



Project Performance and the Provision of Survival Rights in Charitable Children Institutions in Langata Sub-County, Nairobi City County, Kenya

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Abstract: Evidence shows that the effectiveness in the care of children in Charitable Children Institutions (CCIs) depends on various factors, among them being organizational staff, resources and policies. The overall objective of the study was to investigate project performance and the provision of survival rights in Charitable Children Institutions in Langata Sub-County, Nairobi City County, Kenya. The study used mixed methods approach incorporating both qualitative and quantitative approaches. The study sample was 98 respondents drawn from 4 CCIs in Langata using a stratified random sampling technique. The sample size was computed using Yamane's Sampling Formula ($n = N/(1 + N(e)^2)$). Study findings showed that CCI staff, financial resources, and Organizational policies influenced the provision of survival rights in CCIs. The relationship of children with CCI management and staff with the management and involvement of children in decision-making were essential in determining the quality of care. The study recommended family and community-based care as well as alternative care for children, investment in recreational facilities/ Equipment in CCIs, community sensitization on alternative care as well as family and community-based care, capacity development to caregivers on childcare, supervisory and mentorship visits to CCIs by the directorate of children services, investment in IGAs and involvement of children in decision-making.

Keywords: Project performance, Survival rights, Charitable Children Institutions, Management, Organizational policies

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1. Introduction

According to the Business Dictionary (2014), project performance refers to the accomplishment of given tasks. It is measured against pre-set standards of accuracy, cost, completeness, and speed otherwise known as Key Performance Indicators (KPI). For Humaidi & Said (2011) KPIs are essential in comparing the target and actual project performance based on effectiveness, efficiency,

quality of workmanship, and the results. Performance of projects is determined by the skills of project managers, the complexity of the project itself, the arrangement in contracting, how parties involved relate to each, and the capabilities of other stakeholders involved (Stevens, 2016).

According to Hanafi (2015), management is responsible for instilling knowledge and skills in child development in order to ensure that staff uses best practices when working

with children in childcare centers. Hanafi (2015) conducted a study in Malaysia to identify the key components of high-quality childcare centers. The research looked at programming and evaluation, children's experiences and learning, staff relationships with children and peers, partnerships with families, health, nutrition, and wellbeing, and managing to support quality, protective care, and safety. According to the findings of the study, there are areas that reflect the staff's ability to implement what was taught. However, there was a need for additional and consistent training, guidance, and monitoring (Hanafi, 2015).

In Jordan, Ismail, Hindawi, Awamleh, and Alaweh (2018) investigated the role of key workers in establishing a nurturing family environment for orphans' optimal wellbeing, as well as the critical factors in effective care center management (CCs). Based on the study findings, the researchers recommended the recruitment of directors with significant experience and who were visionary, especially in the management of care institutions. There was also a need to enhance employee motivation, especially on remuneration and rewards and consistent capacity development to raise a prosperous and healthy generation. Further, the study observed the need to establish family-based care centers, which were presumed to exhibit a positive influence on children, especially fostering holistic development in a family-like setup (Ismail, Hindawi, Awamleh, & Alawamleh, 2018).

In Nigeria, Ogwueleka (2011) investigated the critical success factors influencing the performance of projects in Nigeria. The study employed a literature review of twenty success factors with a sample of 188 professionals. The study found that the top management team provided strong and consistent support to finance, resources, and leadership in projects. The importance of top management support was a strong factor that must be present to ensure a successful project outcome. Without top management support, the chances of project success may be crippled (Ogwueleka, 2011).

Neuman & Devercelli (2012) investigated the role of national ECD policies to promote young children's access to key early childhood services. They discussed the proliferation of national ECD policies in Sub-Saharan Africa over the last decade, arguing that while these documents could be useful for most countries, they were insufficient without proper implementation and enforcement. They looked into the various Early Childhood Development policies and institutional arrangements in four East African countries: Tanzania, Uganda, Ethiopia, and Kenya. They drew cross-national lessons for moving from policy formulation to policy implementation. According to the findings, while key indicators of children's well-being varied by country, overall levels were quite low across the region. This pattern suggested that the enforcement and implementation of policies and legal frameworks were

requisite to transform policies into impact (Neuman & Devercelli, 2012).

In Kenya, a study by Apeli & Kisimbi (2020) examined the key determinants that influenced the performance of children's welfare protection projects in Kilifi County. The study adopted the descriptive research design. The sample population for the study was 101 respondents, who comprised 15 directors and 86 project workers in the social department of 15 Charitable Care Institutions. The study employed purposive sampling and proportionate sampling respectively to select the study respondents. It was clearly evident from the findings that stakeholder engagement, availability of financial resources, capacity development of workers, and consistent project monitoring and evaluation were practiced in child welfare projects constituting the composite mean of 3.9468, 2.988, 3.6798, and 3, 9434 respectively, while the dependent variable had a composite mean of 4.34. The Chi-square test revealed that worker training had no significant influence on the performance of children welfare protection projects, whereas financial resources, stakeholder engagement, and project monitoring and evaluation did.

The provision of children's survival rights in CCIs depends on various factors, among them being organizational staff, resources and policies. Some CCIs have developed policies without putting them into practice; have ineffective policies, poor management structure, unprofessional caregivers, insufficient children's rights programs, and inadequate resources. The lack of adequate funds to support the children's well-being limits the efforts of CCIs to protect, develop and provide life survival rights to children. Studies show that Charitable Children Institutions lack resources ranging from financial, human, and capital to sustain their programs and adequately safeguard the rights of children. This affects the performance of CCIs, hence affecting the provision of children's survival rights.

Langata Sub County, being one of the least populated Sub-counties in Nairobi County with a population of 197,489 (KNBS, 2019), has 14 pure residential registered childcare institutions (NCCS, 2015). Given the nature of its wealthy and middle-class residents, the presence of so many childcare facilities in the sub-county raises concerns. This study, therefore, assessed the project performance and how it affects the provision of survival rights in Child Care Institutions in Langata Sub-County Nairobi.

2. Literature Review

This section presents empirical reviews on the various study variables. The themes reviewed in this section include the Influence of staff, the effects of financial resources, the role of organizational policies, and the role of CCI management in the provision of Survival rights.

2.1 Influence of staff on the provision of survival rights

Human resource management practices are considered demographically, technologically, and economically imposed on organizations for their growth and development (Decastri et al. 2020). Moreover, human resources are priceless economic resources. According to Ackerman and Heggstad (2019), the efficient use of human resources can reduce the overall cost of an organization and increase its performance. These human resources are controlled under human resource management. Human resource practices include recruiting individuals, selecting, training, creating a pool of suitable applicants, and making them helpful in achieving organizational goals (Theodore, 2018; Zhou, 2018).

Alshammari (2020) investigated the mediating role of knowledge management for organizational performance (OP), human resource management (HRM) practices, and the moderating role of organizational learning (OL) on the relationship between organizational performance and knowledge management capability (KMC). The study sample was drawn from 215 out of 250 human resource managers from service sectors of the Kingdom of Saudi Arabia. This study employed Structural equation modeling (SEM) to address the study problem. It was evident from the study findings that HRM practices significantly influenced organizational culture, organizational performance, organizational learning, and knowledge management capabilities in Saudi Arabia in 2019.

In India, Roy (2020) explored the risk factors and systematic barriers that CCIs and associated functionaries have been confronting in the aftermath of the COVID-19 pandemic worldwide. For a theoretical and thematic conceptualization, the study critically reviewed literature, published articles, newspaper reports, and documented webinar proceedings. According to the findings of the study, safety issues, administrative barriers, financial barriers, educational barriers, management, health and nutrition, social justice, rehabilitation, and integration of children living in Care Institutions and those leaving CCIs (Roy, 2020).

Zaied, Elawady, Mesalam & Haweel (2016) investigated the relationship between human resource management practices and labor productivity for the iron and steel company in Libyan. The operational indicators that were used to measure human resource practices included recruitment and selection, training and development, performance appraisal, communication, compensation, teamwork, and employment security. Data collection was done using questionnaires with a 5-points Likert scale. The study sample was 386 employees. Study findings from stepwise multiple regression analysis, revealed that all practices had a strong positive correlation and effect on labor productivity. The study by Zaied et al (2016) focused on the labor productivity for the iron and steel company in

Libya. The current study shifted the focus to the provision of survival rights in the Kenyan context.

Bullah (2016) examined the impact of human resource strategies on employee performance at KRA offices in Nakuru, Kenya. This was done to boost employee productivity. A descriptive research design was used in the study. The p-value approach was used to test hypotheses at a 95% level of confidence, and the results were presented in tables. The correlation coefficient between the independent variables and the dependent variable was 0.792, indicating a strong positive correlation. The R-square value of 0.627 indicated that the independent variables explained 62.7 percent of the variation in employee performance at KRA. The study, on the other hand, concentrated on the impact of human resource strategies on employee performance at KRA offices. The current study narrowed the conceptual focus to childcare establishments.

2.2 Effects of financial resources on the provision of survival rights

According to UNICEF (2019), many of the obstacles to better ECD outcomes can be traced directly to domestic public financial management constraints. Symptoms of insufficient and/or inequitable budget allocation may include low coverage, especially in hard-to-reach places, and poor developmental and learning outcomes because of a lack of funding to hire sufficient frontline workers (e.g. social workers, nurses, community health workers, pre-primary teachers) to deliver early learning, maternal and child health programs, and provide parenting support and counseling caregivers. The implementation is further hampered by inefficient utilization of allocated funds; symptoms may include teacher absenteeism, which in turn may be due to delayed salary payments owing to poor funding flows.

According to Haskins and Barnett (2011), government-funded preschool programs in the United States (child care centers, Head Start, and state-funded pre-kindergarten) provided mediocre or poor-quality services. Children who attend an average center may receive little cognitive benefit, and greater benefits could be obtained by improving the quality of these programs. Due to the predominance of low-quality programs, Pianta, Barnett, Burchinal, and Thornburg (2009) observed that publicly supported preschool in the United States narrows the achievement gap between poor and non-poor groups by as little as 5%. They also contend that, while ECEC for at-risk children can play a significant role in mitigating educational disadvantage, it can only do so if specific conditions are met.

A study conducted by Martha (2014) found that financial resources for orphanages and children's homes typically come from church support, private donors, and merchandise programs, but NGOs constantly are facing a rising budget and lack of funds to cover the expenses of

children. Children with medical conditions such as HIV/AIDS especially present a tough expense to NGOs. Land and building structures are another high cost that NGOs struggle with, because of this, children's homes often take in too many children for space that they can afford leading to cramped living conditions. Community support can be difficult to obtain due to poor collaboration among organizations and inadequate infrastructure in rural areas. The findings of the study shed light on the most common practices used by South Asian Care Institutions to care for orphans. The study's findings revealed common practices in health, finance, education, and staffing. This study provided unique qualitative data from orphanage directors from 22 different sites. The study, on the other hand, concentrated on the South Asian context. The current study looks into the situation in Kenyan CCIs.

Waweru, Koome, and Omondi (2020) looked into the impact of income-generating activities on the effective management of charitable children's institutions (CCIs) in Kenya's Nakuru Town East Sub County. The study adopted a descriptive research design and a mixed-methods research strategy. A total of 45 people were interviewed for the study, including 39 CCI employees (both management and non-management) and 6 key informants. Purposive sampling was used to identify key informants after a thorough census was done of all respondents. Income-generating activities had an impact on the effective management of Charitable Care Institutions, according to the findings of the study. Based on the findings of the study, it was concluded that the availability of income-generating activities in the CCI, the type of income-generating activities available, and the amount of income generated by the activities in which the CCI was engaged molded effective management of CCIs. The study suggested that income-generating activities be included in CCI planning to guarantee that they could meet their needs and were not overly reliant on limited funding from external partners.

2.3 Role of organizational policies in the provision of survival rights

According to UNICEF (2019), developing national ECD policies and, more specifically, implementation plans is a critical step toward budget commitment. It demonstrates political commitment, which is frequently required but not always sufficient for making ECD a priority in public budget discussions. To transition from policy to budget commitment, additional steps must be taken to cost and resource them through the public budget. A well-developed policy/plan establishes key parameters for public budgeting by defining the scope of ECD services to be provided and defining financing principles, target populations, and cross-sector coordination mechanisms.

Celik and Yildiz (2018) investigated the organizational climate of early childhood centers based on early childhood teachers' perspectives. The data was gathered using the Early Childhood Work Environment Scale. The

study included 214 teachers who worked in public early childhood centers in a Turkish urban school district. Ten aspects of organizational climate were evaluated, and respondents reported on ten of them. These were as follows: task orientation, physical setting Collegiality, director support, clarity, a reward system for innovativeness, decision-making, goal consensus, and professional development are all important. According to the findings of the study, collegiality was rated the highest among the components, while professional development was rated the lowest. Professional development is the organizational climate component that teachers rate as the least adequate, receiving the fewest points. Teachers with more experience rated their center's organizational climate with lower scores, while full-time teachers reported positive opinions regarding the center. Accordingly, as the professional experience of teachers increases, their evaluations of these organizational climate variables become more negative. The study however focused on learning institutions. The current study focused on how institutional policies affect the provision of survival rights in charitable children's institutions (Celik & Yildiz, 2018).

Chiemeke, Ashari, and Muktar (2018) investigated the impact of organizational policy on employee engagement. The study looked into how organizational policy (OP) could affect employee Quality of Work Life (QWL) and Employee Engagement (EE). There are four major stages of organizational policy development: policy formulation, adoption, implementation, and evaluation. Policy formulation was typically embedded in individuals' minds, making it difficult to capture or communicate to others. Adoption, implementation, and evaluation policy, on the other hand, was formal, typically documented, and easily communicated and shared with others. The study assumed that the focus of organizational policy and work-life quality could be shifted to employee engagement. As a result, the importance of organizational policy and employee quality of work-life on employee engagement could be emphasized more. The study, on the other hand, concentrated on general organizational policy and its impact on work-life quality. The current study went on to investigate how organizational policies influence staff performance in relation to the provision and adequate realization of survival rights for children in CCIs.

Nankunda (2014) investigated policies and programs in Uganda that support childcare for working families, with a particular emphasis on current activities. The research included a critical policy review and documentation exercise with the goal of informing policy and labor law discussions and advocating for the inclusion of childcare support provisions. In the analysis, secondary sources such as literature searches, desktop reviews of articles, and document reviews were used. In-depth interviews with key informants from the various organizations' employees and leadership were used to collect primary data from organizations and institutions. According to the study's findings, existing policies and programs were insufficient

to provide quality childcare to working families. There was a lack of awareness of national and international childcare provisions to assist working families. Some statutory provisions and pieces of legislation that were supportive of childcare for young children by both mothers and fathers needed to be strengthened. Organizations had informal arrangements in place that allowed employees to take time off to care for children on an individual basis with their supervisors.

2.4 Role of CCI management in the provision of Survival rights

According to Chua, Kog, and Loh (2013), project success necessitates developing a proper project plan in terms of time to be spent as well as considering the key factors that contribute to its success. It enables project managers and stakeholders to make better decisions and focus on the project's success. More than 200 million children worldwide will fail to reach their full physical, cognitive, psychological, and/or socio-emotional potential as a result of poverty, poor health, inadequate care and stimulation, and other risk factors for early childhood development (Grantham-McGregor et al., 2007). Furthermore, many other children do not reach their full potential due to a lack of access to critical interventions or poor quality care. New health threats impose a cost, as the Zika virus outbreak is currently demonstrating.

Ismail, Hindawi, Awamleh, and Alaweh (2018) investigated the role of key workers in creating a nurturing family environment for orphans' optimal well-being in Jordan, as well as the critical factors in effective care center management (CCs). Based on the study's findings, the researchers advocated for the hiring of directors with significant experience and vision, particularly in the management of care institutions. There was also a need to improve employee motivation, particularly in terms of remuneration and rewards, as well as consistent capacity development, in order to raise a prosperous and healthy generation. Furthermore, the study identified the need to establish family-based care centers, which were expected to have a positive impact on children, particularly by fostering holistic development in a family-like setting (Ismail, Hindawi, Awamleh, & Alawamleh, 2018). The study, on the other hand, looked into the critical factors in the effective management of care centers (CCs) in Jordan. The charitable children's institutions in Kenya were the focus of this study.

Muguwe (2018) explored challenges faced by youths who age out of institutional care and their transition to adulthood in Zimbabwe. Data was collected from 2 key informants that are, social welfare officers and a matron, and 3 youths aging out of institutional care. The respondents were purposively selected and participated in a phenomenological qualitative study, through face-to-face interviews. The study's findings revealed that youths who aged out of care faced a variety of challenges, regardless of the skills they were taught for life outside of

care institutions. Homelessness, poor health care, early pregnancies, unemployment, and, in some cases, extreme poverty after leaving care were among the challenges. The implication was that the cycle of homelessness, poverty, and disease continued to haunt some of those children who moved out of care when they turned 18 years and above before, they are integrated back into society. The study recommended that the process of leaving care should be prepared more intensely mainly through foster care and through the re-integration process.

Mkutano (2018) investigated the impact of project management practices on the performance of nongovernmental organization projects in Nairobi City County, Kenya. The study's findings indicated that effective project management practices such as communication, planning, stakeholder participation, and monitoring and evaluating project activities resulted in improved project performance. The study concluded that project communication has a significant impact on project outcomes; thus, clearly establishing and managing project communication structures should always be on the agenda of team leaders and management prior to the start of any project. The study also concluded that project performance was positively and significantly influenced by planning, stakeholder participation, monitoring, and evaluation. The study advocated for active communication throughout the organization, as well as stakeholder and community awareness of the importance of project planning, monitoring, and implementation at all levels, as well as stakeholder involvement. Mkutano (2018), on the other hand, focused on the impact of project management practices on the performance of nongovernmental organization projects. The current study adds to Mkutano's research by looking into the role of management in the provision of survival rights in CCIs.

3. Methodology

This study employed a mixed-methods study design, which enabled the incorporation of both quantitative and qualitative research approaches to provide a comprehensive understanding of the study phenomenon (Creswell, 2014). Data from GoK's Child Protection Report (2019) indicates that there were 67 registered CCIs in Nairobi County, with an approximate population of 4093 children, with an average of 61 children in each of the CCIs. The study targeted registered residential charitable care Institutions in Langata sub-county, Nairobi City County. The estimated number of CCIs of pure Charitable care institutions that are residential in nature in Langata Sub-County is 14 (NCCS, 2015). According to Creswell (2013), a sample size of between 10% and 30% of the target population is adequate for investigation in a descriptive study. Using 30% of the 14 target Charitable Institutions in Langata Sub County, the study randomly sampled 4 CCIs, which had an approximate population of 244 children (GoK, 2019).

The sample size for the study respondents was computed using Yamane's (1967) Sampling formula stated as $n = N/(1 + N(e)^2)$. Whereby, $N= 244$ children, $n=$ the sample size, $e=$ the margin of error, which according to the

study is 0.078 (at a 92.2% level of precision). This, therefore, gave a sample size of 98 children.

Table 1: Sample Matrix

Respondents	Sample size	Sampling technique
Children	98	Stratified random
Social workers	4	Purposive
Administrators	4	Purposive
Caregivers	8	Purposive
Sub-County children officers	1	Purposive
Totals	115	

Source: Researcher, 2021

The sample size in the study was 98 children and 17 key informants comprised of 4 administrators, 4 social workers, 4 caregivers, and 1 Sub County children officer. A stratified random sampling technique was used to select children and purposive sampling for the key informants. The significant ethical considerations in this study included a research authorization letter from the university and a permit from National Commission for Science, Technology, and Innovation (NACOSTI), seeking informed consent from the caregivers of the children, maintaining confidentiality and anonymity of the respondents as well as citation of all the sources consulted in the study. Data was collected from Children in Charitable Care Institutions as well as Key informants, including social workers, caregivers, CCI administrators, and an officer from the Department of Children Services in Langata Sub-county. Data was collected using semi-structured questionnaires for children and interview guides for the key informants. Quantitative data were analysed using descriptive statistics and presented in graphs, charts, and frequency distribution tables with the use of the Statistical Package for Social Science (SPSS) version 23. Qualitative data from interview guides and questionnaires were analysed through content analysis. Cross tabulation was used to provide the relationships on

variables. The study had a response rate of 92.9% (91 respondents) of the 98 respondents sampled.

4. Results and Discussion

This section presents study findings on Project performance and the provision of survival rights in charitable children institutions in Langata sub-County, Nairobi city county, Kenya. Four major variables were assessed, including CCI staff, financial resources, organizational policies, and CCI management, and their influence on the provision of survival rights in CCIs. The themes are as presented below.

4.1 Influence of CCI staff on the provision of survival rights in CCIs

The study sought to investigate the influence of staff on the provision of survival rights. Various variables were investigated, including the CCI staff to children ratio, the satisfaction of respondents with the services that were provided, and the relationship between staff and the children. The findings were as presented below:

Table 2: Mean number of CCI staff (N= 4 CCI administrators)

CCI	Number of Staff	Number of children	Ratio
A	11	70	1:7
B	15	60	1:4
C	7	45	1:6
D	6	35	1:6
Total	39	210	1:5

Source: Field Data, 2021

From the findings presented in table 2 above, it was evident that most of the CCIs had an average of 10 staff including support staff, social workers, administrators, and caregivers who were common in most of the CCIs. Given that the staff played different roles and that, a counsellor, for instance, would have to see all the 70 children for the case of an institution; it would be a heavy task for him/her. Some of the staff were inadequate, especially the caregivers. The CCI with the largest number of staff had 15 staff, while the one with the lowest number of staff had 6 staff. This implied that some CCIs had very

few staff as compared to the number of children that were to be taken care of, which was likely to compromise the provision of quality care. Generally, taking the whole number of staff and children in the CCIs, each staff would serve at least 5 children. According to UNICEF (2013) in conjunction with RoK, the Staff ratio to the number of children should not exceed 1:10 (i.e. one staff member for every 10 children). This ratio includes staff members who have direct contact with children or who are otherwise known, as caregivers.

Table 3: Level of satisfaction of the respondents with the services provided (N= 91 Children)

Satisfaction	Frequency	Percent
Very satisfied	23	25.3
Satisfied	21	23.1
Unsatisfied	21	23.1
Not sure	26	28.6
Total	91	100.0

Source: Field Data, 2021

The children were asked to indicate how satisfied they were with the services provided in the CCIs. This included general services rendered with regards to care and protection of children in CCIs. The study findings were as presented in table 3 above. From the findings, it was evident that most of the children were not sure about the services they received or offered by CCIs. This was indicated by 28.6% (26) of the respondents involved in the study. This signifies that these children do not know what their rights are which an avenue for violations is and abuse of children’s rights in CCIs, in the sense that these children are not able to tell if the services they receive are appropriate or not appropriate. Some of the respondents indicated that they only knew the CCIs as their home, and would wish to be there for as long as it was possible. Some of the respondents, even those whose relations had been traced successfully, were not willing to go back to their families, especially when they imagined the possible deprivation due to poverty at their homes. This was evident since the findings indicated that most of the children had a poverty-related vulnerability.

Whenever a child is ill-behaved, there is a tendency of reprimanding bad behaviors. Different institutions/ organizations have different strategies for executing punishment. The respondents were asked to indicate how they were punished for portraying negative behavior. Some of the strategies emergent from the study included warning, advice, guidance, and counseling and being sent back home, and being given work to do alone. This was as follows:

“You are given the last warning if the first time, but if it is a habit, you are reported to the administrator.... some are sent home”

Respondent: CH 02, Dec. 2021

“They advise us how to change behaviors”

Respondent: CH 13, Dec. 2021

“Staff punish the ill-behaved children by giving them the work to do for the few days or a week”

Respondent: CH 53, Dec. 2021

“By speaking to the child to understand why that act. teaching morals counseling, peer to peer sharing and advising one another and some involve the guarding’s to speak to them.”

Respondent: KI 01, Dec. 2021

“Through warning them three times and if one is not able to correct behavior we call the guardian or we send her home.”

Respondent: KI 12, Dec. 2021

Not all children portrayed negative behavior. Some behave exemplary and ought to be rewarded. This serves to motivate them as well as others, hence fostering good behavior among them and discouraging negative behavior. The respondents were asked to indicate how the CCIs rewarded children who portrayed exemplary behavior. From the study findings, the respondents identified recognition, appreciation of gifts, extended support, and promotion to the next level of study for better performance in class.

“You are appreciated with gifts like books pens, new clothes or, even money.”

Respondent: CH 20, Dec. 2021

“They help until the last minute”

Respondent: CH 24, Dec. 2021

“You are taken to the next step when you pass your exams”

Respondent: CH 39, Dec. 2021

“You will gain trust from the staff and they will always be on your side”

Respondent: CH 45, Dec. 2021

In delivering childcare, the CCIs faced various challenges. When asked to indicate the challenges that CCIs are confronted with in delivering childcare services, most of the respondents indicated financial constraints, Parents not wishing to own their responsibility, misconduct among teenagers, Non-cooperating guardians making reintegration efforts challenging, poor health, relapse of some children after intervention and high dependency among children raised in the CCIs. This was as follows:

“I encounter the challenge of miss-perception due to the nature of our beneficiaries who are ex-juvenile. The beneficiaries themselves and community members have a wrong perception due to misjudgement based on their experience.... The challenge comes whereby some families of the children do not like them to be reintegrated seemingly due to dependency created. For those who are orphans, not many families are willing to receive children as guardians of foster parents.”

Respondent: KI 01, Dec. 2021

“Finance constraints to meet all the needs of the children at the same time.... Parents do not wish to own their responsibility. The mediocre mindset in the society that a child needs to grow after the death of the mother.... The teenage challenges especially when we have many children reaching puberty stage at once.”

Parents Respondent: KI 03, Dec. 2021

“Their health, sometimes when one becomes sick is as if all or a bigger number become too. Equal satisfaction of all become a challenge, all share what is available without making choices.... some of the guardians are not cooperating with the CCI and thus making it difficult for

the reintegration of the child, financial constraint makes it difficult to pay the staff the right salary, some of the staff are not cooperating with the management.”

Respondent: KI 04, Dec. 2021

“Some children don't appreciate the services we offer and so they relapse and go back to the streets, due to the COVID-19 pandemic some of our benefactors were affected and so are also affected, when you request food it is easier to get than getting money to facilitate CCI operations”

Respondent: KI 12, Dec. 2021

The findings concur with the Indian study by Roy (2020), who conducted a literature review on the risk factors and systematic barriers that CCIs and associated functionaries have been confronting in the aftermath of the COVID-19 pandemic worldwide. The fundamental barriers that surfaced from the study included safety issues, administrative barriers, financial barriers, social justice, educational barriers, health and nutrition, management, integration of children living in CCIs and the ones who are leaving the CCIs, and rehabilitation.

4.2 Effects of financial resources on the provision of survival rights in CCIs

The study sought to investigate how financial resources affected the provision of survival rights in CCIs. The assessment was based on the availability of basic rights of children and amenities, including food, healthcare, education, shelter, clothing, and leisure as well as infrastructural facilities.

Table 4: Mean number of daily meals in the CCIs (N= 91 children)

	CCI	N	Minimum	Maximum	Mean	Std. Deviation
Number of meals in a day	A	25	1	3	2.29	.637
	B	20	1	3	2.00	.520
	C	22	1	3	2.45	.623
	D	24	1	3	2.10	.500
Total		91				

Source: Field Data, 2021

The study findings revealed that most of the CCIs offered an average of 2 meals in a day, that is, break first and supper. This would be because most of the children have their lunch at school. Some CCIs however did not care about lunch even when the children were not in school. Most of the CCIs further could not afford to offer a balanced diet but tried as much to ensure that the children had at least something in their tummies. A number of the respondents however pointed out that the food offered was too little as compared to the number of children in the CCIs. Some at times had to starve especially when they

were delayed to serve. Some children further pointed out that the food did not satisfy them, but they persevered because the conditions in the CCIs were better than what they were confronted with before being placed in the CCIs. They, therefore, had learned to cope with the situation. This could explain why CCIs with street-related vulnerability see some children running back to the streets, especially the street related, went back to the streets soon after placement into the CCIs because they felt on streets they get what they wanted more than in CCIs where everything is regulated.

Table 5: Respondents' access to medication when sick (N= 91 children)

Accessed	Frequency	Percent
Yes	66	72.5
No	25	27.5
Total	91	100.0

Source: Field Data, 2021

Medical care is one of the significant rights that children ought to enjoy. However, at times it may be a costly venture, hence a challenge to CCIs, which have no sustainable source of income. The respondents were therefore asked to indicate whether they were taken for medication whenever they fall sick. It was evident from the study findings that most of the CCIs tried their level best to accord medical care to the children. This was indicated by 72.5% (66) of the respondents involved in the study. Some CCIs had medical covers for the children,

which aided medical bills. Only some children represented by 27.5% (25) indicated not receiving medical attention promptly. This result signifies that a number of children in CCIs, still are not accorded well with their survival rights, especially a right to medical care which should be very basic to any given CCI, because all children have a right to access medical care, and whenever some don't access appropriate medical care, it's a form of abuse or violation of children survival right, especially to proper health care of the child. This was as presented in table 5 above.

Table 6: Adequacy of essential infrastructural facilities (N= 91 children)

Adequacy	Frequency	Percent
Yes	42	46.2
No	49	53.8
Total	91	100.0

Source: Field Data, 2021

Despite the move by the government of Kenya to deinstitutionalize Charitable Children Institutions, there are still lots of children in CCIs. This strains the available infrastructural facilities, which are essential in the lives of children. The study sought to understand whether the available facilities were proportional to the available children. Table 6 above presents study findings on the adequacy of essential infrastructural facilities that were significant in the growth and development of the children. These include playgrounds, toilets, and dorms among

others. The findings were as presented in table 6 above. These findings concur with the findings of Kilio, Wasike, & Mathenge (2021), who explored the link between resources and customer satisfaction CCI's in Kibera-Langata Sub-County Nairobi County, Kenya. The study found out that Charitable Children Institutions in Langata-Kibera Sub County did not have adequate physical facilities to provide quality care to children as they lacked adequate accommodation facilities and had insufficient playing ground for extra-curricular activities.

Table 7: Children access to selected rights (N= 91 children)

Rights	N	Percent
Clothing	73	21.8%
Education	82	24.5%
Shelter	65	19.4%
Adequate food	85	25.4%
Leisure activities	30	9.0%
Total	91	100.0%

Source: Field Data, 2021

The study analysed response of the selected children's rights including clothing, education, shelter, adequate food, and leisure activities. The analysis was done through multiple response sets, whereby each respondent was able to indicate whether they accessed each of the selected rights. From the study, findings presented in table 7 above, access to all the rights except leisure activities was accessed by over 70% of the respondents involved in the

study. Leisure activities were only enjoyed by 33% (30) of the respondents involved in the study. Most of the children did not participate in leisure activities, yet this was significant for their growth. The respondents cited inadequate space for play and schoolwork as key impediments to their enjoyment of leisure. Since the stated survival, rights including food, shelter, clothing, education, and leisure are essential for the survival of

children, and as well are given priority in Maslow’s Hierarchy of Needs theory. Following Maslow’s Hierarchy of Needs theory, the above-stated rights are necessary for the growth and development of children, and that deprivation is likely to hinder the holistic development of children. Therefore, each CCI ought to make an effort to ensure that the needs are met.

4.3 Role of organizational policies in the provision of survival rights in CCIs

The study investigated the role played by organization policies in the provision of survival rights. Some of the policies and organizational practices under consideration in the study included the child protection policy, other policy documents, organizational rules and regulations and children mentorship programs.

Table 8: Presence of rules and regulations to govern conduct in the CCIs (N= 91 children)

Present	Frequency	Percent
Yes	80	87.9
No	11	12.1
Total	91	100.0

Source: Field Data, 2021

Organizational policy has an influence on the provision of survival rights. In the current study, organization policy is viewed in terms of rules and regulations, what happens when violation takes place, as well as capacity development of the staff on care and protection of children in Charitable Children Institutions. The respondents were asked to indicate whether there were rules and regulations that governed their conduct in the CCIs. It was evident from the findings that most CCIs had some form of rules, regulations or even code of conduct that governed the conduct of children, as well as governing the interaction of children and staff. This was indicated by 87.9% (80) of the respondents involved in the study. The staff responded by having a child protection policy, and the children noted that some of the rules were tough, but they had to cope since that was like their home. Some of the children found it difficult to bear and went back from wherever they had been rescued, especially for the street-related cases just after admission into the CCIs. This was as presented in table 8 above.

Respondents mentioned rules and regulations such as obeying the staff, no fighting/bullying, following instructions, hard work, time keeping, respect, and seeking permission before leaving the compound, among others. Violations of the rules and regulations resulted in punishments such as a warning, advice, being sent home, and being assigned work to do alone. The right of all children to be protected from abuse, neglect, harmful cultural practices, all forms of violence, inhumane treatment and punishment, and hazardous or exploitative labor is recognized in Kenya's 2010 Constitution (Article 53).

Therefore, as recommended by the Ministry of Gender, Children and Social Development in the policy document. National Standards for Best Practices in Charitable Children’s Institutions, and all CCIs ought to have a child protection policy, and it is supposed to be availed to all staff (UNICEF, 2013). This defines the conduct of the staff

with the children, as well as safeguarded children against probable abuse. The respondents were therefore asked whether or not they had a child protection policy, and whether it was availed to all staff, whether all staff had signed the confidentiality form and the significance of the policy in the CCIs. Most of the respondents affirmed to be compliant to the regulatory requirements, indicating that anything that was done involving children was guided by the policy. Disciplinary actions, including prosecution and termination were taken against staff who violated any clause of the policies. This was as presented in the following verbatim:

“Yes, there is a child protection policy and the staff and children know it. The staff have signed the confidentiality form. The policy ensures that rights of children are upheld and the staff are aware of dos and don'ts in the CCI. Children also are aware of their obligation. There is clarity that the child is here for a time and subject to reintegration.”

Respondent: KI 05, Dec. 2021

“Yes the Home has the policy and is known by staff and children. The confidentiality form is yet to be signed. The policy directly affects positively the care of our children since it serves as a guiding principle and the children are able to know and demand their rights and responsibilities.”

Respondent: KI 09, Dec. 2021

“Yes. Some children know others do not know it. Not all staff have signed. It assists the children to know their rights, protect them from abuse, neglect, harmful cultural practices, punishments, violence and exploitative labour. It also guides those working with the children to understand and know how to handle the children”

Respondent: KI 16, Dec. 2021

In addition to the child protection policy, which is vital in child safeguarding, other policies complement childcare. The respondents were asked to identify other policies that were in place other than the child protection policy. Some

of the complementary but equally important policies identified included the human resource policy, finance policy, Admission, reintegration and exit policies, Behaviour management policy, complaints procedure document, and Children's health and safety. This was as presented below:

"Human resource (personnel policy), Finance policy, Admission, reintegration and exit policies, Behaviour management policy, complaints procedure document, child exit strategy, mission, and statement policy.... Children's health and Safety. All children have the right to access medical care and the right to be protected against harm."

Respondent: KI 02, Dec. 2021

"The policies give a guideline on how the staff members should conduct themselves in the service of the children, what they are entitled to, the limits they should operate in and also what is expected of them in the care of the children."

Respondent: KI 13, Dec. 2021

"The centre has no set policies for the children since the home was meant for the lepers and not children. But since

the lepers have their children so they saw it good to put someone to take care of them although they are not many."

Respondent: KI 15, Dec. 2021

Chiemeke, Ashari, and Muktar (2018) conducted a study to investigate the impact of organizational policy on employee engagement. According to the study, the focus of organizational policy and employee quality of work-life should be placed on employee engagement, so the importance of organizational policy and employee quality of work-life on employee engagement should be given more attention.

4.4 Role of CCI management in the provision of survival rights

The study was interested in the role that was played by top-level management in the provision of survival rights. The respondents were asked questions on how well they related with the CCI administration, how often they discussed issues that affected them, and whether or not such issues were addressed.

Table 9: Respondents relationship with top management (N= 91 children)

Relationship	Frequency	Percent
Very Poor	6	6.6
Poor	12	13.2
Average	35	38.5
Good	15	16.5
Very Good	23	25.3
Total	91	100.0

Source: Field Data, 2021

CCI management is an important factor in determining childcare provision. CCI administrators ought to relate well with not only staff, but also children, to ensure that all the grievances are raised and addressed. The researcher therefore asked the respondents to rate their relationship with top management in the CCIs. This was done using a 5-point Likert analysis, whereby 1 was very poor, 2 poor, 3 average, 4 good, and 5 very good. The study findings were as presented in table 9 above. From the findings, it was evident that most of the children related well with CCI administrators. This was indicated by 41.8% (38) of the respondents involved in the study. The relationship of some was average while a few had difficulties relating with CCI administrators.

Despite the relationship of the respondents being good with the CCI management, the majority were unable to freely express their concerns. Some of the respondents pointed out the fear of victimization as a major cause of the cowardice while others just feared the reaction of the administrators if they told them anything, especially on sensitive matters. This, therefore, made it difficult to address some of the grievances the children could be having. Therefore, in some CCIs, counselors and social

workers played a major role, since they were nearer to the children as compared to the top management.

Most of the CCI staff involved in the study on the other hand had a good relationship with top management. This gave them the momentum to keep working to offer quality care to children in the CCIs. Their ideas and opinions were considered in decision-making. To some, however, such opportunities to interact with the top management of the CCIs were rare. This was as presented below:

"We relate well with top management. We freely express our ideas and concerns of which are well considered during decision-making process. The management does a comprehensive consultative process before implementing anything by involving all stakeholders"

Respondent: KI 03, Dec. 2021

"The top management for me are the trustees and the management board. From there work together with the other administrators in the implementation of the Home's activities. My relationship with the top leadership has been fine since they assist in consultations and give direction on how activities are to be conducted. They also

give freedom of our own suggestions since we are the people on the ground.”

Respondent: KI 05, Dec. 2021

“No. Since there are no such opportunities given and if there are there, they are never taken positively. “

Respondent: KI 09, Dec. 2021

“YES. Though the concerns take time to be implemented, for example, home visits were never done when the children have been admitted to the home or when they have been reintegrated. The current management does not know the homes of these children most communication with relatives is through the phone. ”

Respondent: KI 10, Dec. 2021

On involvement, most of the respondents affirmed to be consulted less. The management made most decisions. The respondents indicated that they could only be consulted on matters that directly affected them when they were out of school. This, therefore, implies that most of the decisions were made without the consent/ opinion of the children. This was according to the following responses:

“No, because for me, all decisions that they make are correct.”

Respondent: CH 19, Dec. 2021

“Mostly when we come for a midterm or when schools are closed they give me encouraging words that keep me going”

Respondent: CH 30, Dec. 2021

The study findings concur with those of Ismail, Hindawi, Awamleh & Alawamleh, (2018), who explored the role of key workers in establishing a nurturing family environment for optimal well-being of orphans and the vital factors in effective management of care centers (CCs). Based on the study findings, the researchers recommended the recruitment of directors with significant experience and who were visionary, especially in the management of care institutions. There was also a need to enhance employee motivation, especially on remuneration and rewards and consistent capacity development to raise a prosperous and healthy generation. Further, the study observed the need to establish family-based care centers, which were presumed to exhibit a positive influence on children especially fostering holistic development in a family-like setup.

5. Conclusion and Recommendations

5.1 Conclusion

Based on the above findings, it is evident that CCI staff influences the provision of survival rights in CCIs. The study reveals that some CCIs had fewer staff due to financial constraints, and this affected the quality of care. The method of reward and punishment used by staff was of great significance in childcare. Financial resources as well influence the provision of survival rights in CCIs. The financial limitations in most of the CCIs limited the administration of a balanced diet, care infrastructural development as well as recruitment of more staff, especially with the withdrawal of international donors.

5.2 Recommendations

The study recommended the following: CCI administrators should consider family and community-based care as well as alternative care for children as a way of reducing the strain in sustaining children brought about by financial limitations. CCIs management ought to invest heavily in children’s recreational facilities/ Equipment to ensure that children enjoy their leisure time doing some recreational activities. CCIs management in collaboration with the Ministry of Gender, Children and Social Development should conduct community sensitization on alternative care as well as family and community-based care to help reduce the number of children in care institutions hence cutting the costs of care. CCIs management should enhance the capacity development of caregivers in some important areas of childcare, for instance, handling teenagers, counseling, and child protection among other areas to enhance the provision of survival rights and other children’s rights. The government, through the Ministry of Gender, Children and Social Development, should increase their visits to CCIs to advise on the new requirements of CCIs in relation to childcare and the provision of children’s rights. The management of CCIs should cultivate a good relationship with both staff and children so that in case issues that could compromise the quality of care arise, they are addressed promptly. There is a need for CCI management to involve children especially when key decisions affecting them are made since it was evident from the study that children were not often involved.

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