



**MANAGERIAL FUNCTIONAL ELEMENTS AFFECTING THE STREET FAMILIES' MANAGEMENT ECOSYSTEM IN
NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

This research sought to fill the knowledge gap left out by other studies on the managerial functional elements affecting the street families' management ecosystem in Nairobi City County, Kenya. The specific objectives of the study were to establish the effects of planning and organizing managerial functional elements on the operations of the street families' management ecosystem in the County. The study gathered vital information from a sample of 90 respondents that comprised of middle and lower management officers working with both public and Civil Society Organizations involved in the implementation of Street Families Programs. To gather the required data, this study utilized descriptive survey design that involved use of both qualitative and quantitative methods. The study mainly relied on the questionnaire as a tool for collecting primary data from the ninety key informants. The report provides information that is important to Public and Civil Society organizations that are currently involved in the implementation of programs that are meant for transforming the lives of street families in order to help them to move out of streets and lead a normal life. The research found out that the manner in which various managerial functional elements are executed in the ecosystem do affect the street families ecosystem in its efforts to transform the lives of street persons. The elements associated with the planning and organizing included methods of identifying street persons for rehabilitation, street families' population record, national strategic plan, strategy formulation, national database for street families, programs designing, Information Technology and programs' registry. The study established that all these elements determine the ability of the street families' management ecosystem to successfully transform the street families' lives and enable them to exit the streets of Nairobi City County. Based on the findings, the researcher recommended a review of methods of identifying street families for rehabilitation, an all inclusive strategy formulation process that involves all stakeholders, formulation of National Strategic Plan for Street families management, application of evidence based planning, review of the formula for allocation of resources, use of Information Technology in street families management and creation of a national registry of programs. All these recommendations will go a long way in empowering National and County Government and the Civil Society Organizations in improving their performance in the management of street families in Nairobi City County.

Key words: Managerial Functional Elements, Street Families, Street Families' Management Ecosystem

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INTRODUCTION

Street Families problem has become a global concern especially in developing Countries. It dates back to 1848 as recorded in the book titled 'The history of abandoned children'. Street families' phenomenon is considered as a social challenge effecting all countries across the world regardless of their level of development. Its magnitude is higher in Latin America, Asia and Africa (Kilbride, Njeru and Suda, 2001 and Oino and Auya, 2013). The current situation Worldwide has worsened. Large numbers of homeless sleep on the streets, in abandoned buildings, in makeshift structures and in parks. The last global survey done by the United Nations in 2005, put street population at 100 million people worldwide (United Human Settlement Programme, 2016).

In Europe, Canada, and USA, there are hundreds of thousands of children depending on streets for survival (Kenya Children of Hope, 2018). Similarly, in most developed countries like America, homelessness has grown from a minor problem in isolated areas of a few big cities into a near epidemic that is sweeping across the face of most cities in America. This was worsened by the Reagan administration in 1980s that stopped provision of surplus houses for the needy people. Consequently, homelessness became a distressful and intricate social policy issue that is being deliberated at all levels of government (Wright, 2017).

In developing countries like those in Africa, the street families' problem is equally a challenge in major urban areas. Street life in Africa is however a recent development that reflect patterns of exploitation emanating from colonialism in the 20th century (Kilbride, 2001). In countries like Kenya and India, children in urban areas are hired by drug dealers for drug trafficking since they are considered expendable and receive less legal punishment than adults if arrested (Daly, 1996). The street families' problem in South Asian countries like Nepal, the problem is largely influenced by the search for urban-focused opportunities and facilities, poverty, broken families, domestic

violence, migration, job search, freedom, influence of friends among others (Bodo, 2014).

Most street families' management actors operate within the international legal framework and policy models. Johnston (2015) gives classification of policy approaches that targets street persons: (a) Rehabilitative or protection-oriented approach which advocates for addressing underprovided needs of street connected people such as food, shelter, education and health. (b) Human-rights based approach discourages discriminatory practices to some individuals and denial of access to their rights as citizens by society (Benítez ,2003). Similarly, Benitez (2003), has grouped government policies for street children into three: Reactive, protective and rights based. The interventions have been both humanitarian and developmental such as child protection.

Western countries have identified four areas of advocacy. a) Distinguishing street children by including them children's policy frameworks and programs as a way of mitigating the several dispossessions and street habitation (b) Openness in allocation of resources , systems for protecting children and assessment of the outcomes needed to identify inadequacies between laws and policies and children certainties at preventive level protection of children's rights (c) Home-grown level policies and programs involving NGOs and native authorities must be adequate to prevent and protect children (d) Research and Development requires investment in order accumulate knowledge that influence laws, policies and programs needed for addressing the plight of street children.(Benítez, 2011; Benítez ,2007)

In developed countries like America, laws for preventing homelessness are not friendly. There is evident criminalizing of the status of being homeless and by making the survival behaviours of the affected people illegal. More and more like Orlando and Las Vegas seems to have either enacted new legislation or called for more aggressive enforcement of the existing legislation targeting the homeless and those who want to

assist the homeless. For example, Orlando and Las Vegas, have enacted ordinances restricting the feeding of homeless people in public place. Arrest and detentions are expeditious approaches used to remove individuals from streets when sighted (Wright, 2017)

The street children in Kenya commonly referred to as "chokoraas" earlier assisted in parking cars at the streets of Nairobi City. They range in age from new-born infants born on the streets up to around 16 to boys in mid 20s. The group sleep outside on the streets, on garbage piles, on verandas, in doorways and roundabouts. Their presence in urban areas calls for comprehensive and well-coordinated policies and programs for intervention at all levels in all sectors of the society to mitigate against the increase of the street population (Kilbride, 2001).

Past surveys on street families matters have attempted to approximate the street population in Kenya. For example, a study commissioned by the Consortium of Street Children (CSC) in 1999 revealed that the street children population of over fifty thousand persons with government estimated annual growth rate of ten per cent, living on the streets of Nairobi. In 2001, a conservative population estimate of three hundred thousand children living and working in areas urban in Kenya was given. Over one hundred and fifty thousand children of this population lived and depended on Nairobi Streets for survival. Besides these estimates, another report indicated that there were about forty thousand street connected children on Kenya's urban areas, with about twenty thousand of them found in Nairobi. In 2007, the Consortium of Street Children estimated the street connected children population to be between two hundred and fifty thousand and three hundred thousand persons living and working on the streets across Kenya. More than sixty thousand of this population existed in Nairobi (Kenya Children of Hope, 2018).

In this study, the street families management ecosystem refers to the complex network of interconnected street families management

stakeholders and their relationship with their external environment. The stakeholders include both public sector and Civil Society Organizations. The operations of these organizations are normally influenced by the political, economic, social, technological, ecological and legal factors of their external environment. Street families' phenomenon is considered as a global social problem hence has necessitated purposive collaboration between the mentioned organizations to deal with it. The nature of the problem varies from one continent to another due to variation in cultural settings and level of development.

In Kenya, the street family phenomenon has attracted the attention of governments and non-governmental organizations for intervention. In 2010, Hon. Member of Parliament Mr. Keya observed that the growing number of street families in the Country has posed a major socio-policy challenge not only to the public authorities but also to all Kenyans. He also said that there was need for each Kenyan to think about formulation of suitable programs and measures to eradicate this menace (Kenya National Assembly Hansard, 2010). The problem of homelessness has not only become a public concern but also a prioritized issue among the public and Civil Society. Despite their endeavours to lessen this phenomenon, their efforts have made minimal impact due to the intricate networks developed by street children (Oino and Auya, 2013)

The government of Kenya has over years implemented key programmes to address the plight of street families but with little success. Some of the key initiatives by the government and partners include the establishment of the Street Families Rehabilitation Trust Fund and enrolment of rescued street youth into the National Youth Service. Some strategies that are commonly used to manage the street connected population include but not limited to charity, rehabilitation through institutions, adoption and re-uniting street persons with parents (Njoroge, 2009)

In Nairobi County where this research is based, both public and Civil Organizations have combined efforts to manage it. Street connected people are considered as a security and socioeconomic threat to the wellbeing of Nairobi City County residents. Onyiko and Pechacova (2015) observe that in Nairobi, the fundamental factors behind increase of street families are overlapping and synergistic. The factors include "Push" factors that are directly related to poverty and economic shocks, as well as family-level factors such as domestic violence, lack of parental guidance, large family size and family disintegration. On the other hand, "Pull" factors facilitate children movement to the streets due to issues such as economic shocks and family problems.

Nairobi City County has experienced continuous growth of street connected child population despite the fact that there are many interventions put in place to mitigate the phenomenon (Onyiko, 2015). By February 2018, Nairobi had been invaded in various passageways by street connected people. As a result, the Nairobi County Government launched an operation to get rid of the families from the Central Business District. The rescued children were taken to different rehabilitation centres among them Kayole, Bahati, Shauri Moyo, Joseph Kangethe and Makadara. The Governor indicated that county government's Environment Rapid Response Team would carry out the operation on a continuous basis. (Omulo, 2018)

It is recognized that in Kenya, Nairobi City County is much more affected by the street families menace. The population of street persons is more in the county despite the existing interventions by various Government departments and Non-Governmental Organizations. As it has been discussed in this sub section, it is clear that the street families management ecosystems in Kenya operate in a complex environment that requires both the public sector and civil society organization to collaborate in the management of the street families matters. The organizations are expected to systematically execute the various managerial

functional elements of planning,organizing,leading and controlling in street families management matters in order to succeed in the transformation of street families.

The managerial functional elements that this study focused were those developed by Henry Fayol in 1916. Fayol introduced six functions and fourteen principles of management for managing organizations. The six Primary functions were Forecasting, Planning, Organizing, Commanding, Coordinating and Monitoring. Later, his six functions of management were summarized into four functions namely planning, organizing, leading and controlling. (Mahmood and Basharat 2012). The four functions are complementary(Gomez-Mejia, Balkin and Cardy, 2008). For example, control systems inform the organization when plans and strategies are not fruitful thus needs review. Fayol's core input to management was identification of the 'best universal' way to organize organizations by isolating managerial duties into mutually dependent areas of responsibilities or functions (Gomez-Mejia et al, 2008).In this study, the researcher focused on the effect of managerial functional elements associated with the function of planning and organizing on the street families management ecosystem.

Statement of the Problem

The street connected child population in Nairobi City County has kept on rising despite the fact that there are many interventions put in place to mitigate the phenomenon (Onyiko ,2015). The collaborative effort of Governmental and Civil Society Organizations is instrumental in the management of street families' families across the globe. Various organizations have attempted to come up with various interventions to reduce the street families phenomenon in Kenya's urban centers but the problem seem to persist. The level of success of the operations of the street families' management ecosystem depends on proper execution of managerial functional elements associated with planning, organizing, leading and controlling.

A number of studies have concentrated on a variety of issues affecting street families in Kenya. To mention just but a few: Oyinko and Pechakova (2013) carried out a study on the impact of institutionalization of street children in Nairobi and established that the process was unsuccessful due to a number of challenges such as inadequate government policies to support the process. Mutua (2017) has done an evaluation of the effectiveness of Non-Governmental Organizations in the rehabilitation of street children within Nairobi City County. The study established that the organizations involved also faced a number of challenges such as inadequate curriculum for training street persons. The study of Omulo (2018) presents findings on the impact of street families programs in Nairobi. Similarly, Lunje (2018) study report focuses on the interventions by the Government of Kenya for the management of street families. The report established interventions such as include rescue, admission of street children into rehabilitation centers and reintegration of some street persons back into the society.

The studies have however not focused on the managerial functional elements affecting the operations of the street families' management ecosystems in Nairobi City County. This study, therefore, aimed at filling the knowledge gaps left out by other studies by investigating the various managerial functional elements associated with planning and organizing functional elements that affect the operations of the street families' management ecosystem in Nairobi City County.

Objectives of the Study

The main objective of this study was to investigate the effect of various managerial functional elements in the execution of street families' matters by the street families' management ecosystem in Nairobi City County. The specific Objectives of the Study included:

- To establish the effect of planning elements on the street families management ecosystem in Nairobi City County.

- To determine the effect of organizing elements on the street families management ecosystem in Nairobi City County.

LITERATURE REVIEW

Theoretical Review

The researcher adopted Administrative Management and Open Systems theories to guide the study. Administrative Management Theory is a well-known Classical Management Theory which was developed by Henry Fayol in 1916. The theory supports the two variables of this study that include planning and organizing functional elements. These variables are part of Fayol's four functions of management. According to Gomez-Mejia, Balkin and Cardy (2008), the four managerial functions are complementary. For example, control systems inform the organization when plans and strategies are not fruitful thus needs review. Fayol's core input to management was identification of the 'best universal' way to organize organizations by isolating managerial duties into mutually dependent areas of responsibilities or functions (Gomez-Mejia et al, 2008)

Administrative Theory was relevant in the study because it was used by the researcher to explain how organizations ought to be managed through effective execution of managerial functions in order to realize their goals. The theory guided the researcher in giving clear explanation on how an ecosystem created by an interconnectivity of various organizations ought to be managed. Similarly, the theory aided the researcher to comprehensively explain the effect of various managerial functional elements on the operations of street families' management ecosystem in Nairobi City County.

Open system theory was developed by Ludwig von Bertalanffy in 1956. The theory considers all organizations as systems with interdependent components. (Scott and Davis, 2016). The internal environment of a group is made up of the interpersonal relations of its members, their interactions with each other and with their

overlapping images of the group. The group's external environment includes other individuals, groups, and institutions with whom the group and individual members make relationships (Rice (1963). Virtually all modern theories of organization utilize the open systems perspective (English, 2006).

Open Systems theory was important to this research for it enabled the researcher to show how organizations with similar objectives were interdependent. For the purpose of this study, all members of street families' management ecosystems are considered as interdependent entities. Therefore organizations with similar goals ought to have a common managerial strategy through which managerial functional elements are executed to achieve common objectives. In the application of this theory, the study considers the execution of management at both individual and collection of organizations forming an ecosystem. The theory also supports the functional element of leading since organizations interact with each other through their leaders who are part of their managements.

Empirical Review

Githinji (2017) carried out a research on the mandates of National and County Governments on street families matters in Nairobi City County. The study found out that both governments handle street families matters but the national government is the overall coordinator of street families programs. Both governments allocate resources towards the rehabilitation of street families. The study has however not given adequate information about the criterion for budgeting for street families programs by both governments. The study has also not evaluated the adequacy of the County Child Protection Systems Guidelines guidelines 2011 in addressing the issues of all street families including the adult members of street families.

Kieni (2015) investigated the factors influencing the influx of street children Meru town. The research established the various unfavorable factors that form part of the socio-economic environments of communities that drive vulnerable persons to the

streets for survival. This include single parenting, inadequate family incomes and illiteracy among parents, guardians and vulnerable children. This study however, has not considered other factors such as political, technological, ecological and legal factors and how they contribute to the rise of street families in urban centers. The study has not also explained how the push and pull factors were identified since the report has not indicated whether the record on environmental analysis of the street families' management ecosystem environment was available and whether it was considered vital for formulation of strategies and programs for street families.

Omulo (2018) investigated the impact of street families programs in Nairobi City County. The study reveals that in 2003, the government designed and introduced programs for rehabilitating street connected children. The study reveals that regardless of these endeavours, a number of the beneficiaries of these programs have gone back to the streets due unavailability of jobs for them. Their continued existence at City Streets could not even be eliminated by crackdowns organized by National government and the County Inspectorate. The study has however not given adequate information how the programs were designed and the relationship between of various methods of identifying street persons for rehabilitation and control of street families' population in Kenyan urban centers.

Miriti (2013) did a research on challenges facing the rehabilitation centres in Nairobi using the Rescue, Rehabilitate and Reintegrate (3R) model strategy programmes to transform the lifestyles of street children. The 3R strategy has however faced a number of challenges ranging from lack of shelter for street families, unwillingness of parents to allow them to be rehabilitated and wrong choice of programs for the beneficiaries. This research report has not also explained how the strategies for street families' transformation were formulated and programs designed to suit the street families' needs. Furthermore, information on whether there

existed a national strategic plan for street families' management and its importance on street families' management is lacking.

Nyamai and Waiganjo (2015) carried out a research on the Performance of children homes and rehabilitation centers in Nakuru town and its neighborhoods. The study established that the institutions were successful due to adequate financing and sound strategic planning. However, in some institutions, the approaches to strategic planning were poor. The researcher recommended that the government in collaboration with international actors develop children action plans and policy frameworks for to guide budgeting for street children institutions. The study has however not indicated whether there exist a National Strategic Plan to guide in the management of street families matters and the role of environmental analysis in strategy formulation and program designing.

The study of Khaoya (2014) on factors that influencing growth of street children population in Kitale within Tans-Nzoia County established that certain socio-economic, political and cultural factors. The factors include family disputes, parental neglect, and hostility from guardians, poverty, overcrowding at home leading to overstretched resources, tribal clashes and violence during elections. These factors push children and other vulnerable persons to the streets. The study has concentrated more on the socio-political and cultural causes and left out the economic, technological, legal and ecological factors that may drive children and vulnerable persons to the streets. The study has not made any observation on the significance of PESTEL and SWOT analysis on the street families' ecosystem environment to obtain adequate information on all environmental factors affecting organizations and street families.

The study carried out by Nyamai and Waiganjo (2015) in Nakuru on the performance of street children institutions, the researcher recommended encouragement of strategic partnerships between children homes and other related institutions so as

to ensure better operational life and more meaningful results. The study also established that adequacy of resources also determine the success of the organizations in street families rehabilitation matters is influenced by the level of funding, nature of the financial control systems and skills of their managements

The study has however not given adequate information on the population of organizations involved in street families' matters in Kenya. The institutions that are meant to form strategic partnerships with the children homes for meaning contribution in the transformation of street families in Kenya. The researcher's explanation on the effect of such partnerships on the management of street families' matters is not clear. The study has also not made any recommendations on ICT innovations for the management of financial resources and other street families' matters in general.

Omulo (2018) investigated the position of the State Department for Devolution on the performance and constraints of street families rehabilitation programs in Kenya. The investigation established that the previous rehabilitative measures by concerned organizations had widely faced a number of bottlenecks such as inadequate knowledge on street families' management, weak institutions and unavailability of a reliable street families tracking system in institutions capable of identifying, assessing and classifying of street families. The study has however not recommended what can be done using IT to create street families databases and manage knowledge on street families' matters. The study has not also given the importance of IT enabled tracking system in the effective management of street families in Kenya.

Githinji (2017) investigated how the National Child Protection System Framework of 2011 has assigned child protection roles between the National and County Governments. The study established that the national government's role through the National Council for Children's Services formulates policies, coordinates, oversees and advocates for children's rights. The framework also assigns county

government's role of coordinating and aligning children activities into County Governments' plans and programs. The county governments are also required to mobilize resources on behalf of children, facilitate training for Children's Officers and Area Advisory Councils, and implement the National Data Information System in every sub-county. The study has however not disclosed the strength and effectiveness of the current governance structure in street families' matters and whether there exist National Data Information system in every sub county.

Mutua (2017) study report on the effectiveness of Mukuru slum development project (MSDP) established that NGOs in the rehabilitation of street children within Nairobi City County were implementing programs meant to change the behavior of street children and empower and reintegrate them back to communities. The organizations however faced constraints that include lack of sufficient resources and inadequate training curriculum. The study has not given facts concerning the correct street families' population record and how program designing is done. And whether there exist a National Registry of programs to warrant development training curricula and criterion for resource allocation to organizations implementing the rehabilitation programs in Nairobi City County.

Onyinko and Pechakova (2013) report on the institutionalization of street families in Kenya, indicates that Civil Society organizations seem to be unsuccessful due to the use of weak strategies. However, several NGOs implementing programmes targeting over five hundred thousand street children in Kenya continue to receive adequate to mitigate the proliferation of street children into urban areas. In Kenya, the Children's Services Department spends most of resources allocated to it on approved schools, borstals and remand homes rehabilitating children of between six and eighteen years, leaving little financial and human resources for community social work or the development of other alternatives to these

correctional facilities. The study has not shade more light on whether the 500,000 street population is based on census facts and the criterion used for allocating resources and its impact on the operations of the ecosystem.

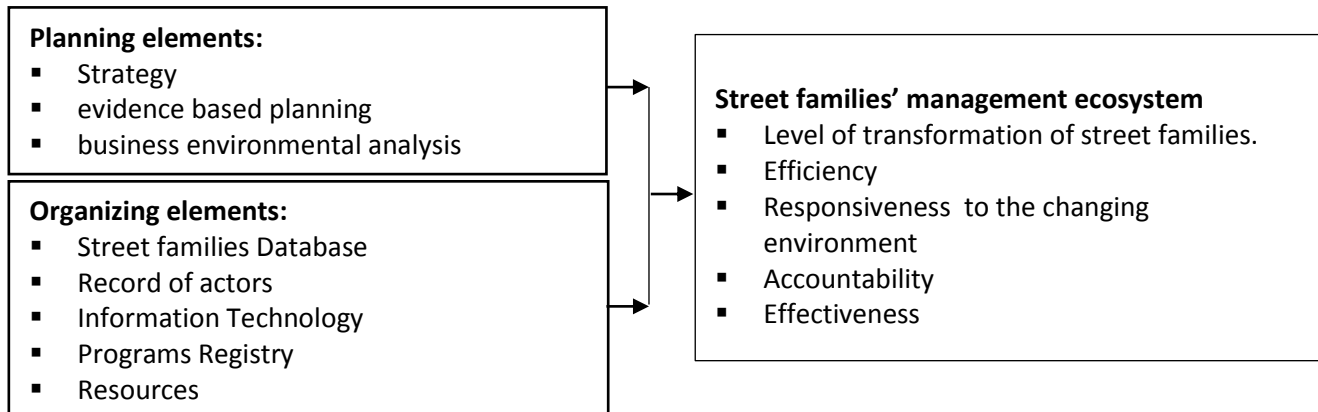
Kenya Children of Hope (2018) carried out a study on the population of street families Nairobi City County and established that the population has been on the rise in the past two decades. The population is said to have increased from an estimated number of fifty thousand in 1999 to over sixty in 2007. In 2001 the national estimate of street children in Kenya was put at three hundred thousand with over one hundred and fifty thousand of them living in Nairobi City County Streets. Another controversial report also estimated that there are forty thousand street children in Kenya, with about twenty thousand of them living in Nairobi. In 2007, the estimate was between two hundred and fifty thousand and three hundred thousand children living and working on the streets across Kenya with more than sixty thousands of them living in Nairobi. The glaring gap in this study is the effect of the estimates on resource allocation. The study has not explained whether there exist a database for street families and its importance in the management of street families.

Miriti (2013) report on Challenges of rescuing, rehabilitating and reintegrating street children by Rehabilitation Centres in Nairobi established that Civil Society Organizations have also joined the government to handle the street families phenomenon by coming up with possible solutions touching the plight of street children. Some CSOs such as Kwetu Home of Peace, Rescue Dada, Undugu Society of Kenya, and Don Bosco among others are partnering with the government in rescuing children from the streets. They have different approaches of first talking to the children in the street and encouraging them to abandon street life for a better life in rehabilitation centres.

Mutua (2017) reveals that some Civil Society organization funded by the UN, IMF and World Bank among others, complement roles of

governments in implementation of human development programs meant to mitigate the street families' phenomenon. The researcher has however given limited information on the correct population of organizations handling street families'

matters in Nairobi City County and criterion for funding programs. There is also no clear information on whether the organizations have formed strategic partnerships to tackle the street families' matters in Nairobi City County.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source : Author (2019)

METHODOLOGY

The study adopted descriptive survey design. The design was suitable since the study involved the collection of views from the sampled population on managerial factional elements affecting the street families' management ecosystem in Nairobi City County. The study sample was drawn from eleven sub-counties namely: Starehe, Kamukunji, Kasarani, Makadara, Embakasi, Njiru, Dagoretti, Langata , Mathare, Kibra and Westlands. The study targeted two hundred and sixteen respondents spread across the eleven sub counties from which a sample of 90 respondents was purposively picked and interviewed. Questionnaire method was used to collect primary data in nominal and ordinal scales containing the views of respondents on various managerial aspects of the street families' management ecosystem. Secondary data was also obtained from online sources and targeted institutions having documents with information relevant to this study.

Descriptive statistics was used for data analysis .Observations on nominal and ordinal data was

analysed by using numerical and graphical procedures that summarized data in a clear and understandable way. The numerical data was summarized by use of measures of dispersion specifically range and percentiles. Analysis of the nominal and ordinal data generated quantitative data by tallying responses of closed ended questions and finding percentages. The data was entered into the computer for descriptive analysis using the Statistical Package for Social Sciences software(SPSS). On the other hand, open ended questions were subjected to content analysis and then quantified for display and interpretation. The analysed data was then displayed on frequency distribution tables in form of frequencies and percentages for easier understanding and communication.

RESULTS AND DISCUSSIONS

Categorization of Street Families

This research sought to establish the categories of the members of street families being targeted by various organization for inclusion in their programs. The following was the outcome.

Table 1: Categories of Street Persons

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Children	82	91.1	91.1	91.1
Adults and Children	8	8.9	8.9	100.0
Total	90	100.0	100.0	

Source: Survey data (2019)

Table 1 showed that 91.1 % of respondents interviewed indicated that the programs run by organizations in the street families' management ecosystem mainly targeted street children. On the other hand, 8.9% of the respondents indicated that their programs targeted both children and adults. The researcher observed that the street families' management ecosystem is mainly inclined towards the transformation of street children life and pays

little attention to adult members of the street families' population. This pattern is worrying since adults are capable of founding families that give rise to more children on the streets. Adult street persons ought to be targeted more by members of the street families' management ecosystem through programs meant to reduce their population growth rate through control of births at the streets.

Table 2: Type of Organization by Category of Street Persons

	Children	Adults and Children	
Government Department	30	0	30
Semi-Autonomous Government Agencies	2	6	8
Non –Governmental Organizations	31	0	31
International Non-Governmental Organizations	3	0	3
Community Based Organizations	4	0	4
Faith Based Organizations	1	1	2
Others	11	1	12
Total	82	8	90

Source: Survey data (2019)

The study findings as per table 2 above indicated that all organizations apart from SAGAs, Faith based organizations and organizations categorized as 'others' handled children only. The findings implied that most actors in the street families' management ecosystem preferred offering rehabilitation services to street children only.

Effects of planning Elements on Street Families Management Ecosystem

Street Families' Identification Methods

The research sought to establish the methods that organizations of the ecosystem used to identify street families for inclusion in their programs. The findings in table 3 below were obtained through an open ended question. The responses were first subjected to content analysis, categorized and then fed into Statistical Package for Social Sciences (SPSS) for final analysis.

Table 3: Methods of Identifying Street Families Beneficiaries

	Frequency	Percent	Valid Percent	Cumulative Percent
Rescue	29	32.2	32.2	32.2
Rounding up	4	4.4	4.4	36.7
Referral	12	13.3	13.3	50.0
Through social work	16	17.8	17.8	67.8
Rescue and Referral	18	20.0	20.0	87.8
Combination of approaches	11	12.2	12.2	100.0

Total	90	100.0	100.0
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Source: Survey data (2019)

The findings as shown in table 3 above indicated that 32.2% of the ninety respondents interviewed revealed that their organizations identified street persons through rescue; 20% through both rescue and referral, 17.8% through social work, 13.3% indicated that their organizations preferred referral system, 12.2% percent used combination of approaches and others identified them through use of force by rounding them up during crackdowns.

The researcher observed that there are no formal ways of identifying street persons for rehabilitation. Organizations used both friendly and unfriendly methods. The researcher further observes that the use of forceful method such as crackdowns or rounding up of street persons is counterproductive since it scares street persons and limit their

willingness to volunteer themselves for rehabilitation. This could be one of the reasons why the ecosystem is unable to control the growth of street families' population in Nairobi City County. These findings are in line with Omulo (2018) whose reveal that in 2003, the use of force by government agencies to remove street persons from the streets was not successful since the approach was unsuitable. Choice of Method of method for identifying street persons for rehabilitating influences the success of organizations in transforming the lives of street persons.

Street Families Population Record

The study sought to find out whether there existed a correct record for street families' population. The following were the findings

Table 4 : Absence of Correct Street Families Population Record

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	64	71.1	71.1	71.1
Agree	21	23.3	23.3	94.4
Neutral	4	4.4	4.4	98.9
Strongly Disagree	1	1.1	1.1	100.0
Total	90	100.0	100.0	

Source: Survey data (2019)

Table 4 showed that 71.1% of respondents strongly agreed that the correct record for street families' population does not exist; 23.3% agreed that it doesn't exist while 4.4% remained neutral and 1.1% t disagreed. This study revealed that a National Census for street families has not been done. The research agreed with the report of Kenya Children of Hope (2018) that explains that the street families' population record in Kenya is based on estimates and therefore controversial. The researcher observed that lack of a correct

population record negatively affects the organizations' efficient and effective planning for street families due to unavailability of comprehensive data of street families.

National Strategic Plan for Street Families

The study aimed at establishing the availability of a National Strategic Plan for management of street families and its effect on the operations of the street families' management ecosystem. The following were the findings.

Table 5: Existence of National Strategic Plan for Street families' Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	1.1	1.1	1.1
No	89	98.9	98.9	100.0
Total	90	100.0	100.0	

Source: Survey data (2019)

Table 5 above presented the findings of the study with regard to whether there existed a national strategic plan for street families. The researcher interviewed ninety respondents of which 98.9% them indicated that they had no knowledge on the existence of the strategic plan while 1.1% of them agreed that they were aware of the strategic plan. Unfortunately even those who agreed that there was a National Strategic Plan for street families' issues were unable to give the title of the strategic plan.

The researcher observed that a national strategic plan is important since it provides overall guidance on the targets and goals to be achieved by street families' management actors. Lack of knowledge about it or absence of the plan is a hindrance to systematic operations of the street families' management ecosystem and achievement of the desired goals. The researcher agrees with Nyamai and Waiganjo (2013) report whose study

established that, sound strategic planning contributes to positive performance of institutions involved in street families matters.

Based on the research findings, the researcher observed that possibly the street families' management ecosystem in Nairobi City County faced persistent challenges due to lack a National Strategic Plan with clear mission, vision, objectives and goals that can be pursued collectively by all stakeholders implementing street families programs.

Business Environmental Analysis

The study investigated whether organizations in the street families' management ecosystem regularly conducted SWOT and PESTEL analysis for strategy formulation. These tools help in determining the performance and survival of organizations in the ecosystem. The following were the findings of the study:

Table 6: Whether Organizations do Conduct SWOT or PESTEL Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	1.1	1.1	1.1
No	89	98.9	98.9	100.0
Total	90	100.0	100.0	

Source: Survey data (2019)

The findings on table 6 showed that 98.9% of the ninety respondents revealed that their organizations had never conducted either of the analysis. Only 1.1 % of the respondents confirmed that they did carry out the analysis. The researcher observed that analysis of the strengths, weaknesses, opportunities and threats of the ecosystem is important in determining strengths, weaknesses and opportunities in order for organizations to successfully exploit the available opportunities based on strengths and mitigation measures against weaknesses and threats for the benefit of street families' population.

The researcher appreciates the findings of Khaoya(2014) on the role of unfavourable economic, political and cultural factors on the rise of street families in Kenya. Similarly Kieni (2015) reveal that the rise was caused by unfavourable socio-economic factors. In this study, the researcher

observes that failure for organizations in the street families management ecosystem to conduct regular environmental analysis of their environment may be the reason behind lack of awareness on the Political, Economic, social, Technological, Ecological and Legal factors that hinder them from coming up with suitable approaches of managing street families. Similarly, failure of the organizations to conduct SWOT analysis may not enable them to realize their strengths, weaknesses, opportunities and threats so that they can capitalize on their strengths to exploit the available opportunities for the benefit of street families as well eliminate threats and improve on their weaknesses. This implies that the members of the street families' management ecosystem may not be doing well since they do not carry out SWOT and PESTEL analysis of their internal and external environments so that they can realise they potential in the management of street families.

Strategy Formulation

The research aimed at establishing the real stakeholders who were involved in the formulation

of strategies for street families' management by members of the ecosystem. The findings were as shown on the table below:

Table 7: Key Players in Street Families Management Strategy Formulation

Players	Frequency	Percent	Valid Percent	Cumulative Percent
Chief Executive Officers and Board of Directors	46	51.1	51.1	51.1
Cabinet Secretary /Principal Secretary/Senior Government administrators	30	33.3	33.3	84.4
Management Committees	13	14.4	14.4	98.9
Heads of Institutions and Heads of Departments	1	1.1	1.1	100.0
Total	90	100.0	100.0	

Source: Survey data (2019)

The findings in table 7 above were obtained from content analysis of the responses given to the open ended question asked on strategy formulation for street families. The outcome was that 51.1 % of the ninety respondents interviewed revealed that their Chief Executive Officers and Board of Directors were responsible for street families' management strategy formulation. Also 33.3%of respondents revealed that strategy formulation was the work of Cabinet Secretary, Principal Secretary, and Senior Government Administrators in the Ministry responsible for street families matters. The remaining 14.4 % and 1.1 percent of the respondents respectively revealed that Management Committees and Heads of their Institutions and relevant Heads of Departments were responsible for strategy formulation.

The respondents however did not recognize street person's involvement in strategy formulation. The researcher recognizes the work of Miriti(2018) that presents a 3R Strategy for rehabilitating Street Families. The glaring gap that exist in this work is that, it has not revealed clearly the stakeholders who are involved in strategy formulation for street families. This study findings revealed that the street families' management ecosystem actors

hardly do proper stakeholders analysis that identifies all players required in formulating correct strategies for street families' management. The researcher observed that exclusion of street families in strategy formulation, may lead to incorrect program designs since the needs of street persons undergoing transformation are not appropriately assessed. This may be a reason for slow rate of transformation and exit of street persons from the streets of Nairobi City County.

Effects of the Organizing Functional Elements on the Street Families Management Ecosystem

The researcher interviewed respondents to establish the effect of various organizing elements on the Street Families Management Ecosystem in Nairobi City County. The findings were as follows:

National Database for Street Families

A database of street families is an important organizing element that aid the management of organizations in the proper allocation of human and financial resources in order to achieve predetermined goals. The research sought to establish whether a national database for street families existed in Nairobi City County. The following were the findings:

Table 8: Existence of a National Database for Street Families.

	Frequency	Percent	Valid Percent	Cumulative Percent
No	90	100.0	100.0	100.0

Source:Survey data(2019)

As shown in table 8 above, 100% of the respondents indicated that they were not aware of the national database of street families. The study concludes that there is limited information on the existence of a National Database for street families in Kenya. Based on this findings, the researcher agreed with findings of the Kenya Children Hope (2018) that indicates that the estimates of the street families' population in Kenya is controversial and unreliable. The researcher observed that lack of a database for street families makes it difficult for managers of the street families' management ecosystem to appropriately deploy human and financial resources in various programs for effective

transformation of the life of street persons. That could be the reason behind the uncontrollable increase of street population in Nairobi City County.

Number of Organizations in Street Families Management Ecosystem

Having knowledge of the names and number of organizations being involved in street families' matters is important for it helps the coordinating agencies to evaluate their contribution to the transformation of street families. The research aimed at establishing whether there existed correct record of the organizations. The results were shows on the table below

Table 9: Existence of Record of Population of Organization Managing Street Families

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	90	100.0	100.0	100.0

Table 9 showed that 100% of the respondents had no knowledge on the number of organizations involved in street families matters. The researcher observed that there could be more organizations involved in street families' matters but their operations and contribution to the performance of the street families' management ecosystems can not be accounted for. The researcher appreciated the study report Mutua (2017) that has attempted to identify organizations implementing street families programs in Nairobi City County but has not discussed facts about the census of all organizations involved in this noble humanitarian work. The researcher therefore concluded that when the

ecosystem cannot account for the contribution of all members, it may lead to disjointed efforts and dismal achievements in the objectives being pursued. It is also difficult for organizations to form strong partnerships to tackle the street families menace in Nairobi City County.

Usage of Information Management Systems

In the Current world, Information Tectnology has made work easier. The research aimed at finding out whether the actors in the street families' management ecosystem have leveraged on IT to design programs and track down the transformation process of street persons. The results were as follows:

Table 10: Usage of Information Management System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	1.1	1.1	1.1
	No	89	98.9	98.9	100.0
	Total	90	100.0	100.0	

Source: Survey data(2019)

Table 10 above showed that 98.9% of the 90 respondents revealed that their organizations had not yet adopted any Information Management System in handling street families's matters. Only 1.1% of the respondents indicated that they had information Management Systems for managing

street Families Matters. The research therefore established that the street families' management ecosystem has not yet embraced information Technology in the management of street families' matters in Nairobi City County.

The study findings concurred with Omulo (2018) report on the weakness of the Street families' rehabilitation institution caused by lack of a tracking system for the management of street families. Similarly, Githinji (2018) report reveal that the County Child Protection Systems Guidelines 2011 requires counties to establish Data Management System for Child protection. The child protection systems beneficiaries include street children but has not made any provision for adult members of street families.

The researcher observed the revelation in the study on the lack of Information Management System for management of street families makes it difficult for the ecosystem to effectively manage street families' matters in Nairobi City County. IT enabled data management system can enhance effective management of street families matters such as storage, retrieval, processing and usage of street families' data, harmonizing street families programs and monitoring emerging trends that warrant quick intervention within the ecosystem.

National Registry for Street Families Programs

Table 11: Existence of a National Registry for Street Families' Programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	89	98.9	100.0	100.0
Missing	System	1	1.1		
Total		90	100.0		

Source: Survey data (2019)

A registry harmonises all programs that are implemented by organizations in an ecosystem. It provides information that is important in the implementation programs and deters duplication hence enhances efficiency in the ecosystem. The research investigated whether there existed a national registry for street families programs in Kenya. The results were as follows:

The study findings in table 11 indicated that that 98.9% of the 90 respondents interviewed revealed that they were not aware of any National Registry for street families programs. The research showed that there was no National Registry of Street families programs. The National Program Registry is important for effective and efficient implementation of programs and helps to deter duplication of programs and wastage of resources.

This study acknowledges the findings of Mutua (2017) on the challenges that negatively affected the implementation of the Mukuru Slum Development Project for street families. The report

discloses that the implementation of the project that was meant to change street people's behaviour was constrained by lack of adequate curriculum for training. Based on the findings of this research, the researcher argues that lack a common National Registry for programs may negatively affect the systematic implementation of programs. This could also be the reason behind the lack of adequate training curriculum for transforming the behaviour of street persons.

Availability of Resources

Adequacy of human and financial resources are drivers of organizations towards achievement of desired goals. The study aimed at establishing whether lack of enough resources to organizations within the ecosystem was responsible for low performance of organizations in street families' matters and persistence of the street families menace in Nairobi City County. The study findings were as shown in table 12 below.

Table 12: Lack of Enough Resources is the Cause for Low Performance in the Ecosystem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	03	3.3	3.4	3.4
	Agree	32	35.6	36.0	39.4
	Neutral	10	11.1	11.2	50.6
	Disagree	29	32.2	32.6	83.1
	Strongly Disagree	15	16.7	16.9	100.0
	Total	89	98.9	100.0	
Missing	System	1	1.1		
Total		90	100.0		

Source: Survey data (2019)

In table 12 above, 3.3% of the 90 respondents strongly indicated that lack of enough resources do hinder the performance of the ecosystem in the implementation of programs. Thirty five point six percent agreed, 10% remained neutral, 32.2% disagreed and 16.7% strongly disagreed that lack of resources do hinder the performance of the ecosystem. Generally, the research findings indicated that lack of resources in the ecosystem is not an issue of concern. This research findings agreed with the report of Nyamai and Waiganjo (2015) on the study concerning factors affecting the performance of Street Children Institution. The research found out the funding levels was adequate. The researcher therefore concludes that the performance of the street families' ecosystem is not influenced by adequacy of resources only but by a combination of factors such as a database for street families to facilitate evidence based planning among others in the ecosystem.

CONCLUSIONS AND RECOMMENDATIONS

The researcher concluded on the effects of planning managerial functional elements on street families' management ecosystem as follows:

The ecosystem operations and progress in transforming street families is negatively affected by organizations' bias towards transforming the street children and pays little attention to adult street persons. Ignoring the adult members of street families implies that concerned organization may not be at a position of reducing births of street

children by adult male and female street persons who have sexual relationships. Furthermore, in identification of street families for rehabilitation, some members of the ecosystem do use force to remove street persons from the streets. This method is counterproductive since it scares street persons from volunteering for rehabilitation.

Evidence based planning and strategy formulation for the ecosystems' operations and performance can only be enhanced if street families' population is established and business environmental analysis is done. This can enable organizations to work smoothly with guidance of National strategic plan carefully formulated after successful conduction of SWOT and PESTEL analyses where all stakeholders including street persons are involved.

The research findings established that organizing functional elements also play a role in the operations of the street families' management ecosystem. The researcher therefore concludes that street families' management ecosystem can better its operations and performance if a National Database for Street Families is established for proper planning in transforming street families. In addition, harmonization of organizations' efforts has been lacking hence limiting efforts the ecosystems' greater impact in the management of street families. The numerous organizations forming the ecosystem can improve their operations and performance through deliberate exploitation IT for better results in the management of street families. Leveraging on IT can also aid in

the creation and maintaining a digital National Registry for street families programs, improve designing of street families programs and help to deter unnecessary duplication of programs and wastage of resources.

Based on the research questions, findings and conclusions of this research as highlighted above, the researcher recommends the following best practices to enhance the operations of the street families' management ecosystem to enhance transformation of the life of street families in Nairobi City County:

To ensure that the execution of planning managerial elements have positive effect on the operations of the ecosystem, the researcher recommends the following practices:

The research findings established that the organizations within the street families management ecosystem prefer targeting street children for rehabilitation and leaves out adult street persons. The researcher therefore recommends that the National Government of Kenya and County Governments in collaboration with Civil Society Organizations to adequately consider addressing the fate of the adult street persons for inclusion in transformational programs.

This research revealed that some government agencies forcefully capture street children and admit them to rehabilitation centres. This method discourages street persons from volunteering themselves for rehabilitation. The researcher recommends that organizations within the street families' management ecosystem to consider limiting the use of force and advocate for friendly methods in identifying street persons for rehabilitation.

Lack of correct population record limit proper planning. To facilitate formulation of accurate plans on street families' matters, the researcher recommends that the National Government of Kenya through the SFRTF to consider conducting

census for street families after every five years in the 47 counties in Kenya to establish up to date record of population of street families to facilitate preparation and use evidence based plans by the street families management ecosystem.

The researcher recommends the creation of regular awareness on the dynamics of the street families' management ecosystem's environment to enable organizations formulate best strategies for handling street families' management matters. The information about the internal and external business environment can be obtained through the conduction of SWOT and PESTEL analysis for the ecosystem to establish its strengths, weaknesses, opportunities and threats to enable organizations capitalize on their strengths and opportunities in the management of street families. PESTEL analysis outcomes can enable organizations to proactively handle their challenges and enhance their survival and performance in different environments.

The research established that during strategy formulation, street persons were often ignored. The researcher recommends that all stakeholders under the leadership of the Street Families Trust Fund considers involving street families during strategy formulation for street families. This helps in formulating suitable strategies and programs with great impact on street families' transformational matters.

The researcher recommended the following interventions to strengthen and streamline the operations of the street families' management ecosystem in Nairobi City County.

There is need for the Government of Kenya in collaboration with relevant organizations to establish a National Database for Street Families to enhance evidence based planning and objective implementation of street families' programs.

Street families Trust Fund should consider conducting a census for Organizations handling street families in Nairobi City County for the

purpose of harmonizing the organizations' transformation efforts of street families' matters.

The researcher recommends that the Street Families Rehabilitation Trust Fund in collaboration with its partners to consider coming up with an Information Technology innovation that can help in harmonizing the operations of all organizations involved in street families' matters to enhance efficiency, transparency and accountability in the execution of street families' programs and all related matters.

There is need for the Street Families Rehabilitation Trust Fund to consider establishing a National Registry for street families programs to prevent duplication of programs by organizations in order to mitigate against misuse of donors' resources meant for transforming street persons.

Suggestion for further studies

In view of the study findings, the researcher recommends further research on the challenges encountered by of the Street Families Rehabilitation Trust Fund in the management of adult street persons in Kenya.

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