

# **FACTORS INFLUENCING PERFORMANCE OF ORPHANS AND VULNERABLE CHILDREN PROGRAMMES IN KENYA: A CASE OF UNBOUND PROJECT IN THARAKA NITHI COUNTY, KENYA**

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## **ABSTRACT**

Orphans and vulnerable children Programmes in Kenya are facing challenges of qualified project chiefs and lack of an extensive number of project administrators who have the applicable abilities required for project administration rehearses for effective project conveyance. The purpose of this study was to investigate factors influencing performance of orphans and vulnerable children Programmes in Kenya focusing on unbound project in Tharaka-Nithi County, Kenya. The study was guided by the following objectives to assess the influence of donor funding, social cultural factors, monitoring and evaluation and community participation on performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The study was grounded on system theory, stakeholder theory and theory of change. The target population for this study was 486 comprising of staff working with unbound project, community leaders and the beneficiaries. A sample population of 215 respondents is arrived at by calculating the target population of 486 with a 95% confidence level and an error of 0.05 using Nassiuma (2000) formula. The study selected the respondents using stratified random sampling technique. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. Data was analyzed using Statistical Package for Social

Sciences (SPSS Version 25.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, quantitative data was analyzed using descriptive statistics such as frequencies, percentages, mean and standard deviation. Inferential data analysis was done using multiple regression analysis. Information was presented in form of tables. The study established that security concerns and public dialogue greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya and that community participation, social cultural, donor funding, monitoring and evaluation factors greatly influence performance of orphans and vulnerable children Programmes. The study concluded that monitoring and evaluation had the greatest effect on performance of orphans and vulnerable children projects in Tharaka-Nithi County, Kenya, followed by community participation, then donor funding while social cultural factors had the least effect on performance of orphans and vulnerable children projects in Tharaka-Nithi County, Kenya. The study recommends that financial allocation should be increased to improve the OVCs health status and that financial resources should be estimated realistically at the time of planning for the success of the OVC project that human resources efficiency enables monitoring of OVC projects. The study suggested also recommended that parents and the community should be sensitized on the effect of some cultural practices which affects the children because these practices

lead to increase in children being abandoned, increase in dropout rates in schools especially among girls, increased vulnerability to abuse, exploitation and violation of rights and high-risk behavior.

**Key Words:** performance, orphans and vulnerable children programmes, unbound project, Tharaka Nithi County, Kenya

## **INTRODUCTION**

The ultimate importance of project performance is achieved through avoiding the project's failure to keep within cost budget, failure to keep within time stipulated for approvals, design, occupancy and failure to meet the required technical standards for quality, functionality, fitness for purpose, safety and environment protection (Flanagan & Norman, 2013). Project performance ensures that enterprises maximize on profitability, minimize the consequences of risky and uncertain events in terms of achieving the project's objectives and seizes the chances of the risky events from arising (Kululanga & Kuotcha, 2010).

Every child requires basic needs to develop and grow to a healthy and responsible adult (UNICEF, 2016). A child requires parental love, care and protection in the early stages of development. The immediate family environment of a child is critical in determining how that child develops because it is in this environment that they get nurtured, thereby experiencing love and acceptance, a sense of belonging, safety and security as well as developing trust, respect and confidence. According to Gaventa and Blauert (2016), disadvantaged groups are unappreciated, devalued or derided by the larger society. Vulnerable children (VC) and orphaned children fall in the category of the disadvantaged group, United Nations Children's Education Fund (UNICEF, 2016). Access to food, shelter and education remains a key challenge for the VC. This is due to the fact that their vulnerability has greatly been aggravated by lack of supportive socioeconomic factors such as quality health, income, and demographic changes.

The criteria of project performance for the project will be cost, time and quality which are basic elements of project success (Lim & Mohammed, 2012). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project performance measure for this is defined in terms of cost, time, quality and profitability, as small and medium enterprises focus on earning returns over project investment.

The management of vulnerable and orphaned children programme plays an important role in the daily live activities for the children (Weisman, 2011). A manager is the person who is vested with formal authority over an organization or one of the organization's subunit. Therefore, management affects the entire organization by providing direction. They are also required to ensure that resource adequacy, community participation, monitoring and evaluation and community participation and ownership, as aspects of the socioeconomic environment, are well considered so that their effect in project performance is positive rather than negative. Vulnerable

and orphaned children projects are either publicly or privately funded for children who either have no parents (Orphans) or cannot get adequate support from the parents or guardian who should take care of them as they grow (Gibson, 2009).

Orphans and vulnerable children programme performance has been measured through project cost, quality, customer or stakeholder's satisfaction, timeliness and achieving of project objective as effective indicator to measure of project performance (Nyikal, 2011). Lekunze, Antwi and Oladele (2011) established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach. Ayatah (2012) on the other hand examined stakeholder management challenges and their impact on social cultural factors in the case of advocacy and empowerment in the upper east region of Ghana. The study found that the interests and roles of the key stakeholders were very critical to the operations, however stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized.

Globally, studies conducted by researchers indicate that most projects fail to achieve their mission within cost and time constraints. United Kingdom (UK) in 2010 statistics showed that 52% of projects had cost overruns in excess of 10% while 45% of projects had failed (Mbathi, 2016). Same research indicated that similar studies carried out in India showed that 56% of projects had failed. Projects were initiated by kings and other leaders to undertake monumental projects to build a name for themselves and their generations to come. Ancient structures did not have time limitation or cost limitation. However, causes of delays have been identified in various parts of the world recently such as Malaysia, Saudi Arabia, Jordan, Kuwait, Hong Kong and Thailand (Flanagan & Norman, 2013). The results reveal that there are differences and similarities as to the causes of delays.

Thus, the consultants work out a project to fit within the said amount, and not beyond. This limits creativity and innovation, unlike in the past as stated (The Quantity Surveyor, 2011). In Yemen, for instance, there are 30,000 VCs and orphans. Migration to the cities, poverty, unemployment, high fertility rates, lack of social services, and abandonment of support for the poor by the state, all led to the problem of VCs and orphans. The VCs and orphaned children could be used for selling drugs and girls for sex; they could be trafficked and sold as well. These children want to live and so can be involved in such illegal activities.

In Africa, orphans and vulnerable children are the main problems of developing countries, especially sub-Saharan Africa. UNAIDS (2010) estimated that of the 16.6 million children (aged 0–17) who have lost one or both parents to AIDS, 14.8 million are in sub-Saharan Africa. Within Ethiopia 5.5 million children, around 6% of the total population, are categorized as orphans or vulnerable children (OVC). OVC comprise almost 12% of Ethiopia's total child population. Over 83% of these OVC are living in rural settings of which 855,720 of them are orphaned children as a result of the death of one or both parents due to HIV/AIDS (Save the Children UK, 2011).

In Tanzania, Uganda, Nigeria, South Africa and Mozambique causes and effects of various factors to project time and cost overruns to project completion by various causes of delays and disruptions as; design changes, delays in payment to information delays, funding problems, poor social cultural factors, compensation issues and disagreement on the valuation of work done. Conversely, negative social impact, idling of resources and disputes are the main effects of delays and disruptions. Kikwasi (2012) suggested that there still exist a number of causes of delays and disruptions and their influences put projects at great risk that have an influence on their performance. The studies recommended that adequate budget, timely issuing of information, finalization of design and social cultural factors skills should be the main focus of the parties in project procurement process. Public Procurement Oversight Authority's (PPOA, 2015).

In Kenya, VC are associated with malnutrition, sickness, lower school enrolment rates, drugs and substance abuse, lack of clothing and shelter and poor school participation compared to the less vulnerable children. Currently, Kenya has not managed to carry out a comprehensive survey but the government approximates that there are close to 2.4 million orphaned and vulnerable children in the country (UNICEF, 2016). The Government of Kenya (GoK) does acknowledge that even though free primary education has been introduced, Orphans and Vulnerable Children do not tend to enroll in the government system (GoK, 2013). Substantial progress has been made since 2009 towards strengthening Kenya's child protection system. The government, supported by UNICEF, has completed a mapping and assessment of the current system in Kenya which identifies priority gaps that should be addressed.

Orphans and vulnerable children Programmes in Kenya are facing challenges of qualified project chiefs and lack of an extensive number of project administrators who have the applicable abilities required for project administrations rehearse for effective project conveyance. More than Kshs 100 billion is lost because of absence of project administration aptitudes and related innovations. One path in which poor project administration aptitudes as a rule shows itself is fizzled projects or delays in project execution (Githenya & Ngugi, 2014). Despite so many orphans and vulnerable children projects having been initiated so as to transform the living standards of the constituents, little has been achieved. Many projects have been initiated but never completed. OVC projects have been stopped due to various challenges such as repeated accusation of abuse of funds, patronage due to excessive powers, incomplete projects, a lack of technical capacity, poor planning and a litany of other weaknesses which threaten to undermine the very success of the county projects. Through these linkages and digitization, the government will cab fraud, create openness in terms of tendering and enhance responsibility and accountability of government officers (Shair, 2012).

In Tharaka Nithi County, there are several projects for the OVCs and the orphaned children. However, even at these projects, children still face profound challenges because the management still lacks the capacity to provide for all their basic and critical needs. Therefore, even in such projects some of these children spend nights on the floor, with little food, medical care, some

walk bare-footed and partially naked. Some attend informal school lessons in mud-walled and non-equipped classrooms. Some are forced out of school due to lack of school fees (Schutt, 2009).

Further it has been noted that performances of these Programmes have not been good given that the county has recorded significant numbers of street children and orphan drop outs. This is according to a report by KNBS (2014) which further postulates that these projects have failed to offer quality and follow up services to OVC mainly due to lack of adequate resources. The report states that Tharaka Nithi County as a whole, the number of street children has increased by 3% since 2010. AS well, the report holds that the number of drop outs has increased with 13% of which 45% are part of the OVC cohort. This is the data that shows that OVC projects in Tharaka Nithi County have failed and need further research for policy makers to formulate sound policies.

## **STATEMENT OF THE PROBLEM**

Unbound project in Tharaka-Nithi County are performing poorly even though the Kenyan government has responded by putting in place the National Plan of Action on OVC which has not been able to strengthen the capacity of families to protect and care for OVC, provide economic, psychosocial and other forms of social support, as well as mobilize and support community based responses to increase OVC access to essential services such as food and nutrition, education, health care, housing, water and sanitation. Nzioki (2014) indicates that performances of these Programmes have not been good given that the county has recorded significant numbers of street children and orphan drop outs. However, even at these projects, children still face profound challenges because the management still lacks the capacity to provide for all their basic and critical needs. Therefore, even in such projects some of these children spend nights on the floor, with little food, medical care, some walk bare-footed and partially naked. Some attend informal school lessons in mud-walled and non-equipped classrooms. Some are forced out of school due to lack of school fees (Nzioki, 2014). In Tharaka Nithi County, most of orphans and vulnerable children projects have not been performing well. This has led to increase in challenges that Orphaned children face in their lives and therefore makes most them vulnerable in many situations. Some of them end up in children homes for survival and sustainability which exposes them to a whole new life that require adjustments to cope. Some other non-governmental organizations have come around to assist the orphans and vulnerable children to pull through life. Both the children homes and NGOs have initiated programs for the orphaned children as a way of normalizing their lives but most of these programs have failed to deliver their mandates and in most cases collapse therefore leaving the target children worse and vulnerable than before. A number of studies have been done on orphans and vulnerable children project such as; Nzioki (2014) studied the school-based factors influencing participation of orphans and vulnerable children in primary schools concentrating on Kamukunji District, Nairobi County Kenya. In another study by Magampa (2014), focus was on

the academic performance of orphaned primary school learners aged between eight and ten years in Mankweng Circuit. However, none of these studies focused on factors influencing performance of orphans and vulnerable children Programmes in Kenya focusing on unbound project in Tharaka-Nithi County, Kenya. Therefore, this study sought to fill this gap by establishing the factors influencing performance of orphans and vulnerable children Programmes in Kenya focusing on unbound project in Tharaka-Nithi County, Kenya.

## **PURPOSE OF THE STUDY**

The purpose of this study was to investigate factors influencing performance of orphans and vulnerable children Programmes in Kenya focusing on unbound project in Tharaka-Nithi County, Kenya.

## **OBJECTIVES OF THE STUDY**

1. To establish how community participation influence performance of orphans and vulnerable children Programmes in Kenya.
2. To establish the influence of social cultural factors on performance of orphans and vulnerable children Programmes in Kenya.
3. To assess the influence of donor funding on performance of orphans and vulnerable children Programmes in Kenya.
4. To determine the influence of monitoring and evaluation on performance of orphans and vulnerable children Programmes in Kenya.

## **LITERATURE REVIEW**

### **Performance of Orphans and Vulnerable Children Programmes**

The criteria of project performance for the project will be cost, time and quality which are basic elements of project success (Lim & Mohammed, 2012). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project performance measure for this is defined in terms of cost, time, quality and profitability, as small and medium enterprises focus on earning returns over project investment.

The management of vulnerable and orphaned children Programmes plays an important role in the daily live activities for the children (Weisman, 2011). A manager is the person who is vested with formal authority over an organization or one of the organization's subunit. Management is concerned with the optimum attainment of organizational goals and objectives with and through other people, therefore, effective communication is vital to maintain cordial relations, devise strategies, make decisions, and implement actions (Gibson, 2009). Therefore, management

affects the entire organization by providing direction. They are also required to ensure that resource adequacy, community participation, monitoring and evaluation and community involvement and ownership, as aspects of the socioeconomic environment, are well considered so that their effect in project performance is positive rather than negative. Vulnerable and orphaned children projects are either publicly or privately funded for children who either have no parents (Orphans) or cannot get adequate support from the parents or guardian who should take care of them as they grow (Gibson, 2009).

In Yemen, for instance, there are 30,000 VCs and orphans. Migration to the cities, poverty, unemployment, high fertility rates, lack of social services, and abandonment of support for the poor by the state, all led to the problem of VCs and orphans. The VCs and orphaned children could be used for selling drugs and girls for sex; they could be trafficked and sold as well. These children want to live and so can be involved in such illegal activities.

According to UNICEF (2016) approximately 15 million children worldwide have lost one or both parents due to Acquired Immune Deficiency Syndrome and Human Immunodeficiency Virus (HIV and AIDS). Nearly 12 million of these children live in Sub-Saharan Africa. Many more children have been made vulnerable because of family illness, family breakups, school withdrawals, stigma, poverty, property loss, loss of their shelter, child labor, inadequate health care, loss of rights of inheritance, vulnerability to either sexual or physical abuse and children heading their households (International Federation of the Red Cross and Red Crescent Societies, 2002). In most of the African countries, close to half of the children enrolled in primary schools cannot manage to access secondary education because of the inability of the caregivers to finance their education at this level (UNAIDS, 2010).

### **Community Participation and Performance of Orphans and Vulnerable Children Programmes**

For a long time, community participation and ownership have been considered by most developing countries as important tools to enhance public engagement and ownership over community development projects so as to attain sustainability. Participation plays a major role in people's management of their own affairs. Ownership and control of resources have a profound impact on participation in development projects. According to Mathbor (2014), emphasis is made on the following areas as crucial in a participatory service and resource management programs: Community Organization (CO), Community Management (CM), greater economic and social equality, better access to services for all, greater participation in decision making, and deeper participation in the organizing process resulting from the empowerment of people. All these are aimed at achieving sustainability in the development projects

Community need to be involved in the decision-making and social cultural factors process if they are to remain supportive of the idea or technology being introduced in terms of project undertaking for ownership. In other words, for the purpose of achieving success as a project

manager must create an environment of participation in the running of the project (Ndagi, 2013). Omwa (2010) defined Stakeholders as those who may be affected by or have an effect on an effort. They may also include people who have a strong interest in the effort for project, academic, philosophical, or political reasons, even though they and their families, friends, and associates are not directly affected by it. There are three main types of stakeholders: Primary stakeholders - the people or groups that stand to be directly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization. Secondary stakeholders - are people or groups that are indirectly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization. And, Key stakeholders, who might belong to either or neither of the first two groups, are those who can have a positive or negative effect on an effort, or who are important within an organization, agency, or institution engaged in an effort. The director of an organization might be an obvious key stakeholder, but so might the line staff – those who work directly with participants – who carry out the work of the effort. If they don't believe in what they are doing or don't do it well, it might as well not have begun.

Once the project manager is aware of the major community, he is better able to accurately determine if their needs are being met. Urban (1993) established that the most important factor in the success of new product development is to understand the voice of the customer. It was found that stakeholder consultation is more influential in service-oriented projects such as information technology (Ndagi, 2013) and marketing based projects. In addition, to stakeholder consultation at an earlier stage in the project implementation process; it remains of ultimate importance to determine whether the stakeholders for whom the project has been initiated will accept it. Stakeholder acceptance refers to the final stage in the implementation process, at which point the ultimate efficacy of the project is determined. Too often project managers make the mistake of believing that if they handle the other stages of the implementation process well, the stakeholder will accept the resulting project. Stakeholder acceptance is a stage in project implementation that must be managed like any other.

As an implementation strategy, Rossman (2012) discusses the importance of user involvement in the early stages of system development as a way of improving the likelihood of later acceptance. Bean and Radnor (1979) examine the use of intermediaries to act as a liaison between the designer, or implementation team, and the project's potential users as a method to aid in stakeholder acceptance. Naidoo (2010) found out that user involvement refers to a psychological state of the individual and is defined as the importance and personal relevance of a system to a user. It is also defined it as the user's participation in the implementation process. There are two areas for user involvement when the company decides to implement a system: (1) user involvement in the stage of definition of the company's system needs, and (2) user participation in the implementation of systems. The function of the system rely on the user to use the system after going live, and recognizes the user as a significant factor in the implementation. In the implementation process, many projects fail due to lack of proper user training.

Advocates have promoted broad community involvement and ownership, in mobilization and public awareness about the importance of early childhood. For the most part, however, activity to promote healthy child development and provide support to families with young children has not been linked with efforts to promote family economic security in low-income communities. At the same time, initiatives to promote community building and address economic issues in low-income communities have typically not explicitly addressed the developmental and family support needs of young children and families. Knitzer and Adely (2012) argue that over the past decade, considerable public and private attention has been focused on strengthening strategies for early childhood development and family support. States are steadily increasing support for child development, child care, and family support programs targeting young children and families, and initiatives focused on cities are growing.

Therefore, to ensure positive development among children being rehabilitated, involvement in all the community activities is encouraged while stability, love and attention at the centers help the child enter formal education in local schools with dignity. Interaction with peers both from within and outside the projects is also encouraged (Enshassi, Mohamed & Abushaban, 2009). This relationship brings the project (and its children) into the community and the community into the project. The children's centers will consider any child in need regardless of their health status, parental mortality or any other criteria that excludes some children from other organizations.

Parental occupation plays a remarkable role in OVCs wellbeing. According to Ndiritu (2009) socio-economic background influence school participation and children from poor families are more involved in labour as prescribed by the community they live in. Some guardians/parents do not encourage their children to work hard in school and some families are headed by children. This is a situation which cannot inspire children to participate fully in school. In some homes, it is an established tradition that the highest education attainment is primary school.

### **Social Cultural Factors and Performance of Orphans and Vulnerable Children Programmes**

Sociocultural factors are customs, lifestyles and values that characterize a society. More specifically, cultural aspects include aesthetics, education, language, law and politics, religion, social organizations, technology and material culture, values and attitudes. It is noted that OVC face challenges such as: The number of street children rose because of fragmentation of the extended family and traditional support systems psychological trauma caused by loss of parents or caregiver's loss of inheritance rights and dispossession. Increase in children coming into conflict with the law as they seek out opportunities for survival Increase in children being abandoned Increase in dropout rates in schools, especially among girls, and denial of access to school due to lack of required fees Lack of parental guidance and supervision leading to increased vulnerability to abuse, exploitation and violation of rights and high risk behavior (Baron, Boschee & Jacobson, 2009).

Despite efforts to improve lives of children, social indicators continue to show decline in social and economic welfare of children as a result of poverty, conflict, HIV/AIDS, and war (Gibson, 2009). The extended family network that traditionally used to support orphans has collapsed due to urbanization, poverty and other socio-economic factors, therefore children homes have provided protection for such children. Every day the children homes' management, staff and children face new issues and revisit the old ones. Orphans and vulnerable children have emotional and social needs that can be devastating if left unmet. They need help to cope with the trauma of witnessing their parents' deaths and the possible separation from their siblings (Haddad, 2000). Many youth face overwhelming family responsibilities after their parents are gone. Younger children require extra support to regain their sense of security (Karim, 2006).

Discrimination due to stigma associated with being orphaned children and in particular orphans who aren't encouraged to participate in decisions affecting their future and wellbeing. It is additionally called to attention that in Lesotho children orphaned by AIDS confronts issues of destitution and shame and is frequently denied of school fees, food attire and sometimes shelter by the guardians (Kimame, 2005). For instance, youngsters who have lost parents to HIV/AIDS also endure mental scarring and are defenseless against, psychological and sexual exploitation, and violation of their basic human rights on top of the trauma and poverty inflicted upon orphans by the loss of their parents, abuse and exploitation are increasingly disturbing occurrences. In addition, without the protection of parents, cruelty, transactional sex, cheap or forced child labor, early marriage, child rape and even coerced commercial sex are blighting the lives of younger people (Chikati, 2010).

The practice of early marriage is traditionally and culturally entrenched with some belief that if a girl is not married early, she might become pregnant before marriage and bring embarrassment to family. While others are married off for the purposes of income. Patriarchal (conservative) gender ideology is dominant in rural community, and is believed to be the root of patriarchal social structure in the country which hinders women from participating in community development related activities (Halim, 1995). Traditional religious norms limit women from joining in activities outside the home especially those that enhance the performance of OVC projects. Traditionally women were not permitted to move freely, it is considered that the husband's foremost responsibility is to maintain their families financially and the wife's key duty is to take care of their family members. The husband is therefore supposed to be the breadwinner. The husband is also expected to be the guardian of his wife, at the same time as the wife is expected to obey her husband (Karim, 2006). This has led to women giving birth to many children which when their parents dies end up being orphans. This has led to increase in street children and hence elaborating the failure of the OVC projects (Dessler, 2015).

### **Donor Funding and Performance of Orphans and Vulnerable Children Programmes**

Adequate resources ensure effective performance of orphans and vulnerable children Programmes. It is critical to set aside adequate financial and human resources at the planning

stage (Seith & Philippines, 2012). The required financial and human resources for rural road maintenance projects should be considered within the overall costs of delivering the agreed results and not as additional costs. Dedicated staff time for effective rural road maintenance projects, staff should be dedicated for the function. The practices of deployment of personnel for monitoring vary among organizations. While rural road maintenance projects can often compensate for a lack of technical capacity through training and/or outsourcing, they cannot compensate for the lack of money. Carrying out rural road maintenance costs money and, depending on how ambitious project implementers are about their maintenance system, it can cost a lot of money.

National rural road maintenance systems in resource-limited settings tend to be chronically challenged, with persistently incomplete reporting and inaccurate data posing a major threat to their utility (Kawonga, 2012; IFAD, 2012). Conducting rural road maintenance activities requires that an organization invest valuable resources, including money and peoples' time. At the earliest stage of designing a rural road maintenance activity, key stakeholders must make a decision on whether the activity is worth pursuing given the expected use and costs. At least a rough budget for the activity is therefore needed as part of up-front planning. This may be done initially as part of an overall rural road maintenance plan and again as a first draft of ToR is developed (Estrella, 2010). The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A key function of planning for rural road maintenance is to estimate the costs, staff, and other resources that are needed for M&E work. It is important for rural road maintenance specialists to weigh in on rural road maintenance budget needs at the Social cultural factors stage so that funds are allocated.

Financial resources for rural road maintenance projects should be estimated realistically at the time of planning for implementation of monitoring and evaluation (UNDP, Handbook on planning, monitoring and evaluating for development results, 2009). The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of system is concerned (UNAIDS, 2010). Quite often money to undertake rural road maintenance is not factored in implementation of many projects. One in four countries with a national M&E plan has not calculated the budgetary requirements (Report on the Global AIDS Epidemic, 2008). Rural road maintenance activities tend to be pushed to the periphery in the allocation of funds for project activities (Report on the Global AIDS Epidemic, 2008).

In addition, it is important to allocate required funds annually for each outcome on the basis of planned costs of monitoring and evaluation from overall programme budget to the facility or fund (Nisar, 2013). It is important that partners consider the resources needed for monitoring and evaluation and agree on a practical arrangement to finance the associated activities. Such arrangements should be documented at the beginning of the programme to enable partners to transfer necessary funds in accordance with their procedures, which could conduct a considerable time and effort Human resources are critical for effective rural road maintenance, even after securing adequate financial resources.

Many organizations fail to decentralize and allocate resources as they consider rural road maintenance as just an activity. In essence, rural road maintenance has assumed a major biasness compared to Evaluation that receive little or no attention if any. According to Rubin and Rubin (2008), organizations cite lack of funds to conduct. Financial availability is the stronghold of implementing strong and effective rural road maintenance (Global fund, 2013). IFAD (2012), in its report noted that most developing countries are being faced with the challenge of implementing sound rural road maintenance due to lack of control on their funding. Therefore, donors need to put more emphasis on the establishment of sound systems through factoring this in the funding (World Bank, 2012). This is the only way to ensure that most of these projects realize their goals and leave a sustainable impact on the society.

### **Monitoring and Evaluation and Performance of Orphans and vulnerable children Programmes**

Project monitoring is a continuous and periodic review and overseeing of the project to ensure that input deliveries, work schedules, target outputs and other required action proceed according to plan (UNFPA, 1990). Evaluation, on the other hand, is the systematic and objective assessment of an on-going or completed project, program, or policy, including its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (Görgens & Kusek, 2009). From the above two definitions, it is immediately evident that monitoring and evaluation are distinct yet complementary.

Monitoring gives information on where a policy, program or project is at any given time (and over time) relative to respective targets and outcomes. It is descriptive in intent. World Bank (2012) asserts that M&E creates a good environment for interaction between stakeholders and bring on board resources available, use and monitor and evaluate impact brought by the resources. In this case, all stakeholders are able to improve on mitigation factors by engaging in development matters with the government, resource audit, identification of gaps and suggesting the way forward. According to Chikati (2010), monitoring encourages continuity of projects with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan. Monitoring and Evaluation is aimed at drawing lessons that can be used in future projects. Monitoring and evaluation is a process of self-assessment, knowledge generation, and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data, and have an action as a result of what they learn through this process (Rossman, 2012).

An evaluation from start to finish can give stakeholders a sense of ownership over the results; provide timely, reliable, and valid information for management decision-making, increase cost-effectiveness of monitoring and evaluation information. The purpose of evaluation is to help the

stakeholders of a project to better understand whether their hard work is having the impact they desire. In addition, evaluation aims to analyze the past to understand the future of the project (Gaventa & Blauert, 2016). Monitoring and Evaluation offers development organizations a host of opportunities for improving the performance of the projects undertaken in quality of building construction.

The World Bank (2012) argues that the need for good governance, sustained and rapid development in Africa led to recognition of Monitoring and Evaluation as a profession and as a result the first African Monitoring and Evaluation association was formed in 1998. According to the World Bank, “Putting up an effective M&E system is of enormous value for it makes processes more transparent as well as providing clear regulatory framework to achieving high quality of building projects (World Bank, 2012).

South Africa being one of the African countries that are practicing monitoring and evaluation in improving quality of building projects which has borrowed best practices from developed countries like Canada, United Kingdom and United States among others. This was done by the department of Monitoring and Evaluation in full support of the government. During the monitoring, the teams interview users and staff as well for their view on system performance and a score card is produced for each facility, as well as an improvement plan in quality of building projects (World Bank, 2012). In this case, the people are fully involved in Monitoring and Evaluation process hence enabling the stakeholders to analyze, reflect, develop strategies and draw common conclusion on corrective measures to be taken in future projects (Nuguti, 2009).

Borrowing a leaf from South African Government, the Kenya government has also started contracting method to improve quality of building projects where they outline what they would want to do, indicators and expected outcomes (GoK, 2013). The Monitoring and Evaluation approach has been very effective in many social economic development projectin Africa and the world at large. Bayer and Bayer (2012) in their study in West Africa and Kenya reveal the importance of M&E in enhancing quality of building projects. According to the authors a project run by GTZ in development project (MDP), the need for M&E was highly emphasized so as to promote self-help capacity.

## **THEORETICAL FRAMEWORK**

### **System Theory**

The term system theory originates from Bertallanfys general system theory. Margaret Mead was an influential figure in systems theory. Organizations are social systems. Real systems are open to and interact with their environments (Kinaro, 2015). The different parts/elements within and around the organization intermingle to influence the way organization operate and therefore strategy implementation. It can be argued from a systems approach to strategic management that many of the reasons for strategies failure may be attributed to the successive dominance of different reductionism approaches to strategic management (Gregory & Parsa, 2013). Such

partial approaches to social cultural factors ignore the complex, embedded and dynamic nature of today's organization.

Taking the system approach in project implementation helps managers of organizations to have to understand the customer, better predict environmental reaction and coordinate strategic project activities, obtain management commitment, estimate time requirements, ability to follow the plan, manage the strategic change and ensure effective communication (Rowlinson & Cheung, 2008). Therefore, this theory is relevant to this study as it postulates how an organization functions and through this a better understanding of factors in regard to factors influencing performance of orphans and vulnerable children projects.

### **Stakeholder Theory**

Stakeholder theory is primarily a management instrument. The attributes power, urgency and legitimacy of claims define organizations stakeholders. Power and urgency must be attended to if managers are to serve the legal and moral interests of legitimate stakeholders (Hwang & Ng, 2013). Stakeholder theory thus contains methods for identifying and managing stakeholders. In addition, a substantial amount of work has been done on identifying the relative influence of different stakeholders. In order to be able to identify stakeholders, it is important to have a clear notion of what a stakeholder is. Rifat and Mohammad (2014) definition of stakeholders is still frequently cited and does provide a general understanding of the concept.

From the presented theory, it can be argued that sector can be characterized as being a complex setting with multiple stakeholders that often have multiple, vague and diverging goals. However, no significant evidence has been found that categorically prevents the transfer of functioning ideas, techniques and theories from the private sector to the public sector. Still, the likelihood of successful outcomes of such transfers is assumed to be related to the degree of adjustment to fit the characteristics of the target setting (Getz & Page, 2016).

Key tenets of the theory include acknowledging that any organization or project is surrounded by a variety of stakeholders and that these stakeholders can influence the organization or project. It is therefore important to understand the interests of key stakeholders in order to maneuver an organization or a project with a minimum of conflict. Stakeholder analysis is particularly useful in mapping key stakeholders of a project and identifying their respective interests in the project. The stakeholder analysis thus seems like an appropriate candidate remedy for the complexity related challenges of the balanced scorecard as a strategic management tool. Mohamed (2013) attributed the emergence of CSR to Stakeholder theory, which suggests that an organizations survival and success is recognized by the achievement of its economic (profit maximization) and non-economic (corporate social performance) objectives in the interest of their stakeholders.

Rifat and Mohammad (2014) defined stakeholder in an organization as "any group or individual who can influence or is affected by the achievement of the organizations objectives." Primarily, a stakeholder group comprises of shareholders and investors, employees, customers, suppliers,

public entities (government), and trade associations and environmental groups (Gupta & Maltz, 2015). They suggested that stakeholder theory inclines the companies to undertake CSR activities and then consider the impact on all of its constituents, viz. various stakeholder groups. The theory argues that a firm's financial success is dependent on its ability to formulate and execute a corporate strategy, which manages its relationships with stakeholders effectively.

Management of rural road maintenance projects considers each stakeholder group in any of the three different ways, namely; normative, instrumental, and descriptive. The normative viewpoint proposes that the firm considers the interests of the entire stakeholder group equally and not only of the customers or stockholders. As per this viewpoint, a firm must lay the framework of a comprehensive CSR initiative in a way that appeals uniformly to the entire stakeholder group. The instrumental viewpoint favors a firm's focus on improving economic performance arguing that the economic success is the key objective for companies. To achieve this it is suggested that firm must lay emphasis on only those CSR attributes that directly improve the economic performance (Gupta, & Maltz, 2015).

Stakeholder theory specifies the extent to which a corporation treats its stakeholders appropriately, and thus is linked to corporate social responsibility (Öberseder, Schlegelmilch & Murphy, 2013). Therefore, this theory helps in understanding of social cultural factors in relation to performance of orphans and vulnerable children projects.

## **Theory of Change**

The theory of change, first published by Carol Weiss in 1995, is defined quite simply and elegantly as a theory of how and why an initiative works. It focuses not just on generating knowledge about whether a project is effective, but also on explaining how and what methods it uses to be effective (Cox, 2009). The theory of change provides a model of how a project is supposed to work. In other words, it provides a road map of where the project is trying to reach. Monitoring and evaluation tests and refines the road map while communications helps in reaching the destination by helping to bring about change. Further, the theory of change provides the basis for arguing that the intervention is making a difference (Msila & Setlhako, 2013). This theory suggests that by understanding, what the project is trying to achieve, how and why, project staff and evaluators will be able to monitor and measure the desired results and compare them against the original theory of change (Alcock, 2009).

Experience has shown that blindly copying or scaling an intervention hardly ever works (Mackay, 2007). An important aim for project managers is to gather enough knowledge and understanding in order to predict – with some degree of confidence – how a project and set of activities might work in a different situation, or how it needs to be adjusted to get similar or better results, hence influencing project performance (Jones, 2011). Therefore, this theory is important in addressing project performance because it helps understand success beyond just knowing what works.

## **RESEARCH METHODOLOGY**

### **Research Design**

A research design is the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring the research problem was effectively addressed; it constitutes the blueprint for the collection, measurement, and analysis of data (Gorard, 2013). For this study, a descriptive survey research design was undertaken to ascertain and be able to describe the characteristics of variables of interest. Descriptive research design is the process of collecting data in order to answer questions concerning the current status of the subject of the study. Thus, this approach is suitable for this study, since the study intends to collect comprehensive information through descriptions which was helpful for identifying variables (Bryman & Bell, 2011). Descriptive studies describe characteristics associated with the subject population portraying an accurate profile of persons, events or situations (Saunders, Lewis & Thornhill, 2009). According to Avoke (2015), descriptive surveys are designed to portray accurately the characteristics of individuals, situations or groups. It is used as a needs assessment tool to provide information on which to base sound decisions and to prepare the background for more constructive programmed of educational research.

### **Target Population**

Rubin and Rubin (2008) emphasized that to ensure credibility of research, the researcher should interview people who understand and have deeper information about the issue. This is because the credibility of the interviews depends on the knowledge ability of the interviewees or participants of the study. According to Sekaran and Bougie (2010), a population is the total collection of elements about which we wish to make inferences. The target population for this study comprised of 486, project managers, staff working with unbound project, community leaders (chief& religious leaders) and the beneficiaries in Tharaka Nithi County.

### **Sample Size and Sampling Procedure**

Sampling is a deliberate choice of a number of people who are to provide the data from which a study drew conclusions about some larger group whom these people represent. The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Blumberg, Cooper & Schindler, 2014). According to Orodho (2003), sampling involves selecting a given number of subjects from a defined population so as to represent the entire population. Stratified and simple random sampling technique was used in this study. Stratified sampling was used to group the target population into categories or strata. From each category, representative samples were drawn through simple random methods. This method ensures that all the individuals in the target population have an equal chance of being included in

the sample. This help to eliminate the biasness. A sample population of 215 respondents is arrived at by calculating the target population of 486 with a 95% confidence level and an error of 0.05 using the below formula taken from Nassuma (2000) formula was used as shown;

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

Where:  $n$ = sample size;  $N$  = population (486);  $Cv$ = coefficient of variation (0.6);  $e$ = tolerance of desired level of confidence (0.05) at 95% confidence level)

$$n = \frac{486 (0.6^2)}{0.6^2 + (486-1) 0.05^2} = 215.33(\text{rounded to } 215)$$

The study selected the respondents using stratified random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. The goal of stratified random sampling was to achieve the desired representation from various sub-groups in the population. In stratified random sampling, subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Kothari, 2004). The study used simple random sampling to pick the respondents in each stratum.

## Research Instruments

Primary data was obtained using a questionnaire. The questionnaire was made up of both open ended and closed ended questions. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that have been stated. According to Saunders (2011), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form. Also, an interview guide was used to seek information concerning the subject under study from project managers and Staff working with unbound project.

## Data Collection Procedures

The researcher obtained an introduction letter from the university which was presented to each stakeholder so as to be allowed to collect the necessary data from the respondents. The drop and pick method is preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The research assistants helped respondents to understand the questions and answer them correctly. This data collection allowed the respondents to give their responses in a free environment and help the

researcher get information. The researcher also conducted interviews with the key informants who included project managers and staff working with unbound project using the interview guides.

## **Data Analysis Techniques**

The type of data analysis tool used is dependent on the type of data, depending if the data is qualitative or quantitative (Walsh & Wigens, 2013). After the data collection, the researcher pre-processed the data to eliminate unwanted and unusable data which was contradictory or ambiguous, develop a coding scheme by creating codes and scales from the responses which was then be summarized and analyzed. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open ended questions was analyzed using conceptual content analysis and presented in prose. Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The multiple regression model is chosen because it is useful in establishing the relative importance of independent variables to the dependent variable (Bryman & Bell, 2011). Multiple regressions were used because it is the procedure that uses two or more independent variables to predict a dependent variable. Since there are four independent variables in this study the multiple regression model generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y= Performance of orphans and vulnerable children projects;  $\beta_0$ =constant;  $\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = regression coefficients;  $X_1$ = Monitoring and evaluation;  $X_2$ = Community participation;  $X_3$ = Social cultural factors;  $X_4$ = Donor funding;  $\epsilon$ =Error Term

## **RESEARCH RESULTS**

The purpose of this study was to investigate factors influencing performance of orphans and vulnerable children Programmes in Kenya focusing on unbound project in Tharaka-Nithi County, Kenya. The study was guided by the following objectives to assess the influence of donor funding, social cultural factors, monitoring and evaluation and community participation on performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. This section gives a summary of the findings for each of the four study variables.

## **Community Participation and Performance of OVC Programmes**

The study sought to establish how community participation influence performance of orphans and vulnerable children Programmes in Kenya. The study found that community participation greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The study also established that security concerns and public dialogue influence performance of orphans and vulnerable children programmes in Tharaka-Nithi County, Kenya to a very great extent. The study also found that need for retaliation and community satisfaction greatly influence performance of orphans and vulnerable children programmes in Tharaka-Nithi County, Kenya. Additionally, the study found that OVC participation in Programmes influence the performance of orphans and vulnerable children programmes in Tharaka-Nithi County, Kenya to a low extent. The study also found that the aspects of community participation promote greater economic and social equality; encourage better access to services for all; enhance greater involvement in decision making and promotes deeper involvement in the organizing process resulting from the empowerment of people.

The study further found that community members are active members in the progress of the project and play a major role in supportive of the idea or technology being introduced. Moreover, security concerns such as the community having a lack of sense of ownership, disregarding cultural beliefs of the community and community having a bad attitude towards the project were indicated to be experienced in Unbound project. The study also found that the community was satisfied with Unbound project and through volunteering, decision-making, project management and support the community participation was able to enhance the performance of orphans and vulnerable children Programmes in Kenya.

## **Social Cultural Factors and Performance of OVC Programmes**

The study sought to establish the influence of social cultural factors on performance of orphans and vulnerable children Programmes in Kenya and found that social cultural factors influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County to a great extent. The study established that traditional values influence performance of orphans and vulnerable children projects in Tharaka-Nithi County to a very great extent. The study also found that involvement greatly influences the performance of orphans and vulnerable children projects in Tharaka-Nithi County. However, the study found that community priority lowly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya.

The study also found that the aspects of social cultural factors influence performance of orphans and vulnerable children Programmes in Kenya through; gender involvement where discrimination is practiced discourages women in participating in decisions affecting their future and wellbeing; without the protection of parents, cruelty, transactional sex, cheap or forced child labor, early marriage, child rape and even coerced commercial sex are blighting the lives of

younger people; traditional values which allow giving birth to many children have increased in street children and hence elaborating the failure of the OVC Programmes. The study also found that gender roles such as women are tasked with house chores and taking care of the family, cultural beliefs and household income were sociocultural factors facing Unbound Project in Tharaka Nithi County. Further, dwelling on gender roles such as women being tasked with house chores and taking care of the family, limits women from participating and giving views on development of OVC Programmes.

### **Donor Funding and Performance of OVC Programmes**

The study further sought to assess the influence of donor funding on performance of orphans and vulnerable children Programmes in Kenya and found that donor funding greatly influences performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. Moreover, the study established that consistency of funds and transport infrastructure influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County to a very great extent. The study also found that financial allocation/availability greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County. However, the study revealed that stationery lowly influences performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya.

The study found that allocation of required funds annually enhances the implementation of major phases of OVC Programmes; adequate resources ensure effective performance of orphans and vulnerable children Programmes; transport infrastructure helps in transportation of support materials for OVC Programmes like foodstuffs hence ensuring smooth execution of the projects. The study also found that there was inadequate allocation of funds.

### **Monitoring and Evaluation and Performance of OVC Programmes**

The study sought to determine the influence of monitoring and evaluation on performance of orphans and vulnerable children Programmes in Kenya. The study found that that frequency and using time schedule influence performance of orphans and vulnerable children programmes in Tharaka-Nithi County, Kenya to a very great extent. The study also found that efficiency and effectiveness and programs involving stakeholder integration greatly influence performance of orphans and vulnerable children programmes in Tharaka-Nithi County, Kenya, while implementing quality control and assurance system influence performance of orphans and vulnerable children programmes in Tharaka-Nithi County, Kenya to a low extent.

Further, the study found that stakeholders are able to improve on mitigation factors by engaging in development matters with the government, resource audit, identification of gaps and suggesting the way forward and that during the monitoring, the teams interview users and staff as well for their view on system performance and a score card is produced for each facility, as well

as an improvement plan in quality of building projects. The study also found that monitoring and evaluation was conducted occasionally and that monitoring and evaluation improves the inclusivity of beneficiaries in OVC projects and creates a good environment for interaction between stakeholders and bring on board resources available.

## MULTIPLE REGRESSION RESULTS

Regression analysis shows how dependent variable is influenced with independent variables. The study seeks to investigate the factors influencing performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya.

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.885	0.784	0.779	0.572

Table 1 is a model fit which establish how fit the model equation fits the data. The adjusted R<sup>2</sup> was used to establish the predictive power of the study model and it was found to be 0.779 implying that 77.9% of the variations on the performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya are explained by monitoring and evaluation, community participation, social cultural factors and donor funding. This shows that 22.1% of the variations on the performance of orphans and vulnerable children Programmes is not accounted by the factors considered in this hence forming a foundation for further studies.

**Table 2: ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	232.88	4	58.220	174.941	0.000
	Residual	64.23	193	0.333		
	Total	297.11	197			

The probability value of 0.000 indicates that the regression relationship was highly significant in predicting how monitoring and evaluation, community participation, social cultural factors and donor funding influenced performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The F calculated at 5 percent level of significance was 174.941 since F calculated is greater than the F critical (value = 2.6581), this shows that the overall model was significant.

From the results in table 3, the established model for the study was:

$$Y = 0.964 + 0.783X_1 + 0.689X_2 + 0.776X_3 + 0.843X_4$$

The regression equation established that holding constant at zero all the factors, performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya was 0.964. The

study also found that a unit increase in community participation would lead to a 0.783 increase in performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The variable was significant since  $0.012 < 0.05$ .

**Table 3: Coefficients of Determination**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.964	0.155		6.219	.000
Community participation	0.783	0.308	0.685	2.542	.012
Social cultural factors	0.689	0.278	0.581	2.478	.014
Donor funding	0.776	0.301	0.659	2.578	.011
Monitoring and evaluation	0.843	0.293	0.712	2.877	.004

Further, the findings shows that a unit increase in the social cultural factors would lead to a 0.689 increase in performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The variable was significant since  $0.014 < 0.05$ .

Finally the results revealed that a unit increases in the donor funding would lead to a 0.776 increase in performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The variable was significant since  $0.011 < 0.05$ .

The findings presented also show that holding all other independent variables at zero, a unit increase in monitoring and evaluation would lead to 0.843 increases in performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The variable was significant since  $0.004 < 0.05$ .

Overall, monitoring and evaluation had the greatest influence on performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya, followed by community participation, then donor funding while social cultural factors had the least effect on performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. All the variables were significant ( $p < 0.05$ ).

## CONCLUSIONS

The study concluded that community participation significantly influence performance of orphans and vulnerable children Programmes in Kenya. It was clear that community participation greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. It was also established that security concerns and public dialogue greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The study also revealed that need for retaliation and community satisfaction

greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya.

The study further concluded that social cultural factors greatly and significantly influence performance of orphans and vulnerable children Programmes in Kenya. The study found that social cultural factors greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. It was clear that gender involvement and traditional values greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya but Community priority tend to have a low influence on the performance of orphans and vulnerable children Programmes.

The study concluded that donor funding significantly influence performance of orphans and vulnerable children Programmes in Kenya the study established that consistency of funds and that transport infrastructure greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. The study also found that financial allocation/ availability also greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. Moreover, the study established that stationery lowly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya.

The study concluded that monitoring and evaluation significantly influence performance of orphans and vulnerable children Programmes in Kenya. The study found that frequency of M&E, use of time schedule and that efficiency and effectiveness of M&E greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya. Further the study established that programs involving stakeholder integration greatly influence performance of orphans and vulnerable children Programmes in Tharaka-Nithi County, Kenya.

## **RECOMMENDATIONS**

1. The study recommends that the community should be sensitized to be heavily involved in these projects. This can be done through including them as the stakeholders of the projects as well as allowing them to contribute to the projects hence improving the performance of the projects.
2. The study recommends that parents and the community should be sensitized on the effect of some cultural practices which affects the children because these practices lead to increase in children being abandoned, increase in dropout rates in schools especially among girls, increased vulnerability to abuse, exploitation and violation of rights and high-risk behavior. This hence leads to increase in street children and hence elaborating the failure of the OVC projects.
3. The study recommends that allocation of funds should be increased to improve the OVCs health status and that financial resources should be estimated realistically at the time of planning for the success of the OVC programme that human resources efficiency enables

- monitoring of OVC Programmes. This will ensure that the projects are successfully carried out and completed on time
4. The study also recommended that the information gained from monitoring and evaluation should be used to inform the project manager on areas with problems for proper planning to be done.

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