for these institutions to sustain their operations, two aspects can be looked at namely investing in reintegration mechanisms and incorporation of income-generating activities.

On reintegration mechanisms, 80% of the respondents suggested that these institutions ought to invest in measures of identifying the next of kin and relatives of orphaned and vulnerable children. They noted with concern that the kin cites financial constraints in adopting these children. However, 60% of the respondents believed that the CCIs could adopt a different model that incorporated funds transfer to these next of kin in sustaining these children from the home set up as well as trying to facilitate some of the needs these children had like paying of school fees.

The second option as cited by 60% of the respondents was for CCIs to incorporate income-generating activities in their constituent institutions as a supplementary measure for an additional income stream from funds raised by external partners. Dependence on donor funding they said, was detrimental given the volatility of the global economy, which posed a risk to children under the care of these institutions. 60% of the respondents noted that some of the institutions had adopted farming as a way of generating income, which they acknowledged was a step in the right direction in creating a self-sustaining model for the institutions.

4.5.5 Cross Tabulation between income-generating activities and the effective management of CCIs in Nakuru Town East Sub-County.

The researcher conducted a chi-square analysis to analyse the level of significance in the relationship between income-generating activities and the effective management of charitable children's institutions. Table 4.12 below illustrates the findings.

Table 4. 12: Cross tabulation indicating the relationship between Income Generating Activities and Effective Management of CCIs.

		Whether IGAs influence the effective management of CCIs.		Total
		Low extent	high extent	
Effective Management of CCIs Category	Low dependence	1	1	2
	High dependence	5	28	33
Total		6	29	35

Pearson Chi-square (value=16.514[a] ,df=2, p=.039)

The results in Table 4.12 indicate that the Pearson chi-square value of 0.039 (df =2). According to Diamond and Jefferies (2001), a significance level of 0.05 or below indicates a significant association between two variables under study. From the results, it can be concluded that there is a significant association between income-generating activities and the effective management of CCIs in Nakuru Town East Sub-County because the significant value of 0.039 is equivalent to the required threshold of 0.05.

4.6 Influence of stakeholder engagement on effective management of CCIs in Nakuru Town East Sub-County.

This section presents the results on the second objective of the study, which sought to assess the influence of stakeholder engagement on the effective management of charitable children's institutions in Nakuru Town East Sub-County, Kenya.

4.6.1 Importance of stakeholder's participation in the running of CCIs

The study sought to examine if the participation of stakeholders in the running of CCIs was important. The results are as shown below on table 4.13.

Table 4. 13: Distribution of responses based on the importance of stakeholder participation.

Responses	Frequency	Percentage
Yes	29	82.9
No	6	17.1
Total	**35**	**100.0**

Field data (2020)

From the finding, 82.9% of the respondents stated that the participation of stakeholders in the running of CCIs was important while 17.1% of the respondents stated that participation of stakeholders in the running of CCIs was not important.

4.6.2 Why stakeholder participation in the running of CCIs is important

The researcher sought to examine why stakeholder participation in the running of CCIs was important. From the analysis, 80% of the respondents indicated that stakeholders were important in running a CCI because they held the management accountable in ensuring that they provided proper care and protection to children under their care. 60% of the respondents indicated that the

engagement with stakeholders was important as it offered an exchange of ideas on strengthening the management systems of the institutions and informed current trends in funding opportunities.

4.6.3 Participation in meetings organized by stakeholders in the child protection system

The study sought to establish whether respondents participated in meetings organized by stakeholders in the child protection system and the results obtained are presented in Table 4.14.

Table 4. 14: Distribution based on participation in stakeholder meetings.

Responses	Frequency	Percentage
Yes	29	82.9
No	6	17.1
Total	**35**	**100.0**

Field data (2020)

As shown in table 4.14, 29 (82.9%) of the respondents indicated that they participated in meetings organized by stakeholders while 6 (17.1%) indicated that they did not participate in the meetings. This implies that the institutions engage in meetings organized by stakeholders in the child protection system.

4.6.4 Influence of Stakeholder Engagement on Management of CCIs.

This section presents a descriptive analysis of the results of the study on the influence of stakeholder engagement influence on the management of CCIs. The results were analyzed using the mean and standard deviation of the responses. They are discussed further under the various indicators of stakeholder engagement as presented in table 4.15. The respondents were requested to indicate their level of agreement on stakeholder engagement on effective management of CCIs. Their responses were measured on a 5 point Likert scale of 1 to 5 (where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA))

Table 4. 15: Distribution of responses to stakeholder engagement on the management of CCIs.

Statements	N	SD	D	N	A	SA
Percentage		**(%)**	**(%)**	**(%)**	**(%)**	**(%)**
Community policing platforms ensure proper accountability practices by the management.	35	0.0	14.3	20.0	45.7	20.0
Monitoring of CCI operations by the Department of Children Services ensures that CCIs maintain high-quality services	35	0.0	5.7	0.0	57.1	37.1
Involvement by donors/funding partners is important in CCI accountability.	35	0.0	11.4	0.0	57.1	31.4

Field data (2020)

The results in table 4.15 reveal that 65.7% of the respondents believed that community-policing platforms ensure proper accountability practices by the management, while 14.3% disagreed with this. The results are in agreement with a study by Aanesen, Armstrong, Bloomfield, & Rockman (2014) that found stakeholder engagement increases the legitimacy of the management in administration of an institution, project or programme. A study by Leting (2017) indicated that community-policing platforms such as 'nyumba-kumi' have an impact on reducing crime levels in Kenya. Community policing is an approach that incorporates key community actors such as police, community leaders, and the police in developing local solutions to safety and security. From the foregoing results, community policing is integral as it holds the caregivers in a childcare institution accountable by ensuring that children protected from all forms of child abuse and neglect.

Additionally, 94.2% of the respondents agreed that monitoring of CCI operations by the department of children services ensures that CCIs maintain a high quality of services to the children under their care. The department of children services oversees the quality standards and practices in any childcare institution in Kenya. These findings align with UNICEF who recognize that involvement by key actors and stakeholders in the child protection system ensures the protection of the fundamental rights and freedoms of children. This is important as it ensures

that the institution complies with both the local and international frameworks and legal instruments that advocate for the rights of children.

88.5% of the respondents were in agreement that involvement of donors/funding partners to the running of CCIs was important while 11.4% disagreed with this. The findings were consistent with a study by McWilliams et al. (2002) who indicate that differentiation was one of the strategies that institutions can utilize in an increasing resource scare environment. Moreover, the findings compare with the study by Alhassan (2017) that indicated that a majority of childcare institutions in Ghana were heavily dependent on donor funding. He further highlighted that reports on child abuse and misappropriation of resources were a factor in the withdrawal of funding by donors. As a result, the findings from this support that the involvement of donors/funding partners in the operations of CCIs was important as increased institutional accountability and legitimacy. Donors/external partners would be more confident in continued support of a CCI if they proper utilization of resources and that the children are provided with quality care and support.

The researcher conducted a further analysis by computing the means and standard deviation of the constituent responses to the indicators under review on the respondents' level of agreement on whether stakeholder engagement contributed to the effective management of CCIs. The results are presented in Table 4.16.

Table 4. 16: Distribution of responses based on mean and SD.

Statement	N	Mean	SD
Community policing platforms contribute to a CCI properly running its operations**.**	35	3.71	.957
Monitoring of CCI operations by the Department of Children Services ensures that CCIs maintain high-quality services.	35	4.26	.741
Involvement by donors/funding partners is important in CCI accountability.	35	4.09	.887

Field data (2020)

From the results on table 4.16, the mean of the indicators varied from 3.71 (SD = .957) to 4.26 (SD = .741). All the means were above 3.5 indicating that majority of the respondents agreed with that stakeholder engagement contributed to the effective management of CCIs.

Respondents were asked how stakeholders could contribute to improving the management of CCIs. 80% of the respondents said that child protection was a mandate of the entire society and not only the preserve of any one institution. They acknowledged, as a society, the majority have not been keen on protecting the rights and freedoms of orphaned and vulnerable children. 60% of the respondents noted that to improve this, resources were required from the government to ensure continuous monitoring and oversight of CCIs. They noted that the lack of adequate resources by the government in facilitating visitations by children officers to these institutions made it easier for the management to run the institutions without any fear of repercussions. 60% of the respondents acknowledged that one of the ways to improve stakeholder engagement with CCIs was to strengthen the area advisory council members within the areas CCIs are located and legislate that key actors such as the community elders be allowed to monitor childcare in these institutions.

4.6.5 Cross Tabulation between stakeholder engagement and the effective management of CCIs in Nakuru Town East Sub-County.

The researcher conducted a chi-square analysis to analyse the level of significance in the relationship between stakeholder engagement and the effective management of charitable children's institutions. Table 4.17 below illustrates the findings.

Table 4. 17: Cross tabulation indicating the relationship between Stakeholder Engagement and Effective Management of CCIs.

		Whether Stakeholder Engagement influences Effective Management of CCIs.			Total
		Low Extent	Moderate Extent	High Extent	
Effective Management of CCIs Category	Low dependence	2	0	0	2
	High dependence	2	27	4	33
Total		4	27	4	35

Pearson Chi-square (value=16.439[a] ,df=2, p=.000)

The results in table 4.17 indicate that the Pearson chi-square value of .000 (df =2). According to Diamond and Jefferies (2001), a significance level of 0.05 or below indicates a significant association between two variables under study. From the results, it can be concluded that there is

a significant association between stakeholder engagement and the effective management of CCIs in Nakuru Town East Sub-County because the significant value of .000 is below the required threshold of 0.05.

4.7 Influence of capacity development of CCI staff on effective management of CCIs in Nakuru Town East Sub-County.

The third objective of the study sought to examine the influence of capacity building of CCI staff on effective management of charitable children's institutions in Nakuru Town East Sub-County, Kenya.

4.7.1 Training of staff in the institution

The study sought to examine whether CCIs trained their staff. The results are presented in Table 4.18.

Table 4. 18: Distribution of responses to the training of CCI staff.

Responses	Frequency	Percentage
Yes	32	91.4
No	3	8.6
Total	**35**	**100.0**

Field data (2020)

The findings indicate 32 (91.4%) respondents highlighted that the training of staff took place in their institutions while 3 (8.6%) respondents indicated that there was no training at their institutions.

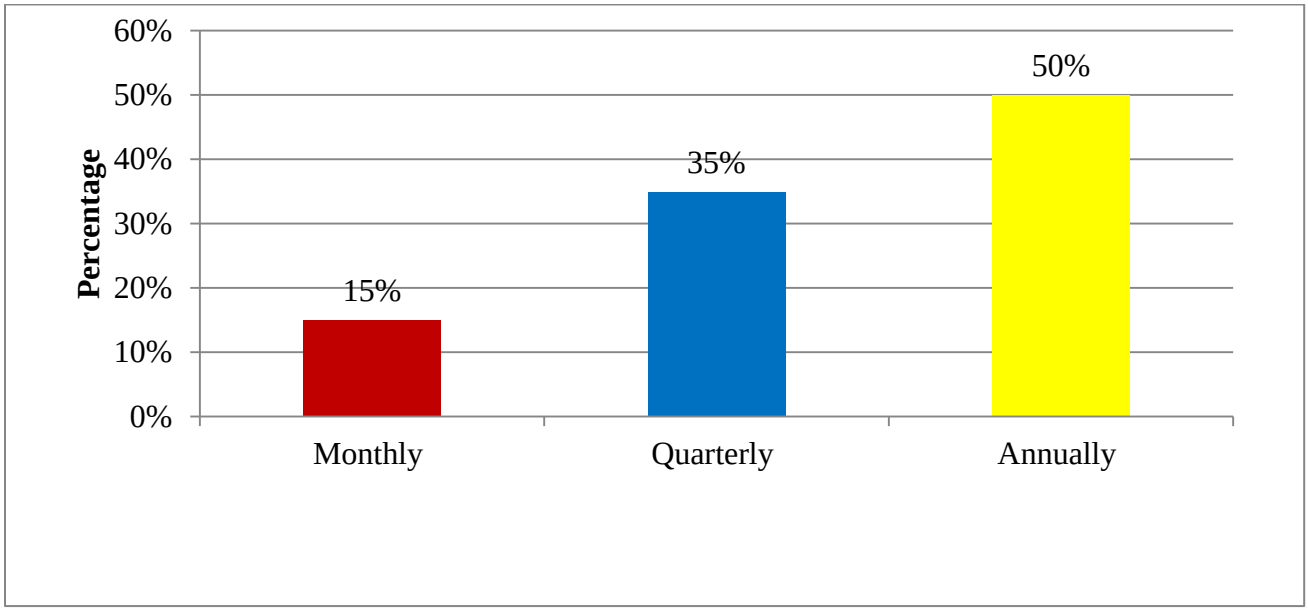
4.7.2 Aspects of staff training in the institution

The respondents' opinions were sought on what aspects of training staff were taken through. 60% of the respondents cited the following training aspects counselling, child behaviour management, and childcare management. Other training aspects that were cited less frequently by 20% of the respondents included first aid training and disaster management (this includes disaster preparedness, prevention and response).

4.7.3 Frequency of staff training

The researcher wanted to determine how frequent organization conduct staff training. The findings were as shown in figure 4.3.

Figure 5: Distribution of responses based on the frequency of staff training.



Source: **Research Data (2020)**

The findings illustrate that 15% of the respondents highlighted that they conducted staff training monthly while 35% of the respondents highlighted that they conduct staff training quarterly. 50% of the respondents highlighted that they conducted staff training annually. This implies that most institutions conduct staff training annually.

4.7.4 Capacity Development of CCI staff on effective management of CCIs

This section presents a descriptive analysis of the results of the study on whether the capacity building of CCI staff contributes to the effective management of CCIs. The indicators of capacity development of CCI staff were analyzed in terms of their mean and standard deviation and the findings presented in table 4.17. The respondents were requested to indicate their level of agreement on capacity building of CCI staff on effective management of CCIs. Their responses were measured on a 5 point Likert scale of 1 to 5 (where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA))

Table 4. 19: Distribution of responses based on capacity development of CCI staff on management of CCIs.

Statements	N	SD	D	N	A	SA
Percentage		**(%)**	**(%)**	**(%)**	**(%)**	**(%)**
Training staff at a CCI improves the quality of output in their performance.	35	2.9	0.0	11.4	42.9	42.9
Motivating staff at a CCI gives them the drive to perform better in executing their duties	35	0.0	2.9	11.4	45.7	40.0
Skills acquired during staff training contribute to output in performance.	35	0.0	0.0	11.4	57.1	31.4

Field data (2020)

The results in table 4.19 indicate 85.8% of the respondents believed that training staff improved the quality of output in their performance at the CCI, while 2.9% disagreed with this and 11.4% were neutral. The findings from the study were similar in comparison to those by Richter et al. (2015), whose study highlighted that human capacity development was important to the staff's ability to accomplish and fulfil the predefined institutional objectives. The study by the authors revealed that training of the staff provided them with the prerequisite knowledge and skills they required to perform the assigned roles and responsibilities effectively. The study further highlighted that training of staff on aspects such as children rights, caregiving practices, and violations against children were some mitigation measures that childcare institutions could take up in addressing issues such as child abuse.

Additionally, 85.7% of the respondents were in the majority in indicating that motivation of staff at a CCI gave them the drive to better execute their duties. 11.4% of the respondents were neutral to the idea of staff motivation while 2.9% disagreed with this. The results illustrate the findings by Stein (2006) who argued that staff motivation increased the engagement of an employee towards an assigned task or responsibility, which invariably increases the output in performance. Herzberg et al. (1959) highlighted some factors such as job security, achievement, recognition, and compensation, the relationship between employees and management, and organization policies as factors that may motivate an employee.

Finally, 88.5% of staff majorly agreed that skills acquired during a training contributed to output in performance while 11.4% remained neutral on this. These results were congruent with a study by Attar-Schwartz (2011) who noted that poorly trained staff were likely culprits in engaging in maltreatment of children under the care of CCIs. In his study, 70% of adolescents under childcare institutions cited that staff members had either grabbed, shoved, punched, slapped, kicked or punched them while at the institutions. Horwath and Stein (2000) cite that such abuse by staff has a direct short and long-term consequence on the children that may include depression, suicide, and incidents of self-harm. To mitigate such instances of abuse and maltreatment by staff, Christoplos et al. (2014) recommend a contextual assessment on the capacity development in the CCI that looks at the human resource development and institutional systems and structures.

The researcher conducted a further analysis by computing the means and standard deviation of the constituent responses to the indicators under review on the respondents' level of agreement on whether stakeholder engagement contributed to the effective management of CCIs. The results are presented in Table 4.20

Table 4. 20: Distribution of responses based on mean and SD.

Statement	N	Mean	SD
Training staff at a CCI improves the quality of output in their performance.	35	4.23	.877
Motivating staff at a CCI gives them the drive to perform better in executing their duties	35	4.23	.770
Skills acquired during staff training contribute to the effective running of the institution.	35	4.20	.677

Field data (2020)

From the results on table 4.20, the mean of the indicators varied from 4.20 (SD = .677) to 4.23 (SD = .877). All the means were above 4.0 indicating that majority of the respondents agreed that capacity development of CCI staff contributed to the effective management of CCIs.

80% of key informants noted that CCI staff are integral actors in the development of children under the care of CCIs. These staffs were 'parents' to these children given that they frequently interacted with the children. To contribute to the proper management of CCIs, 80% of the

respondents noted that CCI staff required proper and sufficient training on childcare and child protection. The training they noted was important as it would shed light on the various developmental needs of children and subsequently developing childcare plans for each child. The training of staff was important in helping the staff understand that children have rights and freedoms that warrant protection. Additionally, 60% of the respondents noted that the CCI management required to conduct proper and thorough background checks on each staff member that they hired. This they noted would ensure that there was sufficient information on the type of employee they were bringing in to oversee the care of the orphaned and vulnerable children under their care.

4.7.5 Cross Tabulation between capacity development of CCI staff and the effective management of CCIs in Nakuru Town East Sub-County.

The researcher conducted a chi-square analysis to analyse the level of significance in the relationship between the capacity development of CCI staff and the effective management of charitable children's institutions. Table 4.21 below illustrates the findings.

Table 4. 21: Cross Tabulation table indicating the relationship between capacity development on Effective Management of CCIs.

		Whether Capacity Development influences Effective Management of CCIs.		Total
		Low Extent	High Extent	
Effective Management of CCIs Category	Low dependence	1	3	4
	High dependence	8	23	31
Total		9	26	35

Pearson Chi-square (value=29.514[a] ,df=1, p=.042)

The results in table 4.21 indicate that the Pearson chi-square value of .042 (df =1) which is below the 0.05 level. According to Diamond and Jefferies (2001), a significance level of 0.05 or below indicates a significant association between two variables under study. From the results, it can be concluded that there is a significant association between capacity development of CCI staff and the effective management of CCIs in Nakuru Town East Sub-County because the significant value of 0.042 is below the required threshold of 0.05.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the major findings, conclusion and recommendations on the factors that contribute to the effective management of charitable children's institutions in Nakuru Town East Sub County, Nakuru County, Kenya.

5.2 Summary of Findings

The study sought to assess the factors contributing to the effective management of charitable children's institutions in Nakuru Town East Sub County. The study sort to propose measures that can help in improving the management of charitable children's institutions. The research conducted in Nakuru Town East Sub County brought out the following findings.

i. Majority of the respondents were aware of the detriment posed by the high dependency of donor funding in sustaining their institutions' operations. 87% of the respondents highlighted that their institutions depended on external partners for their funding. 89% of them indicated that they had income-generating activities present in their institutions, which supplemented funding from external partners. 85.7% of the respondents believed that 'a CCI's ability to run an income-generating activity (IGA) was important in facilitating the institution's operations' while 91.4% were in agreement that the type of IGA adopted by a CCI was crucial in contributing to the institution's running. A chi-square test conducted indicated a statistical association between income-generating activities and the effective management of CCIs (value=16.514[a] ,df=2, p=.039).

ii. Majority of the respondents believed that stakeholder engagement was crucial in the management of CCIs because it increased accountability and legitimacy of those presently leading the institutions. It ensures that the management conducts its affairs transparently and considers the best interest of the children as tantamount. 82.9% of the respondents indicated that they participated in stakeholder meetings while 65.7% of the respondents believed that community-policing platforms ensure proper accountability practices by the management, while 14.3% disagreed with this. 88.5% agreed that donor participation was crucial in CCI management while 94.2% agreed that monitoring of CCI operations by the department of children services held the management accountable. A

chi-square test indicated a statistical association between stakeholder engagement and the effective management of CCIs (value=16.439[a] ,df=2, p=.000)

iii. Majority of the respondents agreed that building the capacity of staff on various key fundamentals of child development was crucial in ensuring that the institutions were able to continue running smoothly. They noted that capacity development ensures that they were given the tools necessary to fulfil their designated roles and responsibilities which enabled the organization to attain its objectives. 91.4% of respondents highlighted that staff training took place in their institutions while 50% highlighted that the training took place annually while 15% and 35% of the respondents indicated that the training took place monthly and quarterly respectively. 85.8% of the respondents indicated that staff output increased after training while 85.7% of the respondents indicated that motivated staff were better able to execute their duties. Additionally, the chi-square test indicated a statistical association between capacity development of CCIs and the effective management of CCIs (value=29.514[a] ,df=1, p=.042).

5.3 Conclusions

The purpose of this study was to assess factors contributing to the effective management of charitable children's institutions in Nakuru Town East Sub County. From the analysis of this study, the following conclusions were made based on the objectives of the study.

The study concludes that income-generating activities have a positive effect on the running of CCI operations. Majority of the CCIs indicated that they depended on funding from external partners, which poses a big risk on the sustainability of the institutions' operations. Income-generating activities provide a cushion for these institutions by injecting an additional income stream in the event that lack of finances from external partners pose a risk to the operations of the institution. Those institutions that had income-generating activities indicated that they were able to better manage their financial obligations without much of a strain as compared to those that did not have IGAs.

The study concludes that stakeholder engagement has a positive effect on the management of CCIs. Stakeholders provide insight on best practices in the area of child protection as well as offer technical expertise on areas that a CCI may be weak. Additionally, stakeholder engagement provides an 'outside eye' in the management of CCI by holding the management and staff

accountable. This ensures that orphaned and vulnerable children under the care of the institution have their rights observed.

The study concludes that staff capacity building has a positive effect on the management of CCIs. Staff are a valuable resource to an organization as their input ensures the attainment of organizational objectives. The study concluded that training of staff on aspects such as childcare and behaviour management ensured that the development needs of children were addressed by qualified personnel.

5.4 Recommendations of the Study

In light of the above conclusions, this study makes the following recommendations about factors contributing to the effective management of charitable children's institutions in Nakuru Town East Sub County.

i. There is a need for the management of CCIs to develop strategies on income-generating activities. Donor fatigue and continued trends in donor funding may place a strain on the operations of the CCI in offering care and protection to orphaned and vulnerable children as well as meeting their basic needs. These income-generating activities are essential in injecting additional cash streams and if properly developed and managed, can offer sustainability for the CCIs in the eventuality that donors withdraw funding.
ii. The protection and care of children is not a unilateral process that is dependent on one actor. To ensure effective child protection, a multisector approach that includes all necessary actors is important to strengthen the protection mechanisms for orphaned and vulnerable children. Moreover, there is a need for CCI management to involved external stakeholders in the development of an institution's strategic plan. The opinions of external actors such as officials from the department of children and consultants may be able to offer insight on aspects that can enable the institution to be able to meet its objectives.
iii. There is need for CCI management to develop the capacity of staff to facilitate better care for the children. Staff performance appraisals can be reviewed based on the application of some of the areas staff have been trained. The management should also incorporate the National standards for best practices in charitable children's institutions.

5.5 Suggestions for Further Research

Care of orphaned and vulnerable children is important because circumstances that result in them being in such situations may inhibit them from enjoying their fundamental rights and freedoms. Charitable children's institutions as care options of last resort play an important role in ensuring that these children are well cared for and protected. However, questions have been raised as to whether childcare should be the preserve of the institution caregivers. Research findings have indicated that children taken care of in institutions have had their rights and freedoms abused which has resulted in their maladjustment in society. However, based on these findings, further research in the following areas can be conducted:

i. A similar study in more constituencies in the county and the entire country to validate the results of this study.
ii. Future research should be conducted on the aspects that determine the success of family-based care options in caregiving for orphaned and vulnerable children.
iii. A further study on the effectiveness of charitable children's institutions in providing care for orphaned and vulnerable children should be conducted to provide more literature on the landscape in Kenya, Africa and the rest of the world.

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APPENDICES

APPENDIX I QUESTIONNAIRE TO CCI STAFF.

Dear respondent, I am John Anthony Waweru, a Master's in Development Studies student at St. Paul's University, Nakuru Campus Kenya, currently undertaking my research study titled ' FACTORS CONTRIBUTING TO EFFECTIVE MANAGEMENT OF CHARITABLE CHILDREN'S INSTITUTIONS: A CASE STUDY OF CCIs IN NAKURU TOWN EAST SUB-COUNTY, KENYA.' I would appreciate your contribution to this research. Please feel free to give answers to the best of your knowledge. The researcher shall keep the responses you give confidential. Your willingness to participate in this research shall be appreciated.

INSTRUCTION: KINDLY SUBMIT YOUR RESPONSE TO THE FOLLOWING QUESTIONS.

RESPONDENT CODE : _____			
SECTION A: BACKGROUND INFORMATION			
NO	**QUESTION**	**RESPONSE**	
1.	What is your designation at the CCI? _____		
2.	What is your gender?	Male	1
		Female	2
3.	What is the highest level of education you have completed?	Primary	1
		Secondary	2
		Certificate	3
		Diploma	4
		Degree	5
		Masters'	6
		PhD	7
4.	How long have you worked at this CCI?		
SECTION B: EFFECTIVE MANAGEMENT OF CHARITABLE CHILDREN'S INSTITUTIONS.			
5. (a)	Do you conduct performance monitoring of your institution? (If you responded yes, proceed to 5 (b), if no proceed to question 6)	Yes	1
		No	2
b)	How frequently, do you conduct institutional performance monitoring?	Monthly	1
		Quarterly	2
		Annually	3
6. (a)	Does your organization have a strategic plan? (If your answer is yes proceed to question 6 (b) if your answer is no skip to question 7)	Yes	1
		No	2

b)	Who was/is involved in the process of developing a strategic plan for your institution?		
7. (a)	Do you measure employee performance in your organization? (If yes proceed to question 7 (b) and if no, proceed to question 8)	Yes	1
		No	2
b)	How frequently do you measure employee performance?	Monthly	1
		Quarterly	2
		Annually	3
8.	Does your institution have accounting and financial mechanisms for promoting accountability?	Yes	1
		No	2
9.	What other measures have you put in place to ensure institutional accountability? --- --- ---		
SECTION C: INCOME GENERATING ACTIVITIES			
10.	Do external partners fund your institution?	Yes	1
		No	2
11.	How do you manage to sustain the management of your institution when there is limited financing from partners? --- --- --- ---		
12. a)	Does your institution have an income-generating activity? (If yes proceed to question 12 b), if no proceed to question 13)	Yes	1
		No	2
b)	What type of income-generating activity is it? --- ---		

Please indicate the extent to which you either agree or disagree with each of the statements by selecting one category that mostly corresponds to your opinion. Use the scale: 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree

Rate Income Generating Activities on Management of CCIs.		*Responses*				
		5	4	3	2	1
13.	A CCI's ability to run an IGA is important in sustaining its operations.					
14.	The amount of income generated from an IGA contributes to the running of the institution.					

15.	The type of IGA run by a CCI contributes to the running of the institution.					
SECTION D: STAKEHOLDER ENGAGEMENT						
16. a)	In your opinion, does the participation of stakeholders in the running of CCIs important? (If yes in 16 (a), proceed to question 16 (b), if no, proceed to question 17)	Yes				1
		No				2
b)	Kindly explain why stakeholder participation in the running of CCIs is important? --- --- ---					
17.	Do you engage in meetings organized by stakeholders in the child protection system?	Yes				1
		No				2
Please indicate the extent to which you either agree or disagree with each of the statements by selecting one category that mostly corresponds to your opinion. Use the scale: 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree						
Rate Stakeholder Engagement on Management of CCIs.		***Responses***				
		5	4	3	2	1
18.	Community policing platforms contribute to a CCI properly running its operations.					
19.	Monitoring of CCI operations by the Department of Children Services ensures that CCIs maintain high-quality services.					
20.	Involvement by donors/funding partners in the running of CCI operations contributes to the efficient operations of CCIs.					
SECTION E: CAPACITY DEVELOPMENT						
21. a)	Do you train staff at your institution? (If yes, proceed to question 21 (b), If no proceed to question 21 (c))	Yes				1
		No				2
(b)	What aspects of training do you engage staff on? --- ---					
(c)	Kindly explain why you do not train staff at your institution? --- --- ---					

22.	If you train staff, how frequently do you conduct the training? ---------- ----------

Please indicate the extent to which you either agree or disagree with each of the statements by selecting one category that mostly corresponds to your opinion. Use the scale: 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree

Rate Capacity Development on Management of CCIs.		***Responses***				
		5	4	3	2	1
23.	Training staff at a CCI improves the quality of output in their performance.					
24.	Motivating staff at a CCI gives them the drive to perform better in executing their duties.					
25.	Skills acquired during staff training contribute to the effective running of the institution.					

Thank you for your participation.

APPENDIX II INTERVIEW GUIDE

1. What are some of the challenges affecting the effective management of CCIs?

2. How can CCIs' proprietors improve the management of their institutions?

3. How can CCIs sustain their operations without donor funding?

4. How can stakeholders improve the management of CCIs?

5. How can CCI proprietors/managers ensure that staff contribute to the effective management of the institutions?

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2nd March 2020

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.
Dear Sir/Madam,

Re: Recommendation for John Anthony Waweru- MDSNKR215219 to conduct research.

This letter confirms the above named person is a student of the Masters of Development Studies at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'Assessing factors contributing to effective management of charitable children Institutions in Nakuru County'.*

Kindly grant this student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

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Date of Issue: 28/March/2020

RESEARCH LICENSE



This is to Certify that Mr.. John Anthony Waweru of St. Paul's University, has been licensed to conduct research in Nakuru on the topic: ASSESSING FACTORS CONTRIBUTING TO EFFECTIVE MANAGEMENT OF CHARITABLE CHILDREN INSTITUTIONS IN NAKURU COUNTY, KENYA. for the period ending : 28/March/2021.

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