



**FACTORS AFFECTING SUSTAINABILITY OF ORPHANS AND VULNERABLE CHILDREN PROJECTS IN KAJIADO COUNTY IN KENYA**

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**ABSTRACT**

*There has been a reflux of funds to implement Orphans and Vulnerable Children projects in Kajiado County and in Kenya in general, yet despite this, no long term sustainability of the projects. The study sought evidence on how fundraising structures, stakeholder's capacity, employee competence and governance affects the sustainability of Orphans and Vulnerable Children projects in Kajiado County in Kenya. Descriptive research design was adopted with a target population of 496 respondents, including 364 project officers and 132 project coordinators in NGOs in Kajiado County. Multi-stage random sampling was used to select 85 project officers and 60 project coordinators resulting in a total sample size of 145 respondents. Secondary data was obtained from NGO's publications that touched on sustained projects. Primary data was obtained from questionnaire survey. The reliability of the data collection tool was tested using the test retest method while the content validity of the tool was discussed by the supervisor and other professionals in the field. Primary survey data was analyzed using SPSS. Multiple regression showed that fundraising structures and capacity, stakeholders' capacity, employee competence and governance have a positive effect on sustainability of OVC projects. The study recommended that fundraising structures and capacity to be enhanced through promoting income generating activities to provide finances for projects, staff training and capacity building on fundraising skills, networking and collaborations. Stakeholders' capacity to be enhanced through training and capacity building, offering competitive allowances. Employee competence to be enhanced through training, attending seminars and workshops, coaching, offering competitive remuneration. Governance to be enhanced through involvement of the top leadership in activities of the organization, having favorable policies and democracy in governance. More studies should be carried out in other counties in order to point out other factors influencing sustainability of Orphans and Vulnerable Children projects to ensure impact of the OVC projects is sustained long after the grants are completed.*

**Key words:** *Fundraising Structures and Capacity, Stakeholder's Capacity, Employee Competence on Sustainability, Governance On Sustainability, Vulnerable Children Projects*

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## INTRODUCTION

Sustainability of an organization depends on the ability by other organizations to substitute or imitate the critical assets of the firm (Sun and Tse, 2009). Sun & Tse classify sustainability as a key concept in strategic management. When a given organization outperforms its competitors in carrying out a given function, this is known as competitive advantage (Lumpkin, 2003). The core of strategic management lies in attaining a sustainable long term competitive advantage over rivals. Having a competitive advantage means that the company has an edge over rivals, thus becoming the organization of choice for customers increasing both market share and profits.

For a Not for Profit or a NGO, sustainability is the means by which the organization has capacity to survive and continue to offer services to its constituency. Thus the organization satisfies the commitment it gave to the patrons and the community it serves, (Weerawardena et al. 2009). Rickard and Peter (2010), agree with this declaration when he insists that a firm that is capable of surviving long term volatility and uncertainty within the environment it operates attains organizational sustainability. That being so, this study assumes this interpretation of sustainability.

Orphans and Vulnerable Children are classified among disadvantaged groups (UNICEF, 2016). Ability to acquire the very basic needs remains a challenge among the VC. Reason being the intensification of their vulnerability as a result of scarcity in supportive socioeconomic determinants including demographic changes, quality health and income.

The oversight of OVC projects plays a big part in the day to day lives and engagement in various activities for these young ones (Weisman, 2011). Orphans and vulnerable children are still a major issue for developing nations, mainly sub-Saharan Africa. It is approximated that of the 16.6 million children between the age of 0–17 who have lost one or both

parents to AIDS, 14.8 million abide in the Sub-Saharan Africa (UNAIDS, 2010).

In a report released in July 2004, the Joint United Nations Programme on HIV/AIDS approximated that 38M persons throughout the globe were living with HIV/AIDS, 2.5M of them being minors below 15 years (UNAIDS, 2004). Three-quarter of the total number of people living with HIV/AIDS are in the sub-Saharan Africa, and the effect of the epidemic in children goes hand in hand with that of the adult epidemic.

A study by Rosenberg et al (2008), discovered that given the on-going donor recognition given to OVC due to HIV/AIDS, there is a call for a current framework that will acknowledge the supportive part that nations and NGOs play. The study included NGOs that implement community-based OVC projects in Botswana, Swaziland, Namibia, Lesotho and South Africa. In eight of the nine projects, evaluations showed evidence of the benefits of the government partnership for sustainability of the projects.

Orphans and vulnerable children continue to be a stumbling block for third world nations, particularly sub-Saharan Africa. According to UNAIDS (2010), among the 16.6 million children ranging 0–17 years who have lost one or both parents to AIDS, 14.8 million reside in south of the Sahara. In line with Save the Children UK (2011), within Ethiopia, 5.5 million children- approximately 6% of the total population, are classified as OVC. OVC make up roughly 12% of Ethiopia's total child population. Of these OVC, more than 83% reside in the rural areas with 855,720 of them having lost a single parent or both parents to HIV/AIDS.

In Kenya the population of OVC has been on the increase as a result of HIV/AIDS. Roughly 3.4 million children and more are orphaned (NACC, 2013). An orphan is defined as a child who is below 18 years of age whose father/mother or both have died for whatever reason. A vulnerable child is defined as a

child who is living in a household with severe poverty or a person who is chronically ill, be it a parent or not (World Bank,2009). This continues to negatively affect OVCeducation as a result of increased absenteeism, stigma, depression, drop-out of school, indiscipline of the abused group leading to low grades and unacceptable behavior.

However, the Kenyan government admits that despite introduction of free primary education, OVC enrollment into government schools has been low (GoK, 2013). Significant headway has been made from 2009 aimed at improving child protection system in the country. The Kenyan government, in conjunction with UNICEF, has finished plotting and evaluation of the new system in the country whose main role is to identify priority gaps that should be looked into.

#### **Statement of the Problem**

Although Kenya has not done a detailed survey, the government estimates the number of OVC in the state to be 2.4M (UNICEF, 2016). Out of the 2.4 million OVC in the country, 1.2 million are due to HIV/AIDS (Republic of Kenya, 2005) and a great number are still vulnerable because of several other factors. 20% of the Kenyan population is comprised of children who are 6 years of age and younger; bearing in mind that 48% of the Kenyan population is below 15 years (National Bureau of Statistics, 2010). The HIV prevalence in the country stands at 5.5% among adults and the infected ones who are clinically eligible to be on antiretroviral therapy (ART) being 61%, it is expected that there will be a rise in OVC population well into the future since AIDS is still one of the main causes of death of adults in the country (WHO, 2013). The 2003 Demographic Health Survey revealed that for minors below 15 years of age, 2.3% of boys and 1.9% of girls are double orphans. This proportion increases to 25% for both boys and girls below the age of 18 who revealed that one or both parents died.

Kajiado County has a population of approximately 840,127, composed of 421,875 male and 418,252 female, children below 15 years comprise 39% of the total population while youth who are between 15-24 years comprise 21% of the total population of the county (2015 KNBS Population Projections). Prevalence of HIV in Kajiado County currently stands at 6.1% (Kajiado County Integrated Development Plan, 2013-2017) with the county contributing roughly 1.3% of the total number of people living with HIV in Kenya, and it has been ranked 24<sup>th</sup> highest nationally. Kajiado County has approximately 1660 households with an orphan (NAS COP report, 2016).

OVC projects form an integral role in the day to day lives and undertakings by the orphan and vulnerable children (Weisman, 2011). Nonetheless sustainability of OVC projects in Kajiado County continues to be a major problem. A report by KNBS reveals that since 2010, the population of street children has increased by 3% in Kajiado County. Moreover revelation by the report indicates a rise in the number of school drop outs by 13%. The OVC form 45% of this category.

Sustainability of the OVC projects is paramount if the OVC are to continue being offered services that they need. Failure to do so will ultimately lead to negative effects on the children and the society as a whole, leading to dysfunctional societies and threatening years of investment in national development.

Sustained OVC projects that have been previously researched and thus evidence based, tailor made and that are age appropriate are needed to ensure OVC development and guarantee their wellbeing even as this population grows and matures into adulthood. Despite vast research on the topic of Orphans and vulnerable Children in Kenya, significant gaps still remain, for example factors affecting sustainability of OVC Projects in Kajiado County in Kenya, thus the need for this study.

## Objectives of the Study

The general objective of the study was to establish the factors affecting sustainability of Orphans and Vulnerable Children projects in Kajiado County in Kenya. The specific objectives were:

- To assess influence of fundraising structures and capacity on the sustainability of Orphans and Vulnerable Children projects in Kajiado County in Kenya.
- To establish influence of stakeholder's capacity on sustainability of Orphans and Vulnerable Children projects in Kajiado County in Kenya.
- To determine effect of employee competence on sustainability of Orphans and Vulnerable Children projects in Kajiado County in Kenya.
- To analyze influence of governance on sustainability of Orphans and Vulnerable Children projects in Kajiado County in Kenya.

## LITERATURE REVIEW

### The Resource Based View (RBV)

This theory was born from the work of economist Edith Penrose in 1957. The theory holds that resources of an organization which includes both business partners and employee systems are fused together in rare, inimitable, valuable and non-substitutable ways to ensure the organization has a competitive advantage over rivals (Tyson and York, 2006). HR systems sustain strategically relevant behaviours through creation of a human capital pool of skilled people (Wright et al. 2001). This can be related to employee competence which influences sustainability of OVC projects.

The quality of employees enable managers to gain competitive advantage. In most industries, the primary need is a well-trained human resource that responds to customer needs and is flexible. The RBV, thus maintains expertise and capability focus, to enable organizations to learn faster than competition

even as they enlarge the company's intellectual capital and protect the company. As a result, firms can form organizational process advantage and a human capital advantage.

This theory applied to the study since to get employees who are uncommon, who cannot be imitated, worthy and distinctive, managers must carry out selective hiring of staff who have the required skill set. Training and developing the staff hired is unavoidable in order to develop the employee knowledge and skills. Motivation of employees through offering them rewards also wins their loyalty and commitment to the organization. Thus the RBV theory infers as to whether employee competence influences sustainability of OVC projects.

### Resource Mobilization Theory

This theory came about in the early 1970s to question disintegration of the society and relative deprivation theories. Resource Mobilization Theory states that success of social movements depends on potent mobilization of resources and creation of political openings for the members (Curti, 2008; Heitzman, 2000). Social groups can rally both tangible and intangible resources. Tangible or material resources may be in monetary form, institutions, human resource, technology, systems of communication and mass media, while intangible resources include loyalty, legitimacy, authority, social relationships, networks, connections, moral responsibility and public attention,.

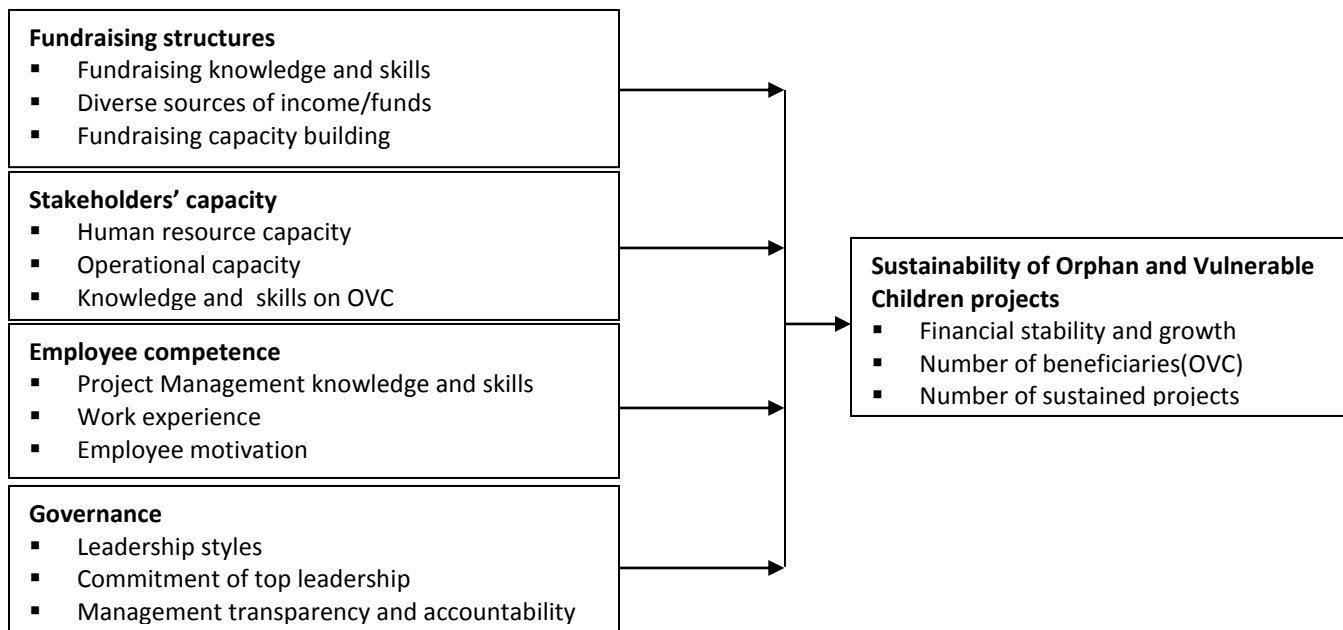
### Stakeholder Theory

This study was guided by stakeholder theory by Edward Freeman. Freeman points out that values are undoubtedly and clearly a constituent of business. He urges managers to break down to all stakeholders what brings them together as well as the unifying value and the common outlook of the worth that they produce. Additionally it forces these managers to clarify on their mode of conducting business, especially relationship type they want and need to have with the stakeholders to attain their goal.



Donaldson and Preston (2005), grouped the theory into three aspects namely: normative, descriptive and instrumental. Descriptive approach is applied to research when describing and explaining the traits and conduct of firms. This includes management of

companies, how they regard managing, and how the firm is, how the board of directors think of corporate constituencies. This can be related to the influence stakeholder have on the sustainability of OVC projects.



**Independent Variables**

**Dependent variable**

**Figure 1: Conceptual Framework**

**Empirical Review**

A descriptive research carried out by Seiler (2011), insists that other than asking for money, fundraising also involves growing long term relationships with potential sponsors/donors. Thus, fundraising is a skill that involves growing relationships by the right person, who applies to the correct prospect for the correct amount, for the correct project, at the correct time, in the correct way, for them to succeed.

Kwosek (2014), carried out a qualitative research in seven technical colleges in Wisconsin aiming to define recent in addition to prospective upcoming fundraising initiatives. According to the findings, fundraising initiatives discovered in Wisconsin technical colleges composed of telling stories of student scholarships, initiate alumni, participation of foundation board members and their associates, and

establishing links and relationship with industries and businesses. Findings of the study also disclosed a number of difficulties faced by technical colleges in the execution of the fundraising initiatives. It was said that fundraising initiatives take a lot of time, lack immediate return on investment and the employees lack fundraising knowledge and skills.

In regards to a research carried out by Bagheri and Hjorth (2007), a sustainable project is defined as one whose momentary achievements are viewed as being greatly worthy by the stakeholders making them to willingly sacrifice and commit more resources to ensure its maintenance in order for it to produce outputs in the long run. Having all these concepts in mind, a total look at sustainability can consider several indicators that can be tracked to guarantee project sustainability.

In a study carried out in Vietnam by Hibbard and Tang (2004), brought out the crucial role that NGOs' play to ensure that the community attains sustainable development by setting an equilibrium to the social, economic and environmental aspects within the community. Hibbard explains how NGOs enable empowerment and coordination of the less fortunate and marginalized by means of community development projects. Generally, the main role of NGOs is to encourage sustainable development within communities by means of activities that involve the communities in realizing their own development, establish self-reliance and capacity building.

Research by Young and Dhanda(2012), classify Non-Governmental Organizations (NGOs) as a variety of organizations and groups like private voluntary organizations, NFP organizations and civil societies distinguished mainly by humanitarian goals that work to ensure public interest agenda (Werker & Ahmed, 2008). The part played by NGOs cannot be underrated within the communities where they take part in (Hedayat & Ma'rof, 2010). Within developing nations, they manage community development, address plight of the poor, and seek ventures that reduce suffering, safeguard the environment and make social services accessible. They play a role in social development, sustainable development and sustainable consumption.

A study carried out by Kiboi (2013), on sustainability of tree planting programs in Kinangop constituency, revealed that sustainability of the tree programs within the constituency was affected by training of the employees within the project teams. Also, exercising upright financial administration practices by different project teams remarkably affects tree nursery programs sustainability.

Kupeka (2013), carried out a study on factors that influence the sustainability of housing projects in Kenya. The study took up a cross sectional descriptive

research survey and descriptive analysis was integrated to examine collected primary data. The study incorporated thematic content analysis to examine collected qualitative data. Pearson correlation tests were computed to determine the linear relationship between the identified factors and the sustainability housing projects. The research findings showed that employee competence training and technological skills by management affected sustainability.

A study carried out by Ostrom (2010), showed that logical project management knowledge and skills as demonstrated by project managers guarantees prudent use of project funds thus improving project sustainability even when there is no external funding. Project managers who possess good management skills are seen to be good leaders who can steer the projects and organizations they lead to success since there is great assurance of sustainability. The effect of project managers on their subordinates determines project success (Ostrom, 2010).

In a study by Simanskiene and Zuperkiene (2013), it was discovered that sustainable self-consciousness is the capacity to closely evaluate as well as getting to realize your strong areas and weak areas through acknowledging values, motives and needs and the result of effect on staff, as well as having awareness of influence of the decisions made on sustainable leadership. The views of both scientists and practitioners who categorized managers are very universal, indefinite, and same as ordinary people's opinion.

## **METHODOLOGY**

A descriptive survey research design was adopted as it allowed for observation and description of the conduct of a subject matter in absence of impact to it. The target population was 364 project officers and 132 project coordinators in the 34 NGOs in Kajiado County. In the study, the sampling frame comprised of project officers and project coordinators as a

source list from which the sample was drawn. This study used multistage sampling to incorporate the two groups: project officers and project coordinators. The study then used multistage random sampling to get 85 project officers and 60 project coordinators. A self-administered questionnaire was taken up as the data collection instrument. Data analysis included both quantitative and qualitative methods (numerical and descriptive). Qualitative data was examined in relation to content analysis and quantitative data was examined by use of descriptive and inferential statistics. Data was examined using electronic spreadsheet SPSS Program because it contains analysis tools. Multiple regression was applied to examine the relationship between the independent variables and dependent variable.

## RESULTS

### Fundraising Structures and Capacity and Sustainability of Orphan and Vulnerable Children Projects

The study probed whether fundraising structures influence sustainability of orphan and vulnerable children projects. Majority of the respondents 102 (95%) indicated that fundraising structures and capacity affected sustainability of OVC projects. A few

6 (5%) disagreed that fundraising structures and capacity affected sustainability of OVC projects. The respondents explained that capable and qualified fundraising team can win funds to run the projects and thus ensure sustainability of the OVC projects. Diverse structures and capacity of the team determines the sustainability of the projects and that fundraising structures and capacity that are able to manage and allocate funds to meet project objectives ensures sustainability. This was in line with Ochelle (2012), who deduced that diverse sources of project funding for example from well-wishers contributions, the national and county government and other NGOs have considerable effect on project sustainability. The findings were shown in Table 1.

On the effects of fundraising structures and capacity on OVC projects, majority of the respondents 72 (67%) indicated the effect of fundraising structures and capacity on sustainability of OVC projects was to a high extent. They were followed by 24 (22%) who indicated that fundraising structures and capacity affected sustainability of Orphans and Vulnerable children projects to a very high extent. A few 12 (11%) of the respondents indicated that its effect was to a low extent.

**Tables 1: Fundraising structures and capacity and sustainability of OVC projects**

Statements	N	Mean	Std. Deviation
Presence of fundraising office	108	3.73	1.160
Staff possession of fundraising knowledge and skills	108	3.56	.688
Fundraising effectiveness and efficiency	108	3.67	.820
Prospect management to assess donor and NGO relationship	108	4.00	.820
Relationship with donor is key	108	4.78	.631
Fundraising capacity present	108	4.00	.474
Efforts to diversify sources of funds	108	3.89	.879
Accountability by all	108	4.11	.879
Donor identification important in securing funds	108	4.44	.960

The findings indicated that majority of the respondents agreed that there was presence of fundraising office as shown by a mean of 3.73 and a

standard deviation of 1.160. A large number agreed that there was staff possession of fundraising knowledge and skills as indicated by a mean of 3.56



and a standard deviation of .688 while majority also agreed that there was fundraising effectiveness and efficiency as shown by a mean of 3.67 and a standard deviation of .820. A majority agreed that there was prospect management to assess donor and NGO relationship as shown by mean of 4.00 and a standard deviation of .820.

Majority agreed that relationship with donor is key as indicated by a mean of 4.78 and a standard deviation of .631 while a large number agreed that fundraising capacity was present as revealed by a mean of 4.00 and a standard deviation of .474. A large number revealed that there were efforts to diversify sources of funds as shown by a mean of 3.89 and a standard deviation of .879. Majority agreed that there was accountability by all as indicated by a mean of 4.11 and a standard deviation of .879 while a large number agreed that donor identification was important in securing funds as shown by a mean of 4.44 and a standard deviation of .960.

This was in agreement with Okorley and Nkrumah (2012), that NGOs should have management capability to administrate fundraising, it is additionally vital that employees of the NGOs are educated regarding the true state of their NGO's finances,

value and competitiveness of their products and services to their beneficiaries.

### Stakeholders Capacity and Sustainability of Orphan and Vulnerable Children Projects

The study probed the various aspects regarding stakeholder's capacity in OVC projects. Majority of the respondents 102 (89%) indicated that project stakeholder's capacity affected sustainability of OVC projects. A few 6 (11%) disagreed that project stakeholder's capacity affected sustainability of OVC projects. The respondents explained that clear knowledge of OVC needs and challenges aids stakeholders to look for funds through donors and well-wishers. They indicated that stakeholder's efficient feedback facilitates informed decision making and that capable stakeholders will enable the project's progress and eventually sustainability.

On the effects of stakeholder's capacity on sustainability of OVC projects, the findings indicated that majority 72 (67%) rated the influence of stakeholder's capacity towards sustainability of OVC projects to be to a high extent. 24 (22%) indicated the effect to be to a low extent while 12 (11%) indicated that stakeholder's capacity influence sustainability of OVC projects to a very high extent.

**Table 2: Aspects regarding stakeholder's capacity in OVC projects**

Stakeholder's capacity in OVC projects	N	Mean	Std. Deviation
Stakeholder's capacity key in service delivery	108	4.78	.418
There is effectiveness and efficiency in service delivery	108	4.44	.499
Sufficient human resource for service delivery	108	3.67	.670
Stakeholders possess knowledge on OVC needs	108	4.33	.474
There is capacity building initiatives for stakeholders	108	4.11	.740
Stakeholder capacity determines sustainability of OVC projects	108	4.56	.499

Majority of the respondents agreed that stakeholder's capacity was key in service delivery as shown by a mean of 4.78 and a standard deviation of .418. A large number agreed that there was effectiveness and efficiency in service delivery as revealed by a mean of 4.44 and a standard deviation

of .499. A majority agreed that there was sufficient human resource for service delivery as indicated by a mean of 3.67 and a standard deviation of .670 while a large number agreed that stakeholders possess knowledge on OVC needs as shown by a mean of 4.33 and a standard deviation of .474. Majority agreed

that there was capacity building initiatives for stakeholders as revealed by a mean of 4.11 and a standard deviation of .740 while a large number agreed that stakeholder capacity determines sustainability of OVC projects as shown by a mean of 4.56 and a standard deviation of .499. This was inline with Light (2004), that insufficient capacity leads to ineffectiveness of the projects and programs resulting in underperformance thus denying beneficiaries much needed quality services and the society the advantages of sustained efforts in addressing issues.

### Employee Competence and Sustainability of Orphan and Vulnerable Children Projects

This study probed if employee competence has an influence on sustainability of OVC projects. Majority of the respondents 91 (84%) indicated that employee competence affected sustainability of OVC projects. A few 17 (16%) disagreed that employee competence affected sustainability of OVC

projects. This was in agreement with a descriptive study by Ortega (2001), which disclosed that the approach taken in recruitment of the project team and the project manager plays an important part in ensuring that the project team has the capacity to keenly look at issues that crop up throughout the lifecycle of the project, to be able to discover these issues early, to treat them and to execute learning experiments thus ensuring success and sustainability of the project.

On the effect of employee competence on sustainability of OVC projects, the findings indicated that majority 72 (67%) rated the influence of employee competence towards sustainability of OVC projects to be to a high extent. 12 (11%) indicated the effect to be to a high extent. This was in agreement with Carroll & McCrackin (1998), that employee competency is important because it can efficiently improve both employees and organizational performance hence attaining sustainability.

**Table 3: Aspects of employee competence and sustainability of OVC projects**

	N	Mean	Std. Deviation
Recruitment is for those with knowledge and skills on project management	108	4.33	.474
Continuous training and capacity building for staff on OVC project management	108	4.56	.499
Staff performance is rewarded	108	3.78	.789
Favorable policies regarding staff and career growth	108	4.11	.998
Employee motivation in the organization	108	3.67	1.253

A large number agreed that recruitment was for those with knowledge and skills on project management as shown by a mean of 4.33 and a standard deviation of .474 while majority agreed that there continuous training and capacity building for staff on OVC project management as revealed by a mean of 4.56 and a standard deviation of .499. Majority agreed that staff performance was rewarded as indicated by a mean of 3.78 and a standard deviation of .789 while a large number agreed that there were favorable policies regarding staff and career growth as shown by a mean of 4.11 and a standard deviation of .998. Majority agreed

that there was employee motivation in the organization as revealed by a mean of 3.67 and a standard deviation of 1.253. The respondents suggested that the ways of enhancing employee competence would be through training, coaching and mentorship and also by provision of good working environment, motivation, rewards and competitive remuneration. As stated by Barutcuoglu (2004), once a requirement arises within the institution, human resource management plays a function that delivers the right worker recognition within the organization.

### Governance and Sustainability of Orphan and Vulnerable Children Projects

The study on how governance influenced sustainability of OVC projects included finding out if the respondents indeed agree that governance influenced sustainability of Orphan and Vulnerable Children projects. Majority of the respondents 105 (98%) indicated that governance affected sustainability of OVC projects. A few 3 (2%) disagreed that governance affected sustainability of OVC projects. The respondents explained that governance influenced sustainability of OVC projects through

good governance that is visionary encourages sustainability and they highlighted that governance was key to effective oversight of management.

On the rate of governance influence on sustainability of OVC projects, The findings indicated that majority 48 (44%) rated the influence of governance towards sustainability of OVC projects to be to a very high extent. 36 (33%) indicated the effect to be to a high extent while 24 (22%) indicated that governance influence sustainability of OVC projects to a low extent.

**Table 4: Various aspects of governance affecting sustainability of OVC projects**

Various aspects of governance	N	Mean	Std. Deviation
Leaders articulate visions for projects	108	4.56	.688
Leadership provides inspiration and motivation to others	108	4.33	.474
Leadership creates conducive working environment	108	4.22	.631
Commitment by top leadership	108	4.33	.670
Prospect management by top leadership	108	3.89	.569
Top management performance measurement and accountability	108	3.67	.947

A large number agreed that leaders articulated visions for projects as shown by a mean of 4.56 and a standard deviation of .688 while majority agreed that leadership provided inspiration and motivation to others as indicated by a mean of 4.33 and a standard deviation of .474. Majority agreed that leadership created conducive working environment as revealed by a mean of 4.22 and a standard deviation of .631 while a large number agreed that there was commitment by top leadership as shown by a mean of 4.33 and a standard deviation of .670. A large number agreed that there was prospect management by top leadership as revealed by a mean of 3.89 and a standard deviation of .569 while majority agreed that there was top management performance measurement and accountability as shown by a mean of 3.67 and a standard deviation of .94. The study findings were in line with Guner(2015), who states in his findings that governance has an key role and positive impact on sustainable development and that this positivity is

relevant to both developing and developed countries. Okorley and Nkrumah (2012),proposed that the top management ought to guarantee transparency,honesty and liability in their monetary affairs.

### Sustainability of Orphan and Vulnerable Children Projects

This study probed sustainability of Orphan and Vulnerable Children Projects by investigating the rate of the sustainability of Orphan and Vulnerable Children projects and numbers or percentages in regard to sustainability of Orphan and Vulnerable Children projects from 2013-2017.

On the rate of the sustainability of Orphan and Vulnerable Children projects, the findings indicated that majority 72 (67%) rated sustainability of OVC projects to be to low. 36 (33%) indicated the effect to be to a high extent. This means that Orphans and Vulnerable Children projects in Kajiado County are not sustainable.

**Table 5: Sustainability of OVC projects from 2013-2017**

Aspects	2013	2014	2015	2016	2017
Number of OVC projects	2 (67%)	2 (78%)	2 (89%)	1 (67%)	1 (55%)
Number of employees working on OVC projects.	5-10 (55%)	5-10 (55%)	5-10 (55%)	5-10 (67%)	5-10 (67%)
Number of donors funding projects in the organization.	3-5 (55%)	3-5 (55%)	3-5 (55%)	1-2 (78%)	1-2 (78%)
Number of OVC who received services.	1-1500 (67%)	1-1500 (67%)	1-1000 (44%)	1-1000 (67%)	1-1000 (67%)
Number of sustained projects.	2 (55%)	2 (55%)	1 (55%)	1 (67%)	1 (56%)

From the findings, majority (67%) of the respondents indicated that there were 2 OVC projects in the year 2013 and between 5-10 employees working on OVC projects as indicated by (55%) of the respondents. There were between 3 – 5 donors funding projects in the organization in the same year of 2013 as indicated by (55%) of the respondents. The number of OVC who received services in the year 2013 were between 1-1500 as revealed by (67%) of the respondents and only 2 sustained projects as indicated by (55%) of the respondents. Majority (78%) of the respondents indicated that there were 2 OVC projects in the year 2014 and between 5-10 employees working on OVC projects as indicated by (55%) of the respondents. There were between 3 – 5 donors funding projects in the organization in the same year of 2014 as indicated by (55%) of the respondents. The number of OVC who received services in the year 2014 were between 1-1500 as revealed by (67%) of the respondents and only 2 sustained projects as indicated by (55%) of the respondents.

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between 1-1000 as revealed by (44%) of the respondents and only 1 sustained project as indicated by (55%) of the respondents. A large number (67%) of the respondents indicated that there was 1 OVC project in the year 2016 and between 5-10 employees working on OVC projects as indicated by (67%) of the respondents. There were between 1 – 2 donors funding projects in the organization in the same year of 2016 as indicated by (78%) of the respondents. The number of OVC who received services in the year 2016 were between 1-1000 as revealed by (67%) of the respondents and only 1 sustained projects as indicated by (67%) of the respondents.

From the findings, majority (55%) of the respondents indicated that there was 1 OVC projects in the year 2017 and between 5-10 employees working on OVC projects as indicated by (67%) of the respondents. There were between 1 – 2 donors funding projects in the organization in the same year of 2017 as indicated by (78%) of the respondents. The number of OVC who received services in the year 2017 were between 1-1000 as revealed by (67%) of the respondents and only 1 sustained project as indicated by (56%) of the respondents. Pathfinder International (2010), researchers categorize sustainability into sections that consist of institutional, financial, technical, and also community sustainability. Pathfinder International, agrees that the above mentioned components cover influential parts of NGO projects.

## Inferential Statistics Results

**Table 6: Correlations Tests Results**

	Fundraising structures	Stakeholders' capacity	Employee competence	Governance	Sustainability of OVC Projects
Fundraising structures	1				
Stakeholders' capacity	.334	1			
Employee competence	.393**	.427**	1		
Governance	.373**	.412	.323	1	
Sustainability of OVC Projects	.478**	.190	.137	.393**	1

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The correlation matrix indicated that there is a positive correlation of the dependent variable and the independent variables implying that fundraising structures and capacity, stakeholders' capacity, employee competence and governance are able to improve the sustainability of OVC projects. From the findings, sustainability of OVC projects is correlated with fundraising structures at 5 percent significance

level (.478). Stakeholders' capacity is positively correlated to fundraising structures and employee competence, at 5 percent significance level (.393) and (.427) respectively. The table also indicated that there is positive correlation between stakeholders' capacity and fundraising structures. There is also correlation between sustainability of OVC Projects and governance.

**Table 7: Regression model Summary**

R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Change Statistics		
				df1	df2	Sig. F Change
.6084	.56	.64593	2.970	4	105	.048

With an adjusted R-squared of .6084, it means that fundraising structures, stakeholders' capacity, employee competence and governance explain 60.84 percent of the variations in sustainability of OVC

projects. The P-value of 0.048 implies that sustainability of OVC Projects is significant at 5 percent level of significance.

**Table 8: Analysis of Variance (ANOVA) (Overall Model Significance)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10111.282	4	2527.821	58.622	.000 <sup>b</sup>
	Residual	4527.709	103	43.121		
	Total	14638.991	107			

a. Dependent Variable: Sustainability of OVC Projects

b. Predictors: (Constant), Fundraising structures, stakeholders' capacity, employee competence, governance  
The Analysis of Variance (ANOVA) indicated a p-value of 0.000. This, therefore, means that the relationship between fundraising structures, stakeholders' capacity, employee competence, governance and sustainability of OVC Projects was significant at 95% confidence level. The F statistics of 58.622 was large enough to conclude that the set of variables have a

significant influence on sustainability of OVC Projects in Kajiado County. This implies that fundraising structures, stakeholders' capacity, employee competence and governance are significant predictors at explaining sustainability of OVC Projects and that the model is significantly fit at 95% confidence level.



**Table 9: Regression Coefficient Results**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	.512	.160		3.2	.022
Fundraising structures	1.237	.541	.082	2.287	.036
Stakeholders' capacity	.8593	.368	.061	2.335	.020
Employee competence	1.281	.471	.490	2.720	.015
Governance	1.271	.357	.234	3.560	.011

Dependent variable: Sustainability of OVC Projects

Hence the resultant regression model was:

$$Y = 0.512 + 1.237X_1 + 0.8593X_2 + 1.281X_3 + 1.271X_4$$

From the analysis the constant had a t-ratio of 3.2. This indicated that the other factors that affect sustainability of OVC projects and have not been included in the model are statistically significant in determining the sustainability of OVC Projects. The constant is also positively related to the sustainability implying that the impact of these factors which are not in the model will impact on sustainability of OVC Projects positively.

Moreover the table showed that governance had a p value of 0.011, making it the most significant, followed by employee competence with a p value of 0.015 while stakeholder's capacity had a p value of 0.020 and fundraising structures a p value of 0.036. This means that governance had the greatest effect on sustainability of OVC projects while fundraising structures had the least effect on the sustainability of OVC projects.

Sustainability connects mainly the environmental concerns and effects on the population but, in relation to the current economic and financial crises that have affected Europe and USA, sustainability has come to include social issues which include financial sustainability, social mobility, equality and social renewal (UNCTAD, 2014). As a result of increased interest politically, the topic of sustainability has had an increase in research both academically and as an area of practice.

## CONCLUSION

It was concluded that fundraising structures influence sustainability of OVC projects positively. Capable and qualified fundraising team can win funds and thus ensuring sustainability of the OVC projects. Diverse structures and capacity of the team determine the sustainability of the projects and that fundraising structures and capacity that allocates funds to meet project objectives ensures sustainability.

The study concluded that project stakeholder's capacity affect sustainability of OVC projects. Clear knowledge of OVC needs and challenges aids stakeholders to look for funds through donors and well-wishers. Efficient feedback facilitates informed decision making and that capable stakeholders will enable or compromise the project's progress.

The study concluded that employee competence affects sustainability of OVC projects, through increasing effectiveness of service delivery, competence increases ability to sustain projects. Recruitment considered those with knowledge and skills on project management.

The study concluded that governance affects sustainability of OVC projects in that good governance that is visionary encourages sustainability and it was highlighted that governance was key to effective oversight of management. Leaders articulated visions for projects and provide inspiration and motivation to others. The leadership created

conducive working environment as revealed that there was commitment by top leadership.

### **Recommendations of the Study**

Fundraising structures and capacity positively influence sustainability of OVC projects. Thus it can be enhanced through having good donor relations, expanding the scope of donors, establishing a fundraising office, joint fundraising with all employees in the organization and collaborating with other organizations and finally ensuring there is transparency in the use of funds to cultivate trust and continued support from the donors.

Therefore NGOs need to improve the stakeholders' capacity through training and capacity building, through exchange programs of the stakeholders to different organizations so that they can learn and even improve on service delivery and through motivating the stakeholders by offering them competitive allowances.

NGOs need to enhance their employees competence through training or by attending seminars and workshops to enhance their expertise, coaching and mentorship, motivating them, offering them rewards and competitive remuneration and also by provision of good working environment.

Non Governmental Organizations need to enhance governance through making sure they have well laid hierarchy of management and leadership in their organizations, more involvement of the top leadership in activities of the organization, putting in place favourable policy and democracy in governance, formation of small task force in the community reporting to the board and fully involved in major reviews and audits within the projects.

### **Areas for Further Research**

More studies should be carried out in other counties in order to point out more factors influencing sustainability of Orphans and Vulnerable Children projects.

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